

City of Columbus



2018 ANNUAL REPORT

Andrea Blevins, City Clerk
Columbus, Ohio

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2018 ANNUAL REPORT

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City Attorney 2018 Annual Report

In 2018, City Attorney Zach Klein completed his first full year in office after replacing long-time City Attorney Richard C. Pfeiffer, Jr. The actions and decisions undertaken throughout the course of the year were guided by City Attorney Klein's directive to be "bold and creative" in using the full breadth of the office to better serve Columbus residents.

One of the first steps was creating the City Solicitor General's office, a unit designed to promote important public policy changes. City Attorney Klein also established a Proactive Litigation Team for the office to actively seek opportunities to protect the rights of Columbus residents. The City Attorney's office also continued working with community leaders and the Columbus Division of Police, as the Zone Initiative unit aggressively pursued civil injunctive orders to shut down several crime-plagued businesses and multiple drug operations in residential neighborhoods. In a first for the City of Columbus, the office also used civil litigation to shut down a human trafficking operation, securing an emergency TRO to board up a massage parlor that investigators found to be a front for prostitution.

Also of note in 2018:

- **New Gun Ordinances** – The City Attorney's office led the way in drafting and enacting a series of common sense gun laws, including a ban on bump stocks and prohibitions against domestic abusers and other violent criminals from possessing firearms. While the city ordinances were passed in May, the office continued to defend them in court against litigation brought by gun lobby groups.
- **Columbus Crew Soccer Club Lawsuit** – This lawsuit culminated in the announcement that the new owners of the Columbus Crew were committing to build a new downtown stadium while also helping turn the old stadium site into a community sports park. The City Attorney's joint lawsuit filed in conjunction with the Ohio Attorney General's office, and the city's subsequent motion to toll, or pause, the six-month negotiating period helped save the Crew from moving to Austin, Texas and paved the way for the deal to take shape.
- **Affordable Care Act Lawsuit** – In August, the City of Columbus became the lead plaintiff in a suit against the Trump administration for intentionally and unlawfully sabotaging the Affordable Care Act (ACA). The 130-page complaint asserted that in systematically attacking the ACA, Trump raised the cost of health coverage and increased the number of uninsured Americans, both of which have a negative effect on Columbus' general operating budget. The suit also outlined how these intentional actions violate the President's lawful duty under the "Take Care Clause" of the U.S. Constitution.
- **Settlement of Largest Public Nuisance Lawsuit in City History** – After months of negotiations with Illinois-based property owner AMG Realty Group, a comprehensive joint agreement was made to ensure that AMG's large, multi-unit apartment complexes would be maintained to meet Columbus City Codes, including a compliance schedule, proactive maintenance and pest control, regular refuse collection and litter pickup, and hiring security guards at all locations. AMG also agreed to pay a \$50,000 administrative fine, which was directed to the city's Eviction Prevention program.
- **U.S. Census Lawsuit** – In May, Columbus joined the State of New York in a lawsuit to block the federal government from demanding citizenship information in the 2020 U.S. Census. Columbus joined the lawsuit in part because of the decades of bipartisan recognition that demanding citizenship information would lead to greatly depressed census participation in communities with large immigrant populations, potentially threatening critical federal funds and fair representation in Congress and the Electoral College. In 2017, Columbus received nearly \$100 million in federal grant programs, many of which relied on the population figures collected in the census to distribute federal funds among states and local governments.
- **Title X Funding Lawsuit** – City Attorney Klein led the national effort to garner support from cities across the country to help bolster a federal lawsuit to protect Title X funding. The City of Columbus filed an amicus brief, with several other cities attached as signatories, in support of an injunction to keep funding that has long been used to expand access to contraceptive care and reproductive health care for low-income, uninsured, and underinsured individuals.

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 2018 was 133 while the number of part-time employees was 15. 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 \$14,638,233 (\$13,619,621 from the General Fund and \$1,018,612 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 annually reviews between 1400-2000 contracts for city departments, involving expenditures of over \$1 billion. In 2018, the section also reviewed 2220 ordinances and resolutions. General Counsel provided legal assistance on dozens of noteworthy projects and issues during 2018 as well.

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

The section started 2018 with 99 cases pending in various forums and at the end of the year had 131 pending cases. Over the course of the year, 64 cases were resolved. Forty-one of those were successfully resolved in the city's favor, including:

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

Of the remaining 23 cases:

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

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

In 2018, the Litigation Section was assigned to handle 43 new cases that were brought against the city, seeking a total of approximately \$81 million in damages. A total of 57 cases were closed this year, which resulted in the city paying \$374,300 out of a total prayer of over \$105 million in damages being sought. A total of 85 cases are still active.

The Claims Section investigates pre-litigation tort claims against the city that exceed \$2,500. They also manage the collection of delinquent debt owed to the city after city departments have exhausted remedies prior to initiating litigation. If a matter cannot be resolved in the pre-litigation stage, then the Claims Section files suit.

The combination of both in-house and outside collection agency delinquent tax collections brings in millions to the city each year. In 2018, a total of \$5,485,740.04 was brought into the General Fund through these collection efforts. The Claims Section filed 2,247 tax cases and collected \$2,586,770.49 in delinquent city income taxes in-house. The section also collected \$223,311.71 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 45 cases were filed to collect non-tax debt.

There were 89 new claims over the \$2,500 threshold filed against the city in 2018. Twenty-one were settled, and 46 were denied. Some of these claims were filed in 2017, with their investigations continuing into 2018. In total, \$72,224.34 was paid on behalf of the city departments to settle damage or personal injury claims filed against them in 2018, which represents a 41.5 percent decrease over the same time period last year.

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

Training: (300 hours in 2018) The demands made of the legal advisor section by police for legal training has continued to increase over the past several years—with more legal training provided over the past two years than ever before. On-going in-service legal training of all current officers was conducted every week throughout the spring. The training took place on all shifts and afforded face-to-face contact with every Columbus Police Officer.

The advisors also provided legal training to two police recruit classes in 2018. This also involved hundreds of hours of preparation and presentation. Recruit legal training is unique in that recruits from several other Central Ohio police departments also attend the Columbus Division of Police Training Academy, which not only brings entrepreneurial training monies into the city, but also leads to unity in training for officers from multiple jurisdictions with which Columbus officers have contact. The legal advisors also provided bureau-specific training wherein they went to individual police sections and conducted training on their specific issues.

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

Legal Updates and Roll Calls: (10+ written updates/and dozens of roll-calls attended in 2018). The police legal advisors distribute legal updates to all Division of Police Officers for up-to-date legal information on a monthly basis. They also attended nearly every police patrol roll call between January 2018 and June 2018 to take questions specific to those officers and the parts of town where they patrol.

Videos: (Several videos produced in 2018). The office continued providing short video presentations. These videos were required viewing for all officers. The videos are typically 2-4 minutes in length, covering important legal topics which the officers are able to watch from their substations.

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

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

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

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

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

Consisting of 17 courtroom prosecutors, five domestic violence prosecutors, two arraignment team prosecutors, an environmental prosecutor, an administrative assistant, and four legal support staff, the unit prosecuted 123,160 misdemeanor cases initiated in the Franklin County Municipal Court in 2018. 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 2018, 70 requests for public records were responded to in a timely fashion. The division also generated \$33,150.00 in revenue by providing legal services to area municipalities.

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

- Intake Section: Offering citizens the opportunity to have allegations of misdemeanor criminal violations reviewed by a prosecutor, the Intake Section processed 2,419 citizen complaints, averaging 201 per month. Of these complaints, 338 received prosecutor approval for the filing of criminal charges.
- PRU Mediation Program: This program operated in the evenings with volunteer mediators from the Moritz College of Law, Capital University Law School, Nationwide Insurance and members of the alternative dispute resolution community in an effort to resolve disputes without resorting to criminal prosecution. The program scheduled 173 mediations, resulting in 85 actual hearings. Of these 85 hearings, 62 percent resolved with an agreement between the parties. Six percent were resolved by the parties prior to the hearing date.

- Check Resolution Program: Seeking to resolve disputes where checks are dishonored without resorting to the filing of criminal charges, this program scheduled a total of 2,307 first and second hearings resulting in the recovery of \$238,872.26 on dishonored checks. This process diverted 736 check writers from the criminal justice system.

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

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

According to data compiled internally, in 2018 the Domestic Violence & Stalking Unit resolved 3194 cases and served thousands of victims.

The Appellate Unit consists of a director, an assistant city prosecutor, a paralegal and a staff of approximately five-to-seven legal interns. In 2018, the Appellate Unit completed 17 briefs—all filed in the 10th District Court of Appeals, in addition to having completed 11 oral arguments. Overall, the unit was successful in 78% of its cases. The unit also was responsible for the filing of 538 objections to applications for record sealing, as well as responding to over 2,000 defense motions.

The Traffic Diversion Program is a coordinated effort of the PRU and the Appellate Unit designed to allow for a diversion alternative for traffic offenders. Of the 877 participants in 2018, 631 (72 percent) successfully completed the requirements of the program allowing for case resolution at the arraignment stage.

The Real Estate Division is responsible for the acquisition of all real property interests needed by city departments, the provision of legal assistance with regard to all real estate matters—including the sale and leasing of property—utility easements, right-of-way dedications, and matters related to real estate property taxes. The Real Estate Division also provides legal and negotiating advice for a number of major transactions, including the acquisition of 373 acres for future disposal of water treatment residuals.

In 2018, the Real Estate Division provided legal advice, instrument preparation, ordinances, resolutions, and negotiating services involving projects resulting in more than 410 permanent land acquisitions, all of which will contribute to Columbus' development. Major public improvement projects include acquisitions on the Hamilton Road- Phase A; Hamilton Road I-70 to Refugee Road; McGuffey Road –Duxberry Avenue Safe Routes to Schools; Creative Campus Phase 2; Dublin-Granville Roundabout; Hamilton Road Extension; and Linden Neighborhood Stormwater.

The Real Estate Division also handled deed and instrument preparation and other assistance related to the City's land bank, involving more than 245 deeds.

Attorneys in the City Solicitor General Section prepare filings and oversee complex appellate litigation, assist the General Counsel in advising City Council on legislative matters, act as policy counsel to the City Attorney primarily on issues pertaining to criminal justice and criminal justice reform, and serve on the Proactive Litigation Team.

The section's appellate work included leading a national legal effort to assure the continued provision of Title X funding for those seeking reproductive health care by preparing and filing an amicus brief in the U.S. Court of Appeals for the D.C. Circuit; leading state-wide efforts to protect the right of local governments to assure local hiring in city contracts and to defend city state tort immunity by preparing and filing amicus briefs in the Ohio Supreme Court; and preparing and filing an amicus brief in the Ohio Supreme Court preserving the integrity of negotiated plea bargains in the prosecution of criminal offenses.

As advisors on legislative matters before Columbus City Council, the section was responsible both for taking the lead in drafting common sense firearms ordinances and for defending those ordinances in subsequent legal action. The section also worked to overhaul existing panhandling ordinances to bring them into compliance with recent constitutional decisions and advised on aspects of the city's campaign finance law revisions.

In the area of criminal justice reform, the section secured a technical assistance grant from the Center for Court Innovations and has been working over the past year with system partners to develop risk-based prosecutor-led diversion programs beginning with victims of human trafficking, those charged with petty theft, and those whose competency to stand trial is in question. The section likewise worked with the Domestic Violence and Stalking Unit on the need for system-wide reform in the provision of victims' services in light of the passage of Marsy's Law. Additionally, the section continued to address the need to overhaul the state drug laws. Towards this end, the section worked with members of the General Assembly to draft common sense drug reform measures consistent with the spirit, but not the language, of state Issue One. Beginning in late 2018, the Solicitor General Section took on the City Attorney's office response to matters pertaining to addiction and mental health in the criminal justice system and will continue to work to integrate risk/needs assessments, the provision of behavioral health services, access to medication assisted treatment, and other evidence-based, trauma-informed practices designed to better the outcome of criminal justice encounters.

Attorneys within the Section also participate in the Proactive Litigation Team. This group evaluates and brings litigation where appropriate involving the federal government in order to defend the rights of the City of Columbus. The team joined with Democracy Forward and sister cities to lead a national lawsuit against the Trump Administration to protect the Affordable Care Act; joined a lawsuit to make sure the Census is administered fairly to protect the continued federal funding of City services at adequate levels; and, working with outside counsel, continued the fight against opiate manufacturers, distributors, and key opinion leaders by maintaining the city's lawsuit against Purdue Pharma, *et al.*

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

To that end, the five attorneys assigned to this unit were visible in the community attending meetings and making presentations on how citizens and city government can work together to improve the quality of life in Columbus' 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 community meetings
- Approximately 150 police meetings
- Approximately 150 Code Enforcement meetings

Ohio Revised Code Chapter 3767 – Criminal Nuisance Abatement

- Eighteen houses and two apartment buildings closed due to drug activity
- Five markets/carryouts closed due to violent crime, drug sales and illegal alcohol sales
- One massage parlor closed due to prostitution activity.

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

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

Liquor Permit Violations

- Objected to eight liquor permits in December 2017
- Five of these objections were upheld and three were resolved with agreed nuisance findings during the course of 2018.
- Objected to seven liquor permits in December 2018

Hotel/Motel Permit Objections

- Objected to four hotel/motel permits in December 2017
- Two were resolved with agreed orders and the other two were resolved with sales to new owners during the course of the year.

City Auditor 2018 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 26, 2019

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 2018.

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 2018 is now in progress. An annual financial report of the total City for the year ended December 31, 2018 containing the independent auditor's report will be issued in the near future.

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

Very truly yours,



Megan N. Kilgore
City Auditor

MNK/dmw
Enclosure



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

Total Expenditures

	<u>2018</u>
Personal services	\$3,483,355
Materials and supplies	24,635
Services	1,010,658
Other disbursements	-
Capital outlay	-
Total Expenditures 22-01	<u>\$4,518,648</u>

Hotel-Motel Tax Collections

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

<u>Year</u>	<u>(in thousands)</u>
2018	\$ 22,791
2017	22,354
2016	21,332
2015	20,497
2014	18,507
2013	17,511
2012	16,455
2011	15,027
2010	13,782
2009	12,727

Miscellaneous Data

	<u>2018</u>	<u>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>
Vouchers Paid	134,473	139,482	129,123	102,158	100,495
Receipts Posted	12,601	12,806	10,349	10,880	9,387
Disbursing Warrants Written	71,131	73,499	71,582	77,975	73,742

Funds and subfunds accounted for:

General Funds	8	8	8	8	8
Special Revenue Funds	54	56	55	55	53
Agency Funds	29	27	27	24	24
Debt Service Funds	25	26	25	25	24
Internal Service Funds	15	15	13	7	7
Capital Projects Funds	78	80	78	61	61
Enterprise Funds	41	43	43	43	43
Total	<u>250</u>	<u>255</u>	<u>249</u>	<u>223</u>	<u>220</u>



Income Tax 2018 Annual Report

DARLENE WILDES
Interim Income Tax Administrator

ELIZABETH M. BRINK
Chief Administrative Officer

JENNIFER L. NOLAND
Director of Income Tax Enforcement



77 North Front Street
Second Floor
Columbus, OH 43215

CITY OF COLUMBUS OHIO

INCOME TAX DIVISION

City of Columbus, Ohio
Department of City Auditor
Division 22-02 Income Tax
December 31, 2018

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 2018:

	(in thousands)
Gross collections in 2018 via Income Tax Division	\$ 916,657
Transfers to other cities	(3,014)
Collections in transit 12/31/2017	18,888
Collections in transit 12/31/2018	(13,931)
Refunds paid in 2018	<u>(27,015)</u>
Income tax revenues (Budgetary Basis)	<u>\$ 891,585</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	83.7% of the total tax revenue for Columbus in 2018.
Business accounts contributed to	11.1% of the total tax revenue for Columbus in 2018.
Individual accounts contributed to	5.2% of the total tax revenue for Columbus in 2018.

By contract, this Division administered the collection of the municipal income tax for the following municipalities in 2018: Brice, Canal Winchester, Groveport, Harrisburg, Marble Cliff, and Obetz as well as the Northern Pickaway County Joint Economic Development District (JEDD), the Prairie Obetz Joint Economic Development Zone (JEDZ), the Prairie Township Joint Economic Development District (JEDD) and Grandview Yard. For the administrative service of collecting the income taxes for these entities, the Columbus General Fund received collection fees based on a formula incorporating the gross income tax collections for each of these political subdivisions of the State of Ohio. Fees collected during 2018 for administering the income tax collections of the administered political subdivisions of the State of Ohio amounted to \$557,362. This is to be compared to \$638,170 in fees collected in 2017. The collection fees charged to the suburbs are based on a four-part formula that is specifically designed to recover only the cost of administering the tax. The Northern Pickaway County JEDD, the Prairie Obetz JEDZ, the Prairie Township JEDD and the Grandview Yard have separate formulae for calculating the cost of administering their respective tax.

The total expenditure to operate the Income Tax Division during 2018 was \$9,027,551. This includes salaries, fringes, income tax forms, new equipment, data processing charges and miscellaneous supplies including postage. This represents administrative service

for income tax collection for Columbus and six satellite communities as well as three JEDD/JEDZ entities. The authorized strength of the Income Tax Division in 2018 was 84 full-time and 1 part-time employees.

City Income Tax receipts processed in 2018 through the Delinquent Section amounted to \$8,189,959. 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 2018, the Income Tax Division referred 2,442 cases to the City Attorney's office for filing civil suits on delinquent assessments totaling \$9,977,545.98.

On December 31, 2018 the Division had 1,451,105 accounts on its tax files. This total is comprised of 1,322,681 "Direct" and 128,424 "Withholding" accounts.

	<u>ACTIVE</u>	<u>INACTIVE</u>		
CORPORATE	16,259	73,039		
FIDUCIARY	190	2,464		
INDIVIDUAL	47,633	1,113,132		
PARTNERSHIP	-0-	4,824	(required to file as entities)	
ENTITY/PRTSHIP	8,870	28,726		
COURTESY	-0-	27,544		
TOTAL – DIRECT	72,952	1,249,729	TOTAL	1,322,681
- WITHHOLDING	25,115	103,309	TOTAL	128,424
GRAND TOTAL	98,067	1,353,038	TOTAL	1,451,105

The total number of accounts on the tax database increased by 60,662 in 2018

**Franklin County Municipal Court
Judges
2018 Annual Report**

THE FRANKLIN COUNTY MUNICIPAL COURT
2018 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 2018 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 Daniel Hawkins.

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

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

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

ASSIGNMENT OFFICE

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

The Ohio Supreme Court's "Rules of Superintendence for Municipal Courts" require that cases be assigned to judges in a random manner. Random assignment occurs at the time a defendant enters a "not guilty" plea in criminal and traffic cases and upon the filing of a motion or an answer in civil cases. However, in accordance with Local Court Rule 8, there are also certain circumstances that exist when cases may be singly assigned, for example: when a person is charged with a criminal or traffic offense and already has a pending criminal or traffic case, or the person is on probation to this Court, the new charge(s) will be assigned to the judge who presided over the previous case.

Assignment is responsible for the preparation of case management reports for the judiciary, such as the civil motion's list, individual daily court and board-sheets, case and hearing statistics, and the monthly statistical reports that are submitted to the Ohio Supreme Court. For 2018 the General Division has a yearly clearance rate of 100%. The General Division's 5 year average clearance rate is 99.8%. The Environmental Division's clearance rate for 2018 was 94% with a 5 year average of 95%.

COURT ADMINISTRATION

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

The Court's General Fund Operating budget for 2018 was \$18,865,752 with an additional \$1,409,605 Secure Facilities Fund budget and \$614,645 Computer Fund budget.

COURT SECURITY

Court Security was established to maintain a safe environment in the courthouse for elected officials, Court employees, and all others having business in the courthouse. The staff consists of a security director, security supervisor, administrative assistant,

control room operator, and 23 security officers on the first shift, plus a control room operator on each of the second and third shifts. In addition, the Court contracts with a private security company that provides evening, weekend, and holiday coverage. During 2018 approximately 954,854 visitors to the Court were screened at the Court's entry points by security officers. These officers checked 6,822 prohibited items and responded to 395 building incidents. Columbus Police Liaisons made 569 arrests in the building.

COURT SERVICES

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

ENVIRONMENTAL DIVISION

In the Environmental Division, successfully integrated a series of unique sentencing strategies to combat vacant and abandoned properties, along with chronically offending landlords in Franklin County. Property owners are ordered to bring their properties into compliance under the supervision of the Court's chief environmental specialist and the field services staff of the Environmental Division. Penalties range from daily fines, jail time, to more creative options such as sentencing violators to home confinement in one of their own dilapidated properties until they achieve compliance.

Under the jurisdiction of the Environmental Division, nuisance abatement cases filed within the County come before the Environmental Judge. These cases include derelict hotels, liquor establishments in violation of the law, drug houses, and any other properties hosting nuisance activities. The Environmental Division also hears cases involving environmental crimes, violations, and similar matters filed within the County. Some examples of these cases involve 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, property maintenance, and park district violations. In 2018, 3,865 criminal cases and 717 civil cases were filed in the Environmental Division.

In 2018, the Environmental Division along with the Court's Probation Department provided supervision to all non-Code Enforcement related cases that resulted in a probation sentencing. A dedicated probation officer is assigned to supervise these cases with the chief environmental specialist and the Environmental Division's field services staff providing field investigations and inspections for those cases. The field services team includes two environmental specialists who routinely provide investigations and inspections to ensure compliance with the law, the conditions of probation, and other terms of sentencing.

The Environmental Division will continue its education and outreach programs throughout Franklin County. Over the past three years the Environmental Division staff appeared and presented information at over 70 different community events, reaching thousands of citizens. The Environmental Division also maintains its website – www.EnvironmentalCourt.us – to provide helpful information to the public and to serve as a resource for area agencies.

Environmental Community Cleanup Crew:

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

In 2018, the Community Clean-up Crew supervised 646 individuals who provided a combined 14,943 hours of work in the communities of Franklin County. The Community Clean-up Crew removed 107.3 tons of solid waste, 1,601 bags of trash and 36 cubic yards of yard waste. They safely disposed of 288 used needles and recycled 1,638 discarded tires from Columbus and other communities within Franklin County.

A dedicated community service officer was hired to support the program to scout and schedule projects to complete while building community relationships for future endeavors. Moving forward, the Environmental Division looks to expand the program to offer its services to more community partners: area commissions, block watch groups and neighborhood pride organizations. These efforts will allow the program to have regularly occurring clean-ups in areas throughout the City and County. Other services provided include waste removal from City and County owned vacant properties and graffiti clean-ups that helps to assist the City and County in their efforts to provide clean, safe neighborhoods for their residents.

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

Jury service is limited to two weeks, except in those cases for which additional days are required to reach a verdict. In certain instances, jurors will serve for one week only. The Court offers several different reporting times to accommodate juror parking issues and work schedules. Jurors are provided vouchers to the County garages to help defray parking expenses as well as bus passes for the COTA bus line. The number of jurors summoned in 2018 was 4,305. The reporting percentage for 2018 was 78.9% and the overall failure to appear rate was 10.17%. Jurors are paid \$15.00 per day for each day they are in attendance.

LANGUAGE SERVICES

During 2018, 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 **6,873** requests for service (**5,627** in Spanish and **1,246** in Somali, MayMay and Swahili). The Court has multiple contracts with outside vendors to provide foreign language and ASL interpreters. There were **1,896** requests for interpreters in **38** other languages, **1,793** requests were filled by **onsite interpreters** and there were **103** requests in languages of lesser diffusion like **Kinyarwanda, Krio, Yoruba, Mandinka, Oromo, Soninke, Uzbek, Hebrew, Georgian, Macedonian and Zomi** that were covered through remote interpretation. The foreign languages for which interpreters were most requested were **Spanish, Somali, Nepali, Arabic, French, Tigrinya, Mandarin, Amharic, and Russian**. Additionally, the Court filled **184** requests for **American Sign Language and Certified Deaf** interpretation. The Interpreter Services Program continues to offer a mentoring program and training opportunities for judiciary interpreters to better serve the Court and all parties.

MAGISTRATES

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

DEPARTMENT OF PRETRIAL AND PROBATION SERVICES

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

The DOPPS is an evidence-based organization that embraces practices that are grounded in research. The Court continues to receive consultation and training to assist with its evidence-based strategic plan. During 2018 supervisors were trained on how to guide and coach staff in delivering evidence-based case management services, Motivational Interviewing and targeted training for pretrial officers. The DOPPS is committed to transparency and to being a data-driven department and prioritizes data collection and analysis to help inform its practices and training needs and to ensure that we are meeting our goal of risk-reduction and public safety.

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

The department has a partnership with Job and Family Services (JFS) that provides for two JFS Benefits Specialists to be located within the DOPPS two days per week to assist with defendant needs. Additionally, in December of 2018, the department partnered Southeast Healthcare Services' SOAR Program, to provide on-site assistance to defendants with SSI/SSDI needs. Although still new, this partnership has proved extremely beneficial to staff and defendants.

The department was fortunate to receive funding to implement its Lesbian, Gay, Bi-Sexual, Transgender, and Queer (LGBTQ) specific, domestic violence treatment program. This program was developed in partnership with Equitas Health and BRAVO and provides for a culturally competent program and a designated, specially trained officer, to address the intimate partner violence programming needs of the LGBTQ defendants who are supervised by the DOPPS Domestic Violence Unit.

SELF HELP RESOURCE CENTER

The Franklin County Municipal Court Self Help Resource Center assists pro se litigants with navigating the Court. Created in 2016, the Center's main objectives are to improve the quality of court filings filed by pro se litigants, increase access to the justice system for individuals who cannot afford attorneys, and provide a positive point of contact between the Court and the community. It can assist visitors with civil issues in Municipal Court, but does not give legal advice. The most common issues served at the Center are the sealing of criminal records and landlord/tenant disputes. The Center has continued to grow since moving to the sixth floor of the Municipal Court in early 2018. Currently, the Center serves an average of 30 visitors per day and has served over 4,500 people in its first year in the new space. The Center is on track to surpass its goal of serving 6,000 visitors in 2019.

SERVICE BAILIFFS

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

The Service Bailiffs' Department processed or served in excess of 42,500 legal documents in 2018 and supervised 1,434 set-outs. The department currently employs 13 full-time individuals consisting of 1 chief, 1 deputy chief, 10 deputy bailiffs and a deputy bailiff/administrative assistant.

SMALL CLAIMS DIVISION AND DISPUTE RESOLUTION DEPARTMENT

The **Small Claims Division** processes Small Claims cases for the Municipal Court and assists individuals and businesses with court forms. Small Claims are claims for money damages up to \$6,000. The Small Claims Court and its processes are governed by Ohio Revised Code Chapter 1925. The Division provides information, forms, instructions, and videos for small claims cases and collections. The Division maintains a user-friendly website that contains all of the information required to initiate and complete a small claims case (smallclaims.femcclerk.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 5,704 small claims cases in 2018.**

The Court's **Dispute Resolution 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 2,845 mediations in 2018 that were made up of 1,205 General Division/Small Claims Cases, 253 Rent Escrow Cases and 1,387 Pre-Filing/Online/Check and Account Resolution Self-Referrals.**

In March 2018, the Division presented on its innovations in online dispute resolution (ODR) at the first annual Supreme Court of Ohio Dispute Resolution Conference. Online dispute resolution increases court user perceptions of fairness and justice. In 2018, 90.6% of the Division's ODR participants surveyed felt that they were treated with respect and had an opportunity to be heard during their online mediation. Similarly, 94.9% of participants surveyed preferred resolving their dispute online than by coming to court.

SPECIALIZED DOCKET DIVISION

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

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

Restorative justice is the philosophical foundation of the division. In the context of the municipal court, restorative justice is a process by which offenders take responsibility for their actions, understand the harm they caused, redeem themselves through the

process of recovery, become contributing members of their families and the community, increase public safety by ceasing criminal behavior, and reduce the emotional and financial burden on society. This approach considers the impact of the crime on the victim and the community and gives the person who committed the crime the opportunity to repair the damage of their offenses through their actions and meaningful activity.

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

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

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

The 2018 Specialized Dockets were under the direction of Judge Ted Barrows, Military and Veterans Service Docket; Judge David Tyack, Recovery Court Docket and Drug Educational Program; Judge Cindi Morehart, LINC Mental Health Docket; Judge Paul Herbert, CATCH Human Trafficking Docket and Human Trafficking Educational Program; and Judge Jodi Thomas, HART Opiate Docket. 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 2018, the Specialized Docket Division served a total of 1,602 people. The Specialized Dockets and educational programs served 794 participants. There were 808 competency hearings in 2018. Of the participants who were discharged between January 1, 2018, and December 31, 2018, the recidivism rates are significantly below the national average for high risk/high need defendants.

**For more detail and data concerning the 2018 Franklin County Municipal Court's
Operations, Programs and Reporting
please refer to <http://www.fmcclerk.com/reports/annual-reports#annual-reports>.**

**Franklin County Municipal Court
Clerk
2018 Annual Report**

FRANKLIN COUNTY MUNICIPAL COURT
COLUMBUS, OHIO
ONE HUNDRED [and] THIRD
ANNUAL REPORT
2018

Letter from Clerk Lori M. Tyack

Welcome to the 103rd Annual Report of the Franklin County Municipal Court and Clerk's Office. As your Clerk, my commitment is to strategically improve daily operations, effectively collect debt owed the court, and vigilantly monitor applicable legislative changes. My office works daily with other agencies of the criminal justice system and the community to ensure access to justice and to promote public trust and confidence. This report reflects the dedication and commitment to service demonstrated by the staff of the Clerk's Office and the Court.

New case filings for 2018 totaled 182,716 compared to 180,299 in 2017 for an increase of 1.34%. Costs, fines, and fees collected equaled \$41.6M compared to \$40.3M in 2017 for an increase of 3.22%. The total amount referred to collections was \$4.7M, a decrease of 14.5% over 2017. Overall collection of court-ordered fines and costs through the efforts of four collection agencies increased by 3.76%. The collection of court-ordered bond forfeiture judgments increased approximately 22.7% from 2017 to 2018.

Changes in state laws, local court rules, and new social initiatives continued to affect processes and procedures in the Clerk's Office through the end of 2018. A few highlights include: House Bill 33 – LEADS printout may be provided to a defendant in a traffic or criminal case upon request; Marcy's Law – implemented changes regarding new victims' rights laws; Ensured BCI Reporting compliance per Governor's Executive Order 2018-11K and participated in the 2018 Ohio Supreme Court NICS Survey; House Bill 49 - Participated in a six-month pilot program authorizing the Ohio Attorney General to contract with a private vendor to notify background check companies of a case expungement or sealing of record. Of the 1,710 applications filed, 303 applicants participated in the program; HB 66 – Allowed defendants with multiple convictions to file an application for record sealing; Ohio Pooled Collateral System – a new requirement mandated by the Ohio State Treasurer to pool collateral to manage and protect public funds; Partnered with the Ohio Legal Assistance Foundation to sponsor a Driver's License Clinic. The Clinic was held at the Franklin County Court Complex. Program involved multiple agencies assisting 150+ participants with driver's license suspension and reinstatement issues.

- Participated in Six (6) Eviction Workshops sponsored by Columbus City Council.
- Worked with the Ohio Bureau of Motor Vehicles to determine and implement changes needed for improvement of the Certificate of Judgments issued by the Court.
- Contracted with a new payment vendor, E-Pay Plus, to accept filing fees for electronically filed documents.
- Ohio Community Supervision Service Project – Collaborated with Court Probation and Step Mobile to integrate data for a new statewide probation system.
- Public Performance Partners, Inc. – Recommendations Bail Practices Review – Provided statistical data

In May, the Clerk's Office created an automated telephone message process using our current telephone system, to remind individuals of their scheduled arraignment hearing. More than 50,000 phone calls were made during a seven-month period. In 80% of the successful calls, a message was played for a live person or left on an answering machine.

As in years past, the Clerk's Office has continued to collaborate with Ohio's colleges to provide internships and volunteer opportunities offering real-time experience to individuals entering the workforce.

The City of Columbus contracted with Plante & Moran, PLLC to perform our annual audit. A sampling of accounting/financial transactions, file integrity, checks and balances of duties performed and personnel records including time sheets were inspected. The Clerk's Office incurred zero infractions.

Thank you for taking the time to read our 2018 Annual Report.

Administration Division

The Administrative Division of the Clerk's Office is comprised of the Office of the Clerk, Chief Deputy Clerk, Executive Director Public Relations, Executive Director Fiscal Administration, Director Human Resources, Administrator Payroll & Benefits, Administrator Procurement, and Administrative Assistant. This Division oversees the day-to-day operations of the Clerk's Office and is governed by directives as set forth in the Annual Budget and the Ohio Revised Code. Additionally, all new programs, contracts, projects, and grants are established and implemented within the Division. It conducts all public relations and internal communications for the Clerk's Office. Accomplishments for the Administration Division in 2018 include the following:

- Directed & guided projects, initiatives and process changes for the entire office
- Facilitated and/or participated in the following:
 - Courthouse to the Community
 - Drivers' License Reinstatement Clinic
 - Initiated court date robo-call reminders, and also identified text reminder application to reduce failure to appear in court
 - Environmental Court Open House
 - City Council Eviction Workshops
- Managed (6) six separate budgets totaling more than \$14.6M
- Prepared and processed ordinances totaling \$781,290.00 – for approval by Columbus City Council
- Processed over 288 vendor contracts for materials, supplies, and services

Office of Information Services Division

The Office of Information Services provides services related to information technology to the Franklin County Municipal Court and Clerk's Office staff. This Division's responsibilities include maintaining a stable electronic work environment, collaborating with other staff to use information technology to better serve the Franklin County Municipal Court, identifying emerging technologies for the Court's investment in technology, and providing training to staff on the proper use of software programs and equipment. Accomplishments for OIS in 2018 are as follows:

- Upgraded to new computer cloning software to improve performance and hardware/software compatibility
- Implemented auto dialer notifications for arraignment appearances using existing interactive client system
- Upgraded Linux Server infrastructure
- Improved search accuracy for CPD warrant verification service for arrest warrants
- Provided IT assistance for the 2018 Driver's License Reinstatement Clinic
- Upgraded Pix Firewall
- Completed Phase 1 domain migration. Windows Server 2008 to Windows Server 2012 Datacenter
- Collaborated on long-term projects with the following:
 - Ohio Department of Public Safety
 - Equivant/CourtView
 - State of Ohio
 - City of Columbus
 - Franklin County
 - Ohio Central School System
 - Ohio Bureau of Identification
 - Ohio Bureau of Motor Vehicles
 - Public Performance Partners, Inc.

Audit and Internal Controls Division

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

The main purpose of the division is to help direct and protect resources of the Office while improving internal processes and services that the Franklin County Municipal Court Clerk's Office provides to its customer base, the Court, law enforcement, all external partners and most importantly, the public. Accomplishments for Audit and Internal Controls for 2018 are as follows:

- Financial Analyst balanced four deposit accounts by the 20th of each month as mandated by the Ohio Revised Code
- Audited case file sequencing for Criminal/Traffic and Environmental case types for Supreme Court.
- Implemented the correction of address formatting for Civil case mailings, achieving USPS compliancy guidelines
- Directed annual external audit, 8th year, zero infractions
- Monitored pooled collateral insurance between our financial institution and the Ohio Pooled Collateral System.
- Audited, maintained, and submitted Supreme Court Report statistics for administrative cases.
- E-Filing- Five Point card processing ready to use
 - Filing of Expungement cases nearing start date
 - Criminal/Traffic added additional subsequent filing dockets
 - Assisting Civil Division in preparation for E-Filing of Eviction cases

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 2018 are as follows:

- Continued the e-filing pilot for the filing of new small claims, contract, environmental complaints, and subsequent filings by the City of Columbus Division of Income Tax and Zone Initiative
- Implemented new subsequent filing options for the e-filing pilot for the City of Columbus
- Worked with the Legal Research department of the Municipal Court to implement changes from the Ohio Supreme Court regarding attorney's filing notice of limited appearance of counsel on civil cases. Implemented new docket codes to facilitate these new filing procedures
- Incorporated the Self Help Resource Center website and interpreter information onto the Civil summons
- Transitioned Civil file folders to a style with bar codes to accommodate request from the Magistrate's Office
- Developed and implemented a referral card used to direct customers to the Franklin County Self Help Resource Center while providing the Center's staff with critical case information
- Updated docket codes for Revivor Judgments to reflect new practices of the Franklin County Duty Room
- Worked with the Ohio Bureau of Motor Vehicles to determine changes needed to improve the Certificate of Judgments issued to their office from the Civil Division
- Participated in Six (6) Eviction Workshops sponsored by the Columbus City Council providing eviction and procedural information
- Participated in a Driver's License Reinstatement Workshop in October in cooperation with the Clerk's Office, Court, Columbus Legal Aid, and Ohio Legal Assistance Foundation
- Participated in new Eviction Internal Working Group within the Franklin County Municipal Court
- Partnered with Columbus State Paralegal Program to provide internships and volunteer opportunities

Collection Division

The Collection Division oversees and coordinates the collection of debts owed to the Court, with the primary objective of seeking monies due to the City of Columbus taxpayers. The Collection Division operated in conjunction with Four (4) outside agencies in 2018. 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 2018 are as follows:

- Collected \$1,251,678.84
- Continued generating past due notices in-house for payable tickets
- Generate notices when a partial payment is received on a payable ticket and refer to collection
- Bond money forfeited by the Court for 2018 - \$96,528.00
- Total of Bond Forfeiture Judgments paid for 2018 - \$22,781.30
- Managed billings and compliance for eighteen (18) active bond companies and over one ninety (90) surety agents

Criminal/Traffic Division

The Criminal Traffic Division processes and maintains Criminal, Traffic, and Environmental cases. The Criminal/Traffic Division provides a multitude of services to the public, law enforcement, and the Court. This Division plays an integral role in the promotion of public safety by providing support 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 2018 are as follows:

- Collaborated with the Columbus Division of Police and Columbus City Prosecutor's Office to create a plan for defendants who are medically refused by the jail
- Implemented a new process for Arraignment Court (4C) docket cases to identify defendants who have been charged with felony drug cases and require Court-ordered DNA swabs be taken by law enforcement
- Continued work with Columbus City Prosecutor's Office to identify older cases to be considered for dismissal

- Participated in a pilot created by House Bill 49, passed in 2017, authorizing the Ohio Attorney General to contract with a private vendor to notify online 600 background check companies once Courts have approved an application for expungement or sealing of record
- Contacted and engaged the Ohio Bureau of Identification to confirm electronic reporting requirements were met per the Governor's Executive Order 2018-11K to all Ohio Courts and the 2018 NICS Survey
- Provided excellent opportunities for college internships during summer/winter breaks
- Sent Deputy Clerks to external office and Ohio Supreme Court training programs
- Participated in Clerk's Office-sponsored high school tours of the Court and Jail
- Attended and served at the Columbus City Council's sponsored Courthouse to the Community Event in three locations
- Amended process to conform to new expungement law changes
- Modified case add on process to extend time period allowing walk-in defendants to be included in daily traffic court
- Collaborated with Environmental Court Judge Dan Hawkins to modify the add on procedure to allow defendants up to 48 hours (in advance) to be added to his future case docket
- Identified and pulled case files of defendants who pre-registered for the Driver's License Clinic held in October. Provided information to participants and assisted with the Clinic
- Teamed up with the Franklin County Municipal Court Self Help Resource Center to assist with training

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 2018, the Courtroom Service Group accomplished the following:

- In anticipation for the new Franklin County Sheriff's Office jail application, CSG attended training and began using the new system
- Participated in the BMV Reinstatement Clinic in October and provided valuable feedback in preparation for the upcoming program in April
- Developed a new back- up BMV Clerk
- Participated in the Environmental Court Open House
- Worked together as a team and helped one another during difficult staffing situation

Accounting/Finance Division

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

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

Total number of sign-ups in 2018: 1,958

Total cases on program paid in full in 2018: 864

Rent Escrow Program This program allows tenants with complaints regarding their residential housing conditions to deposit rent due into an escrow account until the matter has been resolved. - Cases filed in 2018: 256

Trusteeship Program: This program allows a debtor to deposit a portion of the personal earnings with the Clerk of Courts to avoid legal proceedings by creditors. The funds collected are disbursed to creditors equally until all debt is paid in full. - Cases filed in 2018: 10

EPAY Online Payment Service: This is an online payment convenience that is offered by the Clerk's Office for payments of payable citations, and payment of fines and costs incurred once adjudicated

Total cases paid in 2018: 47,589

Amount collected in 2018: \$8,512,624.79

Restitution Program: This program was implemented February 1, 2015. It is under the authorization of the sentencing Judge and allows the defendant to make monthly payments for the set restitution amount. The Clerk's Office ensures the payments are then forwarded to the victim. No extra fees are charged by the Clerk's Office for this process.

- New payment sign-ups in 2018: 646 Payments forwarded to victims in 2018: 2,234 Totaling: \$381,283.19
- Cases with restitution paid in full in 2018: 471

The Accounting/Finance Division is responsible for preparing a monthly general accounting for all funds received and disbursed by the Clerk's Office. These records are audited annually by a licensed certified public accounting firm and approved by the State Auditor's Office. Accomplishments for Accounting/Finance in 2018 are as follows:

- Implemented a process for pre-paid credit cards for the October Driver's License clinic
- Created a new procedure for expungement payment to Higbee & Associates for the notification to private background check databases. (ref: HB 49)
- Participated on the Armored Car Evaluation
- Implemented the new Distracted Driving Fine. (ref: HB 95)
- Revised the Cost Schedule to include a new Supervised Community Service Fee
- Collaborated in the E-Filing process for Civil cases and Criminal Expungement cases
- Confirmed a partial payment procedure for Criminal cases

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

- Initiating payable and mandatory offenses; this includes traffic, criminal, and environmental cases
- Scanning all original tickets, complaints, confidential identifiers and affidavits of support
- Sending out notices for new court dates on traffic, criminal and environmental cases
- Sending out summons by certified mail for traffic, criminal and environmental cases
- Referring cases to the Prosecutor for determination
- Housing all empty traffic files for use
- Housing all payable traffic cases with future court dates
- Opening, logging and processing mail for all divisions
- Processing payments to ensure accuracy prior to being receipted
- Referring cases to the Duty Judge/Assigned Judge for payment determinations
- Sending out letters for notice of balance due and invalid car insurance for traffic, criminal and or environmental cases
- Processing cases transferred from Mayor's Courts, which may include bond money and slated defendants
- Assisting the public, employers, City, County and State Agencies by providing case dispositions pertaining to public record requests
- Assisting defendants effectively, through telephone communications, with questions regarding cases and payments
- Preparing the daily traffic arraignment court docket sheets
- Entering Identification Tracking Numbers (ITN's) into CourtView
- Tracking file sequence control

In 2018, the Traffic Violations Bureau accomplished the following:

- Continued effective communication with Police Agencies, Prosecutors, Common Pleas Court, Juvenile Court, Mayor Court Clerks and Courtroom 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
- Took part in office community outreach programs
- 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
- Prepared all mail logs to be imaged by the Imaging Department for easy access, when needed
- Scanning all paperwork that comes in with a Mayor's Court Transfer case

City Treasurer 2018 Annual Report

**ANNUAL REPORT
DEPARTMENT OF CITY TREASURER
FOR THE YEAR ENDING DECEMBER 31, 2018**

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

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

The average daily balance of investments in 2018 was \$1,813,895,928.84 with cash-basis investment earnings of \$23,849,971.44 for a yield of 1.315 percent. The investment balance at year end was \$2,071,999,961.18 which includes investment activity on December 31, 2018 that was not captured in the accounting system until January 2, 2019. Schedules of all investment activity for the year, and the portfolio composition as of December 31, 2018 are presented later in this report.

Columbus City Treasurer's Office
Balance Sheet as of 12/31/18

ASSETS:

Cash in Banks	\$	10,360,361.88
Cash-in-Payroll Account		95,100.33
Cash-on-Hand		135,369.66
Receivable Items		63,982.19
Due to Others		132,934.70
Returned Checks		93,194.46
Treasury Investments		2,070,259,707.20
Total Assets	\$	2,081,140,650.42

LIABILITIES:

Auditor's Warrants Payable	\$	30,189,346.04
Auditor's ACH & Wires Payable		303,131.07
Payroll Checks Issued		95,100.33
Advance Receipts		27,102,611.54
Total Liabilities		57,690,188.98
City Fund Balance		2,023,450,461.44
Total Fund Balances		2,023,450,461.44
Total Liabilities and Fund Balance	\$	2,081,140,650.42

Columbus City Treasurer Investment Earnings-Cash Basis 1987-2018

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		
2002	\$26,027,402.32		
2003	\$16,136,402.90		
2004	\$10,336,025.03		

CITY OF COLUMBUS
DECEMBER 31, 2018
INVESTMENTS BY TYPE

	Amount	Average Yield	% of Portfolio
FFCB Coupon Notes	55,663,432.70	1.59%	2.68%
FFCB Coupon Notes – Callable	37,046,210.95	3.04%	1.79%
	-----		-----
Federal Farm Credit Bank	92,709,643.65		4.47%
FHLB Coupon Notes	83,308,996.22	2.59%	4.02%
FHLB Coupon Notes-Callable	469,149,923.85	1.97%	22.64%
FHLB Discount Notes	0.00	0.00%	0.00%
	-----		-----
Federal Home Loan Bank	552,458,920.07		26.66%
FHLMC Coupon Notes	0.00	0.00%	0.00%
FHLMC Coupon Notes-Callable	440,732,984.36	1.84%	21.27%
FHLMC Discount Notes	0.00	0.00%	0.00%
	-----		-----
Federal Home Loan Mortgage Corp.	440,732,984.36		21.27%
FNMA Coupon Notes	119,531,156.26	1.34%	5.77%
FNMA Coupon Notes-Callable	145,000,000.00	1.07%	7.00%
	-----		-----
Federal National Mortgage Association	264,531,156.26		12.77%
Commercial Paper	530,578,039.57	2.74%	25.61%
Federated Gov't Obligations Fund	22,423,011.00	2.14%	1.08%
Star Ohio	71,501,949.47	2.49%	3.45%
JP Morgan Chase Bank	96,878,091.72	0.56%	4.68%
Huntington Premier Money Market	148,456.08	0.10%	0.01%
Broad Meadows St Lighting Assessment	32,709.00	2.50%	0.00%
Total Investments	\$2,071,999,961.18	2.02%	100.00%

Mayor's Office

2018 Annual Report

Mayor's Office 2018 Annual Report

Mayor Andrew J. Ginther's strategic priorities in 2018 focused city resources in the following areas to ensure the safety and prosperity of Columbus residents, to strengthen Columbus neighborhoods, and to ensure every resident in every neighborhood has the opportunity to succeed.

Fiscal Responsibility

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

Mayor Ginther presented his third balanced General Fund budget. The proposal reflected the City's commitment to the safety of the residents and the delivery of basic neighborhood services. The proposed 2019 budget was \$ \$914.2 million. The budget was passed by Columbus City Council on February 11, 2019.

Growth of Columbus

Columbus has grown substantially over the last three years

- 40,000 people moved to the region in 2018.
- Visitor spending is more than \$7 billion.
- 86% of Columbus businesses are very small businesses which have fewer than 20 employees.
-

Visuals: infographics?

Neighborhoods

- One Linden – community-driven master plan to address transportation, housing, retail and small business, health and safety, education and workforce.

Birth to 5

- CelebrateOne: moving the needle on reducing infant mortality through education, community outreach and accessibility to prenatal and postnatal health care.
- Hilltop Early Childhood Partnership: concluded what is needed to double the number of pre-school age kids enrolled in high-quality early-childhood education.
- Provided opportunity for more than 3,500 children to attend high-quality early childhood education.

Smart Columbus

- Formed a start-up, aligned community resources to disrupt and transform mobility in Columbus.
- \$566 million in aligned resources in the Acceleration Fund.
- Released Smart Columbus Operating System.
- Opened Smart Columbus Experience Center.

Diversity and Inclusion

- Columbus Women's Commission: committed to the economic well-being of women in Columbus particularly through pay-equity efforts and eviction education.
- 50% increase in spending in minority- and women-owned businesses.
- Undertaking disparity study.

Public Safety

- Implemented body-worn cameras.
- Established Comprehensive Neighborhood Safety Strategy:
 - Safe Streets
 - Neighborhood Crisis Response
 - CARE Coalition
 - Columbus Community Safety Advisory Committee
- Construction of Fire Station #35.

Development

- Lowest unemployment rate in 25 years/creation of more than 40,000 jobs since 2016.

Columbus Public Health 2018 Annual Report

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

MULTI-DISCIPLINES

- **Violent Crime Review** – Led the Violent Crime Review Group as part of the Mayor’s Comprehensive Neighborhood Safety Strategy, including a Rapid Homicide Notification System to coordinate and provide City services to residents and neighborhoods after a traumatic event.
- **Opiate Epidemic** – Helped lead a multi-faceted community response by: collecting and reporting data to understand the epidemic; educating residents on the dangers of opiates and available resources; providing comprehensive harm reduction programs that include access to syringes, treatment, naloxone, fentanyl testing strips and infectious disease testing; and advocating for expanded and coordinated treatment services.
- **Hepatitis A Outbreak** – Investigated and responded to the largest hepatitis A outbreak in 25 years to prevent infection and protect health, providing community education and hepatitis A vaccines to high risk groups.

CLINICAL HEALTH

TB

- Provided evidence-based blood testing (QFT) for TB to 479 high-risk students in Columbus City Schools.
- Provided medical care and case management to 125 active TB patients, including 78 newly confirmed cases counted in Franklin County – a 47% increase from 2017 and the greatest number of cases reported since 2006 (85).
- Provided 13,043 directly observed therapy (DOT) visits for TB clients. (Over half of these were performed electronically (eDOT) with 1 eDOT visit saving approximately 1 hour of staff time and 10 miles of transportation cost for staff.)

Women’s Health

- Completed 5,049 visits -- a 27% increase over 2017.
- Provided 627 LARCS (long acting reversible contraception) -- an 18% increase over 2017. (96% of these were same-day insertion.)
- Baby and Me Tobacco Free program achieved the #1 enrollment of all agencies in Ohio; 96% of participants remain smoke free for 1 year after baby’s birth. Program was awarded a “best practice” by the Association of Maternal and Child Health Programs.
- Received National Association of County and City Health Officials’ award for “best practice.”

Laboratory

- Transitioned all HIV testing from 3rd generation to 4th generation testing.
- Screened approximately 10,700 clients for HIV.
- Ran approximately 60 confirmatory tests for HIV, and brought confirmatory testing in-house so that clients who screened positive can leave with confirmation within about 1 hour, allowing us to detect HIV sooner by a couple of weeks.

Vaccine Preventable Disease

- Delivered a total of 27,553 vaccines to 8,763 clients.
- Identified and case managed 90% of all reported hepatitis B-positive pregnant women in Franklin County (111 women) prior to delivery. All babies born to hepatitis B positive mothers received the HBIG and birth dose of vaccine ensuring that no newborn infant acquired the hepatitis B virus through perinatal transmission.

Sexual Health Clinic

- Provided STI testing and same-day treatment to 9,116 clients.
- Provided HIV care to more than 2,500 low-income HIV positive persons in central Ohio.
- Launched the PrEP Linkage to Care program and the Payment Assistance for PrEP Initiative (PAPI) to assure access to PrEP, for persons at highest risk for HIV.
- Assured syphilis treatment for 90% of all newly diagnosed syphilis cases in Franklin County.

FAMILY HEALTH

Dental

- Screened 7,014 children for dental sealant needs.
- Provided dental sealants to 4,844 children.

- Provided oral health education and education on sugar sweetened beverages to more than 12,000 children.
- Distributed more than 14,000 toothbrushes to encourage good oral hygiene.

Maternal Child Health

- Distributed 1,635 cribs for infants without a safe sleep surface to help reduce infant mortality.
- Trained 776 Safe Sleep Ambassadors.
- Inspected 465 child safety seats for proper installation, and distributed 71 child safety seats at no cost when a seat was found to be damaged or expired or if a child was not currently riding in a proper seat.
- Completed 7,477 home visits for pregnant and newly parenting families.
- Distributed 1,007 child safety seats.
- Provided 31 car seat check-up events and 15 fitting stations.
- Presented the Fetal-Infant Mortality Year 3 Report to the FIMR Community Action Team and other stakeholders.

Women, Infants and Children Nutrition Program (WIC)

- Served 32,000 WIC clients, the largest caseload in Ohio.
- Provided 4,800 \$20 vouchers to WIC participants to purchase fresh fruits and vegetables at our farmers markets with a 90% redemption rate for a total \$86,400 redeemed for produce.
- Supported 3,546 pregnant and 2,557 breastfeeding women in the WIC clinic through breastfeeding peers.
- Educated and supported 757 moms through WIC breastfeeding classes.

Alcohol & Drug Services

- Served 1,050 clients through outpatient and intensive outpatient group therapies.
- Engaged 150 individuals at Safe Point through outreach activities.
- Trained all treatment staff in cognitive behavioral interventions for substance abuse and core curriculum.
- Provided 21 community education events and speaking engagements to community partners and residents on harm reduction strategies and opiates/overdose information to approximately 756 individuals.
- Provided 200 hours of free yoga to clients active in the ADS treatment program.
- Collected 120 pounds of medication and an estimated 4,736 syringes at 2 drug take back events.
- Expanded the Columbus Syringe Disposal Initiative by installing 6 additional syringe disposal boxes for a total of 10 boxes in the City.
- Launched the Project LIFE – Fentanyl Test Strip Distribution Program in 10 partner locations, distributing approximately 4,700 test strips to save people from accidental overdoses.
- Provided naloxone trainings and education, and distributed 180 boxes of NARCAN nasal spray.
- Provided Alcohol and Drug Prevention services in approximately 56 community sites.

ENVIRONMENTAL HEALTH

Food Protection

- Conducted 19,500 inspections of 7,300 food facilities.
- Educated 1,809 participants in food safety.
- Conducted 565 school safety inspections.

Disease Prevention

- Treated 164,381 acres for adult mosquitoes, conducted 1,020 inspections of larviciding sites, larvacided 5,333 catch basins, and treated 468 rain barrels to prevent mosquito-borne diseases.
- Completed 1,111 rat surveillance assessments.
- Issued more than 800 retail tobacco and paraphernalia licenses, and conducted 866 underage buy attempts and 840 sign checks to ensure compliance with Tobacco 21.

Neighborhood Environmental Health

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

POPULATION HEALTH

Emergency Preparedness

- Conducted 45 presentations on emergency preparedness to community partners, private businesses, partner agencies and national/international audiences (webinars).

Office of Epidemiology

- Conducted analyses for comprehensive reports on violence, reportable infectious diseases (including a separate report on infections among children), sexually transmitted infections, harm reduction, child fatality, fetal and infant mortality, and women's health.
- Updated the Key Community Health Indicators related to the 2017 Community Health Assessment
- Maintained or increased monitoring and reporting of trends, including influenza; syphilis; hepatitis A, B and C; infant deaths (including sleep-related); preterm and low birth weight births; and overdose deaths, emergency medical services (EMS) runs and emergency department (ED) visits.

Office of Outbreak Response

- Investigated and responded to 88 outbreaks, including the largest outbreak of hepatitis A in our community since 1993, through outreach, education and vaccination.

Office of Infectious Disease Investigation

- Investigated approximately 11,829 reports of infectious disease.
- Responded to an increase in cases of hepatitis A as a result of statewide outbreak.

Strategic Nursing Team

- Administered 3,018 doses of flu vaccine at Columbus and Worthington Schools.
- Administered 239 Tdap and 464 meningococcal vaccines in Columbus and Worthington Schools.
- Responded to 3 American Red Cross Shelter activations, providing triage, health services and referrals to victims.
- Conducted 3 *Stop the Bleed* courses for participants to help residents prepare to react in multiple casualty disaster events.
- Partnered with the Columbus Housing Network (CHN) and Concord Counseling Services to provide client education and health screenings on hypertension, diabetes, sexually transmitted disease, vector control, opioid overdoses and Narcan (naloxone) administration to CHN residents at 5 locations.
- Provided community education and training on opioid overdose and how to administer naloxone.
- Participated in 4 Mayor's Neighborhood Pride events, conducting 134 health screenings and providing health education to community members.
- Participated in 85 community health fair events and conducted health screening and education for 1,462 people.
- Conducted 2,205 health screenings for residents at 75 regular community partner sites.
- Provided 331 health screenings during Minority Health Month outreach events.
- Provided 2,228 hepatitis A vaccinations in collaboration with the infectious disease nurses at community sites where there is a high-risk population.
- Taught 2 Prevention Matters classes to the community focusing on prevention of disease and promoting wellness.
- Provided 13 Nursing Continuing Education Programs with 603 participants, and awarded 34.43 contact hours for the year with these programs.
- Received Ohio Nurses Association re-certification for next 3 years to continue to be an approved provided unit for awarding Continuing Education credits.

NEIGHBORHOOD HEALTH

Chronic Disease Prevention

- Walked with 1,892 participants at 60 Walk with a Doc events and more than 1,600 walkers at 14 Art Walks events.
- Provided tobacco and smoke-free technical assistance to 29 public and private multi-unit housing communities, reaching 2,797 units and 8,391 residents with healthy living education and policies.
- Supported 4 worksites in active transportation policy and environmental changes, impacting 210 employees and more than 42,000 residents.
- Funded 33 community gardens.
- Supported 37 child care centers in creating healthier environments for young children, impacting approximately 2,535 children.
- Supported 4 child care centers in implementing smoke-free policies, impacting approximately 423 children.
- Trained 148 early childhood education staff through live webinars.
- Worked with 30+ elementary and middle schools and provided direct education/outreach to 7,000 students and 1,000 adults in priority neighborhoods on safe walking and biking routes.
- Used the Safe Routes to School's Health Impact Assessment (HIA) with the Columbus City Schools Districtwide School Travel Plan to create a sidewalk prioritization model that was used by City Departments to prioritize new sidewalk installations in the 2018 Capital Improvement Budget with \$2.5 million dedicated for the installation of new sidewalks around 6 schools, impacting 3,200+ school aged residents.

- Supported the Local Food Action Plan to deliver a farmers' market collaborative (which led to the Linden Farmers' Market), and individual and organizational stakeholder interviews and online surveys to assess and connect new or growing neighborhood food businesses to flexible financial and technical assistance options.

Health Equity

- Rolled out Neighborhood Health Ambassadors initiative, with recruitment and training of 12 ambassadors representing 6 priority neighborhoods.
- Conducted 2 trauma workshops for 438 participants, increasing the number of external participants by 30%.
- Updated clinic signage to reflect CPH's commitment to creating a diverse, inclusive and welcoming environment for the workforce and clients.
- Provided Cultural Humility, Compassion Fatigue and Implicit Bias trainings to 125 Women Infants and Children, Maternal Child Health and CelebrateONE staff.
- Rolled out a new Health Equity Promotion webpage containing resources and interactive tools.
- Supported 4,619 in-person interpretations, 839 live video interpretations, 2,703 telephone interpretations and 68 document translation requests.
- Developed a department-wide work plan for addiction/opioid outreach with African American communities.
- Engaged 22,717 residents through outreach programs including the Mexican Consulate, Somali Health and Wellness Fair, Minority Health Month programs and screenings, and other cultural competency- and wellness-focused events and trainings.
- Partnered with TransOhio and Clintonville Counseling and Wellness to host a Trans Wellness and Job Fair with 126 participants.
- Trained 99% of staff on implicit bias.
- Coordinated the engagement of CPH services and resources at 171 community events.
- Coordinated Trauma Responsive CARE training for all Health Advisory Committees and Health Ambassadors.
- Held the LGBTQ Youth Safety Summit, serving 20 youth to develop leadership around addressing community violence.
- Provided LGBTQ trauma trainings to 98 providers.

The Columbus CARE Coalition

- Reached 3,321 homes via door-to-door outreach.
- Distributed trauma resource guides at 64 community events.
- Hosted a remembrance vigil for 75 affected families.
- Engaged 150 residents at 10 trauma and resilience listening sessions and coordinated 4 mental wellness events, serving 400 residents.
- Surveyed 305 residents on safety, crime, trauma and resiliency.
- Hosted 2 faith leader summits, 2 congregation forums and attended 74 outreach events.
- Trained 600 community liaisons and health professionals in trauma-responsive care, and established relationships with 37 faith leaders.
- Had 46 coalition members complete Crisis Response Training by the National Organization for Victim Assistance (VOCA) and 26 members earned certifications in trauma-response care.
- Provided follow-up support to 20 Violent Crime Review Group incidents as part of the Mayor's Comprehensive Neighborhood Safety Strategy.

Neighborhood Health Social Services

- Provided social work consults for 84 EMS referrals, 65 CODE Enforcement referrals, and 31 owner-occupied referrals from the City Attorney's Office.
- Responded to an average of 30 Helpline calls per month.
- Responded to 359 referrals through the Social Work Scripts Initiative.

Access to Care

- Hosted 12 learning sessions, reaching 427 residents with 8 of these sessions focused on the newly developed Health Literacy 101 training.
- Organized 4 Community Health Literacy events: 2 Transportation Forums, 1 Job and Family Services Q&A session and 1 Medicaid Case Management panel, reaching a total of 302 attendees.
- Provided over 1,307 residents with health care enrollment assistance.
- Distributed 2,220 *Are You Covered?* cards and followed up with 108 phone calls from residents regarding health care coverage.
- Piloted a new referral system for health insurance via NextGen and the immunization clinic that generated 280 insurance referrals from a single clinic in the first eight weeks.
- Received a NACCHO Promising Practice Award for work on health literacy and access to care.

VIOLENT CRIME REVIEW GROUP

- Worked with 8 City departments to increase communications and share data to help reduce violence in 3 pilot neighborhoods.

- Conducted 19 Rapid Homicide Notification responses for 20 homicides to determine and provide services and resources to impacted residents and neighborhoods, including: 368 homes visited by social workers in door-to-door outreach; 10 next of kin contacted for grief counseling; 11 square miles assessed for lighting, sidewalks, 311 calls and trash; 43 lights repaired; and 361 properties identified as vacant, boarded up or sites of interest.

EMPLOYEE ASSISTANCE PROGRAM

- Provided clinical support for Columbus first responder peer teams of the Cols Division of Fire (CFD) Critical Incident Stress Management (CISM) Team and Cols Division of Police Peer Assistant Teams.

PLANNING & QUALITY IMPROVEMENT

- Adopted a new strategic plan for the department through 2022.
- Prepared and applied for re-accreditation through the Public Health Accreditation Board.
- Purchased a new performance management platform enhancing our ability to track, trend, view and share operational and strategic performance measures at the program, division, department and community level in a centralized, web-based location. The platform also will house performance-related data associated with the work of CelebrateOne, the Opiate Action Plan and the Chronic Disease Prevention Advisory Board.

Department of Public Safety 2018 Annual Report

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

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

SAFETY DIRECTOR’S OFFICE

Of Significant Interest-

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

Specifically:

- Body Worn Camera implementation
- Community Neighborhood Safety Strategy
- Coordinated response to the opiate epidemic
- Diversified recruiting
- Towing Management Services

Body Worn Cameras

The Mayor’s initiative of full implementation of body worn cameras was completed ahead of schedule and under proposed budget for the project. By the end of June 2018, 1208 body worn cameras were issued to forward facing personnel. Moreover, the recommendations of the Columbus Body Worn Camera Committee were introduced in the Ohio House of Representatives in a bipartisan bill in 2017 by State Representatives Niraj Antani and Hearcel Craig. House Bill 425 passed in the General Assembly in December 2018 to be signed by the Governor in January 2019. The new law stipulates that body camera videos are public record, with several exceptions determined necessary for privacy.

Cancer Reducing Initiatives

Washers and Dryers were installed in all fire stations to allow personnel to clean and decontaminate their gear more frequently. In addition, cancer reducing features were included in the building plan for new Station 35 and in the design for future replacement Station 16. These features include a separation between dirty equipment and living areas, the ability to clean exposed equipment quicker, and a shower area for personnel to immediately transition after a fire to clean uniforms. These initiatives contribute to the health and safety of our Fire/EMS personnel.

Comprehensive Neighborhood Safety Strategy

In December 2017, Mayor Ginther announced the Comprehensive Neighborhood Safety Strategy as part of his 2018 budget announcement. There are eight (8) included initiatives that partner Public Safety with other City Departments- Public Health, Civil Service and Neighborhoods, among others. Public Safety is the lead department on three (3) of these and participates in various levels on all eight:

- Safe Streets- Expanding from the 2017 success of the Linden Safe Streets initiative, the program was expanded in 2018 to include two other areas of the city: the South Side and Hilltop neighborhoods. This initiative concentrates on community engagement as the foundation for all enforcement activities to ensure objectives are community driven. Officers working this project coordinate with other City departments to ensure needed services are provided to improve the neighborhood. The statistics compiled for the initiative showed a significant reduction in violent and property crimes in several areas where the Safe Streets officers were deployed. Additionally, the program recorded over 8,300 resident contacts, 151 community meetings attended and 103 illegal firearms were seized.
- Safe Neighborhoods- The Department partnered with the Franklin County Court of Common Pleas to reduce violence through this initiative aimed at violent offenders who are on probation and at risk to re-offend. Participants are exposed to diverse perspectives from family members of those killed by gun violence, clergy, medical professionals, criminal defense and county and federal prosecutors to understand the physical and emotional damage caused by violent crime and the consequences, including life in prison or death. Participants in this program are offered significant social services and workforce development assistance to gain employment and provide an alternate path from a life of crime and violence. This is the second year this program was held and success is tracked through a reduction in recidivism.
- Crisis Intervention Training- To better respond to people in crisis, the City of Columbus will have 50% of all frontline, community-facing police officers receive Crisis Intervention Training (CIT) by the end of 2020. Currently, every new recruit receives this training prior to the end of their probationary period. The Division is on track to meet this goal. The Division of Police has also signed on to the One Mind Campaign, sponsored by the International Association of Chiefs of Police, to improve police response to persons affected by mental illness.

ISO Survey

The Division of Fire requested a survey through the Insurance Services Offices (ISO) to raise the ISO rating for the City of Columbus. The rating is an assessment of the fire services being actually provided on a daily basis. The survey includes information on fire-protection efforts in the community, analyzing performance of overall department operations, emergency communications, water supply and needed fire flows (amount of water necessary for fire suppression). The City earned a Class 1 rating, the highest rating offered. This rating could not have been possible without the substantial infrastructure overseen by the Department of Utilities, Division of Water.

Nuisance Abatement

The Department, with assistance from the City Attorney, had a busy year dealing with various nuisances. There were eighteen (18) houses and two (2) apartment buildings closed due to drug sales and related criminal activity. Illicit activities were discovered at five (5) markets/carry outs and one (1) massage parlor, resulting in their closure. The City objected to seven (7) liquor permits in 2018 and out of the eight (8) liquor permits objected to in 2017, five (5) of the objections were upheld and three (3) were resolved with agreed nuisance findings. In addition, with the assistance of CPD and CFD, select permitted hotel/motels were once again targeted as nuisances with objections to renewal filed against both.

Opiate Response

The Divisions of Police and Fire further coordinated their efforts this year to expand response to the increasing number of opiate overdoses. The Rapid Response Emergency Addiction and Crisis Team (RREACT) expanded services this year, building on a relationship with the newly-created Maryhaven Addiction and Stabilization Center and adding a case worker from Central Ohio Area Agency on Aging. The Division of Police joined the RREACT team in their response by adding a Crisis Intervention Team officer. Due to acquired grant funding, the RREACT team was able to expand hours of service. CPD also piloted mobile crisis response teams of CIT trained officers paired with mental health workers from Netcare to respond to police runs involving persons with mental health and addiction issues. The teams are able to spend more time with those in crisis and link them to the appropriate resources. CPD expanded the number of officers carrying the life-saving drug, Naloxone.

Recruiting

Mayor Ginther challenged both the Division of Police and the Division of Fire to double the number of minority officers over the next ten (10) years. Both divisions restructured their recruiting units to improve outreach to diverse community partners in line with updated draft strategic plans. Work started on recruiting pipelines for both police and fire. A "cadet" program has been created for 2019 which would get prospective applicants involved earlier, and keep them engaged until they are eligible to be hired as full-time officers or firefighters. The Department is working with Columbus City Schools to create a fire vocational pathway at Columbus Downtown High School.

Teens and Police Service Academy (TAPS)

The TAPS concept is for police officers to mentor youth and reduce the social distance that exists between police and youth, involving specific mentoring training for the officers. The program is designed to encourage positive decision making and seek alternative ways to deal with negative situations. The Department of Public Safety partners with Columbus Public Schools and Franklin County Juvenile Court, who funds this initiative, to determine location. The number of schools involved in the program continues to be 4 schools per year. The city of Westerville has expressed interest in starting the program in their city schools. Several of their officers have already received the initial training.

Towing Management Service

The selection process for a new vendor was completed, contract signed and implementation was completed for the towing management system. The system allows officers to summon a tow vehicle through a web-based application with the nearest vehicle being sent. Efficiency, accountability and transparency was improved for the public by leveraging technology.

Truancy Program: The Division of Police has been working closely with the YMCA for the past several years addressing the issues of school attendance and juveniles at risk due to Truancy and other juvenile issues. The Truancy initiative is jointly funded by the Columbus Public Safety Department and the Columbus Division of Police. During the past full school year the Truancy Unit interacted with 699 truants apprehended, 1569 tardy apprehended, and 2818 individuals who were found to be legally absent from the schools or listed as non-enforcement contacts. In 2018, due to attrition, the number of Truant Enforcement Officers was reduced to four (4) officers. The decision was made to assign those remaining offices to the High school Resource Unit, two to each of the two units.

BRICK AND MORTAR

Fire and Police Facilities

- Fire station 35 is under construction with an expected completion date of November 2019.
- The design work for Fire Station 16 is 95% complete. The Station will have new design elements to reduce the risk of cancer, and the inclusion of a weather shelter room.
- Police sub-station 1 is under construction with an expected completion date of September 2019.
- Central Safety Building (CPD) elevator overhaul was completed in June 2018.
- Pavement repair at CFD Stations: 6, 12, 13, 20 and 21.
- Police parking lots for Substation 3/17, Substation 10, as well as work at the Police Academy will be completed in 2019.

- Fire apparatus bay floors for Stations 8, 12 and 24 will be completed in 2019.
- Plans for the renovation of CFD Practical Skills Building were completed. Funding source should be identified in 2019.
- Generators for Fire Stations 8, 26, 30 and 31 were replaced.
- Replacement elevator at Fire Training Academy is in design. Funding source will be identified in 2019.
- Police Academy HVAC Control Project, well underway in 2018, will be completed in 2019.
- Police Matrix Door Entry Project is out to bid with anticipated completion in 2019.

DIVISION OF POLICE

- Class of 50 recruits started June 18
- Class of 50 recruits started December 18
- Took delivery of fourteen (14) unmarked/covert vehicles
- Took delivery of fifty-three (53) Ford SUV interceptor vehicles
- Took delivery of five (5) Harley Davidson Motorcycles
- Took delivery of one (1) Accident Investigation Unit van
- Took delivery of twenty-four (24) Energi Plug-Ins
- Took delivery of one (1) Horse Trailer

DIVISION OF FIRE

- Class of 40 recruits started June 18
- Class of 45 recruits started December 18
- Took delivery of five (5) medics
- Took delivery of one (1) tiller ladder
- Took delivery of one (1) platform ladder
- Took delivery of five (5) engines
- Took delivery of eighteen (18) light duty vehicles
- Received 5 Hybrids and Electric cars through a Smart Cities Grant

DIVISION OF SUPPORT SERVICES

Communications Section highlights for 2018:

- Approximately 12,000,000 radio calls made with no system busies.
- Total calls answered by Police and Fire for year 2018- 1,442,965
- Installed and brought on-line remote E911 equipment to provide 911 routing services to: Franklin County Sheriff's Office, City of Grove City, City of Worthington, The Ohio State University, John Glenn International Airport, City of Grandview Heights, and City of Reynoldsburg.
- E911 (Emergency 911) System refresh with no unscheduled downtime. Refresh included all associated remote PSAPs utilizing Columbus E911 system.
- Installation and testing of "Text to 911" system was accomplished and readied for 2019 live launch.
- Revised and updated Tactical Interoperability Communications Plan (TICP) for Franklin County.
- Aside from daily operations the Communications Section directly supported communications for Red, White, and Boom 2018, the Arnold Classic, Komen Race for the Cure, all Ohio State University home games, and the Columbus marathon.
- Processed over 1,000,000 calls for service through Computer Aided Dispatch (CAD).

License Section highlights for 2018:

- Issued 1051 Alarm Appeals
- Issued 37 Arcade licenses
- Issued 843 "Bug your Bike" packets
- Issued 10 permits for carnivals, circuses, or shows
- Issued 404 charitable solicitation licenses
- Issued 2 Close Out Sale/Extension permits
- Issued 31 Clean Zone permits
- Issued 194 Commercial Sales/Tri-Annual/Promoter licenses
- Issued 4 community market permits
- Issued 86 community noise permits
- Issued 1 Dangerous Ordinance Permit

- Issued 180 Hotel/Motel licenses
- Issued 1 Itinerant vendor permit
- Issued 28 massage establishment permits
- Licensed 54 masseur/masseuse licenses
- Issued 107 Public Right of Way permits
- Issued 264 Mobile Food vending licenses
- Issued 50 Parade permits
- Issued 20 Professional Fund Raiser permits
- Issued 5 roadway permits
- Issued 16 Scrap Metal Facilities
- Issued 2 Short Term Rental license
- Issued 912 Vehicle for Hire drivers licenses
- Issued 546 Vehicle for Hire Owner licenses
- Issued 74 Vehicle Transfer licenses

Weights and Measures Section highlights for 2018:

Weights and Measures Section inspectors completed

- 17,349 device inspections
- 18 package inspections
- 70 Lots inspected
- 1694 packages represented in those 70 lots
- 9 lots rejected resulting in 249 packages ordered off sale
- 294 price verification inspections with 16004 prices verified
- Resolved 79 consumer complaints

Fiscal Section highlights for 2018:

- Processed 168 indigent burials
- Issued 49 parade permits
- Implemented a new False Alarm Management System
- Received \$4.3MM in revenue for the Division

Department of Technology 2018 Annual Report

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

MISSION STATEMENT

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

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

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

Presented here are some of the 2018 accomplishments of DoT. A balance of improving existing services and offerings, implementing new technologies that help the City of Columbus meet the needs of residents while safeguarding and maximizing the tax dollars we are allotted and adhering to the core department pillars.

COLLABORATION AND PARTNERSHIPS

Dedicating resources, time and effort to join with other departments in building effective solutions which empower the business of our City. Collaboration and Partnership forms the third pillar of customer satisfaction for DoT. In 2018, DoT partnered with City offices and departments on key public policy priorities:

- **Parking Services Towing Web Portal:** Per a request from Department of Public Services' Parking Services Section, DoT developed a public facing web portal to allow citizens to access impounded vehicle information from the City's Vehicle Impound Management System (VIMS). The web portal provides an easy to use online avenue for people looking for vehicle information such as impound location and status. The web portal also greatly reduces the volume of phone calls Parking Services must handle to provide the same information. The system went live in October and Parking Services saw an immediate reduction in call volume regarding towed vehicle status. The portal is available on the City's website and in the MyColumbus app.
- **Celebrate One Website & Resource Hub** (www.columbus.gov/celebrateone & <http://c1resources.columbus.gov/>): The CelebrateOne Website was commissioned by The Mayor's Office and CelebrateOne to create an outreach platform to provide information and resources for baby's first year. CelebrateOne and its partners take on the most significant factors that contribute to Columbus' high infant mortality rate: Reducing Premature Births, Eliminating Sleep-Related Deaths, and Connecting the Disconnected. The site includes information on infant mortality, healthy pregnancy, resources for new and expectant parents, including safe sleep practices, event information, and an infant vitality toolkit. The DoT's Emerging Applications team worked closely with the CelebrateOne team to create a website that reinforced their brand, while allowing them to use a content management system so they could implement their own updates in a timely manner.

Also in 2018, DoT's GIS team developed a Resource Hub for CelebrateOne. The Resource Hub includes seven mapping applications that allows the users to locate: primary doctors, pediatricians, child care, OB/GYN, Community Health Workers, Baby Needs, and rental and utility assistance locations. The Hub also includes surveys, and a search component linked to CelebrateOne's website.

- **Addressing City Supplier Diversity:** A Mayor's priority, DoT co-sponsored and chaired a comprehensive examination and validation of spending data in partnership with the Mayor's Office, the Office of Diversity and Inclusion, the Departments of Public Utilities, Public Service, Finance and Management, Development, and Recreation and Parks, and the City's expert consultant Mason Tillman Associates. The spending data analysis will be used to set public policy to ensure a diverse community of suppliers to the City, and to monitor progress.
- **A Single, Citywide Time and Attendance System:** DoT and the Department of Public Utilities co-sponsored a comprehensive examination with the Auditor's Office and Departments of Human Resources and Civil Service to determine needs, functional requirements and a go-forward plan to establish a single, citywide time and attendance system. Such a system would replace the piecemeal approach currently in place within each department.
- **Smart Columbus Website** (smart.columbus.gov): DoT Emerging Applications worked with the Smart Columbus team to create and host a separate Smart Columbus website to enable them to make information on Smart Columbus efforts readily available. The site continues to grow and expand to enrich the content and features available.
- **The Future of Columbus 311:** DoT and the Department of Neighborhoods co-sponsored a comprehensive examination of city needs moving forward for its aging 311 services platform. As one of the City's preeminent e-gov services, the two departments have worked to position the city for key improvements, additional online citizen services and a reliable, high-capacity platform for one of America's fastest-growing cities.

- **Microwireless Siting:** On behalf of the Mayor’s Office, DoT provided the legislative policy analysis, House Bill positions and staffing support for a comprehensive effort co-sponsored by the Cities of Columbus and Dublin to craft and pass state legislation establishing comprehensive statewide standards for the siting of microwireless equipment in the public right of way. The partnership approach taken to pass draft, introduce and pass included an 80-city coalition, the Municipal League, the wireless industry, and the Office of the Speaker of the Ohio House. HB 478 took effect August 1.
- **Public Alert Communications:** DoT and Franklin County Emergency Management and Homeland Security co-sponsored upgrades and improvements to the Everbridge emergency and alerts communications system used throughout the city and county. The system was enhanced to cross-link with Ohio State University emergency communications and provide text alert subscriptions to large civic events such as the Arnold Fitness Classic, Red White & Boom and the Columbus Pride Festival and Parade.
- **Public Value, Increased Efficiency and Risk Reduction Improvements:** In 2018, DoT partnered with city departments to pilot new management techniques aimed at improving public value, improving efficiency and better managing risk. Given the success of each, DoT aims to increase adoption in 2019.
 - o DoT partnered with the Treasurer to establish a new vendor partner management approach with FirstData which takes into account the company’s full book of business with the City.
 - o DoT partnered with the Office of Purchasing and the Office of the City Attorney to establish the first-ever standard technology-specific contract boilerplate terms and conditions.
 - o DoT partnered with Public Safety and the Auditor’s Office to establish a new management approach to implementing substantially more complex public programs involving multiple, disparate teams.
 - o DoT partnered with the Offices of the Auditor and Treasurer, and the Departments of Public Health and Public Safety to establish new, streamlined approaches to technology and information security audit compliance.
- **Police/Parking Services Towing Dispatch System:** With assistance from Department of Technology (DoT), the Police and Parking Services Divisions successfully implemented the City’s full-service towing management solution, TOPScma. The TOPS system allows Police officers to easily request a tow vehicle while onsite from their cruiser mobile terminals without having to call the Police Radio Room. This allows for faster tow vehicle response to the scene, freeing up officers sooner. The system provides the ability to track in real time the status of all tow vehicles working within the City. DoT managed the project and guided roll out of the system across all Police mobile units, the Police Radio Room, and Parking Services. DoT also worked with the vendor and Police/Parking Services to coordinate user training. The system went live in October.
- **Water Balance Dashboard:** Department of Technology, working with the consulting firm Arcadis, implemented a new Water Balance “Dashboard” and data warehouse for the Department of Public Utilities (DPU). This system pulls data from multiple sources for analysis and reporting to provide DPU with a comprehensive view of water demand, consumption and estimated non-revenue/leakage over time within the water distribution system. The system went live in August.
- **Water Valve Control:** The Department of Public Utilities' Water Division requested several enhancements to its existing Water Valve Control Application. The DoT GIS team assisted in implementing the latest enhancements. Prior to the launch of this application, the City of Columbus performed valve exercises using paper records. The application switched the process to an all-electronic system which allows staff to visually see where these exercises are taking place, as well as to be able to perform queries and obtain statistics. The City is also able to see geographic locations for all valves that are exercised.
- **Division of Power Outage Map:** The Department of Public Utilities Division of Power requested assistance from DoT GIS team to implement an External Outage Map. The application went live in mid-2018 and has been effective in identifying power outage across the service area.
- **Columbus Information Systems Resources (CSIR) GIS Application (<http://gis.columbus.gov/csir/>):** DoT GIS developed a new GIS application for the Department of Development that allows for identification of several geographic datasets including those related to Code Enforcement, Housing, Planning, and Historic preservation.

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 service 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.

- **311 Website Enhancement (311.columbus.gov):** In 2018, the 311 system generated 301,655 service requests. The DoT Emerging Applications development team worked to fulfill many enhancements, which contributed to the continued growth and maturity of the application suite.

- City of Columbus Website (columbus.gov): In 2018, Columbus.gov had over 2.35 million visitors, averaging over 6,400 daily, with approximately 50% of these visitors accessing the site from a mobile devices. Today there are over 3,100 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 improvement functionality and content on columbus.gov.
- Columbus Government Television CTV (Spectrum and WOW, channel 1024 AT&T, channel 99 [youtube.com/user/cityofcolumbus](https://www.youtube.com/user/cityofcolumbus)): CTV continued successful customer service by providing 30+ hours of original programming each month, including all City Council meetings and hearings, as well as the citizen commissions; Columbus Safety Advisory Commission and the Columbus Commission on Black Girls. CTV has also produced videos for special events and social media, as well as 21.5 hours of training videos for city departments. All program schedules were posted on the City's web site and many events were webcast live and made available on demand to the community. CTV also manages the City's Educational Channel and the Community Bulletin Board, and maintains and programs the City's YouTube Channel.
- City of Columbus Open Data Portal (opendata.columbus.gov): DoT added more datasets to City's Open Data Portal in 2018. The portal now includes over 80 datasets from several departments and has been visited hundreds of times since its launch. The new datasets include building permits, current and historic aerial photos, regional sidewalks, bikeways, parking meters, planning areas. Also, data layers related to: land use, economic development, housing, zoning, and many more.
- MyColumbus Mobile App: MyColumbus is the mobile application for the City of Columbus. In 2018, DoT worked with the Parking Violations Section to add a Parking section which provides citizens the capability to find their towed vehicle, apply for parking permits, and manage parking permits.
- GovDelivery Communication (columbus.gov/mycbus): In November 2017, DoT, on behalf of the Mayor's Office, lead the effort to procure and implement the GovDelivery non-emergency communication tool for use throughout the City enterprise. This tool allow subscribers to manage, choose and receive information on the City topics of their choosing. In 2018, the new subscriber growth rate increased by 119%. To date the system has 93 topics available and over 118,000 self-managed subscriptions.
- Warrior Watch (warriorwatch.columbus.gov): For the snowy days of winter, the City of Columbus developed Columbus WarriorWatch to allow residents to see what streets citywide have been plowed in the past 72 hours. In 2018, DoT assisted in implementation of additional customization and launch of the internal and external WarriorWatch applications. Both applications are now richer in content and functionalities.
- Business Technology Advancements: Implemented technologies that allow the City to provide services that enhance the safety, security and quality of life of Columbus residents.
- Body Worn Cameras: In 2018, Department of Technology working in with Department of Public Safety, completed the Body Worn Camera implementation six months ahead of schedule and with budget remaining. This project implemented body cameras to all of Patrol (over 1,200 officers).
- Citywide Computer Deployment: DoT continues to focus on the ability to leverage the new citywide procurement catalog system to improve the ability to easily publish and offer the client-side hardware standards. In 2018, DoT introduced additional hardware offerings that gave departments and agencies the ability to select more mobile based hardware for increased mobility options that can contribute to greater efficiencies and productivity.
- Public Safety Mobile Cruiser Support: DoT continued their efforts to improve and enhance the officer experience with technology in their main working environment—the police cruiser. In 2017, DoT migrated the backbone of technology in police cruisers from cloned disk drives to the Microsoft SCCM enterprise tool. This move improved DoT's management of mobile operating systems by allowing for the installation of new hardware without the need to re-engineer the user interface and provided the ability to push software remotely to the cruisers, reducing manual intervention and officer downtime. In 2018 DoT successfully utilized SCCM to push critical software and updates supporting the Body Worn Camera's which eliminated the need to call cruisers out of service to perform these updates.
- Technology Support for Economic Development: DoT continued to implement portions of the citywide connectivity plan to most efficiently connect City facilities for data exchange and telephone voice traffic. This included researching and implementing advanced wireless technology and fiber optic broadband, to provide mobility, analytics, security, and cloud computing into the overall City network.

Department of Development 2018 Annual Report

1. Administration Division

The Fiscal Office managed an overall budget of \$161.8 million. This is composed of a \$44 million operating budget, \$43.4 million in capital funds, \$54 million in Tax Increment Financing (TIF) proceeds, \$18.3 million in incentive payments, and \$2.1 million in Special Improvement Districts (SID) proceeds.

The Human Services Coordinator manages 41 grants totaling \$4.6 million that is used to improve the lives of the city's most vulnerable citizens. The city provides annual grants to organizations such as the Community Shelter Board, Huckleberry House, YMCA, ADAMH and many others. The Division also make great advancements in supporting Mayor Ginther's Diversity and Inclusion initiatives.

Workforce Diversity

Since December 2016 the Division has helped to:

1. Increase the total racial diversity of our department by nearly 4%.
2. Increase percentage of female workforce by 6.6%.
3. Increase female workforce in field based classifications in Code Enforcement Division by 8.8%.
 - Field classification positions such as Property Maintenance Supervisors, Trainees, Inspectors, and Specialists have been traditionally male dominated positions.
 - Our recruitment successes and the unique and diverse backgrounds of our female code officers were highlighted in a November 2018 ABC 6 feature and in a January article in the Columbus Dispatch .
 - Promoted Heather Truesdell as the first female Code Enforcement Administrator in the City's history.
4. Established Development Diversity and Inclusion (DDI) Committee referenced as a model for other departments to follow by the Office of Diversity and Inclusion (ODI) to promote a culture of culture of awareness, understanding, respect and value.
 - The DDI Committee helps to create the department recruitment and communication plan
 - Hosts bi-monthly "lunch and learn" events about topics like the City's Women's Commission and Building Equitable and Inclusive Communities
 - Hosts annual Heritage Potluck to celebrate our department's diverse culture through food and fellowship.
 - Celebrates Black History Month, Hispanic Heritage Month, St. Patrick's Day and other cultural observations throughout the year.
 - Publish a quarterly DDI Newsletter and distribute educational information and opportunities concerning diversity and inclusion.
5. Established department No Discrimination, No Harassment Policy.

Supplier Diversity

In 2018:

1. Our department received the 2018 Frank W. Watson Advocacy Award from OhioMBE for our procurement outreach to minority and women owned businesses.
 - OhioMBE is Ohio's largest African-American owned newspaper.
2. Help create the Ohio Business Development Center Minority Plan Room in the City's 1393 E. Broad St. Building
 - This space will provide access to construction documents in an effort to provide further economic opportunities for minority & female construction firms in Central Ohio.
 - This is a partnership of the Office of Diversity and Inclusion (ODI), Department of Development, Department of Finance & Management, and Ohio Business Development Center.
 - This space is set to open later this year.
3. Created of annual department procurement fairs targeted to minority businesses in conjunction with OhioMBE, ODI, and Department of Finance & Management.
4. Created a department contracting guide to help businesses understand requirements and key contacts
5. Attended monthly OhioMBE procurement fairs to promote department contracting opportunities to minority businesses.
6. Advertisement department contracting opportunities monthly with the OhioMBE publication.

2. Land Redevelopment Division

In 2018, the Division sold a total of 266 properties including: 161 structures to people who committed to renovating a previously vacant house; 28 vacant lots for new house construction; one parcel for new multifamily construction; 72 side lots to the adjacent owner (almost two thirds of which were sold for zero/nominal price under the Improve to Own Program).

This included a sale that allowed The NRP Group partnering with Community Development For All People to develop a 60 unit mixed use senior housing complex as part of the Parsons Village II project on the Southside.

The Division licensed 99 parcels for community gardens and beautification projects, including five land bank gardens that received \$42,000 from the Mid-Ohio Foodbank's Urban Agriculture Grant.

The Land Bank also:

- Acquired an additional 250 properties, of which about two thirds were abandoned structures.
- Demolished 228 structures, 89% of which were paid by the Neighborhood Initiative Program (NIP) Grant.
- Greened almost 200 lots after demolition with com-til plus donated from Public Utilities' Compost Facility.
- Partnered with Central Ohio Community Improvement Corporation to launch a Community Land Trust to preserve affordable homeownership.

3. Planning Division

CelebrateOne

Planning continued support for the CelebrateOne program, including the following:

- Prenatal Trip Assistance: Planning worked with CelebrateOne, Smart Columbus, and Ohio State University to create a pilot where non-emergency medical transportation services will be on-demand; providing better, more efficient access to prenatal care.
- Esri Hub: Planning and CelebrateOne partnered with the City's Department of Technology and the company Esri to create a suite of web-based applications to address the resource information needs of child-bearing women between the ages of 14-44 (the CelebrateOne target population).

Columbus Citywide Planning Policies (C2P2)

C2P2 was adopted by City Council as a framework for land use planning and to help guide the next generation of development in Columbus. City Council also adopted C2P2 for the Far East, South East and South Linden areas. C2P2 Design Guidelines were adopted for the following areas: Fifth by Northwest, Franklinton, Harrison West, Hayden Run, Mideast, Milo-Grogan, North Linden, South East, South Side, Southwest, and Westland. Land use planning was initiated in the Hilltop as part of the Mayoral led Hilltop Community Plan.

Columbus Rose Fellowship

Planning staffed and provided administrative support to the Columbus Rose Fellowship. Columbus, under the leadership of Mayor Andrew Ginther, was selected in 2018 by the Rose Center for Public Leadership in Land Use to participate in the Daniel Rose Fellowship, a program of the National League of Cities in partnership with the Urban Land Institute. The program provided professional development opportunities to its fellows and technical assistance on a pressing land use challenge. Columbus' Rose Fellows were Mayor Ginther, Dawn Tyler Lee, Mayor Ginther's Deputy Director of External Affairs, Steve Schoeny, Director of Development, and Brent Sobczak, President of CASTO Communities.

Historic Preservation and Development Review

Planning staff reviewed over 2,400 development related applications, including rezoning and variance reviews, annexation applications, Section 106 reviews, and applications for certificates of appropriateness and approval from the city's architectural and design review boards and commissions.

Maps and Apps

Planning staff completed approximately fifty distinct maps and associated data requests on topics ranging from the establishment of new Community Reinvestment Areas, area commission areas, Low Income Housing Tax Credit application sites, and Opportunity Zones. Staff also developed the new "Columbus Communities" data layer, which will establish an updated common community geography for planning and reporting purposes for all city departments.

Urban Infrastructure Recovery Fund and Public Art

The Planning Division worked with partner city agencies to manage over 150 Urban Infrastructure Recovery Fund projects in 21 neighborhoods, including sidewalks, street trees, park improvements and street lights. Planning staff administered a contract for the development of a public art plan for High Street in the Short North area in order to provide direction and a community-wide vision for how public art could be integrated into the now complete High Street improvements from Goodale Street to Ninth Avenue. The plan was completed in 2018 and resulted in the identification of a public art location and artist.

4. Economic Development Division

In 2018, the Economic Development Division of the Department of Development:

- Completed 22 business attraction and expansion projects which will leverage more than \$322 million in private sector investments within the City of Columbus. These projects will add 2,177 net new/relocated jobs to the city and create more than \$145 million in net new payroll.
- Added approximately 1.5 million square feet of additional office space throughout Columbus.
- The Public-Private Partnership (P3) program started construction on \$62 million in public improvements that leveraged more than \$626 million in private investments.
- Awarded more than \$480,000 in business revitalization grants for small businesses in our Neighborhood Commercial Revitalization (NCR) Districts.

Office of Business Assistance

Completed 22 business attraction and expansion projects which will leverage more than \$322 million in private sector investments within the City of Columbus. The projects anticipate creating 2,177 net new/relocated jobs and retaining 1,357 existing jobs creating more than \$145 million in net new annual payroll resulting in approximately \$3.6 million in net new income tax revenue for the city.

Of the new business attraction and expansion projects in 2018, 20 projects were commercial or industrial real estate investments that collectively will create more than 1.5 million additional square feet of space. These projects will create capacity for future business attraction and expansions in Columbus.

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

- Cover My Meds – 200,000 square feet
- Fortuity Holding, LLC & Fortuity Calling, LLC – 164,104 square feet
- Root Insurance (IBOD Company) – 65,000 square feet
- Prime Equipment Group – 228,935 square feet
- Fortner Upholstering, Inc. & KDL Properties LLC – 209,334 square feet

Office of Small Business and Entrepreneur Development

In 2018, the city ramped up for the 2019 launch of the city’s Small Business Ecosystem Assessment and Network of Entrepreneur Support Organization (ESO) pilot program in an effort to realign its small business offerings. 27 Small Business Neighborhood Commercial Revitalization Grants were closed in 2018 totaling \$482,361 and leveraged more than \$1,758,851 in owner/operator funding. Technical assistance and other outreach efforts were provided to approximately 111 businesses throughout the designated business districts of the Neighborhood Commercial Revitalization (NCR) Program.

Office of Infrastructure Investments

In 2018, the Public-Private Partnership (P3) program started construction on \$62 million in public improvements that leveraged more than \$626 million in private investments...so for every dollar the city invested, the private sector invested approximately \$10.00.

These investments will create:

- 1,322 new housing units.
- 435,000 square feet of new commercial office space in the City.

5. Code Enforcement

The Code Enforcement Division completed its annual vacant property count in 2018, and the number of vacant structures is 3,880.

While the overall totals remained the virtually the same from 2017, there was a 32% decline in the properties identified as being in poor condition from 2017-2018.

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

Other activities in 2018 by Code included:

- Code Officers Violation Notices Issued - 20,843
- Vacant Structure Notices - 2072
- Weed Abatement - 1229
- Graffiti -73

6. Housing Division

In 2018, the Housing Division:

- Provided Home repair assistance to 802 households

- Made 77 housing units safer by providing lead abatement assistance
- Created 314 new units and substantially renovated 147 affordable rental units
- Helped 44 new homebuyers with down payment assistance.
- Approved 284 residential tax abatements.

Department of Public Service 2018 Annual Report

The Department of Public Service provides many core city services that enhance quality of life for Columbus residents. These essential services are delivered by the department's nearly 800 employees in five divisions: Design and Construction, Infrastructure Management, Traffic Management, Refuse Collection and Parking Services.

The Director's Office

To support the Public Service divisions, the Director's Office provides Human Resources services, using best practices for hiring, training and retaining committed employees. The Office of Support Services manages the department's operating and capital budgets, grant funding and construction contracts process.

Notably in 2018, Human Resources continued its Diversity and Inclusion efforts, focused on attracting female employees in job classifications where women are scarce. The result: Public Service increased female engineer employees to 11 in 2018 — more than double the 2016 count.

Other HR 2018 Diversity and Inclusion highlights:

- Joining the National Association of Women in Construction and becoming active in The Ohio State University's Women in Construction events
- Increasing the department's profile and participation in career fairs
- Participating in the 2018 Multicultural Leadership Roundtable through the Ohio Diversity Council
- Hosting Engineer For a Day for Columbus City Schools and other area high school students, pairing them with city engineers for a firsthand look at the variety of engineering career opportunities
- Hiring nine student summer interns in a partnership with Columbus City Schools' STEM program

Human Resources also accomplished these workplace safety highlights in 2018:

- Experienced an 11.3% decrease in injury leave cost, our lowest level ever
- Completed a second year of no "stick" injuries for department staff who clean up and dispose of needles found while working on city streets, alleys and right of ways
- Performed 200+ safety checks and audits for compliance in our workplaces
- Added an Occupational Health and Safety Officer

In 2018, the Office of Support Services managed the department's annual operating budget of more than \$118 million and capital budget of nearly \$164 million for job-creating infrastructure projects.

Support Services facilitated 387 pieces of legislation considered by Columbus City Council. It finished 26 Ohio Public Works Commission grant/loan disbursement requests totaling \$1.9 million and 100 Ohio Department of Transportation grant disbursement requests totaling \$20.9 million. The office advertised 36 construction projects and 32 requests for proposals. It created 68 purchase orders for professional services and construction contracts.

The Department of Public Service updated significant standards in 2018:

- Published the 2018 Construction and Material Specifications for the City of Columbus. Public Service collaborated with the departments of Public Utilities and Recreation and Parks, consultants, contractors and other city staff to complete this extensive update.
- Enhanced local standards for the Americans with Disabilities Act to continue to improve accessibility and provide a clear framework for Pedestrian Access Routes within the city right of way.

Division of Design and Construction

The Division of Design and Construction administers, designs and constructs roadway projects on Columbus city streets.

The division's engineers and planners focus on designing and constructing roadways that improve capacity and traffic flow while enhancing safety for motorists, pedestrians and bicyclists. These projects may incorporate upgrades like traffic signals, street lights, sidewalks, shared-use paths, underground utilities relocation and storm sewer improvements.

2018 construction project highlights:

- \$36.1 million in City street resurfacing — the department's largest-ever annual allocation
- Phase 2 of the High Street Streetscape, between West Poplar Avenue and West Starr Avenue in the Short North
- Reconstruction of Hague Avenue between Broad Street and Sullivant Avenue, with new curbs and bump-outs, sidewalks and upgraded sewer and water lines
- Reconstruction of Fairwood Avenue between Watkins Road and Koebel Avenue, with sidewalks and ADA curb ramps and storm sewers added
- Creative Campus Phase 1 roadway, sidewalk and streetscape improvements along Gay Street and Cleveland Avenue near Columbus College of Art & Design, Columbus State Community College and the Columbus Museum of Art
- Parsons Avenue streetscape improvements, with reconfigured traffic lanes and street repaving between Livingston Avenue and Hosack Street
- Sidewalk construction on Parsons Avenue, covering two miles from Dering Avenue to near Obetz Road
- New sidewalk construction on Fairwood Avenue between Watkins Road and Wayland Drive

2018 design project highlights:

- State Route 315 and West North Broadway/Olentangy River Road interchange redesign, with construction now underway
- Lazelle Road reconstruction and widening between High Street and Worthington-Galena Road, to include replacing two railroad bridges and adding sidewalk and a shared-use path

- Polaris Parkway widening between I-71 and Olde Worthington Road, with a roundabout at Orion Place and Olde Worthington Road and replacement and new sidewalk and a new shared-use path
- Creative Campus Phase 2 roadway, sidewalk and streetscape improvements along Cleveland and Washington avenues and Ninth Street between Long and Broad streets
- West Broad Street Streetscape in the Hilltop, between Wilson Road and Terrace Avenue
- Operation Safewalk sidewalk projects around schools in the Eastland, Hilltop and Near South neighborhoods
- Pedestrian safety improvements along Refugee Road between Hamilton Road and Winchester Pike, with sidewalk on one side and a shared-use path on the other
- Sidewalks along McGuffey Road and Duxberry Avenue, with Safe Routes to School funding for construction

2018 by the numbers:

- Resurfaced 128 lane miles on 160 streets
- Constructed 55,655 linear feet of sidewalk
- Installed 1,066 ADA compliant curb ramps

Division of Infrastructure Management

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

In 2018, the division developed and implemented a shared mobility device program to address the sudden arrival of e-scooters in Columbus — providing rules and regulations for vendors and users within the city right of way.

The division also managed preliminary engineering of the Clintonville Neighborhood Bikeways project — the city's inaugural project to designate low-stress neighborhood bike routes.

2018 highlights:

- Enhanced the Snow and ice Control Plan for servicing city roadways during winter weather events
- Enhanced and added more Snow Warrior training to the Snow and Ice Control program
- Designed and implemented the Hilltop sidewalks gap project
- Developed a 20-year city bridge maintenance plan
- Consolidated the roadway drainage and curb maintenance programs with the pavement management program for streamlined maintenance operations
- Assisted with development of small cell tower rules and regulations and the permit process

2018 by the numbers:

- Maintained more than 6,400 roadway lane miles and 200 bridges
- Completed 165 alley surface treatment projects
- Completed 106 general repair pavement projects totaling 77,000+ square feet
- Collected 200+ tons of roadside debris
- Completed 5 sidewalk gap projects totaling 275+ linear feet on the Near East Side to support CelebrateOne
- Managed 18 snow and ice control events

Division of Traffic Management

The Division of Traffic Management focuses on traffic engineering and the use of tools such as traffic signals, signage and data analysis to enhance flow and safety.

In 2018, design and construction continued on more phases of the Columbus Traffic Signal System. Built on a new fiber optic network, the system is delivering technology efficiencies for better communication and coordination among traffic signals. As the backbone of Smart Columbus, this network provides for future uses such as connected vehicle technology.

The division also launched a comprehensive approach to neighborhood traffic calming. The Slow Streets study initially focuses on the Linden and Hilltop neighborhoods due to the high volume of traffic calming requests there. Analysis of data collected will help develop optimal traffic calming solutions.

2018 highlights:

- Was awarded \$2 million from the Ohio Department of Transportation for the Cleveland Avenue Pedestrian Safety project, to provide seven pedestrian crosswalks along an area between 5th Avenue and the Northern Lights library branch at Lehner Avenue. Rapid flashing beacons or pedestrian hybrid beacons to alert motorists to pedestrians are planned.
- Played a vital role in the Short North Parking Plan's implementation by installing 2,000 parking and ParkColumbus app signs in the district
- Installed signage and pavement markings to identify streets in the Clintonville Neighborhood Bikeways network

2018 by the numbers:

- Fabricated 8,483 traffic and street signs
- Installed 5,437 street name signs
- Completed 452 pavement marking work orders, including crosswalks and pavement striping
- Completed 11,000 traffic signal timing changes

Division of Refuse Collection

The Division of Refuse Collection picks up trash from nearly 343,000 households each week, in addition to biweekly recycling and yard waste collection and scheduled bulk pickup services.

To continue to enhance efficiencies, the division finalized implementation of Routesmart in 2018, rebalancing all collection routes to economize on the number of stops and miles traveled by refuse trucks. Routesmart may save the division more than \$4.1 million in equipment and personnel costs.

Without increasing costs, for example, the division added nine refuse drivers in 2018 to focus on cleaning up illegal dumping in Columbus neighborhoods. The division has taken the lead on Mayor Andrew J. Ginther's Clean Neighborhoods initiative.

Our solid waste inspectors investigated 662 reports of illegal dumping in 2018, along with 5,496 refuse code violations. Twenty cases were taken to Franklin County Environmental Court.

Clean Neighborhoods highlights:

- Added 28 more covert cameras, for a total of 50, to spot illegal dumping
- Rotated covert cameras at more than 400 locations
- Worked with Columbus police officers to assist with reviewing video footage
- Cross-trained solid waste inspectors with Department of Development code enforcement officers to expedite investigations

2018 by the numbers:

- 318,521 tons of municipal solid waste was disposed
- 22,756 tons of bulk items were collected
- 31,889 tons of residential recyclable materials were collected
- 23,707 tons of yard waste was collected

Keep Columbus Beautiful

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

In 2018, Keep Columbus Beautiful accomplished:

- 369 litter cleanups by 7,298 volunteers
- 19,398 cleanup volunteer hours
- 247,905 pounds of debris collected — nearly 124 tons
- 15 beautification projects by 348 volunteers
- 1,066 beautification volunteer hours

Division of Parking Services

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

In its first full year as a separate division, Parking Services managed several strategic initiatives toward developing a comprehensive approach to street parking that balances residents' needs with economic development opportunities.

With input from residents, businesses and community groups, the comprehensive Short North Parking Plan was completed and the groundwork laid for January 2019 implementation. Parking Services also collaborated with neighborhood groups around Nationwide Children's Hospital to create a parking permit program prioritizing access for residential parking.

In 2018, the division added new technology — and convenience — to city meter parking. The ParkColumbus app launch offers the option to pay by cell phone at 600 Short North meters. The City plans to add mobile payment to all 4,500 parking meters and kiosks starting in late 2019.

2018 highlights:

- Studying parking demand and access in downtown Columbus, German Village, Franklinton and the Brewery and University districts, with findings due in mid-2019
- Implemented a new online permit application system for designated neighborhoods
- Implemented License Plate Recognition (LPR) technology for more efficient enforcement of parking regulations
- Installed new Multi-Space Pay Kiosks around Nationwide Boulevard, featuring pay-by-license plate technology
- Implemented City Code changes for more efficient enforcement of abandoned vehicle cleanup in neighborhoods
- Updated the Columbus parking code to improve access and safety
- Revised the city's car-sharing program and added vendor Zipcar to increase mobility options for residents, businesses and visitors

2018 by the numbers:

- Maintained 4,500+ parking meters
- Provided 5,000+ parking permits
- Installed 54 residential Americans with Disabilities Act parking spaces
- Managed 119 loading and 31 valet zones

Human Resources Department 2018 Annual Report

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

In 2018, 46 employees (41 FT, 5 PT) were budgeted to fulfill Human Resources functions in the following programs: Administration, Citywide Occupational Safety & Health, Citywide Training and Development, Compensation Management, Employee Benefits & Risk Management, Employee Resources, Equal Employment Resources, Labor Relations, and Veterans Affairs & Americans with Disabilities (ADA).

ADMINISTRATION

The Human Resources Administration program provides support to staff in the HR Department, as well as the Mayor's Office, Department of Education, and the Office of Diversity and Inclusion. This program is responsible for the ACHIEVE Summer Youth Employment initiative, hiring and placing 50 youth in meaningful summer employment over an eight week period. Human Resources Administration continues to work closely with the Mayor's Office to achieve the objectives of the 10 year reforms and efficiencies action plan.

CITYWIDE OCCUPATIONAL SAFETY AND HEALTH PROGRAM (COSHP)

During 2018, COSHP continued to provide a significant portion of time to the City's participation in the Ohio Bureau of Workers' Compensation (BWC) Industry Specific Safety Program, Drug Free Safety Program, and the Capital Area Safety Council to achieve the objectives required to obtain premium discounts and rebates.

In 2018, COSHP supported the Division of Fire in various safety efforts. COSHP obtained a BWC grant to purchase 200 new particle blocking hoods for firefighters. These new hoods provide additional protection from contaminants that could cause cancer. Additionally, COSHP worked with Construction Management and the Division of Fire during the design and construction of Stations 35 and 16 by providing recommendations on ventilation and station design that will offer a working and living space that better protects the firefighters from the contaminants found at a fire scene. Diesel monitoring was performed at four fire stations to determine if diesel contaminants were present in the bay and if they were migrating into the living spaces.

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

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

The number of services performed through OSHC continues to increase. In 2018, the Clinic performed 2034 face to face patient encounters and 15,872 services overall. The number of face to face encounters had a 33% increase compared to the 1520 face to face encounters in 2017. The number of services provided increased 13% from 2017's 13,994 services. Vaccinations and respirator clearances made up a large portion of the services, with 674 vaccinations and 1300 respirator clearances performed in 2018.

Risk Management

The Risk Management program is responsible for managing the City's workers' compensation and occupational injury leave programs to ensure they are administered in accordance with City and Ohio Bureau of Workers' Compensation (BWC) policies, procedures, and union contracts. In support of this effort, Risk Management team members carry out functions such as: facilitating the claims process in a timely manner by initiating and maintaining communications with all involved parties; developing action plans for injury claims and managing them to resolution; reviewing and processing handicap reimbursement applications; representing the City's interest before the Ohio Industrial Commission (2,300+ hearings), and; coordinating and presenting training programs on Injury Leave and Ohio BWC processes and procedures to various departments/divisions. Successful management, tracking, and on-time reporting of performance in BWC cost savings programs has resulted in premium rebates of more than \$5M over the last 3 years.

Recently-granted handicap reimbursements and subrogation allowances has reduced the City's BWC premium "experience modifier" by 7%, resulting in a decrease in the workers' compensation premiums for 2019. These efforts, in combination with other claims management and injury prevention measures, have resulted in a 2019 estimated annual premium of \$20,623,225 (reduced from \$22,846,065 in 2018). This reflects a \$2,222,840 (10%) decrease in annual premium while estimated annual payroll has increased 4.4%, from \$599,284,888 in 2018 to \$625,896,983 in 2019.

CITYWIDE TRAINING AND DEVELOPMENT

The Citywide launch of the Training Gateway, a comprehensive learning management system, was very successful. Wide-spread utilization of the Training Gateway improved operational efficiencies in several different ways including streamlined access to online courses, training calendars, transcripts and certificates of completion; streamlined registration and approval processes; implementation of training assignments; and implementation of comprehensive reporting options. CTD also partnered with several departments to improve and streamline departmental tracking of technical/job-specific training. To date, CRPD, CPH and CFD are successfully utilizing the Training Gateway in this additional capacity.

2018 Training Stats: 3,546 employees accessed the Training gateway; 3,163 employees completed training courses; 345 new employees attended Orientation; 2,005 employees completed Ethics training; 1,202 employees completed DFSP training; 67 employees completed CPR/AED training; 19 employees completed First Aid training; 94 customized trainings for departments and 123 room request accommodating 2,812 guest

The Small Business Training Program expanded eligibility to include small businesses not registered with the City. Lifting this eligibility requirement in 2018 allowed CTD to provide free training opportunities to a cleaning company, staffing agency and construction group. In 2018, CTD served 24 small businesses within the Central Ohio community accounting for 140 training opportunities. Popular courses for small businesses included Microsoft Excel, Word and PowerPoint; critical thinking; leadership; team-building and effective communication. Citywide Training continued its Enterprise efforts. In 2018, four companies rented training rooms for a total of 12 days. Not only did this effort raise \$2,580 in revenue but also 190 guests through the training center peaking the interest of many who have followed up about training opportunities.

CTD engaged 1,221 employees in Implicit Bias training. Several departments requested onsite training for their employees and CTD successfully accommodated their requests.

Additional trainings offered in the area of Diversity and Inclusion included 'What If': Conversations on Diversity & Inclusion; Multigenerational Workplace; Women & Leadership: Working through Barriers and Biases; Women & Leadership: Owning your Strengths and Cultural Competency.

CTD successfully expanded its outreach efforts to other municipalities. As a result, partnerships were created with City of Whitehall, City of Dublin, Genoa Township, City of Findlay and Franklin County. We customized and delivered onsite training in areas like supervisory skills, team-building, and effective communication. CTD also partnered with different organizations to provide free training and resources to the citizens of Columbus. Popular topics were resume reviews, career development workshops, and public service employment workshop and computer foundations.

COMPENSATION MANAGEMENT

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

In 2018, we participated and provided information to the ongoing pay equity discussion, both internal and external to the City. The program also presented at the Columbus Women's Commission's first Signature to Action luncheon for Columbus companies that have signed the Columbus Commitment. The section served the 2018 Citizens' Commission on Elected Official Compensation by providing insight, expertise, and analysis in addition to performing a 25-city salary study to determine market rates for elected officials nationwide.

Compensation Management also led and finalized a Fair Labor Standards Act overtime audit of all 656 Columbus jobs and worked with a consultant to provide and distribute the final report and additional information to departments and employees. Compensation Management performed more than 30 special-request pay reviews and pay recommendations for new classifications in 2018 by using a salary-survey and compensation analysis tool, in addition to communication with more than 60 other municipalities locally, statewide, and nationwide to ensure Columbus continues to offer new and current employees competitive, fair, and equitable salaries.

EMPLOYEE BENEFITS AND WELLNESS

The Employee Benefits/Risk Management (EB/RM) program reorganized in 2018. Employee Benefits and Risk Management split into their own distinct areas of responsibility. The Benefits and Wellness area administers the City's Employee Benefits and Wellness (HealthyColumbus) programs. The employee benefit plans, which include medical, pharmacy management, dental, vision, short-term disability, basic life, and COBRA are administered in accordance with applicable laws and/or negotiated union contracts. 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.

Employee Benefits and Wellness Management worked with Labor Relations, and union groups to negotiate FOP and IAFF contracts for 2019. The negotiations steered the Plans to improved, streamlined and cost effective designs, which support strategic consistency and uniformity with Plan administration across all union groups.

The Employee Benefits Plan Redesign Updates

- Pharmacy Benefit Management –

- o Clinical Edits
 - Step Therapy, Prior Authorization and Quantity Level Limits
 - Medical Plan –
- Stable demographics Streamlined design
Employee engagement Improved financial objectives

Pharmacy Benefit Management

In 2018 the City implemented utilization management (UM) with the pharmacy benefit manager (PBM OptumRx). The UM edits provided the City with a cost savings through 3rd quarter 2018 of just over \$2.7 mil. Resulting in an 11.9% plan paid savings. The clinical interventions recorded for this same period were 1,780 interventions for non-uniform members. Of those interventions 1,420 members were impacted by one or more of the UM edits.

Medical Plan

Demographic Summary – The employee benefits program has a stable demographic experiencing a 0.2% decrease in membership with the gender split - 49% female and 51% male. FOP continues to have the lowest/youngest age/gender factor of 0.829, While CWA has the highest/oldest factor of 1.076. Average member age is 32 and the average family size is significantly lower than the norm at 2.9. Streamlined Design – Overall trend is 3%. The City’s non-catastrophic trend is -0.2%, which means members are using preventive care and the net spend is \$341 per member per month. The City’s catastrophic trend increased 23%. Of that 23%, 17% can be attributed to neoplasm spend. Employee Benefits will explore in 2019 Cancer Advocacy programs and the implementation of virtual visits to continue a streamlined approach at services and resources for our members.

The HealthyColumbus program continues to provide employees and family members with opportunities to improve their health and quality of life through physical activity, tobacco cessation, healthy eating and disease management programs. The free employee fitness center was utilized over 15,765 times by 903 employees. Registration for the on-site group fitness classes, employee/family 5K and City teams for community walks/runs also increased. 2018 was the fourth year that HealthyColumbus offered an employee/family intramural sports program; both the softball and volleyball league participation reached their registration cap while setting new records for numbers of teams and players. Several healthy lifestyle challenges were offered to encourage employees to be active, eat well, reduce stress and increase water consumption. Over 1,700 employees participated in 40 onsite biometric health screenings in 2018. The increased screenings and engagement have resulted in increased referrals for employees to manage their health condition under the care of a primary care physician, with the reinforcement of HealtheNotes and HealtheReminders. The screenings also resulted in 1,277 employees enrolling into the Real Appeal program, which is available to employees through our insurance provider, United Healthcare. Utilizing weekly online coaching classes and support, those employees have lost 8,300lbs and counting since February 2017. The free flu shot program for employees and family members continues, saving the City approximately \$117,000 in direct and indirect costs related to influenza.

Special Note, in 2018 HealthyColumbus was presented the Healthy Ohio Healthy Worksite Silver Award by the Ohio Department of Health.

EMPLOYEE RESOURCES

Employee Resources is responsible for the Citywide coordination of two employee supported philanthropic efforts, the Mid-Ohio Foodbank Operation Feed and Combined Charitable Campaigns. In 2018, employees donated \$210,616.00 to the Combined Charitable Campaign and 322,136 meals to Operation Feed.

In 2018, two additional categories were added to the annual Employee Recognition Program; the Mayor’s Outstanding Achievement Award, and the Director’s Award. Employees are also recognized for longevity. This annual program also highlights accomplishments for safety initiatives, professional development, and veteran’s service commitment.

The program is responsible for the coordination of the downtown American Red Cross Blood Drives. In 2018, employees exceeded goal, donating 231 productive units for the cause. Employee Benefits along with this program, coordinated the annual employee health and benefits fair and participates in employee orientation expos. Throughout 2018, employees were notified about available resources, discounts, activities, and events available to them by way of postings, memos, flyers, and e-mails.

EQUAL EMPLOYMENT RESOURCES

The Equal Employment Resource Office was able to partner with Information Technology to create a spreadsheet compatible with the Federal Equal Employment Opportunity Commission’s EEO4 form. Bi-annually the City is required to submit an EEO4 Report with specific demographic information as requested by EEOC. However in the past this was a significantly labor intensive data entry process that utilized various reporting resources. Now we are able to request the report from IT and our information can be imported directly from our payroll reports into the EEO4 form.

The Office partners with Human Resources Officers/Managers to conduct investigations when employee complaints are filed, help to support or develop strategies regarding employee complaints and serve as an available resource to employees and managers when necessary. EERM has partnered on twenty (20) investigations in the following departments: Public Health (3), Safety (4), Development (1), Department of Public

Utilities (7), Recreation and Parks (1) and Safety (non-civilian) (4). The EERM also assisted the Human Resources Manager with wrap up meetings for four (4) Police Officers whose investigations were completed by IAB.

In June 2018 the program introduced Transformative Mediation. Unlike traditional mediation this unique approach is a participant-driven conversation by which two parties in conflict are encouraged to communicate in a positive and constructive manner. This approach to conflict intervention places principles of empowerment and recognition at the core of helping people in conflict change how they interact with each other.

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. The Labor Relations Section administers the Tuition Reimbursement Program and the Drug Free Safety Program (DFSP). In 2018, much like 2017, negotiations took center stage. In 2018, the focus continued to be on overhauling the health insurance programs to reign in the soaring costs of providing benefits, but it also included more complicated reforms of the FOP contract. In 2018, the section took on the following:

- Completed negotiations after a year of bargaining for a successor collective bargaining agreement with IAFF Local #67, (new agreement expire October 31, 2020), which included significant cost-curbing changes to the health insurance program. The changes included instituting a new High Deductible Health Plan option and a corresponding Health Savings Account beginning in 2020.
- Adopted the Fact-finding recommendations after months of negotiations for a successor collective bargaining agreement and six days of hearings in Fact-finding with FOP Lodge #9 (new agreement expires December 8, 2020). The new contract includes significant cost-curbing changes to the health insurance program, wage increases and a new 'F' step, and disciplinary and investigation procedures that enhanced oversight, accountability, and won back important management rights.
- Ongoing involvement in the HR Best Practices Team to review, edit, and update Citywide policies.
- Trained new and seasoned supervisors on the basics of contract administration and the drug free safety program.
- Liaised with the City Attorney's Office and representatives from the Mayor's Office on the landmark Janus U.S. Supreme Court Case striking down the legality of fair share fees.
- Expanded the Labor Relations Advisory Committee communications on timely labor relations, prerogatives, news and updates.
- Continue to draft legislation to amend the MCPs and collective bargaining amendments as needed.

The Labor Relations Section conducts grievance and disciplinary hearings for AFSCME Local 1632, AFSCME Local 2191, CWA Local 4502, FOP/OLC bargaining unit members, and Management Compensation Plan employees within the City. In 2018, one hundred and twelve (112) grievances were heard or advanced to Step 2 of the grievance procedure. Additionally, there were one hundred and seventy two (172) disciplinary cases answered or settled, and thirty two (32) fitness for duty hearings were conducted.

The section processed \$807,393.57 worth of tuition reimbursement applications.

The Drug Free Safety Program (DFSP) is managed by the Drug and Alcohol Coordinator (DAC). This program oversees drug and alcohol tests of City employees in six categories: reasonable suspicion, random, post-accident, return to duty, follow-up and pre-employment testing. In all, 2,170 drug and alcohol tests were conducted in 2018. The program is also responsible for the development and implementation of the City's policies and procedures for a drug free workplace.

The DAC designs and coordinates the training of all employees regarding BWC's DFSP. The DAC completed E-Learning video training related to the DFSP new hire orientation and a DFSP refresher E-Learning video training for frontline supervision. In 2018, a total of 1202 employees received DFSP training; 755 employees were trained using the DFSP E-Learning video training, 340 supervisors used the E-Learning video training for refresher training and 107 supervisors completed the DFSP 2-hour classroom training.

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 2018, the Veteran Affairs office conducted numerous public events including the City Employee Veteran Appreciation Day Luncheon and Service Summit, Veterans Day Parade, Purple Heart Day, and 9/11 Remembrance Ceremony. The office receives inquiries daily from residents and concerned individuals seeking assistance or looking for directions to the appropriate resources. As a result, the Veteran Affairs office maintains and attends a variety of public meetings and discussions with area Veteran Service Organizations (VSOs) at all levels of government. As a result of the City of Columbus's successes in attracting and retaining veteran talent within its workforce, the city was a proud recipient of the 2018 Department of Labor Hire Vets Gold Award.

The City Americans with Disabilities coordinator is responsible for ensuring compliance with Title II of the Americans with Disabilities Act (ADA) and serving as an internal and external resource for individuals seeking information and guidance on the landmark anti-discrimination law. The ADA is a broad law that demands input and experience from across the City of Columbus. As a result, 2018 garnered public feedback at monthly meetings of the Mayor's Columbus Advisory Committee on Disability Issues (CACDI) delivering updates on City policy and connecting specific concerns of the public with key contacts within the City departments. The ADA Coordinator responded to inquiries on matters pertaining to the ADA or issues faced by persons with disabilities and connects them with community resources and information.

Department of Public Utilities 2018 Annual Report

Director's Office

Numerous capital improvement projects aimed at enhancing service were completed, and several more began construction within the Department of Public Utilities (DPU) in 2018. Following a cost of service rate study and approvals from the Sewer and Water Advisory Board and Columbus City Council in 2017, a new rate structure went into effect in January 2018 reflecting a 1% increase for water, a 2% increase for sanitary and a 1% increase for stormwater, resulting in an average 1.5% 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 3,973 single family home participants and an additional 1,486 families in multi-unit housing for a total of 5,459. Also, 3,482 senior households in the Columbus water service area received an additional discount on their water bill, having their water service charges waived. 197 Columbus power customers who are seniors enjoyed a 10% consumption discount on their bills. A pilot program to provide emergency funding to power customers having difficulty paying their bills began in 2018, made possible by an EcoSmart grant in partnership with the Mid-Ohio Regional Planning Commission and the Local Government Energy Partnership. 248 households received a one-time credit of up to \$150 toward their city electric bill under this program.

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

The mission of the department's Emergency Preparedness Section is to ensure regulated and unregulated emergency plans are updated, and personnel are trained to safely respond during an emergency incident. In 2018, the section updated seven emergency plans, facilitated two table-top exercises and four emergency notification drills, for which After Action Reports were written and corrective actions identified. The section also facilitated two training seminars and participated in two gate-closure drills activating the Franklinton Floodwall Emergency Action Plan. Emergency preparedness training is continuous, and corrective actions from all after-action reports continue to be followed through until completion. Additionally, this section continued to oversee administration of the department-wide vulnerability assessment, seeking to identify hazards most likely to affect DPU infrastructure and possible points of system failure. The assessment is ongoing and expected to be completed in 2019.

GreenSpot was created in 2008 as a way for people to learn about living and working greener. 2018 saw significant membership growth and now totals more than 18,000 homes, businesses and community groups, each committing to behaviors promoting responsible stewardship of the environment. More than 1,200 households participated in the GreenSpot Backyard Conservation cost share program to receive either a rain barrel or native plants. Five businesses graduated from the GreenSpot Sustainable Business Course. GreenSpotLight award winners were American Municipal Power, Woolpert Inc., and ProSource Wholesale Flooring, Kitchen and Bath. GreenSpot celebrated its ten year anniversary with an event at the Grange Insurance Audubon Center which drew more than 130 attendees.

The Communications Office continued to coordinate information requests, distribute news releases, brochures and customer bill inserts regarding water quality and conservation, prevention of water pollution and other notifications required by the Ohio EPA. The department's website remained responsive to ratepayers and companies that do business with the city; for the year, more than 61,000 customers opted for electronic bill payment through the Public Utilities Customer Portal, bringing the overall total to 84,523. The portal provides customers opportunities to receive a paperless bill, pay online, enroll in auto pay, and other features. In March, in-person bill payment and permit applications moved to the new Michael B. Coleman Government Center, 111 North Front Street. Additionally, the Communications Office updated existing materials and posted new content, including consumer alerts and seasonal topics. Many of these topics and other timely information were also shared via social media through the department's Facebook page and Twitter account, both of which saw growth in followers during the year.

Division of Power

The Division of Power (DOP) maintains a network of substations, transmission lines, distribution and street lighting circuits throughout Columbus. Almost 15,000 business and residential accounts enjoy reliable city power, allowing the city to provide the necessary maintenance and energy to over 57,500 streetlights in Columbus and ODOT's freeway lights on major highways within city limits. For the year, the division received most of its power supply from American Electric Power Energy Partners (AEPEP). Beginning in June, 20% of the energy purchased from AEPEP was from green sources, and the division also continued to purchase renewable energy from the New York Power Authority. In total, DOP directly purchased about 156 million kilowatt hours (kWh) of power from green resources. The division also continued to offer the EcoSmart Choice program, which allows customers to purchase renewable energy certificates for up to 100% of their electricity usage. Participation cost was reduced to \$0.003 per kWh, and the program equated to offsetting nearly 38 million kWh in energy consumption.

In 2018, the division hired a consultant to develop a Smart Street Lighting system implementation plan. The goal is to assess centralized control systems and other city data uses that can be included in the project. \$1.1 million was earmarked for the implementation study and design of Phase

I, and the total project is currently estimated at \$60 million. In addition to the Smart Street Lighting program, DOP purchased nearly \$700,000 in LED luminaires to convert existing street lights on 40 smaller circuits which will reduce production of greenhouse gases. The division's Streetlight Engineering Design Section was responsible for overseeing the installation of 487 new LED streetlights. The following major streetlight projects were constructed and accepted in 2018, and are now incorporated in the city's streetlight grid system: Poindexter Phase 2, Livingston Avenue, Hayden Run, Harlem and Sawyers Creek, Dublin Granville and Deewood Maple, American Addition 2 & 3, Joyce Avenue and 17th Avenue, and Southeast Lions Park.

DOP is currently rehabilitating the city's 5 megawatt (MW) hydroelectric plant in the O'Shaughnessy Dam. Project design began in 2018; all field inspections were completed and the consultant provided preliminary engineering tasks and technical memorandums with recommended equipment for the powerhouse. It was also determined that all major turbine components will be replaced. Construction for the hydro plant is expected to begin late 2019, and be complete in 2021. Once the plant is in full operation, it is anticipated to generate 10,000 MWh per year. The division is also close to completing installation of a redundant 69-kV transmission line that will improve reliability and increase capacity to the West Substation. This \$5 million project is expected to be completed by summer 2019.

Revenues for the division – from the sale of electricity to residential, commercial and industrial customers and from the expressway lighting contract with the State of Ohio – in 2018 totaled \$86,674,470 while expenditures totaled \$84,858,440.

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 Columbus integrated plan was approved by the agency in 2015. The plan 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.

Implementation of Blueprint Columbus began in the Clintonville 1 project area in 2017. In 2018, green infrastructure construction neared completion and the project began the second phase of implementation: lining individual home sewer laterals and assessing and implementing solutions for roof water redirection.

Clintonville 1 Accomplishments

- 423 rain garden installations, including a wetland feature in Whetstone Park
- 31,193 square feet of pervious pavement installed in 3 roadway sections
- 350 sump pumps installed
- 674 homes assessed for lateral/downspout improvements in 2018 (25% of total project area)

Blueprint Columbus is committed to active resident engagement in the development and implementation of neighborhood solutions. Blueprint conducted 22 presentations about the project, concentrating education and outreach efforts in the areas in active design: North Linden 1, Hilltop 1 and 4, Miller-Kelton, and 5th by Northwest. For more information about Blueprint, please call 614-645-1253 or visit www.columbus.gov/Blueprint.

Sewer System Engineering Capital Improvements

- Blacklick Creek Sanitary Intercepting Sewer: Tunneling operations for 23,000 feet of new 10-foot diameter sewer were substantially completed in September. This project will extend the existing sewer from its current end point just south of Blacklick Creek Boulevard, north to Morse Road along Reynoldsburg - New Albany Road, to provide service in the still-developing New Albany area.
- Large Diameter Sewer Assessment - Alum Creek Trunk Sewer North Section: Full circumference rehabilitation of 6,371 lineal feet of 66" and 72" reinforced concrete pipe was substantially completed in December. Approximately 2,048 square feet of spot repairs were also performed. Inspection and design on eleven other large diameter sewer assessment projects continued in 2018.
- Big Walnut Sanitary Trunk Extension, Phase 2: This 72" diameter, deep rock tunnel will extend sanitary sewer service from the intersection of Central College Road and Sandimark Place, north to the intersection of Smothers and Harlem roads to serve a rapidly developing region. The project is at the 60% plan stage with construction scheduled to begin in 2021.
- Lower Olentangy Tunnel: The Lower Olentangy Tunnel will serve as a direct relief for four of the city's major trunk sewers, an indirect relief for three more, and will significantly reduce overflows into the Olentangy River. It will also help reduce water in basement (WIB) occurrences and sanitary sewer overflows (SSOs) in the area. Construction plans progressed to 50% completion and underwent a value

engineering process in 2018; design continues to progress while easement acquisition is underway. Construction of this important consent order sewer will begin in 2021 and be complete in 2025.

Wastewater Treatment Capital Improvements

- **Chemically Enhanced Primary Treatment (CEPT):** This project will increase total treatment capacity during wet weather at the Southerly Wastewater Treatment Plant. It includes additional raw sewage pumping, screening, primary clarification, disinfection, de-chlorination, conveyance to the existing outfall structure, and gravity thickening. The CEPT facility will be implemented via four phases: Site Preparation, Preliminary Treatment, Clarification, and Disinfection. The Site Preparation construction contract was completed, while the Clarification and Disinfection contracts should be completed by the end of 2019, and Preliminary Treatment in 2020. Pumping, screening, and gravity thickening capacity will be available for the additional wet weather flow the facility will handle by the end of 2019.
- **Southwesterly Composting Facility Odor Reduction Improvements:** The Compost Facility produces Com-Til, an exceptional quality soil amendment, which is used in numerous applications in central Ohio for its nutrient value, organic content and moisture retaining characteristics. This project will reduce odors at the facility by adding air capture to the curing step and replacing the odor control. New composting equipment will allow for close monitoring and optimized processing of compost. The project was in the detailed design stage, with construction scheduled for 2019-2020.
- **Jackson Pike Wastewater Treatment Plant Biosolids Land Application:** Mirroring recent improvements at Southerly, DOSD anticipates beginning construction on improvements to ensure the Class B biosolids produced at Jackson Pike is beneficially reused for agriculture or at the city's Hybrid Poplar Tree Farm. The city is rehabilitating existing underutilized tanks rather than constructing new facilities. Design was completed in 2018; construction is expected in 2019.
- **Jackson Pike Cogeneration Facility Project:** This improvement will design and install equipment to provide beneficial reuse of digester biogas, which will produce about half the total electricity used at the plant, and provide large amounts of boiler heat for the treatment processes and buildings. Detailed design will continue through 2019.
- **JP Primary Clarifiers Electrical Upgrade:** The primary clarification process is one of the initial treatment processes; it removes solids to reduce loading to the biological treatment process and protect downstream equipment. Due to the corrosive environment of raw sewage and the age of the wiring, distribution and controls, the electrical infrastructure requires rehabilitation to ensure reliability of this treatment process. The project went under construction in 2018.
- **Small Capital Projects Program:** This was utilized in 2018 to replace HVAC units at the generator and incinerator buildings. These units are past their useful life and replacement parts have become difficult to obtain. This program also addressed stormwater compliance issues with the Fairwood Fueling Station.

The Project Dry Basement sewer backup prevention program continued to progress during its 14th full year with 70 new backflow valves installed; a total of 1,019 valves have been installed since the program's inception in 2004. This program, along with the division's preventative maintenance program, has demonstrated success in reducing occurrences of basement sewer backups. Columbus' sewer line inventory was estimated at 4,519 miles of sanitary, storm and combined sewers. Flows treated at the two wastewater treatment plants resulted in a combined average of 212 MGD; precipitation for the year totaled a record high 55".

The Sanitary Enterprise Fund collected \$279,006,552 in revenue and expended \$267,036,256. The Stormwater Enterprise Fund collected \$42,512,296 in revenue and expended \$40,569,381.

Division of Water

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

During 2018, 48.8 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 1,215,363, the average per-capita consumption was 110 gallons per day. Total daily water pumpage averaged 133.7 million gallons.

Water treatment plants

- **Dublin Road Water Plant:** Construction continued on Part 4 of the \$200 million dollar Capacity Increase project, including startup of a new ion exchange system to reduce finished water nitrate levels when needed. The city also broke ground on construction of the Ultraviolet (UV) Disinfection Improvements project and the Standby Power project, which will enhance public health protection and increase the resiliency of the water supply system.
- **Hap Cremean Water Plant:** Construction continued on the Lime Slaker replacement project and began on the following: the Washwater Tank Rehabilitation project; the UV Disinfection Improvements project; and the Standby Power project. Condition assessment work was completed and detailed design work started on the Basin Concrete Rehabilitation project, which will address age/weather related deterioration of

the plant's treatment basins. Preliminary design work began on the Hypochlorite Conversion Project, which will convert the plant from a chlorine gas-based disinfection process to a liquid hypochlorite-based process.

- Parsons Avenue Water Plant: Construction was completed on the \$65 million Treatment Upgrades project, while preliminary design was started for the Well Pump Replacement project and the Lime Slaker Replacement project. Preliminary design work for the HVAC Upgrades project was completed; preliminary design work was started for the Hypochlorite Conversion project to convert the plant from a chlorine gas-based disinfection process to a liquid hypochlorite-based process.

Additionally, work at the division's reservoirs and dams included the launching of several projects: construction on spillway improvements at the O'Shaughnessy Dam; preliminary design of boat launch improvements at the Griggs Reservoir; detailed design work for the Hoover Dam Improvements - Part 1 project to replace aging gates, valves, and other equipment inside the dam; and work on the Land Stewardship Update project. Work continued on detailed design of improvements to the O'Shaughnessy Hydroelectric Facility.

The division invests in existing distribution infrastructure through its Replacement and Rehabilitation (R&R) Program, which annually prioritizes replacement of water mains that require repeated maintenance and to improve flow to service areas. Major R&R improvement projects in 2018 included: Scottwood Road Area (approximately 17,000 linear feet of new 6"- 8" mains); Stephen Drive Area (approximately 15,200 linear feet of new 6"- 8" mains); Arcadia Avenue Area (approximately 14,700 linear feet of new 6"- 12" mains); Noe-Bixby Road Area (approximately 19,900 linear feet of new 6"- 12" mains); Sale Road Area (approximately 17,400 linear feet of new 6"- 8" mains); and Dundee Avenue Area (approximately 13,400 linear feet of new 6"- 8" mains). Overall, investment legislated toward the R&R program in 2018 totaled more than \$29 million.

Additional investments in the water distribution system included replacement of the Mound Street Booster Station, which now provides increased pumping capacity and redundancy, and features green infrastructure items including a rain garden and energy efficient lighting. The exterior includes low-maintenance materials such as brick walls and a gabled roof. This new station replaced one built in the early 1930s. The Division of Water maintains a water storage tank painting program. Projects are completed each year to ensure that the water storage tanks owned by the City of Columbus remain in optimal condition. In 2018 the Division of Water spent \$1.7 million on painting projects that included two water storage tanks.

The Pitometer Water Waste Survey located 88 breaks in the distribution system while investigating 1,049 miles of pipeline. Repair of these breaks reduced underground leakage by an estimated 2.38 million gallons per day. The Main Line Repair Crews repaired a total of 512 main-line breaks and 2,275 service leaks in Columbus and our suburban contracted areas, as well as repaired or replaced 1,289 damaged hydrants along the 3,541 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 22,834 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 \$198,981,864 in revenue and expended \$186,838,515.

Excellent customer service remained a top priority in 2018. Customer Service Representatives answered 409,810 calls in the Customer Service Call Center regarding various water, sewer, stormwater and electricity questions. Billing was handled for the following numbers of accounts:

Water	278,139
Sewer	274,872
Stormwater	197,831
Power	14,950

Meter reading, inspections and repair also continued to provide excellent customer service by reading all water, power and sewer meters for billing, completing 96,316 service calls.

Civil Service Commission 2018 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 Columbus Covenant identifies peak performance as one of its seven goals. "Peak Performance" is defined as investing in all City employees and developing systems that support a high-performing City government. The Civil Service Commission is on the front line, playing an integral role in achieving this goal.

The Civil Service Commission is the primary contact point for candidates seeking employment with the City of Columbus. The Commission acts as the gateway, assessing applicant qualifications for 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 8,000 full-time employees, are of the highest caliber capable of providing exceptional service to the citizens of Columbus.

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

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

CLASS PLAN MAINTENANCE

The Civil Service Commission is responsible for maintaining the City's class plan, which provides a structural framework for all personnel actions and provides the basis for an equitable compensation plan. Regular class plan reviews and revisions are necessary to ensure each class specification continues to meet the ever-changing needs of each department. For this reason, an important Commission objective is to review every classification at least once every five years. At the close of 2018, 100 percent of the City's class plan was up-to-date. As part of this objective, staff completed a total of 163 class reviews with recommendations approved by the Commission in 2018.

The 163 reviews resulted in:

- 5 actions to create new classification specifications
- 5 action to abolish classifications
- 49 actions to review without change
- 103 actions to revise and/or retitle
- 1 action to impose moratorium

Additionally, 84 positions were randomly reviewed to determine if their duties matched their current classification; 100 percent of these positions were properly classified.

The Commission also conducts job audits upon request by an individual, a department, or a union. The purpose of these audits is to ensure that City employees are performing the duties for which they were hired, qualified, and being properly compensated. During 2018, Commission staff completed a total of eleven position audits; six of those positions were identified as misclassified. Misclassifications are typically resolved through reassignment of duties to the position which are appropriate for the current class, or reallocation of the position to a different class for which the current duties best fit.

APPLICANT AND EMPLOYEE SERVICES

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

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

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

In 2018, the Applicant and Employee Services Unit:

- received 21,161 Job Interest Cards submitted electronically for all City jobs
- posted 493 noncompetitive/provisional/unclassified job vacancies
- received 17,905 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 2018, the Non-Uniformed Testing Unit:

- received 228 exam recruitment requests from departments (82 regular recruitments and 146 Rule VI)
- reviewed 9725 exam applications (9712 online; 13 paper)
- tested 3348 candidates (3214 regular and 134 Rule VI)

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

To keep the tests current, our goal is to complete a full job analysis and to review, revise, and/or develop the exam for 51 non-uniformed competitive and qualifying noncompetitive classifications each year. In 2018, we completed 54 job analysis projects, 52 test development projects, and averaged 56 days to create eligible lists.

Commission Rules also allow latitude for City departments to hire personnel provisionally when there is a critical need to immediately fill a position but there is no eligible list in place. In order to ensure fair access to City jobs, the Commission is committed to maintaining a provisional employee count below two percent. The City began 2018 with no full-time provisional employees and ended the year with no full-time provisional employees, resulting in a provisional appointment rate of zero percent.

UNIFORMED TESTING

The Commission’s Uniformed Testing Unit administers exams for nine job classes that make up the Public Safety services for the City of Columbus. The majority of the examinations are comprised of at least three components, including a paper test, an oral response, and a physical assessment or tactical exercise. The Uniformed Testing Unit works closely with the IAFF and the FOP to ensure fairness and consistency in the testing processes of promotional exams. The following exams were administered in 2018 with resulting eligible lists established in 2018: Entry-level Police Officer, Police Lieutenant, and Police Commander. Each of these exams were developed, administered, and validated by Civil Service Commission staff. The exams for Fire Lieutenant and Fire Captain were developed in 2018 and the exams for Fire Battalion Chief and Deputy Chief were developed and administered in 2018. However, the eligible lists for each of these fire promotional exams will be established in 2019 and the reporting of exams will be contained in the 2019 annual report.

Entry-Level Testing

The Entry-level Police Officer exam consists of four phases. In 2018, there were 2,242 individuals who applied to take the Police Officer exam. In all, 408 candidates were placed on the Police Officer eligible list.

Promotional Testing Number of Exam	Number of Applicants	Number of Candidates Tested	Number of Candidates Added to Eligible List
Phases			
Police Lieutenant	4	62	34
Police	4	22	15
Commander			12

PAYROLL AND PERSONNEL ACTIONS

Another City Charter responsibility conferred upon the Commission is the monitoring and certification of the entire bi-weekly City payroll. This means that no City employee can be paid until the Commission certifies that the individual was hired and continues to be employed in accordance with the City Charter, Civil Service Commission Rules, and current collective bargaining agreements/pay ordinances. The monitoring process includes verifying personnel transactions such as appointments, changes in pay, leaves of absences, and political activity. During 2018, the Commission processed an average of 499 transactions per pay period before the payroll was certified correct to the City Auditor and paychecks issued.

COLUMBUS CITY SCHOOLS

In addition to services provided to the City of Columbus and its employees, the Ohio Revised Code (ORC) provides that the Commission also oversees various administrative personnel functions for approximately 2,587 employees in the classified service of the Columbus Board of Education (Board). In accordance with the ORC and an agreement executed by both the Commission and the Board, services provided by Commission staff for the various administrative personnel functions are billed to the Board. This agreement covers any and all work associated with class plan maintenance (creation, revision, abolishment of class specifications), test development and/or *Civil Service Commission – 2018*

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, 2018, there were 127 classification specifications in the Columbus City Schools' class plan. During the year, staff completed a total of 54 class reviews with recommendations approved by the Commission.

The 54 reviews resulted in:

- 2 actions to create new classification specifications
- 5 actions to abolish classifications
- 1 actions to review without change
- 3 action to place a moratorium
- 43 actions to revise and/or retitle

These actions resulted in the district's class plan totaling 124 classifications as of December 31, 2018.

In 2018, Columbus City Schools utilized the Commission's downtown test center for 22 days of testing, and the Hearing Room for two days of trial board hearings.

CIVIL SERVICE COMMISSIONERS

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

Grady L Pettigrew, Jr., President Term expires January 31, 2018

Delena Edwards, Member Term expired January 31, 2014

Stefanie Coe, Member Term expires January 31, 2022

The Commissioners have the responsibility to establish the Rules that govern the selection, classification, promotion, and termination of the classified employees of the City of Columbus and the Columbus City Schools. During 2018, 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 2018, the Commission:

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

The Commission's 2018 docket included:

- 9 disciplinary appeals filed by employees/unions
- 3 non-disciplinary appeals filed by employees/unions
- 0 appeals withdrawn
- 7 disciplinary appeal rulings (1 carried over from 2017)
- 3 non-disciplinary appeal rulings (all dismissed)
- 51 requests for background administrative reviews by applicants
- 44 background administrative review rulings (7 carried over to 2019)

EXPENDITURES Summary -	2017	2018
Expenditures by Unit		
Administration	\$2,004,857	\$2,147,885
Classification & Testing-Sworn Employees	1,504,377	1,584,968
Classification & Testing-Civilian Employees	525,338	481,509
Total Expenditures	\$4,034,572	\$4,214,362

Department of Finance and Management 2018 Annual Report

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

Within the Financial Management Group is the Division of Financial Management, which includes the Budget, Grants Management, and Debt Management 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.

By group, then by division or office, 2018 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 2018 budget was adopted by City Council on February 5, 2018 and was signed by the Mayor on February 8, 2018. Throughout the course of the year, the office monitored and reported on the financial status of all city departments by conducting quarterly and year-end financial reviews. Staff compiled and documented financial data and issued various financial summary reports. A year-end report of 2017 financials was also issued in the first quarter of 2018, comparing overall 2017 revenues and expenditures to 2016 levels, as well as to the projections in the 2017 third quarter financial report. Ten-year pro forma operating statements for the general fund and for most major operating funds were updated, as was the city's general fund three-year financial plan (2018-2020). A monthly general fund revenue report was compiled that compared revenues to the previous year's receipts, as well as to the City Auditor's estimate. Additionally, throughout the year, Budget Management staff reviewed operating and capital expenditures to ensure budget compliance.

The office completed various special projects in partnership with other city agencies, including, among others, the following: served on the city's teams for labor negotiations with city's unions; produced and compiled forecasts for the 2019 County Tax Budget; completed the tasks necessary to provide for the transition of the Parking Services Division within Public Service Department, continued support of the Mayor's goals and initiatives, and participated in preliminary discussions with the vendor conducting the city's first operational review in eighteen years. Of note, in June, the Government Finance Officers Association (GFOA) notified this section that the City was granted a Distinguished Budget Presentation Award for the third consecutive year.

The Mayor's 2019 Recommended Budget was presented to the public on November 14th and submitted to City Council by November 15, 2018 in conformity with Columbus City Codes. Building upon the redesign work of the past several years, the 2019 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 2018 Capital Improvements Budget and the 2018-2023 Capital Improvement Program. Also, in cooperation with the City Auditor, the office participated in various note and bond sales throughout the year. The city issued a \$32,709 Street Lighting Special Assessment Bond in May to provide funds for street lighting with ornamental poles and underground wiring for the Broad Meadows – Highfield Drive Area. In June, the city issued a \$6.0 million Limited Tax note to refund a previously issued debt associated with the city-owned parking garages. In October, the city issued \$399,795,000 of General Obligation Securities to fund various new citywide capital improvement projects.

The city's long-term general obligation bond credit ratings of AAA by Standard and Poor's Corporation, Aaa by Moody's Investors Service and AAA by Fitch Ratings, Inc. were maintained in 2018. The city has maintained these high ratings from Standard and Poor's Corporation and Moody's Investor Service since 1995 and from Fitch Ratings, Inc. since 2006. The bond ratings for all three national rating agencies represent the highest long-term credit rating that can be achieved. These ratings allow Columbus to realize interest savings when issuing debt because investors are confident of timely repayment.

The Debt Management office also assisted and prepared information for an outside study of the 2018 Capital Improvements Budget and the associated economic impacts to the city. Also the process of formulating the 2019 Voted Bond Package began. The five bond issues will be on the May 2019 election ballot.

Grants Management

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

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

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

Purchasing Office

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

2018 highlights include:

- A task force was established with the goal of identifying areas of procurement that need improvement. Through a series of meetings with key staff city-wide, a successful pilot project was instituted and managed by the Department of Public Utilities. In 2019, this project will be implemented city-wide, vastly improving the service contracting process.
- The Purchasing Office continues to create and maintain real-time universal shopping through the Aquire e-catalog product. Over 32,000 catalog purchase orders were created in 2018, agencies successfully shopped the catalog over 125 times each business day.
- The Purchasing Office continues to actively partner with the City Auditor's Office to increase efficiencies within the ERP system, with a goal to increase customer service to both end user agencies and vendors. In 2018, Purchasing provided leadership in drafting the RFP's for D365 implementation and vendor portal selection.
- Purchasing led the effort to select a new surplus auction provider. As a result, new auction procedures were enacted to help facilitate timely auction generation, quick disposal of obsolete items, and reduced workload for storeroom personnel. Per data received from Fleet Management, the changes have contributed to a 12 percent revenue increase per unit.
- The Purchasing Office partnered with the Office of Diversity and Inclusion, as well as other City departments, on multiple outreach events to ensure that the City of Columbus sources goods and services in all commodity categories, from diverse suppliers, with a focus on expanding the number and capacity of certified diverse suppliers, and expand the variety of goods and services offered by those diverse suppliers.
- Purchasing successfully procured and negotiated two (2) Operational Review contracts in 2018. One of these contracts will improve operational excellence city-wide through innovative performance management techniques, while the other will focus on systemic improvements within the Department of Public Safety.
- The Purchasing Office implemented a full roll out/implementation of the Bonfire RFP product. Bonfire creates a single location for RFP processes, eliminating manual processes, increasing transparency, and adding enhanced insight through a modern, easy-to-use sourcing and contract management platform.
- Purchasing staff created over 742 non-catalog purchase orders and created 466 informal bids, 165 formal bids, and seven requests for proposals.
- Throughout the city, over 3,054 bid documents flowed through the Vendor Services portal, with over 936 distinct vendors submitting approximately 7,784 responses.

Construction Prequalification

The Office of Construction Prequalification was created in 2014 to pre-qualify potential construction bidders and specific sub-contractors who receive or perform construction service work. The Office pre-qualifies licensed construction trade contractors seeking to perform any portion of work on city construction projects and to administer a prequalification process through the fair and equitable evaluation of business entities seeking to do construction business with the city. The Prequalification Office was merged with the Purchasing Office in mid-2017. The Office processed over 200 hundred prequalification applications in 2018.

ASSET MANAGEMENT GROUP

Construction Management

The Construction Management Office provides building construction and renovation project management. Construction Management is also responsible for Energy Management. The Construction Management Office worked on more than eighty (80) planning, design, construction and management projects ranging from \$10,000 to \$75 million in 2018.

Some 2018 highlights are:

- Completion of the Coleman Government Center and parking garage; 111 and 141 N. Front Street.
- Completion of the Compressed Natural Gas fueling station on Krieger Court near the Georgesville Road Refuse Outpost.
- Design of Fire Station 16 on Oakland Park Avenue.
- Completed the City Hall exterior lighting project.
- Completed most of the renovation of the elevators at the Municipal Court Building; 375 S. High St.
- Began construction of Fire Station 35 on Waggoner Road.
- Began construction of Police Substation 18 (Chief Kimberly Jacobs) on Sancus Boulevard.
- Continued renovations of the HVAC system at 240 Parsons; Columbus Main Health Building.
- Replaced the HVAC controls at the Columbus Police Academy, 1000 N. Hague.
- Began design of the City Hall fire suppression system.
- Began design for renovation of the Roberts Road Street Maintenance Facility.
- Began design for renovation of the Georgesville Road Street Maintenance Facility.
- Completed the design of the Material Storage Area and the Truck Wash for the 25th Ave. Transportation Headquarters.
- Completed replacement of the HVAC system and boilers at the Jerry Hammond Center; 1111 E. Broad.
- Upgraded the Fire Division laundry equipment at twenty-one (21) fire stations.
- Initiated utility data management.
- Among one of twenty cities that received the Bloomberg Grant.
- Initiated retro-commissioning of several City buildings based on the Bloomberg Grant.
- Began the effort of inventorying greenhouse gas emissions from City operations.
- Completed training and began implementation of transition to the PMIS software tracking program.
- Completed the Central Safety Building elevators overhaul.
- Moved the Police ID Bureau to the first floor of the Central Police Building.
- Renovated the mens' showers at the Fire Training Academy on South Parsons Ave.
- Completed renovations at 1120 Morse Rd. for the Division of Police.
- Completed an Elevator Assessment Study that has resulted in four elevator improvement projects currently underway.
- Completed the design of the elevator replacements at the Jerry Hammond Center and the old Front Street Garage.
- Completed the design of several generator installations and replacements.
- Began construction for several generator installations and replacements.
- Finally, numerous small projects were completed such as the Sinking Fund office area renovation, various upgrades at the old Front Street Garage, and various pavement and floor replacements.

Real Estate Management

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

Real Estate Management administers lease agreements, negotiates leases, acquires property for use in City operations, disposes of surplus property and oversees utilization of building space. Real Estate is also responsible for managing, safeguarding and maintaining centralized records of all city-owned property, leases, deeds and other instruments as evidence of title. Real Estate administers the payment of all real estate taxes on non-exempt or partially exempt City property, CAUV information and filings, and assists the City Attorney's Office in filing requests for exemption from real estate taxes. Real Estate also oversees the management of the Jerry Hammond Center and Municipal Court, administering the professional building management contract for each facility and manages the contract for vending services for property used in City operations. In addition to these duties, Real Estate administers the property risk program and manages the insurance coverage for aviation, property casualty and stored vehicles, boilers, and general and excess liability.

2018 highlights include:

- Marketed and sold surplus city-owned property generating \$22,000 in revenue.
- Completed market research, due diligence activities, and assisted City Attorney's Office with the acquisition of a 374 acre property on Lockbourne Road for the Division of Water.

- Negotiated and completed a lease termination agreement to allow the City to move forward with design and construction of office space for the Department of Neighborhoods.
- Implemented a new vending self-service, micro-market concept called “Market C” providing a wide selection of food and beverage offerings with enhanced choices for employees located in the downtown campus and at 1250 Fairwood Avenue.
- Managed twenty (20) expense and thirty-eight (38) income leases. Completed twenty (20) lease agreements, lease renewals, and lease modification agreements.
- Administered receipt of over \$1.8 million in revenue from income leases of city property and payment of over \$1.6 million in rent for the lease of property to meet city operational needs.
- Managed city-owned property inventory and leased property databases, completing approximately 425 additions and modifications to inventory records and updated 525 records to reflect new building valuations and land values resulting from Franklin County Auditor’s Triennial Property Reappraisal.
- Completed the annual review of the current insurance program and coverages, broadened and adjusted coverages, worked with city’s insurance broker to increase the City’s Total Insured Value for commercial property casualty coverage for the 2018-2019 insurance program by approximately \$46 million at no additional cost in premium representing a savings of approximately \$16,777.00.
- Implemented the binding of the property casualty, stored vehicle, aviation, boiler, and general and excess liability insurance coverage for the term August 1, 2018 through July 31, 2019.
- Completed analysis, carrier site inspections, and obtained quotes to get property casualty coverage for Public Utilities water and sewer plants, administration building, and critical water pumping stations. Selected and bound coverage for these locations for the 2018-2019 insurance program.
- Updated the City’s Deeds Database and filings of 525 records and added 236 new deed records to database and physical storage.
- Maintained the GIS layer of city-owned properties used in operations and referenced by multiple city departments, updating records for approximately one hundred ten (110) locations.

Facilities Management

The Division of Facilities Management provides maintenance, custodial, and security services to over one hundred and three city buildings covering 2.96 million square feet of space which includes a 10.4 acre downtown municipal campus. Facilities Management is also responsible for the upkeep of thirty-five (35) fire stations, the Division of Fire administrative complex including the practical skills building and training academy. The division also provides services to twenty three (23) neighborhood police precincts, and the police training academy. Other buildings and facilities include the Division of Refuse Collection buildings and Public Health buildings, the 1393 East Broad Street complex, the I-71 complex, the Public Safety/Public Service Impound/Parking Violation management oversight for Jerry Hammond Complex/Municipal Court Building. With a few exceptions, the Division of Facilities Management is responsible for: general maintenance /preventative maintenance, limited renovation to existing buildings, custodial services, landscaping, (19 acres) and snow removal (25 acres). The Security Specialists covers the downtown municipal campus and a few related buildings.

2018 highlights include:

- Renovation office space at 1393 East Broad Street including Citywide Safety and Risk Management office space, and the Neighborhoods Department office space
- Renovation of the City Hall Auditor’s Office and Construction Management offices.
- Renovations to eleven (11) fire stations and the Fire Training Academy.
- Installation of a dry sprinkler fire prevention system at Police HQ and slab replacement at the Police Impound Lot.
- HVAC renovations at City Hall in second floor offices.
- Began use of new security technology at City Hall main entrance, including use of new magnetometer.
- Responded to 14,545 work order requests

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. Its mission is to provide services to city agencies to ensure efficient, safe, reliable, and green vehicle operation and maintenance by deploying the most cost effective vehicles through right-sizing and right-cycling all city vehicles.

2018 highlights include:

- Fleet Management obtained Automotive Service Excellence (ASE) Blue Seal for the 11th consecutive year. Having achieved 1st in both 100 Best Fleets and Government Fleet’s Leading Fleets programs, Columbus remains an “Elite Fleet” for the next 5-8 years.

- Columbus Fleet Management became the first public agency in the United States to proctor testing on-site for the National Institute for Automotive Excellence. On-site testing allows technicians to continue to gain ASE technical certifications without significant time away from work thereby increasing worker productivity.
- Continue to implement the “Green Fleet Action Plan” with targets and environmental goals for 2016- 19. The continued focus on reducing the use of petroleum fuel included increasing the use of CNG fuel 25 percent over 2017 with 696,240 gges consumed by city fleet; adding 93 electric vehicles to the fleet, increasing the use of E85 and propane fuel and installing anti-idle devices on police cruisers. These efforts led to a 161,755 gallon reduction in petroleum use compared to 2018 and a 14 percent reduction in GHG emissions from 2015-2017, despite a steady increase in miles driven over the past five years.
- Columbus opened two additional Compressed Natural Gas (CNG) fueling stations – one in partnership with the Central Ohio Transit Authority (COTA) on McKinley Avenue and a second on the west side of town at Krieger Court.
- Fleet Management held five vehicle/equipment on-line auctions for retired assets in 2018, bringing in \$1,217,966, a nearly 6 percent increase over 2017 asset sales.
- Fleet Management’s tire salvage/recycling program saved 26 worn tires from the landfill, resulting in savings of \$4,700 on tire purchases. 3,754 tires were recycled into other useable materials instead of going to the landfill. Approximately 1,130 truck tires received re-treads, mostly on refuse collection vehicles.
- Construction on the auction lot pavilion was completed in the first quarter 2018. This covered area allows for the storage of various equipment but is primarily used to store vehicles awaiting auction.
- Fleet Management realized several notable decreases in occupational injury and illness rates for 2018, although the total number of Lost Workday Cases and Lost Workdays increased. Total recordable incidents decreased from six in 2017 to five in 2018; Lost Workdays due to a single case increased from zero in 2017 to 183 in 2018. Transitional, Restricted, or Re-Assigned duty days were reduced from 66 in 2017 to 21 days in 2018. The Total Incident Rate was reduced from 5.7 in 2017 to 3.6 in 2018. The OSHA DART rate decreased from 2.8 in 2017 to 2.2 in 2018

Department of Neighborhoods 2018 Annual Report

Introduction

The mission of the Department of Neighborhoods is to strengthen communities by providing customer service, advocacy and by connecting neighborhood resources and city services to all Columbus residents.

Strong neighborhoods are critical for all Columbus residents to thrive. For this to happen, residents must be engaged and barriers to a community's success must be addressed in an integrated way. The Department empowers residents to be actively involved in their community and creates partnerships that connect the dots to holistically address challenging issues. The work is organized around five focus areas that are aligned with the Mayor's goals for Public Safety and Health, Neighborhoods, Diversity and Inclusion and Operational Efficiency. They are:

- Ensuring all residents have one stop access to city services.
- Engaging residents and aligning resources from all sectors of the community to address significant neighborhood challenges.
- Empowering New Americans to become engaged.
- Identifying and seeking to reduce disparities.
- Supporting Area Commissions in their mission to effectively advocate for our neighborhoods.

Across the five focus areas, the work of the Department of Neighborhoods assisted Columbus residents in all areas of the city. In the sections that follow, we are pleased to present highlights of our work in 2018.

Ensuring all residents have one stop access to city services.

The 311 Customer Service Center serves as the front door to non-emergency city services. In 2018, 311 received an increased number of requests through e-mail and the website. This increase is illustrated in the following table:

Number of 311 Customer Service Center Contacts	2017	2018
Phone Calls	251,158	292,413
Voice Mails	1,612	6,437
Digital Contacts (Online-website, MyColumbus app, e-mail)	101,531	134,961
Total	354,301	433,811

The 311 team continued their focus on providing excellent customer service to our external and internal customers. To reduce hold time, a new call back feature was activated and made available when call volume is high. In partnership with the Department of Technology, updates to the 311 website have been completed. The partnership between 311 and the departments that receive service requests was strengthened through a process to identify requirements for new 311 technology that will enhance the customer experience. A new collaboration with Public Utilities began to focus more on desired customer outcomes for the Blue Print program.

Engaging residents and aligning resources from all sectors of the community to address significant neighborhood challenges.

In 2018, the One Linden Plan was launched and the Hilltop planning process began. The One Linden Plan was developed over an 18 month period with extensive community engagement from Linden residents and area stakeholders. The plan provides a roadmap for a safe neighborhood with economic development and access to affordable housing, quality healthcare, education and employment opportunities. Also included are policy and programmatic recommendations to stabilize families and empower residents.

The Comprehensive Neighborhood Safety Strategy (CNSS) was launched with the mission of maximizing the resources, expanding the reach and amplifying the impact of the City's work to ensure that every resident can live free from the threat of violence. CNSS helps to align related work in City departments. These include Development, Health, Neighborhoods, Public Safety, Public Service and Recreation and Parks.

The Department of Neighborhoods also facilitates Neighborhood Crisis Response activities and the Neighborhood Safety Committees. Combined, these initiatives ensure the voice of the community is heard and investments can be directed to infrastructure improvements that will decrease the potential for crime.

Safety Committees in three neighborhoods were convened in 2018. These sessions provided an opportunity for in-depth dialogue with neighborhood leaders, civic and block watch members and other concerned residents. The need to invest in housing and the "curb appeal" of a neighborhood was a common theme from each meeting. Residents noted the importance of focusing on trash/littering, lighting/infrastructure issues, human trafficking/prostitution, drugs and discarded needles. This information will inform community investments that will be made in 2019.

The Neighborhood Pride program achieved a significant milestone when the 100th neighborhood completed the program. Four neighborhoods hosted Neighborhood Pride events in 2018. They were Schumacher Place, Strawberry Farms, Beechwood/Pinecrest, and Georgian Heights.

In 2018, new partnerships were developed to connect residents to more community resources. This included collaboration with COTA and Smart Columbus for our inaugural Mobility Monday event that brought opportunities to better understand the transportation options that are available. Through cooking demonstrations by Local Matters and fresh produce provided from Urban Farms Columbus, residents enjoyed healthy dishes and received great recipes. Neighborhood Pride also offered a legal assistance workshop in partnership with the Legal Aid Society of Columbus and residents had the opportunity meet with the Mayor and Cabinet Directors as well as participate in a community event.

In addition, the team worked with elementary schools in Neighborhood Pride communities to complete five bike safety festivals and fit 2,304 students with bicycle helmets. Middle school students had an opportunity to showcase their unique skills at the annual Neighborhood Pride Talent Show.

Empowering New Americans to become engaged.

The inaugural New American Leadership Academy was held in 2018. The 21 participants took part in learning opportunities that were focused on empowering New Americans to become actively involved in area commissions and civic associations. Participants met with experts and gained firsthand experience in local government, civic responsibility and community partnerships.

Grants focused on helping New Americans integrate into the community were awarded to seven organizations. As a result of these investments, approximately 3,000 individuals participated in events or programs intended to bridge the gap between New American and native born communities. Forty-seven community organizations collaborated to complete the grants, and every recipient reported major successes in providing opportunities for New American integration.

Identifying and seeking to reduce disparities.

My Brother's Keeper (MBK) Village engaged with over 500 young men through the annual Youth Summit and Job Fair and the Youth Leadership Conference. The Department of Neighborhoods partnered with the YMCA to host the annual summit providing students with the essentials for overcoming barriers to success and access to career exploration opportunities.

The Youth Leadership Conference featured innovative and engaging workshops, a panel discussion and career exposure opportunities based on the theme "From Likes to Life: Navigating Success in a Digital World." The workshops offered a unique learning experience that combined creative classroom hands-on training with skill building to empower talented boys and young men of color to pursue positive paths of opportunity.

MBK Village awarded grants to six community agencies to support programming that enhanced opportunities for boys and young men of color. Central Community House, Columbus Urban League, CRIS, Maroon Arts Group, The Ohio State University and Rickenbacker Woods were funded. Highlights from this work include over 1,400 hours of tutoring being provided and New American youth gaining important integration opportunities.

The members of the Community Relations Commission identified enhancements to the discrimination complaint process and opportunities for deeper engagement with other agencies that seek to address complaints of discrimination. The annual Lunch and Learn series focused on the theme "It's Our Community, Let's Make a Difference." The four sessions covered mental health and substance abuse, neighborhood access to services, community violence and multicultural inclusion and acceptance.

The City of Columbus celebrated the life and legacy of Rev. Dr. Martin Luther King Jr. with the Youth Oratorical Contest and the March and Celebration. Students from elementary through high school participated in the Youth Oratorical Contest. The students prepared and gave speeches on the theme "It's our time, a movement toward justice." All Columbus residents were invited to participate in the annual Rev. Dr. Martin Luther King, Jr. March and Celebration. The event at East High School featured inspirational remarks from keynote speaker Jane Elliott as well as Youth Oratorical Contest winners.

Supporting area commissions in their mission to effectively advocate for our neighborhoods.

The Neighborhood Liaisons continued their work to support area commissions by helping to address community issues and provide resources to increase their effectiveness. The capacity building work included a convening of the area commission chairs, vice chairs and zoning committee leaders through the Area Commissions and Communities Collaborative (ACCC) for dialogue about how the Department of Neighborhoods could help to strengthen all of our Area Commissions. It is the goal of the ACCC to provide a forum to:

- Have open discussion of common challenges and opportunities
- Guide strategic and collaborative solutions for common issues
- Foster increased communication and networking across commissions
- Reduce duplicative efforts and eliminate competition for resources

In addition, we increased training opportunities for all commissioners and other community leaders.

In 2018, Columbus' 19 active area commissions were awarded \$47,500.00 to support their operations. Liaisons also supported residents in the process to create a new area commission on the far west side that was finalized in early 2019.

The annual Neighborhood Best Practices Conference was held in October and focused on the theme "Will You Be My Neighbor." Over 300 residents attended sessions on issues such as: Where There is Diversity, There is Strength; Code Enforcement and Zoning: Here's What We Can Do For You; Building Neighborhood Leadership; and How to Get and Keep Affordable Housing. During the conference, the Dan Charles Award was presented to an outstanding community leader and 2018 was the inaugural year for the 20 Under 20 Awards given to outstanding young people who contributed to their communities through exemplary acts of volunteerism and advocacy.

Through our Columbus Neighborhood Community Grants, thirty-seven grants totaling \$20,011 were awarded to neighborhood groups and community organizations. These dollars supported National Night Out activities, as well as programming focused on health, literacy, domestic violence and bullying prevention.

Building and Zoning Services 2018 Annual Report

The Department of Building and Zoning Services supports public safety and the quality of life for residents and visitors of Columbus. Plans review, zoning review, building permits, and inspections provide necessary safeguards that promote safety and reliability throughout the design and construction life cycle. Each and every completed building permit signifies that the work performed met the standards set forth in the building and zoning codes.

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

Building Permits and Inspections

Building plan review, permits, and inspections is the largest section of the Department. The section consists of administrative staff, plans examiners, and inspectors, all of which totaled over 90 full time positions for 2018. 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 throughout the city. Permits are issued for work performed in residential, commercial, and multi-family structures, tents, graphics, and festivals. A permit can represent a wide array of projects, from the installation of a hot water heater to the construction of twenty story high rise. In each case, a permit must be issued before work can begin to ensure that the scope of work will result in a structure that is code compliant and safe to occupy.

- Over 44,700 permits were issued in 2018, representing an increase of 3.4% over permitting volume for 2017
 - Commercial permitting for 2018 fell slightly from the previous year totaling nearly 10,400 – marking a 1.3% decrease
 - Multi-Family permits displayed a 14.8% decrease from 2017 totals, totaling over 4,100 issued for the 2018 calendar year
 - Residential permitting rose substantially from 2017 levels, totaling more than 28,200 permits issued, representing an increase of 8.6%

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.

- 424 expedited reviews were conducted in 2018
- Expedited review activity increased 43% when compared to 2017 totals

Online Permitting and Other Services

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

- Nearly 24,500 permits were issued online in 2018
 - Online permits accounted for nearly 55% of all permits issued in 2018.
 - Online permitting continued to show a robust upward trend with permit volume increasing by 36% from 2017
- Over 12,500 inspection trips were purchased online in 2018, nearly a 16% increase over 2017 totals
 - Nearly 80% of all inspection trip purchases were made online in 2018

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.

- Nearly 84,000 inspections were completed in 2018, which marks an increase of 2.8% over 2017 totals
 - Inspection requests were completed within 1 business day 99.5% of the time in 2018, resulting in very few carry overs

Building Compliance

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

- Over 1,500 service requests were investigated in 2018
 - This total is relatively flat from cases created in 2017

- Almost 200 Notice of Violation orders were written in 2018
- Unsafe Building orders written fell to just over 300 for the entirety of 2018
 - This marks a 40% decrease when compared to totals from 2017
- The Department wrote nearly 25 Emergency Hazard orders in 2018
- Since 2015, roughly 67% of orders written have been complied and/or closed
- Almost 650 orders were closed or complied in 2018, representing a 4 year high

Zoning

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

Zoning Public Hearings

The Zoning Public Hearings staff accepts and processes applications for Zoning Code variances and changes to the City of Columbus Zoning Map, which is known as a rezoning. Variance requests can take many forms, from changes to setback requirement, 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 either Columbus City Council or the Board of Zoning Adjustment, which is a board comprised of appointed members of the public.

- Applications for rezonings and variances totaled over 400 for calendar year 2018
 - Overall, total applications increased 34% from the previous year
 - Rezonings accounted for nearly 21% of the public hearing volume in 2018 with 86 applications
 - Rezoning applications increased 46% from the previous year
 - Council Variance applications for 2018 totaled 108, representing over a quarter of the public hearing applications submitted
 - Similar to Rezonings, Council Variance applications displayed a significant year-over-year increase of 37% from 2017
 - Applications for Board of Zoning Adjustment (BZA) variances increase nearly 17% from the previous year
 - Nearly 160 BZA variance applications were filed in 2018, representing a plurality of the public hearing volume at nearly 40%
 - Applications to the Graphics Commission, which provides commercial sign variances throughout the city, comprised roughly 13% of all public hearing applications in 2018
 - With 53 applications for variances sought, 2018 volume increased nearly 83% from the previous year

Zoning Clearance

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

- Zoning Clearance staff conducted reviews for over 460 Final Site Compliance applications
- Over 250 preliminary site compliance plan reviews were conducted and meetings held
- Nearly 100 zoning-clearance-only reviews were completed in 2018, which was an increase of 26% from 2017

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

- Reviews for Final Site Compliance Plans totaled more than 1250 for 2018, which was slightly higher than 2017
- Over 250 Preliminary Site Compliance applications were routed and reviewed in 2018
 - This is a no cost option that allows an applicant to learn, within 10 days of submission, any hurdles they may face in developing a private parcel.
- Preliminary and Final Plat reviews increased 70% from 2017 levels, totaling 56 for 2018
- Roughly 230 reviews for Street Construction Plans were routed and reviewed in 2018
- Storm Water and Sanitary Water plans reviews increase 16% from 2017, with over 860 reviews completed in 2018

- Nearly 150 Lot Split reviews were conducted in 2018, with overall volume staying flat from 2017 totals

Customer Service

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

- The average wait time at the Customer Service Center from March through December of 2018 was 12:32
- Over half of the customers, or 53%, waited less than 10 minutes at the Customer Service Center from March to December
 - During that time nearly 27,300 customers were served
- Customer Service staff process nearly 4,600 applications for contractor license or registration renewals, marking an increase of 3% from 2017
- Over 1,000 applications were processed for new contractor licenses or registrations

In 2018, the Department of Building and Zoning Services continued to make investments in process improvement efficiencies and technology. The digital archiving project which began in 2015 was completed, whereby over seven million pieces of paper content, going back several decades in some cases, was scanned and digitally stored in perpetuity. Also, electronic plans review was formally launched and implemented for Final Site Compliance Plans, along with the ability to apply online. The Department will continue to roll out electronic plans review for more services into 2019 and beyond.

Another significant development in 2018 was the State of Ohio led implementation of medical marijuana. In order to ensure responsible and predictable use of medical marijuana related facilities, the Department, in partnership with City Council and under the leadership of Mayor Ginther, passed ordinances to update the Zoning Code in areas concerning medical marijuana production and dissemination. As a result, medical marijuana cultivating, processing, and dispensing are only permitted in certain zoning districts, and must adhere to prescribed provisions to obtain zoning clearance.

Finally, the Department undertook an exhaustive analysis of the fees charged for the services provided. Every five years, the Department looks to re-calibrate fees to sustain operations for the coming years. The last time fees were raised as a result of this review was in 2008. The analysis was conducted using a three factor approach. Firstly, fees from seven peer cities were studied in order to gauge and maintain competitiveness. Secondly, a thorough cost accounting was performed to ensure that the fees charged reimburse the Department for services rendered. Thirdly, in conjunction with the peer city analysis, fees were better aligned with industry accepted cost of construction ratios. As a result, in partnership with City Council, the Department passed an updated fee schedule which will lower fees for 60% or more of customers while raising enough revenue to fund operations for the next five years. The updated fee schedule is to be formally implemented in 2019.

Department of Education 2018 Annual Report

MISSION STATEMENT

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

2019 PLANNED ACTIVITIES

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

1. Neighborhoods

Pre-kindergarten: In 2019, as in previous years, the Department will use data collected from various sources to strategically expand pre-kindergarten throughout Columbus, focusing first on communities with the highest needs and the lowest capacity. Using this data, the Department will work to assure that every neighborhood in Columbus has access to early learning opportunities and that the opportunities available are of the highest quality.

Linden Park Neighborhood Early Childhood Education Center: The Linden Park Neighborhood Early Childhood Education Center is a unique collaboration between Columbus City Schools and the Department of Education. The Department helped to develop and open the Linden Park Neighborhood Early Childhood Education Center in Linden in 2016. In 2019, the Department will again provide funding for approximately 100 Linden Pre-K students at the center in both Columbus City Schools' classrooms and classrooms operated by community-based providers.

Pre-Kindergarten in the Hilltop: In 2019, the Department will continue to work with all City partners on the development of a Hilltop early childhood and community center. In 2019, the Department will be especially focused on the design of the building and in determining the appropriate programming to assist both students and residents. In late 2018, the Department contracted with a non-profit organization to provide both an early childhood population landscape study and a facility fiscal operations study. In 2019, the Department will work with the consultants to guide their work and review their final recommendations. The information provided by the consultants will assist the Department in making data-driven decisions on enrollment, programming, and efficient operations of the facility.

The Department will also continue to work with Franklin County and Future Ready Columbus to implement the recommendation of the Mayor's Hilltop Early Childhood Partnership to double the number of children enrolled in quality pre-kindergarten in the Hilltop by 2020 (see additional information below).

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

After School Programs: Services funded by the Department's After School Grant Program in 2019 will focus on assisting specific ethnic and minority youth, such as Asians, Somalis, Ethiopians and LGBTQs. In addition, many programs serve children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

2. Safety

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

The Department of Education's 2019 pre-kindergarten strategy includes requirements for programs to make sure that children are learning these important social and emotional skills. A Preschool to Kindergarten Transition Summary, designed by Future Ready Columbus with the assistance of Columbus City Schools kindergarten teachers, highlights important social and emotional skills that children must master in order to

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

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

succeed in school. Each of our partners is required to complete the summary for each child to inform parents and school personnel of the child's progress and readiness for kindergarten.

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

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

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

3. Education

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

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

The City of Columbus Department of Education's goal is that, by 2020, all children living in Columbus enter kindergarten ready to learn and that every child has access to a high-quality pre-kindergarten experience. In 2019, the Department of Education will continue to serve Columbus children through Early Start Columbus, the City's pre-kindergarten expansion program. To ensure that the programs are high quality, the Department will contract with a third-party organization to assess both the progress of the children enrolled in the program and the program itself.

The Department of Education will also continue the city-state preschool expansion program in 2019, which supplements state half-day early childhood education funds with city funds to create full-day slots. The Department will also again require providers to “braid” other funding sources, such as Publically Funded Child Care (PFCC), with city funds, using them as “last dollar” funding. This strategy allows the Department to better leverage city funds while providing a more appropriate level of funding to providers. In 2018, this strategy allowed the Department to serve more children than were served in the previous year.

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

The City Education Director helps develop and guide education policy district-wide as a non-voting member of the Columbus Board of Education. In this role, the Director participates in school board meetings and is advised on all district initiatives. The Director has served on numerous school district committees such as the Third-Grade Reading Guarantee Task Force, the Innovation and Reform Committee and the School Safety Working Group.

Pre-Kindergarten in the Hilltop: As previously noted, in 2019, the Department will continue to work on the development of a Hilltop early childhood and community center. When complete, the new facility will provide a high quality prekindergarten education to up to 240 Hilltop children and the important wraparound services crucial for success.

4. Economic Development

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

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

Local Support: Through the 2019 Early Start Columbus, the department plans to provide another \$4,700,000 in financial support to approximately 20 Columbus non-profits and businesses, almost all of which are minority or female-owned enterprises.

2018 ACCOMPLISHMENTS

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

1. Neighborhoods

Pre-Kindergarten in the Hilltop: In 2018, the Department began working with Franklin County and Future Ready Columbus to implement the recommendations of the Mayor’s Hilltop Early Childhood Partnership to double the number of children enrolled in quality pre-kindergarten in the Hilltop by 2020.

The Department also began work on the development of a Hilltop early childhood and community center and meeting with investors and City staff to determine the appropriate location for the new facility. The Department also helped to negotiate a successful land purchase with Columbus City Schools and convened an internal task force that met weekly to begin planning the work.

Linden Park Neighborhood Early Childhood Education Center: As noted previously, through collaboration with Columbus City Schools, the Department of Education helped to develop and open the Linden Park Neighborhood Early Childhood Education Center in Linden in 2016. In 2018, the Department provided funding for 80 Linden pre-kindergarten students at the center in both Columbus City Schools’ classrooms and classrooms operated by community-based providers.

Pre-kindergarten in Columbus: In 2018, the Department used data collected from various sources to strategically expand pre-kindergarten throughout Columbus, focusing first on communities with the highest needs and the lowest capacity.

After-School Programs: Services funded by the Department of Education’s 2018 After School Grant Program focused on assisting specific ethnicities and minorities such as Asians, Somalians, Ethiopians and LGBTQ youth. In addition, many programs served children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

Weinland Park Summer Success: The Department of Education partnered with Ohio State University in 2018 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. Of great importance is that children who attend a high-quality pre-kindergarten education program are less likely to commit crimes, be arrested or incarcerated and are more likely to enter kindergarten ready to learn, read on grade level and graduate from high school. In 2018, 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.

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 2018 After School Grant Program included: youth

development, academic success, healthy lifestyles, tutoring, empowerment, civic success, leadership, nutrition, interpersonal skills, and many others. Many programs focused on assisting specific ethnicities and minorities such as Asian, Somalis, Ethiopian and LGBTQ youth. In addition, many programs served children specifically from disadvantaged communities such as Linden, Milo Grogan, Near East, Franklinton and the Hilltop.

3. Education

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

In 2018, 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 20 high-quality early leaning programs. The Department continued the city-state preschool expansion program, begun in 2014, which supplements state half-day pre-kindergarten funds with city funds to create full-day slots. In 2018, the Department also continued the requirement that providers “braid” other funding sources with city funds, using city funds as “last dollar” funding. This strategy allowed the Department to better manage city funds while providing a more appropriate level of funding to providers.

As noted in our 2018 accomplishments category “Neighborhoods,” the Department’s work to implement the recommendations of the Hilltop Early Childhood Partnership will double the number of Hilltop children enrolled in high-quality pre-kindergarten programs. In addition, the Department continued our partnership with Columbus City Schools (CCS) that provided the funding for 663 4-year-olds to receive a high-quality early education and all of the crucial wraparound services offered through CCS.

Pre-kindergarten Teacher Quality Initiatives: In addition to creating opportunities for Columbus children to participate in early learning programs, the Department worked to increase the educational attainment of Columbus teachers. In 2018, the Department of Education provided an opportunity for over 50 existing Columbus early childhood teachers to receive Child Development Associate (CDA) training. This will greatly assist pre-kindergarten providers to be eligible to enroll, to increase or to maintain their star rating in the state’s Step Up To Quality (SUTQ) tiered quality rating and improvement system and meet the 2020 deadline. It will also greatly improve the quality of the education that their children receive by increasing the skills and knowledge of those classrooms teachers.

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

As a requirement of Early Start Columbus in 2018, all Early Start Columbus students were administered Ready4Success pre- and post-tests in early literacy and math. Pre-kindergarten teachers at partnering providers received on-site coaching and mentoring services to assist them using the data to effectively implement instructional strategies to increase kindergarten readiness.

Social-Emotional Learning: The Department serves approximately 2,200 Columbus children in after-school programs. Under new requirements in 2017, in 2018 all program providers participated in Partnership4Success (P4S). Through P4S, providers developed and implemented improvement plans that supported social-emotional learning and provided better outcomes for youth.

4. Economic Development

ROI of Pre-K: As previously noted, the return on investment of a high-quality pre-kindergarten education can be as high as \$8 for every \$1 invested. Using this math and by serving 1000 Columbus children, Early Start Columbus may have provided up to \$80,000,000 in returns to our community, our city and our state.

Teacher Improvements: Through the Department of Education’s quality improvement initiatives, more than 50 Columbus early childhood teachers increased their skills and educational attainment. This was not only an advantage for the teachers, allowing them to qualify for higher salaries, but also an advantage for the students they serve.

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

Recreation and Parks Department 2018 Annual Report

INTRODUCTION TO COLUMBUS RECREATION AND PARKS

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, the department has a budget that offers biking and hiking trails, community recreation centers, art and theatrical facilities, special events, golf courses, sports leagues, swimming pools and boating, hundreds of parks, outdoor and natural resources education, family gathering places, thousands of trees along the city's right-of-ways, health and social services for older adults, free breakfasts and lunches for youth in the summer, and programs for those with special needs. All of this is accomplished through the department's vision of being open for all, sustainment for the future and connecting our neighborhoods.

ADMINISTRATION DIVISION

Community Relations

- The Community Relations Section raised \$85,000 from the Champions for PLAY. (Private Leisure Assistance for Youth) golf tournament to provide grants to children from low-income families to participate in a variety of our fee-based activities, and dispersed \$77,900 in P.L.A.Y. grants to more than 2,874 participants.
- Development Cash and in-kind support totaling \$262,891.00 was secured to enhance numerous department events/programs and the section recruited numerous residential and corporate volunteers for a total 10,742 volunteers who worked 168,308 hours which is valued at \$4,130,005.88 (based on Independent Sector's valuation of volunteer time at \$24.69 per hour for 2018)
- Communications and Marketing continued to expand its capabilities throughout the year
 - The Communications Team sent monthly newsletter to a combined list of 80,409 subscribers (Primary, Scioto Mile and Volunteers subscribers)
 - Website Page Views: Total: 1,395,292 Sessions: 657,864, New users 372,824
 - Social media engagement (Main CRPD accounts)
 - Facebook: 942,812 Impressions, 12,439 Engagements
 - Twitter: 856,612 Impressions, 10,781 Engagements
 - Instagram: 3,212 followers
 - Social media engagement (Scioto Mile accounts)
 - Facebook: 5,309,761 Impressions, 8,412 Engagements
 - Instagram: 8,932 followers

Fiscal

Fiscal was responsible for processing and administering the following:

- 19,000 invoices, 600 various utility accounts paid monthly
- 210 desk telephone issues. 190 wireless devices
- 6 new Universal term contracts processed, 850 Individual Service Agreements
- 250 legislated contracts and purchase orders, 2,500 non-legislated contracts and purchase orders
- \$54,000,000 in operating funds, \$6,500,000 in Grant funding, \$57,000,000 in Capital improvement costs
- \$3,800,000 in Special /Permanent Improvement Funds

Human Resources

- Processed eleven (11) Short Term Disability (STD) claims; Processed seventy two (72) BWC claims; Processed approximately 34,000 paychecks; Hired 634 new hires (including full time); Completed 365 reviews (only 10 outstanding from 2018); Completed forty two (42) disciplinary investigations
- Development and implementation of training program for managers and supervisors
- Development of Leadership Academy
- Completion of Employee Policy Manual
- Diversity and Inclusion Initiative
 - Department wide employee training
 - Creating a Culture of Excellence training was completed
 - 106 managers/supervisors completed (67.1%) this training.
 - Diversity Training was completed for all 323 full time employees.
 - 287 employees completed training (88.9%).
 - 143 supervisors/managers completed training (90.5%).
- Safety
 - Completed phasing out American Heart Association CPR certification and switched our department over to American Red Cross. Savings of \$3,000 in certification costs and a savings of 600 + hours of labor
 - Successfully certified eighteen (18) Recreation and Parks employees as instructors.
 - Customized Safety Training provided to each section in the department.

- Based training on the hazards of their section.
 - One training for each section for FTR/PTR employees and training geared for seasonal Onboarding.

Planning and Design

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

• Renovations

- 18 hard surface replacements (\$800,000); Four roof replacements (\$806,079); Seven playground replacements (\$609,206); 15 sports court improvements - Basketball, pickleball, tennis court improvements (\$681,575); Four park improvements - Amenities, landscaping, trees, structures, amenities (\$543,228); 30 Facility improvements - Flooring replacement, painted 19 facilities, bleachers, partitions (\$898,902); Harrison Smith Park Green Infrastructure (\$150,713); Franklin Park Pond Pumphouse Replacement (\$307,917); Godown Park Parking Expansion (\$208,585); Fairwood Park Improvements - Add additional walks, two new open shelters, skate park, ornamental iron fencing and renovated the existing drive and parking lot (\$899,530)

• New Development/Parks

- Old Oaks street island Gazebo installation (\$45,496); Southern Pines Park (\$270,642)

• Greenway/ Recreational Trails

- CoGo Bike Share Expansion - additional 232 bikes, 26 stations, 3 partner cities (\$250,000); Blacklick Trail-- Final Section (\$155,695); Alum Creek Trail Connection: Design (\$653,000); Alum Creek Trail - Easton improvements (\$164,000); Franklinton Loop Design- Souder Ave (\$202,000); Completed Olentangy Water Trail-- Tuttle Park Access (\$54,000)

• Acquisitions

- St. Stephens property - 7 acres- Alum Creek Tributary near Champions Golf Course; Extend Sullivant Garden Community Center/Park - Franklinton, Rennick Road parcel, 2 parcels adjacent to Center (part of neighborhood park); London Groveport Parkland- 15.22 acres: conservation parkland; Dry Run Parkland - 1 acre: conservation/stream restoration; Rocky Fork Natural Area - 45.7 acres: conservation parkland; Cedar Run Park Expansion - 4.97 acres parkland (conservation)

PARKS: MAINTENANCE AND OPERATIONS DIVISION

Forestry/Horticulture

- 4,338 mature trees pruned in 2018 by the forestry crews. Many of these were backlogged work orders.
- 3,151 three year old trees pruned in the right of way by tree nursery staff.
- 1,566 trees planted within the right of ways by Nursery Staff beginning in the spring and fall of 2018. There were 1,193 trees planted in right of way under contract. Funding provided by the Mayor's Green Initiative.
- 1,770 trees planted at the Nursery for future right of way planting. The trees were of various sizes and species with the majority being native trees.
- 2,872 sites were inspected for future right of way tree planting.

Park Maintenance

- In 2018, the weekend crews removed a combined total of 10,324 bags of trash.
- Columbus Recreation and Parks Playground Program spread playground mulch at 23 playgrounds, using 690 cubic yards of mulch, 455 volunteers working a total of 1,365 hours.
- Volunteer landscape program utilized 584 volunteers to work 1,725 hours at 38 events, prepping horticulture beds and spreading 168 yards of mulch.
- The mowing rotation of all the parks was 8.4 days per mow cycle, a slight increase over 2017.
- Columbus Ecological Restoration Program (CERP) held 19 events, using 213 volunteers providing 639 service hours, removed invasive plant material, planted 1,097 trees and native understory plants.

Rental Services

- Facility rentals generated \$770,000 in revenue which was an increase of 4%
- 1,710 rentals took place at enclosed and open air shelters which was an increase of 7%
 - 1,021 Family gatherings including reunions, birthday parties, graduation parties, etc.; 329 Non-profit and organization rentals; 265 Weddings and receptions; 95 Business rentals
- 456 boat docks and stakes were rented at the three reservoirs. \$267,375 in dock and stake revenue which represents a slight increase. Reduced operating cost by \$124,000 while still hosting more events and generating more revenue compared to 2017.

RECREATION DIVISION

Arts

- The Cultural Arts Center registered 5,042 students in 2018 for its art classes. This equates to over 121,000 creative contact hours in our studios.
- Visitors to the Cultural Arts Center, including those for Exhibits, Events, Rentals, Festivals, Tours and Classes, totaled 22,800.

- Cultural Arts Center Exhibition highlights included 1000 People of Genoa (in conjunction with Columbus Sister Cities and City Council), Hypotheses: art inspired by the many worlds of Science (in partnership with COSI and the Fuse Factory) and Generations of Art: the Sunami Family.
- CRPD Arts Administrator Geoffrey Martin was named “Emerging Arts Leader” by the Greater Columbus Arts Council
- CRPD produced six fully staged theatrical productions for families, and our theatre team was awarded first prize at the Ohio Parks and Recreation Association’s annual awards ceremony for CRPD’s recent production of “Hairspray, The Musical”.
- CRPD established a partnership with CAPA and Transit Arts to bring specialized arts programming to 2 of our recreation centers.

Aquatics

The Aquatics Section includes eight outdoor pools and one aquatics center. In 2018, the numbers of residents using the pools included:

- 100,472 open swim; 40,111 swim lessons; 10,480 participants in swim teams and events; 1,260 participated in party event rentals; 180,710 total participants in aquatics

Community Recreation

- Dedicated a staff member to work with the Wedgewood Community to offer recreation programs and community support.
- Received first place Ohio Parks and Recreation Association (OPRA) award for Westgate Community Center’s production of “Hairspray” which raised over \$6,000 for the Empty Bowls fundraiser benefitting the Mid-Ohio Foodbank.
- Received third place OPRA award for the Fitness Resolution Solution, community members are able to “try” several different fitness classes that are offered at community centers throughout the City.
- Adam Community Center’s pre-season basketball league for ages 6-12 years consisted of eight teams with 77 players (coed) and 10 volunteer coaches, which included Columbus Police Officers.
- Registered 50,316 participants in classes at community centers.

Community Recreation	4,657 weeks of registered camps
Discover Boating	191 weeks of registered camps
Rec. Club	2,136 weeks of registered camps

Community Recreation had a total of 6,984 weeks of registered camps for the 2018 Summer Session.

Outdoor Education 2018

- Volunteer hours: 16,149, Volunteers: 293
- Outdoor Education Summer Camp enrollments: 2012
- Community Centers visited by Outdoor Education Mobile summer session: 21
- Schools that visited McKnight Outdoor Education Center for educational field trips: 15
 - 50 total trips
 - 5 school districts from the Central Ohio area represented
- Winter/Spring/Fall session participants: 1337
- Focus on program inclusion and diversity
 - Added 50+ day camp for Winter/Spring/Fall sessions
 - Added Schools Out Day Camp options for Spring Break and holiday hours.
 - Weekly partnership program for children with disabilities enrolled in postsecondary transitional services program.
 - Community Recreation day trips throughout summer session and winter camp session.

Including specific programming for Therapeutic Recreation.

Therapeutic Recreation;

- Additional strategic partnerships added with Kenda Tires, Mobility Works (formerly MC Mobility), Goodwill Industries, and Outdoor Education promoting Therapeutic Recreation opportunities for individuals with disabilities.
- Received another grant for \$42,250 from the Bureau of Veterans Affairs to enhance our Adapted Sports and Recreation program for disabled Veterans.
- Paralympic Sport Club added Blind Soccer to provide opportunities beyond our Fitness program for athletes with Visual Impairments. Also introduce seated fencing at the recreational level for anyone interested in the sport.
- Experienced another increase in our average monthly incidents of participation in our Fitness Center from 525 to 580.
- Provided Inclusion Support for 12 youth with disabilities at Columbus Recreation and Parks Summer Camp and Rec Club programs through hiring seasonal part time Inclusion Support staff. This is up from 4 from our pilot program the previous year.
- Initiated pilot Wellness initiative with Ohio Health for 10 participants with Spinal Cord Injuries.
- Adaptive Equipment loan program utilization increased with Track and Field athletes, school programs and Rehab centers promoting more involvement in Adaptive Sports.
- Transition program for patients in rehab at OSU and Ohio Health demonstrating a positive impact on participation in Adaptive Sports program and Fitness.

Golf

- Wettest year on record surpassing the yearly average by 16 inches

- Revenue \$4,090,981.82; 172,021 rounds
- Hosted 17 SNAG events; over 900 youth participants
- Completed irrigation and drainage upgrades at Champions GC
- Champions clubhouse project in final development stages
- Stream restoration project at Raymond Memorial GC completed by UPS
- Transitioned Airport GC pro shop operation to Department
- Implemented new pesticide program at golf courses
- Installed over 12 acres of native prairie to Airport GC
- Completed cradle point project with DoT
- Developed volunteer manual to train staff on diversity and inclusion, sexual harassment, work place violence, cart safety, and ethics

Special Events

- 2018 Race Estimated Participation: 214,081 (2017 Race Estimated Participation: 206,570)
- 2018 Event Estimated Attendance: 1,893,200 (2017 Event Estimated Attendance: 1,569,470)
- 2018 Block Party Estimated Attendance: 84,970 (previously issued by Rentals & Permits Section)
- 2018 Marine Event Estimated Participation: 1,103 (previously issued by Rentals & Permits Section)
- 2018 Special Activities Estimated Attendance: 40,840 (previously issued by Rentals & Permits Section)
- Permitted 70 Special Events (compared to 82 in 2017) coordinated by community organizations in public parks and worked with dozens of other community events to find the appropriate permit process for their activity/park use. Total revenue \$109,000.
- Permitted 90 Race Events coordinated by community organizations (compared to 83 in 2017). Total Revenue \$126,100.
- Permitted 155 Block Parties coordinated by residents/community groups. Total Revenue \$14,700 (previously issued by Rentals & Permits Section).
- Permitted 33 Marine Events coordinated by universities and rowing associations. Total Revenue \$1,400 (previously issued by Rentals & Permits Section).
- Permitted 204 Special Activities coordinated by residents/community groups. Total Revenue 12,500 (previously issued by Rentals & Permits Section).
- Produced the 39th Jazz & Rib Fest. The festival employed and presented 175 musicians from local, regional and national touring groups. Jazz & Rib Fest provided business opportunities to 23 rib teams, 25 food vendors. Partnered with The Color Run, bringing 4000 runners to Columbus.
- Produced Rhythm on the River series in Bicentennial Park. Series featured 22nd annual collaboration with BalletMet to showcase an evening of classical and contemporary dance on the downtown riverfront.
- Produced second annual WinterFest event benefiting the Mid-Ohio Foodbank. Partnered with the Columbus Arts Festival to feature works from the Festival's Emerging Artists Program during the event.

Sports

- Leagues – 2,600 teams (up 6%)
 - Softball – 1221 teams (up 2%); Basketball - 941 teams (up 11%); Volleyball – 438 teams (up 9%); Games – 11,048; Participants – 32,000 people
- Tournaments
 - 4,132 tournament teams; 114,000 people; 9,300 games played; 36 states/provinces represented; 862 cities represented \$60 Million economic impact
- Grounds Crew
 - 1,186 in house hours on special projects resulted in \$152,000 savings
- Revenue
 - Indoor Revenue = \$1,197,677.60 (10% increase from 2017); Outdoor Revenue = \$1,217,035 (17% increase from 2017); Overall Revenue = \$2,414,712.60 (13.5% increase from 2017)

YOUTH AND FAMILY DEVELOPMENT DIVISION

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

APPS (Applications for Purpose, Pride and Success)

The mission of the APPS program is to reduce crime and violence by increasing protective factors in the lives of Columbus teens and young adults (ages 14-23) through proven prevention and intervention strategies.

The (NVI) Neighborhood Violence Intervention programs strategies consist of street-level violence interruption and conflict mediation teamed with case management and support services to address the risk factors that can lead youth into a life of crime and violence. This is put into practice by intervention specialists that build relationships with the young people that are partially responsible for driving the violence in our

communities, directing them to healthy alternatives that have redeeming value. Our intervention specialists have unique and diverse backgrounds that have provided them with experiences that assist them in connecting with today's young people.

- 88 Potentially Violent Incidents Defused; 53 Interventions After Gang Related Incidents; 158 Enrolled In Case Management; 54 Decreased gang involvement

The Capital Kids Program

The Capital Kids Enrichment program helps elementary-aged kids **grades K-5** focus on their education. Homework assistance as well as life skills, prevention programming and STEAM programming is offered every day, at every site, to every participant through our staff and volunteers. In 2018, the program assisted over **200** students; 93 percent of whom had improved grades. Since inception in 2000, this program has assisted nearly 3500 families.

City Leaders

- This program is to train these 6th-8th graders to be the next generation of city leadership. This is done with experiential learning through the "*Lets Discover Columbus Camp,*" where for 5 days we took the City Leaders on a tour of Columbus that include meeting and seeing the important people and places of Columbus.
- Recruitment for the new class of 2019/2020 City Leaders begins April 15th.

Summer Food

In 2018 the Summer Food Program provided meals to approximately 200 sites, and served 472,401 meals to children at those sites. The drop in numbers has several causes:

- More accurate reporting counting of meals served, not just the number delivered to sites
- A net loss of 16 Columbus City School summer school program sites due to funding losses
- Boys & Girls Clubs programs moving to another sponsor

While overall numbers were down we did see growth in meal served at Columbus Metropolitan Library sites and the Columbus Public Health Farmer's Market events where we served a total of 1500 meals over the 3 market days.

In addition to the summer food program we partnered with Mid-Ohio Foodbank to provide fresh produce to more than 2700 unique families at 12 community recreation centers and 600 boxes of shelf stable food to low-income seniors at two centers. With Children's Hunger Alliance we served 40,000 afterschool meals in the centers during the 2017-2018 school year.

CelebrateONE

2018 Annual Report

CelebrateOne is a place-based, collective impact initiative to reduce infant mortality and improve health equity in Franklin County so more babies reach this important milestone and thrive beyond it. CelebrateOne’s goal is to reduce the infant mortality rate by 40 percent and cut racial disparity in infant mortality in half by the year 2020.

To make the most significant impact, CelebrateOne focuses its work where the infant mortality rates are highest: in eight Columbus neighborhoods where the infant mortality rate is up to three times higher than county, state and national averages. These high priority areas include the Hilltop, Linden, Franklinton, South Side, Near East, Southeast, Northeast and the Morse Road/161 areas.

2018 Preliminary Infant Mortality Data

In 2018 more Franklin County babies lived to celebrate their first birthdays and the infant mortality rate dropped to 7.5 deaths per 1,000 births. Preliminary infant mortality data released by CelebrateOne and Columbus Public Health show that 18,240 babies were born in Franklin County in 2018 and 136 died before reaching the age of one, 19 fewer deaths than in 2017.

The 2018 infant mortality rate for non-Hispanic white babies in Columbus was 4.9 per 1,000, below the national Healthy People 2020 goal of 6.0. For non-Hispanic black babies the 2018 rate has also fallen, but at 12.3, it remains 2.5 times higher than for white residents. This persistent disparity shows that, though progress is being made, there is more work to do, especially to improve the outcomes for black families.

The 2018 data show incremental progress in the percentage of pregnant women accessing prenatal care during the first trimester, an important step in ensuring a healthy pregnancy and reducing preterm births. Though the number of preterm births has remained essentially steady, the number of very preterm births—births before 32 weeks of gestation—is also moving down, a trend CelebrateOne wants to see continue.

In 2018, CelebrateOne and its partners expanded education and resources to communities about the ABCs of safe sleep and exceeded its goals in the number of safe sleep trainings, the number of safe sleep ambassadors trained and the number of cribs distributed; however, 29 infant deaths in 2018 were sleep-related and three-quarters of those deaths occurred in CelebrateOne neighborhoods.

Co-sleeping and unsafe sleep environments continue to contribute to infant mortality in our community. At least seventy percent of the sleep-related deaths in 2018 involved an infant who was co-sleeping with another person or who was in an unsafe sleep environment that did not follow at least one of the ABCs of safe sleep.

The 2018 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 2019.

2018 Interventions

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

Preventing Sleep-related Deaths

- In partnership with Columbus Public Health, 776 safe sleep ambassadors were trained and trainings were held in all eight CelebrateOne neighborhoods.
- We exceeded our goal of distributing 1,500 cribs to families, distributing 1,635 pack n' plays through the Cribs 4 Kids network so babies can sleep safely.
- All Central Ohio birthing hospitals partnered with CelebrateOne for a second year to ensure that every infant born from November to March leaves the hospital with a Halo sleep sack to help them sleep safely without blankets during cold weather.
- We launched a new safe sleep campaign in fall 2018 with messaging about not co-sleeping called “Share the room, not the bed” with creative assets shared by Cradle Cincinnati.

Reducing preterm births

- StepOne for a Healthy Pregnancy served 3,469 women in 2018 and scheduled 4,491 prenatal appointments. Of the women served, 61 percent lived in CelebrateOne zip codes.
- CelebrateOne partner Moms2B served 687 pregnant and parenting women in Columbus and welcomed 187 Moms2B babies.
- Healthy Beginnings at Home enrolled 100 homeless or housing-insecure pregnant women in the program to support with housing resources and other supports.

Connecting the Disconnected

- CelebrateOne celebrated the graduation of its 95th community health worker in 2018.
- The connector corps has recorded over 25,000 interactions with community members since its creation in 2015.

- From April through November with partners from the faith community and members of the National Pan-Hellenic Council, Inc., we hosted eight Community Baby Showers and six Community Birthday Parties, serving families from all eight CelebrateOne priority neighborhoods.
- Franklinton.org launched to connect Westside residents with local food, education, services, and other resources.
- The Barber, Beauty and Nail initiative “A Healthy Baby is a Beautiful Thing” has nine barber shops and salons in CelebrateOne neighborhoods partnering to share messages about healthy pregnancy, baby and home with their clients.

Office of Diversity and Inclusion 2018 Annual Report

Office of Diversity and Inclusion

On our journey to making Columbus “America’s Equal Opportunity City,” the Office of Diversity and Inclusion prioritizes the following key strategies:

- Increase the number of small, minority and woman-owned businesses (SMWBE) that provide the City of Columbus with products and services, while maintaining current standards of quality, competitive pricing and customer service;
- Ensure that every SMWBE is treated fairly during the qualification and selection processes;
- Help SMWBEs to understand the City’s requirements and vendor related policies and procedures in order to become more successful;
- Encourage and guide M/WBEs through the City certification process; while enhancing our cross certification capabilities through reciprocity agreements with other certifying agencies and jurisdictions;
- Leverage collaborations with private partners, in order to maximize business opportunities for growth and development of diverse business
- Incorporate Workforce Diversity strategies and objectives.

Supplier Diversity

The Supplier Diversity team offers empowering resources that expand opportunities for accessible pathways to economic prosperity. In 2017, concerted efforts were made to enter into reciprocity agreements with other jurisdictions and certifying agencies to grow our database. These reciprocity agreements (currently in place with the State of Ohio Department of Administrative Services and Ohio Minority Supplier Development Council – OMSDC), streamlines the application process for MWBE companies certified with those agencies seeking City of Columbus certification.

In 2017, the Office of Diversity and Inclusion realized an increase of 24% in its certified and registered pool of MWBE vendors. This includes a total of 62 new MWBE companies and a total of 72 recertified MWBE firms. Minority Business Registrations (MBR) for the same period totaled 152.

Small Business Conferences

We realize the power of leveraging diversity and inclusion throughout our operations and believe that the key to our City’s future success begins with bringing together different ideas and perspectives to spark innovation and business growth. In 2017, the Supplier diversity staff attended numerous business networking and outreach events. The Office of Diversity and Inclusion “Open for Business” provided M/WBEs with a dynamic forum to build relationships and encourage productive conversations about real opportunities for business growth. During this day-long event, the City matched private partners and suppliers with diverse business owners that possess the capabilities to help them meet their business needs.

The same year, we hosted the statewide Ohio Municipalities Business Conference which included representation from government procurement offices, companies, universities, airport authorities and planning agencies from municipalities across Ohio. This was the first conference that extended beyond Columbus and featured keynote speaker Chinedu Echeruo, nationally recognized entrepreneur. The conference included a business expo, workshops, panel discussions, and a business matchmaking session.

Disparity Study

In January 2017, the City commissioned a disparity study designed to analyze Minority and Women Business Enterprise (MWBE) participation on city contracts. The study period, spanning January 1, 2012 to December 31, 2015, will aid the City in determining if any statistical disparity exists in the awarding of prime and sub contracts to MWBE companies.

While the study is still ongoing, the Office of Diversity and Inclusion continues to introduce and implement best practices in supplier diversity that promotes stronger engagement within each of the Departments, active and continued outreach to MWBE companies, capacity building and supportive services, and MWBE compliance and monitoring.

Business Opportunity Assessment Program

The Business Opportunity Assessment Program (BOAP) is an enhancement to the certification process, leveraging the assets and expertise of public-private partners to address the primary concerns of small, minority, and women-owned businesses (SMWBEs). The program is specifically designed to stimulate and support the expansion of SMWBE companies. Through a consortium of local and state staff, business development specialists, and numerous banking and financial experts, the Office provides business assessments for City of Columbus certified

businesses to determine their financial, technical or support service needs, in order to build their capacity and competitive advantage. In 2017, twenty-six companies participated in the BOAP program. Ranging in size and maturation, the consortium partners contributed more than 711 hours of business counseling and assisted in acquiring in excess of \$270,000 in capital financing for participating companies.

Workforce Diversity

Workforce Diversity Recruitment Taskforce

The Workforce Diversity Recruitment Taskforce was created to create a citywide recruiting strategy and guiding principles that support recruiting efforts implemented by all departments and agencies; develop a brand designed to establish the City of Columbus as the employer of choice; develop strategies to increase communication and collaboration across departments; identify recruitment barriers and develop strategies to eliminate obstacles; and strategically create, host and participate in citywide recruiting events and activities. The Taskforce meets quarterly and is made of the following subcommittees:

- Marketing/Branding
- Inter-Departmental Process Improvement
- Data Collection and Reporting

City of Columbus Career Fair

For the first time, the City of Columbus held a city-wide career fair in 2018 to more aggressively recruit diverse talent. Advertising was heavily promoted on urban radio stations and social media, and over 2,000 people registered to attend. Every city department was represented, including CelebrateOne and Columbus City Council. There was also representation from suburban cities and the construction trades. The day-long career fair was equipped with breakout sessions, a resume lab and an opportunity to apply for jobs and sign up for NeoGov profiles, which is the tool the City uses to track all applications.