



Strategic Plan Annual Report 2017



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CITY OF COLUMBIA

Vision

Columbia is the best place for everyone to live, work, learn and play.

Mission

To serve the public through democratic, transparent and efficient government.

Core Values

- Service:** We exist to provide the best possible service to all.
- Communication:** We listen and respond with clear, compassionate and timely communication.
- Continuous Improvement:** We value excellence through planning, learning and innovative practices.
- Integrity:** Our employees are ethical, fair, honest and responsible.
- Teamwork:** We achieve results by valuing diversity and partnerships within our own organization and the community.
- Stewardship:** We are responsible with the resources the community entrusts to us.

Core Competencies

- Full-service City
- Excellent customer service
- Opportunities for citizen involvement
- Strong financial management

INTRODUCTION



November 21, 2017

The purpose of the Strategic Plan is to advance the City of Columbia's vision to "be the best place for **everyone** to live, work, learn and play.

Each year, we review our accomplishments: How much progress did we make toward our goals? How well did we serve the people we represent? But more than just checking off boxes, we believe the efforts we undertake are building a future where **everyone** can thrive.

The City of Columbia's 2016-2019 Strategic Plan is comprised of five strategic priorities supported by 21 objectives which were established by City Council and City leaders in fall 2015. These strategic priorities and objectives direct the development of the annual budget and guide the City's work through many of our service areas. Significant progress has been made in the implementation of the plan since its adoption, and the progress of these outcome objectives and actions are outlined in this report as either complete, in progress or not started.

Annually, the Strategic Plan is updated and transmitted to City Council through a Strategic Plan Annual Update Report. This annual report provides an overview of accomplishments made during the second year of the Strategic Plan implementation. Some of the major accomplishments include affordable housing initiatives, a supplier diversity program, regional job expansion and building a stronger Columbia community through community outreach where all residents can thrive. In the pages ahead, you will find a more in depth update for each of these areas. It is my pleasure to submit to you the Strategic Plan Annual Report 2017.












Carol Rhodes
Assistant City Manager

For additional information regarding the Strategic Plan, please visit CoMo.gov/Strategic-Plan

Strategic Priority: Economy...Jobs that Support Families

Strategic Question: How do we create more living wage jobs?

Outcome Objectives and Actions

1. Establish a baseline of current living wage jobs, and increase the number of living wage jobs until baseline is established (number currently undetermined).
 -  • Attract new businesses and expand existing businesses that pay a living wage
 -  • Expand air service and build a new terminal
 -  • Align REDI incubator program with Strategic Plan
 -  • Implement city-wide gigabyte service
 -  • Make the city friendlier to disadvantaged business enterprises
2. Reduce the median wage gap between white and minority households in Columbia by 5 percent in three years.
 -  • Financial literacy training (household budgeting) available for all City employees
 -  • Explore living wage strategies
 -  • Increase City workforce jobs that pay a living wage
3. Reduce the skills gap in the labor market by 10 percent in three years.
 -  • Certified “work ready” community created
 -  • Create a larger pool of trained workforce by partnering and/or funding programs such as Project Lead the Way, Job Point, C.A.R.E. and Cradle to Career
 -  • Increase number of under-represented groups in City STARS and LADDERS training

Performance Measures

- Personal income per capita, by race
- Living Wage Calculator from Economic Policy Institute
- Annual median household income, by race
- Poverty rate, by race
- Child and family poverty rate
- Percentage of City jobs with living wages
- Labor, supply and demand graphs or measurements
- Qualified candidate graphs
- Four-year high school graduation rate
- Kindergarten readiness programs
- Develop tracking for minorities in City STARS and LADDERS program
- Employment data over time
- Incubator clients, by race
- Map actual gigabyte availability over time

Key

-  Complete
-  In Progress
-  Not Started



Jobs that support families:

How do we create more living wage jobs?

WHAT WE'VE DONE:

- Increased Boone County average wage from \$34,808 (2015) to \$36,442 (2017).
- 58 Mechatronic majors in spring 2017 and nine graduates; 52 enrolled for fall 2017.
- Financial literacy - 179 City employees received training; LADDERS - 33 City employees graduated and six were promoted; CDL - 37 City employees earned licenses, 13 of 37 employed for six months or more and all increased their hourly rate by \$1.85/average per hour (from \$12.99 to \$14.84).
- Attracted 145 jobs and \$141 million investment by Aurora Organic Dairy; IBM added 100 jobs; 3M is adding 80 jobs; American Outdoor Brands retained 70 jobs, adding 150 jobs.
- Added 45 new companies to Minority and Women Business Enterprises (M/WBE) Directory; hosted first Contractors Expo; conducted eight workshops for M/WBEs.
- REDI attained accreditation through International Economic Development Council.
- Attained Certified Work Ready Community status.



WHAT LIES AHEAD:

- Second Annual Contractors Expo; additional M/WBE workshops; implementation of new City software to track M/WBE procurement outcomes.
- Continue REDI strategies to create new living wage jobs and sustain existing quality jobs.
- Increase minority representation in City LADDERS program.
- Create greater awareness of Supplier Diversity Program through REDI Board of Directors.
- Coordinate with Columbia Police Department, Job Point and Missouri Job Center on "Job Fair in Your Pocket" app.
- Maintain Certified Work Ready Community status (two-year maintenance phase).
- Begin design phase of new Columbia Regional Airport terminal project; sustain existing air service (United and American).

City of Columbia Strategic Plan 2016-2019

Strategic Priority: Economy – Jobs that support families

Strategic Question: How do we create more living wage jobs?

***New Proxy Question: How do we increase the number of people in Columbia with income above 200% of the federal poverty level?**

Baseline: 59.8% (Source: U.S. Census Bureau 2010-2014)

LEAD Indicators/Description

Scoring/Outcomes

Indicator: Community Certification Programs

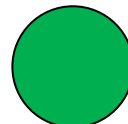
Description: Mechatronics, Job Point, Missouri Job Center, CARE

Mechatronics is hands-on training to design, install, repair and maintain electrical systems, hydraulics, pneumatics, and Programmable Logic Controllers. Local manufacturing firms are in need of mechatronics technicians to keep production moving forward at peak capacity. The program is offered by Moberly Area Community College (MACC). Certificates can be earned after 16-18 hours, and 32 hours. An AAS Degree can be earned with 68 hours. An **Information Technology** training program is also being developed by MACC. The program is intended to start with entry-level training, but must include career pathways leading to middle-and high-skilled occupations in IT. A local steering committee was formed, and a grant application for \$3 million was submitted to the Department of Labor. This application was not funded so MACC is current looking for other funding sources.

Job Point is a non-profit organization that provides career training and job placement to individuals with disabilities, or individuals who have economical or educational obstacles. Job Point provides certificate courses that allows students to earn credentialed certificates in the following fields: Office Technology, Construction Trades, and Health Care Occupations. Job Point also administers the YouthBuild program.

Missouri Job Center works with employers and job seekers by providing workshops to help individuals determine their career choice. The Center provides training programs, internships and conducts NCRC testing, as well as OJT programs to employers.

CARE provides job readiness training, paid real-world hands-on work experience, mentoring, and career exploration for Columbia's at-risk youth.



Mechatronics Scoring: The goal is to increase the number of students enrolled in Mechatronics program each semester. Baseline - 35 declared Mechatronics majors in Spring 2016 class. The goal is to have 90% of all graduates be employed in their field.

Mechatronics Reporting Period Outcomes – September: 52 students enrolled for fall; 9 grads from spring 2017 program; 3-5 potential grads for fall 2017 program; 18 potential grads for spring 2018 program. Current students employed at Spartan, Kraft, Hubbell; and, one student is going to intern at Aurora Organic Dairy. The Mechatronics Advisory Board will meet in December and obtain updates on job placements and salary information.

Job Point Scoring: Baseline – FY ending September 2015, 432 persons served with job seekers entering employment at an average hourly wage of \$10.42 and 73% of adults maintained employment for at least 90 days. For FY ending September 2016, 418 persons served; \$10.27 average wage/hour; 87% of adult job seekers maintained employment; 97% of customers satisfied with Job Point services.

Job Point Reporting Period Outcomes – September: Hwy. Heavy Construction: 5 new clients; YouthBuild: 5 new clients; Job Related Training: 21 began and 13 completed; Construction Trades had 2 begin; HVAC will have 9 interns beginning shortly.

Missouri Job Center Reporting Period Outcomes – September: 541 clients visited center; 16 AED (GED) students (per day); 16 attended workshops; 11 took NCRC; Walk-In Wednesday had six employers in attendance and 30 job seekers. Big Job Fair is on October 4th and Walk-in Wednesday on October 25th.

CARE Reporting Period Outcomes –September: Summer Program-4 trainees worked 46.83 hrs; School Year Program-7 trainees worked 327.25 hrs; City Apprentice Program-2 trainees worked 179.21 hrs.

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LEAD Indicators/Description

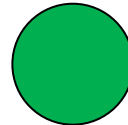
Indicator: City of Columbia Employee Programs

Description: Financial Literacy, CDL, LADDERS

Financial Literacy is training offered to all City employees by utilizing the FDIC Money Smart program that is a comprehensive financial education curriculum designed to help low and moderate income individuals outside the financial mainstream enhance their financial skills and create positive banking relationships.

CDL: The City of Columbia is certified by the State of Missouri as a third party commercial driver license administrator authorized to train, test and administer the State's CDL testing program.

LADDERS is a City of Columbia year-long training program that develops internal talent for future leadership opportunities.



Scoring/Outcomes

Financial Literacy Scoring: Goal is to increase the number of City employees that receive financial literacy training and segment by salary and race. The fiscal year 2016 baseline was zero.

Financial Literacy Reporting Period Outcomes – September: 179 employees have received training to date. A new 11-part Money Smart Training Program from FDIC will start in January 2018 and open to all City employees with a different monthly topic.

CDL Scoring: Goal is to increase the number of employees that successfully complete the commercial driver license examination and receive CDL license. Track the number of employees tested, number of employees that obtain CDL, rate of pay before license and rate of pay six months after achieving CDL license. The fiscal year 2016 baseline was zero.

CDL Reporting Period Outcomes – September: 3 CDL tests given, 2 passed.

LADDERS Scoring: Goal is to increase the number of employees that participate in and complete LADDERS program by tracking the number of employees that complete and the number of employees that promote during or within six months of completion and segment by race. The fiscal year 2016 baseline was 182 (.05% Black/African American) non-supervisory employees enrolled in LADDERS program with nine graduating. Of the 182 participants, 14 have been promoted to supervisory positions within the City, including three (.02% Black/African American) employees.

LADDERS Reporting Period Outcomes – September: 32 non-supervisory employees graduated from the program in September, and 39% of that group graduated on time and within their year of participation. A new group of participants begins in October with a total of 15 participants, and no participant self-identifying as a minority.

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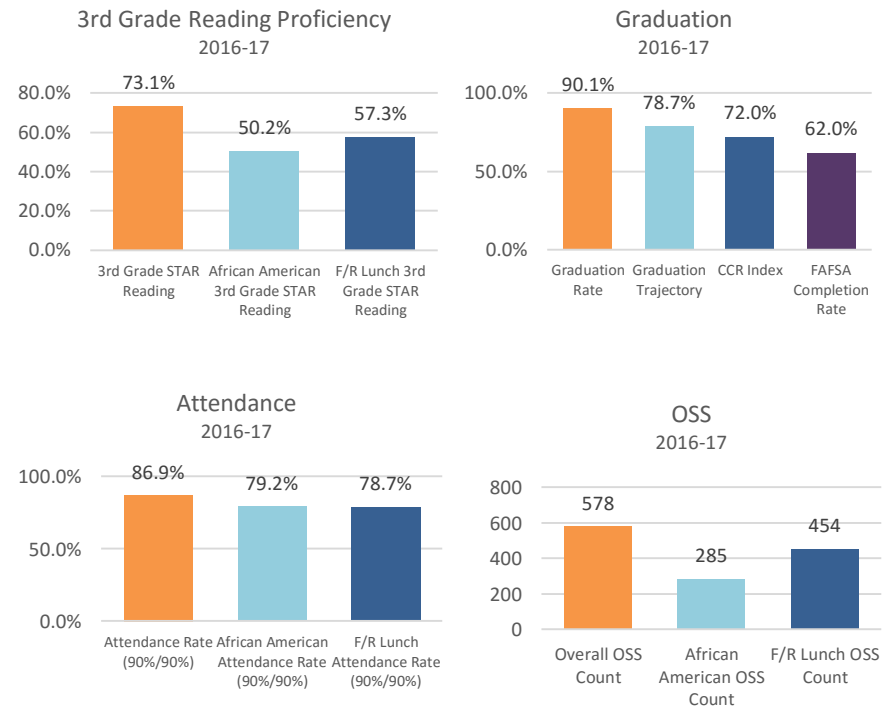
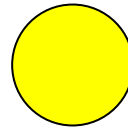
Scoring/Outcomes

Indicator: Cradle to Career Roadmap and Columbia Public Schools Scorecard

Description: The Cradle to Career Alliance is a coalition of community leaders working to improve children's success by aligning the efforts of schools and community organizations to reduce educational disparities.

Following are the revised Cradle to Career Alliance indicators:

1. 3rd Grade Reading Proficiency
2. Graduation Trajectory-- Percent of middle school students whose attendance, discipline (OSS), effort and conduct, and number of F's does not put them at risk of dropping out.
3. Graduation from High School
4. Enrollment and completion of College or Career Training (CCR Index)
5. Out of school suspension (OSS)—Number of students who have been suspended at least once
6. Attendance—percentage of students with at least 90% attendance
7. FAFSA Completion—percentage of students who have completed application for federal financial aid



Additional scoring/outcomes indicated (column to the right) for Columbia Public Schools utilizing comparative data (between student groups internally and among comparative school districts) shows 3rd grade reading proficiency, graduation rates, attendance, and OSS counts.

Reporting Period Outcomes – September: School Year 2016-2017 noted in above graphs.

City of Columbia Strategic Plan 2016-2019

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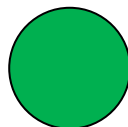
Scoring/Outcomes

Indicator: Boone County Average Wage

Description: REDI Programs and strategies are focused on attracting, expanding, and growing jobs that pay above the current Boone County Average Wage. County average wages are determined by MERIC, and represent an average for all industries, both public and private. Average annual wage is calculated by dividing total wages by average employment across all industries.

Boone County Average Wage Scoring: The progress in this area will be measured by comparing the Boone County Average Wage against the Statewide Average Wage. The 2015 Boone County Average Wage of \$36,284 is 79.5% of the Statewide Average Wage of \$45,654. The goal is to move the County Average Wage to 82.5% (example: \$37,664 for 2015) of the Statewide Average Wage by 2019. The County Average Wages posted by MERIC for calendar year 2015 will be used as the baseline year. Indicator will change to green with an increase or red with a decrease as the Boone County percentage changes in relation to the Statewide Average.

Boone County Average Wage Reporting Period Outcomes – September: The Boone County average wage for 2016 is 80.4% of the statewide average wage, an increase of .9% from the 2015 level. The Boone County Average Wage for July 1, 2015, was \$34,808 and that increased to \$36,225 for July 1, 2016; and, then increased to \$37,442 for July 1, 2017. Next reporting period will be in July 2018.



In fall of 2016, Kraft-Heinz announced the retention of their food manufacturing plant in Columbia maintaining 300 local jobs and undertaking an \$89 million facility expansion. Dana Light Axle also announced a \$39 million plant expansion and the addition of 135 new jobs. In January, Project Cadre announced the intent to build a new dairy processing plant in Columbia on the Sutter Site. Aurora Organic Dairy will invest \$141 million in a food manufacturing facility, and create 145 jobs which pay above the Boone County living wage. In February, IBM announced the addition of 100 new technology jobs; 3M announced the addition of 80 new jobs with a starting average wage of \$15/hr.-\$19.62/hr.; Nanova Biomaterials Inc. announced new employment figures (42 current employees) and a \$10 million expansion; American Outdoor Brands announced the addition of 150 new jobs, the retention of 70 existing jobs at their Battenfeld Technologies division and new capital investment of \$55 million for their facility expansion.

City of Columbia Strategic Plan 2016-2019

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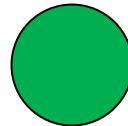
Scoring/Outcomes

Indicator: National Career Readiness Certification (NCRC)

Description: The NCRC Program is a work skills credential developed by ACT. The three Work Keys assessments are in applied math, reading for information, and locating information. Certificate levels are Bronze (level 3), Silver (level 4), Gold (level 5) and Platinum (level 6). As an example, individuals with a Silver NCRC have the essential foundational skills needed for 67% of jobs in ACT's database of occupational profiles.

National Career Readiness Certification Scoring: The Boone County goals for the number of NCRC's required by Emerging (student), Transitioning (unemployed), and Current Workforce are determined by ACT and DED. The dashboard is at: <http://workreadycommunities.org/MO/019>

National Career Readiness Certification Reporting Period Outcomes – September: Testing results are updated monthly. Boone County achieved Certified Work Ready Community status in November 2016, and certification was presented at a ceremony in December during the REDI Board of Directors meeting. Boone County has now begun the two-year maintenance phase. As of September 2017, Boone County is 63% towards the CWRC maintenance goals established by ACT and DED. A total of 25 businesses have reaffirmed to date, and the County goal is 111. A total of 13 people took the test and earned a certificate in September with seven of the individuals being in the "Transitioning" (unemployed) category.








Strategic Priority: Social Equity...Improving the Odds for Success






Strategic Question: How can we strengthen our community so all individuals thrive?

Outcome Objectives and Actions






1. Strengthen three low-to-moderate income neighborhoods by increasing neighborhood activities.

-  Identify criteria for selecting three neighborhoods
-  Conduct neighborhood needs assessment using surveys and focus groups
-  Develop plan to work with neighborhoods based on needs and interests
-  Based on neighborhood needs, increase the number of existing neighborhood-building programs in areas
-  Based on neighborhood needs, work with community partners to explore possible use of violence interruption programs



2. Strengthen three low-to-moderate income neighborhoods by increasing healthy eating and active living.

-  Identify criteria for selecting three neighborhoods
-  Conduct neighborhood needs assessment using surveys and focus groups
-  Develop plan to address neighborhoods' needs for healthy eating and active living
-  Based on neighborhood needs, identify and coordinate with key partners (faith community, neighborhood associations, businesses, etc.)
-  Review and revise plan annually to be consistent with changing community needs



3. Strengthen three low-to-moderate income neighborhoods by increasing access to health care.

-  Identify criteria for selecting three neighborhoods
-  Conduct neighborhood needs assessment using surveys and focus groups
-  Develop plan to address neighborhood needs related to access to health care
-  Coordinate with key partners to reduce barriers to access to health care
-  Review and revise plan annually to be consistent with changing community needs


4. Strengthen three low-to-moderate income neighborhoods by increasing participation in outdoor and cultural activities.

-  Identify criteria for selecting three neighborhoods
-  Establish baseline and pre/post-evaluation tool; increase participation in neighborhoods

5. Help 50 low-to-moderate income, first-time homebuyers achieve home ownership.

-  Increase funding for Home Buyer's programs
-  Increase awareness of program

Key

-  Complete
-  In Progress
-  Not Started

Strategic Priority: Social Equity...Improving the Odds for Success (cont.)

6. Increase the stock of affordable energy efficient, universal design homes in Columbia.

- Increase funding for current program
- Add 12 homes by redeveloping vacant lots
- Inventory housing stock and acquire funds to purchase identified properties
- Create more lots for redevelopment by purchasing and demolishing three vacant or dilapidated properties
- Explore policies to create incentives for building affordable homes that are energy efficient and feature universal design

7. Reduce carbon footprint, with emphasis on reducing residential energy consumption.

- Increase participation in home energy efficiency programs
- Create cost share programs for energy efficiency in rental properties
- Explore policies to increase energy efficiency in housing units
- Help eligible City employees participate in energy efficiency programs

Performance Measures

- Create measurement tool to develop a baseline of existing levels of neighborhood services
- Activities include: neighborhood associations; Neighborhood Watch groups; neighborhood clean-ups; citizen-driven code enforcement and compliance activities; neighborhood social activities; community gardens; neighborhood-based health living activities, like walking groups
- Create measurement tool to develop a baseline of existing neighborhood levels of access to healthy eating and active living opportunities
- Create measurement tool to develop a baseline level of residents who have limited access to health care
- Create measurement tool to develop a baseline of existing neighborhood levels of participation in outdoor and cultural activities
- Number of minority and low-to-moderate income persons participating in selected Parks and Recreation and Office of Cultural Affairs programs
- Number of low-to-moderate income, first-time home buyers
- Number of affordable housing units
- Number vacant/dilapidated homes acquired and redeveloped
- Emissions inventory
- Number of participants in energy efficiency programs
- Residential energy consumption per capita

Key

-  Complete
-  In Progress
-  Not Started

SOCIAL EQUITY



Improving the odds for success:

How can we strengthen our community so all individuals thrive?

WHAT WE'VE DONE:

- Safe and Secure: 3,786 positive interactions between Columbia Police and citizens living in the Strategic Plan Focus Neighborhoods.
- Connecting Neighbors: 243 programs, events and clean-ups through Parks and Recreation and Office of Neighborhood Services.
- Healthy Living: Medicaid for 370 pregnant women. 4,438 summer lunches served to Columbia children.
- Affordable Housing: 187 in homebuyer's classes; 30 first-time, low-moderate income buyers; one new project meets energy standards; 625 initial energy assessments and 531 post-energy assessments. Reaching market saturation point for assessments as citizens improve efficiency and as limited by lack of property ownership.
- Conducted City-facilitated meetings in each of the Strategic Plan Focus Neighborhoods.



WHAT LIES AHEAD:

- Leaders in Focus Neighborhoods move from City-facilitated to independent planning and advocacy for their priorities.
- Second round of Success Grants, funded through partnership between Shelter Insurance Foundation and the City, for three high school seniors in Strategic Plan Focus Neighborhoods who are headed to college or career school.
- More affordable single-family housing units in Central Neighborhood through Community Land Trust.
- Moving the CPD Community Outreach policing model to one more neighborhood.
- City Council commitment to measuring and reducing carbon emissions, long-term.
- Increase the number of participants in the Enhance Your Attic program to increase energy efficiency, including 30 Section 8 rental properties.

City of Columbia Strategic Plan 2016 – 2019
Social Equity: How can we strengthen our community so all individuals thrive?

| Social Equity Lag Measure: Ability to Thrive | | | | | |
|---|------|------------|------------|------------|------------|
| Increase the percentage of citizens who agree that Columbia is a place where they can thrive from 74% to 79% by December 31, 2018. Measured by annual citizen survey results | City | Central | North | East | |
| | | 2015 – 74% | 2015 – 40% | 2015 – 81% | 2015 – 48% |
| | | 2016 – 75% | 2016 – 72% | 2016 – 66% | 2016 – 61% |

| Social Equity Lead Measure #1: Safe Neighborhoods | | | | | | |
|---|-------------|-------------|-------------|-----------|-----------|-------------|
| Sustain a viable community outreach unit. Measured by positive contacts between citizens and Community Outreach Officers assigned to neighborhoods | Central | | North | | East | |
| | Goal | Actual | Goal | Actual | Goal | Actual |
| | FY 16 380 | FY 16 2,477 | FY 16 380 | FY 16 893 | FY 16 380 | FY 16 1,433 |
| FY 17 1,540 | FY 17 1,510 | FY 17 650 | FY 17 1,317 | FY 17 896 | FY 17 959 | |

| Social Equity Lead Measure #2: Connected Neighbors | | | | |
|---|---------|--------|---------|--------|
| Create more neighborhood activities, including cultural and outdoor activities. Measured by: | FY 2016 | | FY 2017 | |
| | Goal | Actual | Goal | Actual |
| Days of Parks and Rec facility operations | 187 | 194 | 192 | 183 |
| Parks and Rec programs | 150 | 197 | 190 | 196 |
| Parks and Rec special events | 55 | 34 | 35 | 30 |
| Office of Neighborhood Services activities/events | 5 | 4 | 8 | 7 |
| Office of Neighborhood Services clean-ups | 8 | 6 | 8 | 10 |

| Social Equity Lead Measure #3: Family Health Care | | | | |
|---|---------|--------|-------------------------------|--------|
| Increase the number of people who can get medical care. Measured by: | FY 2016 | | FY 2017 | |
| | Goal | Actual | Goal | Actual |
| Number of pregnant women who received help getting coverage | 350 | 380 | 355 | 370 |
| Number of people who received help finding a medical home | 30 | 12 | Ended. Approach did not work. | |

Social Equity Lead Measure #4: Healthy Lifestyles

| Increase the number of people eating fruits or vegetables four or more times per day. Measured by: | FY 2016 | | FY 2017 | |
|---|-------------------|--------|---|--------|
| | Goal | Actual | Goal | Actual |
| Number of summer food program lunches served | 5,320 kids | 5,822 | 5,800 | 4,438 |
| Number of child care centers contacted and working toward EatSmart centers | 2 by end of FY 18 | 0 | Ended. Grant for these initiatives has expired. | |
| Number of child care centers contacted and working toward MoveSmart centers | 4 by end of FY 18 | 2 | | |

Social Equity Lead Measure #5: Stable Neighborhoods through Home Ownership

| Help 50 low-moderate income, first-time homebuyers buy their own homes. Measured by: | FY 2016 | | FY 2017 | |
|---|---------|--------|---------|--------|
| | Goal | Actual | Goal | Actual |
| Number of people in homebuyer classes | 50 | 138 | 50 | 187 |
| Number of low-moderate, first-time homebuyers assisted | 35 | 38 | 35 | 30 |

Social Equity Lead Measure #6: Stable Neighborhoods through More Affordable Housing Units

| Increase the stock of affordable, energy-efficient, universal design homes. Measured by: | FY 2016 | | FY 2017 | |
|---|---------|--------|---------|--------|
| | Goal | Actual | Goal | Actual |
| Number of awarded projects that meet Universal Design and City energy efficiency standards. | 5 | 1 | 5 | 4 |
| Number of completed projects meeting Universal Design and City energy efficiency standards. | 3 | 3 | 3 | 1 |





Social Equity Lead Measure #6: Stable Neighborhoods through More Affordable Housing Units




| Reduce carbon footprint through home energy savings. Measured by: | FY 2016 | | FY 2017 | |
|--|---------|--------|--|--------|
| | Goal | Actual | Goal | Actual |
| Number of households with initial energy assessments. | 877 | 877 | 894 | 625 |
| Number of post-energy assessments. | 730 | 713 | 745 | 531 |
| | | | Some remaining assessments still need processing | |




Strategic Priority: Public Safety...Safe Wherever you Live, Work, Learn and Play

Strategic Question: How can we improve citizen satisfaction with public safety?

Outcome Objectives and Actions

1. Increase citizen satisfaction with overall quality of police services by 6 percent by 2019.
 -  • Achieve CALEA accreditation
 -  • Conduct optimization study and seek innovative methods to decrease officer workload and increase officer discretionary time in order to implement and support geographic-based community policing plan
 -  • Implement needs assessment recommendations to construct police facilities in geographically strategic areas to decrease response times and increase opportunities for more frequent, positive interactions between officers and the community they serve
 -  • Seek sales tax ballot initiative to increase staffing by 70 officers within three years to fully implement geographic-based community policing programs

2. Increase citizen perception of safety by 6 percent by 2019.
 -  • Continue positive, proactive communications between the community and the Police Department via social media
 -  • Conduct “crime trends” press conferences and regularly scheduled media Q&A sessions
 -  • Target “hot spot” areas by analyzing potential changes to physical or other environments that may improve crime rates, crime prevention and feelings of safety

3. Increase the coverage area in order to decrease the percentage of calls outside the four minute travel time for the Fire Department by 6 percent by 2019.
 -  • Evaluate and implement recommendations to construct fire facilities in geographically strategic locations in order to reduce travel time
 -  • Explore non-traditional methods to expand service coverage area and decrease travel time
 -  • Seek sales tax ballot to increase firefighter staffing by 30 within the next three years

Performance Measures

- Citizen satisfaction – annual citizen survey
- Citizen perception of safety – annual citizen survey
- Percentage of incidents that occur in areas outside four minute travel time, according to Fire Department data

Key

-  Complete
-  In Progress
-  Not Started

PUBLIC SAFETY

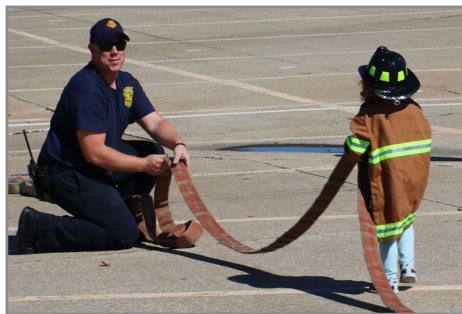


Safe wherever you live, work, learn and play:

How can we improve citizen satisfaction with public safety?

WHAT WE'VE DONE:

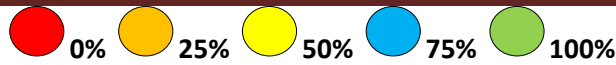
- Formatted/updated 25 percent of Police Department policies/procedures in accordance with Commission on Accreditation for Law Enforcement Agencies (CALEA) standards.
- Fire Department is approximately 45 percent of the way through Center for Public Safety Excellence (CPSE) accreditation process.
- Fire Department began utilizing CPSE process to evaluate fire station placement needs.
- Purchased property in Beat 30 for construction of Police North Precinct Facility.
- Held first interested parties meeting for design of Police North Precinct Facility.
- Adopted 10-hour shift schedule for Police patrol officers and some support units.
- Identified and staffed a fourth focus area in Police Beat 40 (NE Sector).
- Increased citizen's perceptions of safety overall by 3 percent.



WHAT LIES AHEAD:

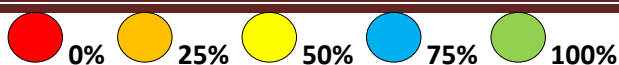
- Continue public input, finalize design, construct Police North Precinct Facility.
- Finish updating Columbia Police policies and prepare for CALEA self-assessment.
- Continuing to work through Fire Department accreditation and planning process in order to develop a comprehensive plan for obtaining the goal of increasing 4-minute travel time coverage area.
- Experiment with various social media platforms and apps to reach even more of the community.
- Work with City Council members and the community to find ways to increase funding for public safety.
- Police Department will utilize new RMS system to identify hot spot areas more quickly and take appropriate steps to address potential problems.

Public Safety Scorecard



| Increase Citizen Satisfaction with Overall Quality of Police Services by Six Percent by 2019 | | |
|---|--|--|
| Achieve CALEA accreditation | | |
| Sign Contract by 3/31/2016 | Contract signed 09/2016. | |
| First site assessment | To be determined. 2019 deadline. Currently in the process of integrating CALEA standards into department policies. | |
| Complete Process by 09/2019 | | |
| Conduct optimization study and seek innovative methods to decrease officer workload and increase officer discretionary time in order implement and support geographic based community policing plan | | |
| Sign vendor contract by 09/01/2015 | Completed. | |
| Complete Vendor Visits by 11/01/2015 | Completed. | |
| Choose schedule alternative by 01/01/2016 | Completed. | |
| Implement schedule alternative by 03/01/2016 | Completed. Implemented 02/2016. Schedule changed to 10 hour shifts after internally conducted employee survey. | |
| Implement needs assessment recommendations to construct police facilities in geographically strategic areas to decrease response times and increase opportunities for more frequent, positive interactions between officers and the community they serve | | |
| Locate suitable properties by 11/30/2015 | Completed. | |
| Complete purchase of property by 04/01/2016 | Completed. | |
| Coordinate RFP process with public works and post by 5/15/2016 | RFP closed on 03/25/2016. | |
| Choose architect and adopt design by 10/01/2016 | Secondary architect chosen and approved by City Council 03/2017. Project completion date projected to be 04-05/2019. | |
| Seek financing opportunities to expedite construction | | |
| Seek sales tax ballot initiative to increase staffing to 70 officers within three years to fully implement geographic based community policing programs | | |
| Form committee to research ballot proposal options by 10/01/2016 | City Council has initiated a public input process on this topic. This process has been postponed indefinitely. | |
| Select ballot date prior to 2017 election cycle deadlines | | |




Public Safety Scorecard



| Increase Citizen Perception of Safety by Six Percent by 2019 | | |
|--|---|--|
| Continue positive, proactive communications between the community and the police department via social media | | |
| Monitor increase in “followers” on police department social media accounts (percent per year) | The Public Relations Unit is working on a method to measure monthly activity. | |
| Create and distribute four YouTube videos per year on timely topics | 14 YouTube videos and 18 Facebook Live videos have been posted. | |
| Conduct crime trends press conference and regularly scheduled media Q&A sessions | | |
| Conduct bi-annual press conferences | Completed. | |
| Conduct press conference on IA stats in Q1 each year | A stats press conference was held in 02/2016. Another stats press conference has been tentatively scheduled for 02/2017. | |
| Conduct a media Q&A with command staff quarterly | Completed on 06/08/2016, 09/29/2016, 01/11/2017, and 05/31/2017. This has been paused. | |
| Target “hot- spot” areas by analyzing potential changes to physical or other environments that may improve crime rates, crime prevention and other feelings of safety | | |
| Create community policing unit to concentrate services in the three strategic neighborhoods | Officers were selected and placed in areas by 03/15/2016. A fourth area was identified and officers were placed 07/2017. This was made possible by the Department being awarded COPS grant for 4 officers. | |
| Ensure application of community policing principles through various feedback methods (targeted surveys, consultant interviews, etc.) | This is largely being organized by Glenn Cobbins and Judy Hubbard. | |
| Create 3-4 formalized POP projects utilizing SARA model in areas of focus | Due to staffing constraints, these have not been completed. | |
| Monthly manager’s meeting presentations by staff assigned to hotspot areas | These are occurring on a monthly schedule. | |

Public Safety Scorecard






| Increase the coverage area in order to decrease the percentage of calls outside the four minute travel time for the Fire Department by six percent by 2019. | | |
|--|--|---|
| Evaluate and implement recommendations to construct fire facilities in geographically strategic locations in order to reduce travel time. | Continuing to work through the Accreditation and planning process in order to develop a comprehensive plan for obtaining CFD's goal of increasing our 4-minute travel time coverage area. |  |
| Explore non-traditional methods to expand service coverage area and decrease travel time. | No progress has been made. |  |
| Seek sales tax ballot to increase firefighter staffing by 30 within the next three years. | City Council has initiated a public input process on this topic. This process has been postponed indefinitely. |  |



Strategic Priority: Infrastructure...Connecting the Community

Strategic Question: How can we build the future today?

Outcome Objectives and Actions

1. Improve transit ridership through focus of resources on key geographic areas.
 -  • Evaluate and implement recommendations from transit consultant
 -  • Partner with Social Equity and Public Safety strategy teams to identify three key areas



2. Improve roadway corridor by implementing a complete streets policy within identified neighborhoods.
 -  • Partner with Social Equity and Public Safety strategy teams to identify three key areas

3. Maintain current rate of acres of natural areas with diverse habitats per 1,000 persons.
 -  • Use land acquisition matrix that prioritizes and evaluates diverse habitats
 -  • Work with City staff, land owners and developers to identify potential natural areas

Performance Measures

- Ridership per vehicle miles traveled
- Number of roadways with increased road condition index ratings
- Reduction of sidewalk gaps, increase in number of crosswalks and ADA-compliant ramps
- Increased accessibility to transit
- Lower incidence of storm water complaints and work toward elimination of sewer back-ups
- Percentage increase in natural area within the city of Columbia
- Comparative research showing diverse habitat preservation

Key

-  Complete
-  In Progress
-  Not Started

INFRASTRUCTURE



Connecting the community:
How can we build the future today?

WHAT WE'VE DONE:

- Increased public transit opportunities: partnered with Police Community Outreach Unit Officers and Neighborhood Outreach Specialists to give residents 160, 25-ride bus passes and 162 annual bus passes donated by employees and downtown businesses.
- Acquired 21.1 acres of natural area for preservation and future neighborhood parks.
- Indian Hills Park: playground replacement, ADA walkway improvements and disc golf course improvements.
- Operation Clean Street: Douglass Park and McKee Street Park neighborhood areas.
- Street maintenance on Oakland Gravel.
- Traffic calming on Rice and Kelsey roads.
- Added bus shelters: Worley (at Garth, Oak and Woodlawn).



WHAT LIES AHEAD:

- Continue to increase transit daily ridership and distribute donated bus passes.
- Water main replacements and upgrades.
- Traffic calming on Sexton (engineering has started).
- Sidewalks on Auburn Lane, Lindy Lane and Oakland Gravel.
- Street light enhancements to the Central Neighborhood.
- Pedestrian upgrades along Providence Road.
- New shelter construction at Douglass Park.
- Bike Boulevards: Forest and Madison (rebid).
- Route PP shoulder widening (public hearing early 2018).
- East Neighborhood sewer lining.
- Evaluate and acquire land to preserve open spaces and protect the environment.
- Revise list of projects according to feedback from neighborhoods.
- Municipal Center public hearing in FY2018.

Infrastructure Strategic Plan Team
Transit LEAD Scoreboards

2017 Transit Ridership Scoreboards

25-Ride Passes (COU Officers & Neighborhood Outreach Team)



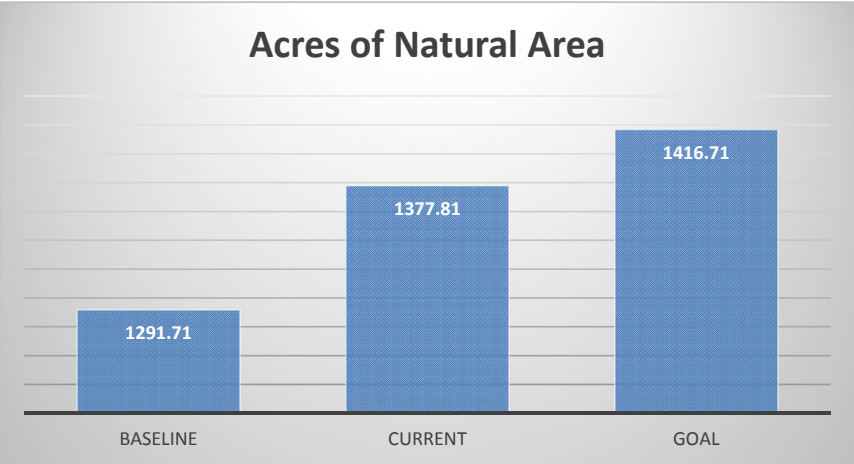
To continue the effort to increase ridership in the neighborhoods, the Infrastructure Team partnered with COU Officers and Neighborhood Outreach Specialists to have them distribute multiple batches of 25-ride passes to residents in the neighborhoods.

Bus Pass Donation Program
(Free Annual Bus Pass: Citywide)

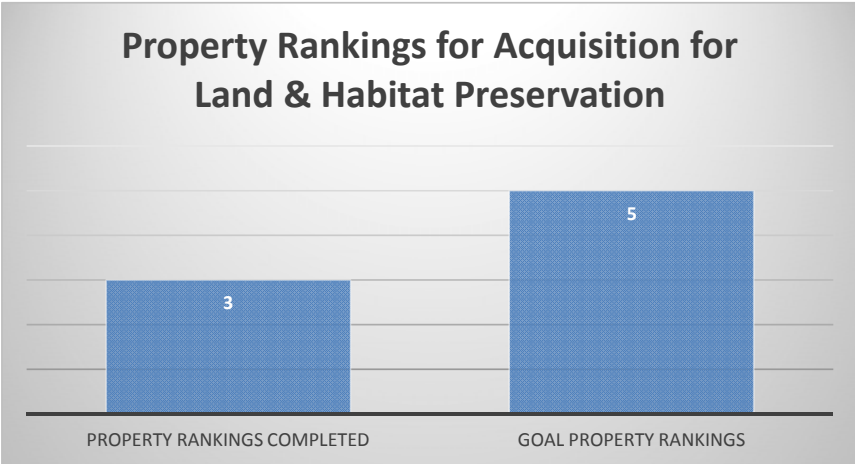


As part of an effort to increase ridership city-wide, the Infrastructure Team implemented a program for employees & other users, to donate back annual bus passes received with parking garage spaces. We partnered with CMCA to distribute these passes to low-income residents city-wide. As of the third quarter of 2017, we show a **total use of 13,108** pass swipes among all 162 passes. This is an **average of 81 swipes/pass**. 15 passes have been distributed to the Central neighborhood; 6 to the East; and 7 to the North. **28 passes have been handed out to Strategic Plan neighborhood residents.**

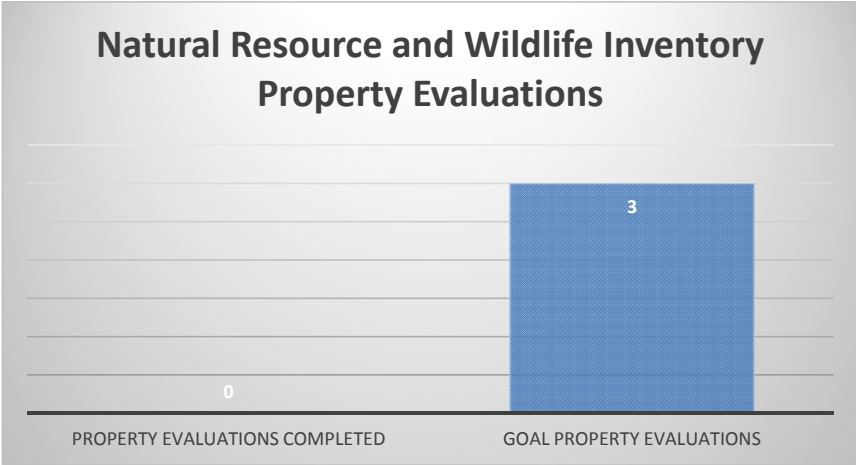
2017 Natural Areas Scoreboards



During the 2016-19 strategic plan, the City of Columbia set a goal to increase the total acreage of natural/preserved land within the city limits by 125 acres.



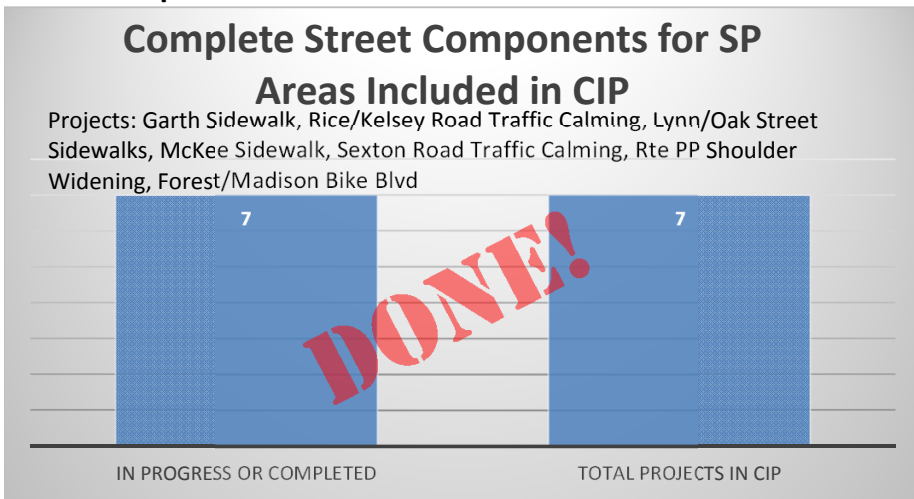
The City of Columbia and Greenbelt Land Trust (GLT) of Mid-Missouri will complete an annual analysis and ranking of potential properties within the city limits of Columbia to be considered for potential additions to the existing inventory of natural areas preserved in Columbia. There is an agreement with GLT to complete the remaining two by the end of the year.



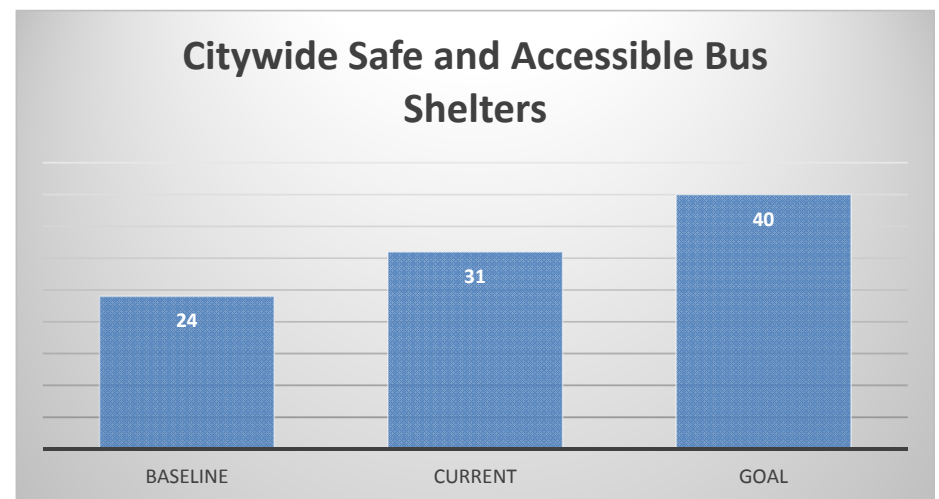
As part of the 2016-19 strategic plan, Columbia Parks and Recreation will evaluate three existing park properties to establish natural resource and wildlife inventories to create an index of existing trees, landscaping, acres of turf and wildlife present within the park property. P&R along with the Community Conservationist are working to finalize the evaluation of Bonnie View Nature Sanctuary which will be completed soon.

Infrastructure Strategic Plan Team
Complete Streets and Bus Shelter LEAD Scoreboards

2017 Complete Streets and Bus Shelter Scoreboards

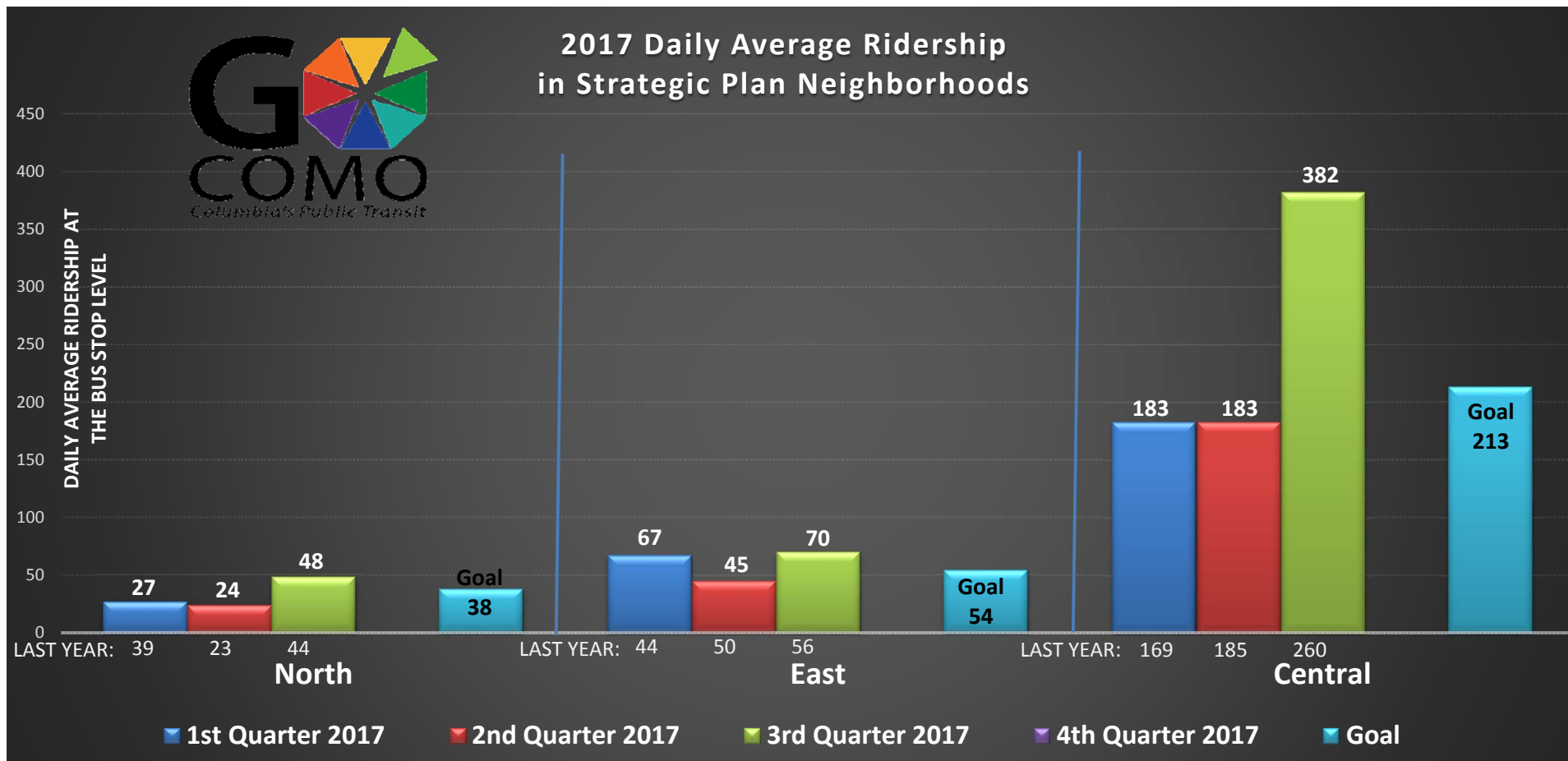


As part of the 2016-19 strategic plan, the Infrastructure Team plans to increase complete streets components in the three neighborhoods. This chart identifies projects in the CIP that are in progress or completed, in the three neighborhoods. To see additional projects going on in these neighborhoods, please see page 27 of this document.



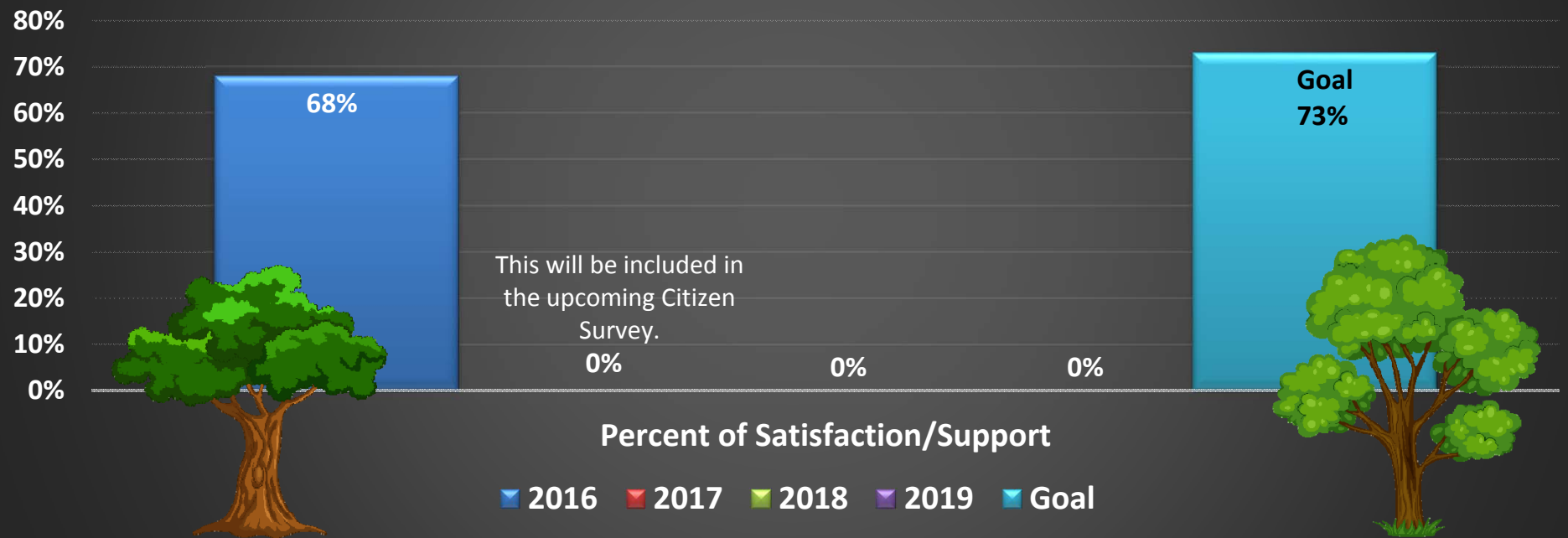
The goal of 40 shelters is city-wide and is expected to be accomplished by the end of the Strategic Plan time frame (2019). The Central neighborhood currently has 3 stops; East neighborhood has 0 stops with plans to add 2; North neighborhood has 0 stops with plans to add 1.

Infrastructure Strategic Plan Team
Transit Ridership LAG Scoreboard



Infrastructure Strategic Plan Team
Land Preservation LAG Scoreboard

Community support for the acquisition of land to preserve open space and protect the environment in Columbia











| Chronological Date of Service Performed | Ward 1 (Central) | Ward 2 (North) | Ward 3 (East) | Service Performed - Past and Current Projects | Dept/Division that Performed the Service | CIP Number (if applicable) | Project Cost |
|---|------------------|----------------|---------------|--|---|----------------------------|------------------------|
| CY2015 | X | | | Douglas School Sewer relocation was completed in (FY2015) | Utilities Sewer | C43243 | \$99,970.00 |
| April 22, 2016 | | | X | Operation Clean Street-Indian Hills neighborhood & park (curb/gutter cleaning, litter control, vegetation control, painting, mulching) | PW Street Operations & City Volunteers | N/A | \$265.68 |
| 42461 | | | X | Pierre Street mill and overlay | PW Street Division | | |
| 42461 | | | X | Overlay Mohawk Ct from Aztec to end | Contractor - APAC | N/A | |
| 42491 | X | | | Constructed Garth Avenue Sidewalk, east side between Worley & Sexton, a crosswalk across | PW-Bid through Purchasing Contractor-GBH Builders | C00602 / CDBG | \$164,204.00 |
| 42552 | X | | | Chipseal Lincoln Drive from Oak St to McBaine Av | PW Street Division | N/A | |
| 42552 | | | X | Chipseal Meadowvale Ct from Rice Road to south end | PW Street Division | N/A | |
| 42552 | | X | | Chipseal Oakland Gravel Rd from Brown School Rd to Smiley Ln | PW Street Division | N/A | |
| 42552 | | X | | Auburn Hills Park - Tree clearing, trail improvements and fencing installation | Parks & Recreation | N/A | |
| 42552 | | X | | Auburn Hills Park - Tree clearing, trail improvements and fencing installation | Parks & Recreation | N/A | |
| Sept. 2016 | | | X | McKee Sidewalk Project | PW Engineering / Parks & Rec | C00652 | \$55,995.00 |
| Pre FY2017 | X | | | 29,173 feet of sewer mains with CIPP liner installed. (\$875,190) | Utilities Sewer | N/A | \$875,190.00 |
| Sept. 2016 | X | | | In-house overlay on Highview Av from Jefferson St to Garth A | PW Street Division | N/A | |
| Fiscal Year 2017 | X | | | CIPP line an additional 970 feet of sewer main | Utilities Sewer | N/A | \$31,282.50 |
| October 7, 2016 | X | | | Operation Clean Street-Garth Avenue from Business Loop 70 to Broadway | PW Street Operations & City Volunteers | N/A | \$407.19 |
| 42675 | | X | | Hatteras Drive concrete slab replacement | PW Street Division | N/A | |
| 42675 | | X | | Raleigh Drive concrete slab replacement | PW Street Division | N/A | |
| 42675 | | X | | Citadel Drive concrete slab replacement | PW Street Division | N/A | |
| 42795 | X | | | Disabled Parking Only - 1111 Grand Av | PW Traffic Division | | |
| 42795 | | | X | McKee Street Park - Small shelter, playground and ADA walkway installation | Parks & Recreation | | \$82,082.00 |
| 42795 | X | | | Douglass Park - Playground Replacement | Parks and Recreation | | \$59,734.00 |
| 42795 | | | X | CCTV sanitary sewer mains for evaluation | Utilities Sewer | | |
| 42795 | | | X | Replace storm inlet on Aztec Blvd | Utilities Storm Water | N/A | \$2,052.74 |
| Spring 2017 | | | X | Rice Road Traffic Calming | PW Traffic Division | C00655 | Est \$64,000 |
| 42826 | X | | | Operation Clean Streets- Douglass Park | PW Street Operations & City Volunteers | | \$291.87 |
| 42887 | | | X | Indian Hills Park - Disc Golf Course Improvements | Parks and Recreation | | \$2,500.00 |
| 42917 | X | | | Onyx surface seal Lincoln Dr from Oak St to McBaine Av | Contractor - Musselman & Hall | | |
| 42917 | | X | | Mill/Overlay Smiley Ln from Rangeline to Oakland Gravel Rd | Contractor - Capital Paving | | |
| 42917 | | X | | Onyx surface seal Oakland Gravel Rd from Brown School Rd to Smiley Ln | Contractor - Musselman & Hall | | |
| 42917 | | | X | Onyx surface seal Mohawk Ct from Aztec to end | Contractor - Musselman & Hall | | |
| 42917 | | | X | Onyx surface seal Pierre Street from Ballenger Ln to West end | Contractor - Musselman & Hall | | |
| 42917 | | | X | Onyx surface seal Highview Av from Jefferson St to Jewell Av | Contractor - Musselman & Hall | | |
| 42917 | | | X | Mill/Overlay Tremaine Dr from Pierre St to Waterloo | Contractor - Capital Paving | | |
| 42917 | | X | | Mill/Overlay Brown School Rd from Rangeline to Interstate Dr | Contractor - Capital Paving | | |
| 42917 | X | | | Chipseal Jefferson St from BL70 to Sexton Rd | PW Street Division | | |
| 42917 | | | X | McKee Street Park - Construction of new pedestrian bridge in the park | Parks and Recreation | | \$7,500.00 |
| 42917 | | | X | Indain Hills Park - Playground Replacement | Parks and Recreation | | \$29,990.63 |
| Summer 2017 | X | X | X | Conducted an Urban Tree Canopy Analysis of city's 63.5 square miles to determine % of tree canopy, impervious surface, pervious surface, dirt and water. | PW Streets Operations Consultant-Davey Resource Group | 00677 | \$21,000.00 |
| Summer 2017 | X | X | X | Conducted a neighborhood analysis of the the 3 strategic plan areas | PW Streets Operations Consultant-Davey Resource Group | 00677 | \$1,750.00 |
| Summer 2017 | X | X | X | Create a 10' buffer of the ROW to determine tree canopy that could impact private property ROW | PW Streets Operations Consultant-Davey Resource Group | 00677 | \$750.00 |
| Summer 2017 | X | X | X | Determined available planting locations within the ROW & based on planting size and ROW | PW Streets Operations Consultant-Davey Resource Group | 00677 | \$1,500.00 |
| Summer 2017 | X | | | Bus Shelters-Worley at Garth, Worley at Oak,Worley at Woodlawn | PW Engineering/Transit | N/A | \$11,879.00 |
| Summer 2017 | X | | | Forest/Madison Bike Blvd | PW Engineering | N/A | |
| Fall 2017 | | | X | Operation Clean Streets - McKee Street Neighborhood | Citywide | | |
| Fall 2017 | X | | | Water Main Replacement/Upgrade | W&L | WT0281 | \$420,000.00 |
| 42979 | X | | | Douglass Park Skate Park | Parks & Rec | | |
| Summer 2017 | | X | | Mill & overlay Brown School Road (Rangeline to Interstate Drive) | | | |
| 43009 | | | X | Indian Hills ADA walkways & disc golf improvements | | | |
| Proposed Date of Service Performed | Ward 1 (Central) | Ward 2 (North) | Ward 3 (East) | Service to be Performed - Future Projects | Dept/Division that Performed the Service | CIP Number (if applicable) | Estimated Project Cost |
| 2018 | X | | | Sexton Road Traffic Calming | PW Traffic Division | | |
| 2018 | | | X | Rte PP Shoulder Widening | PW Engineering | C00642 | |
| 2019 | X | | | CIP Storm Water and Sewer project for Garth and Oak Towers 2019 | Utilities Storm Water and Sewer | SS110/SW511 | |
| 2021 | | X | | Upgrade storm drainage Capri Estates in 2021 | Utilities Storm Water | | |
| 2022 | X | | | Replace and upgrade storm drainage Alan Lane in 2022 | Utilities Storm Water | | |
| 2018 | | | X | CIPP 25 sewer mains (5100 feet) | Utilities Sewer | | \$153,000.00 |





Strategic Priority: Operational Excellence...High-Level Service from Engaged Employees



Strategic Question: How can we improve workforce performance, engagement and satisfaction?


Outcome Objectives and Actions

1. Increase the City of Columbia's ability to recognize and address bias in its operations.
 -  • Evaluate internal processes, practices, and policies for systemic and racial biases that contribute to inequity
 -  • Develop a plan to evaluate proposed policies that considers the needs of both dominant and minority groups
 -  • Implement an inclusion and diversity training program as a professional development priority

2. Increase City employee engagement and satisfaction by 3 percent.
 -  • Create an employee engagement and satisfaction strategy
 -  • Create City employee satisfaction survey
 -  • Analyze and act on employee engagement and satisfaction surveys
 -  • Compensation Philosophy implementation
 -  • Continue Employee Reward and Recognition Program

3. Develop a baseline of Continuous Improvement (CI) opportunities in 2016.
 -  • Define and quantify CI opportunities
 -  • Create CI metrics
 -  • Adopt City-wide process improvement system
 -  • Integrate CI opportunities into performance evaluation and goals

4. Increase percentage of citizens who know who to contact for City services by 6 percent by 2019.
 -  • Public launch of Contact Center telephone number by 2018
 -  • City communication plan for internal and external audiences

-  5. Accredited as many departments as possible.

Performance Measures

- Number of staff trained in inclusion and diversity
- City employee surveys results
- Continuous Improvement metric
- Citizen survey results

Key

-  Complete
-  In Progress
-  Not Started

OPERATIONAL EXCELLENCE

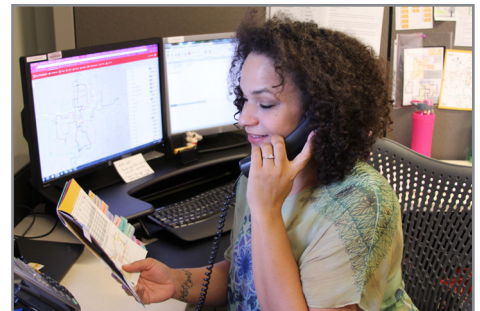


High-level service from engaged employees:

How can we improve workforce performance, engagement and satisfaction?

WHAT WE'VE DONE:

- Two more employees NCCJ certified to teach equity, diversity and inclusion -- six total.
- City Diversity and Inclusion Committee established to identify organizational culture and create action steps.
- 178 employees have attended Building Inclusive Communities or advanced training. Classes opened to City board and commission members and some partner agency employees in summer of 2017. 22 have attended a class.
- Contact Center - logged over 225,000 calls since initiation, currently marketing 573-874-CITY number, began live chat on CoMo.gov.
- Annual Citizen Survey – know who to contact decreased from 2015 baseline of 62 percent to 57 percent in 2016 survey.
- Economic Development/REDI accredited in 2017. Nine total accredited departments.
- Continuous improvement process project completed, process improvement model (Plan, Do, Study, Act) adopted, and a formal Quality Squad has been formed.
- Human Rights Campaign Municipal Equality Index perfect score and All Star rating for LGBTQ inclusion.



WHAT LIES AHEAD:

- Expand employee diversity and inclusion training programs, including new employee orientation modules.
- Develop and conduct employee engagement and satisfaction survey.
- Police and Fire Departments have started the accreditation process.
- Survey current employee certifications.
- Complete Contact Center phone number consolidation project while coordinating Energy and Citizen Self Service.
- Quality Squad to identify improvement projects and train project participants on process improvement model. Track project improvement initiatives.
- Fund additional employees to complete NCCJ diversity and inclusion training.

Operational Excellence Scorecard
 Increase employee engagement and satisfaction from 72% to 75% by 2019
 Source: Employee survey

Establish baseline satisfaction measure in 2017

Pilot Survey in PHHS
Complete

2017 Employee Engagement and Satisfaction Survey
25% complete

Action Plans for Results
0%

Increase the City of Columbia's ability to recognize and address bias in its operations

Climate Assessment Survey Conducted November 2016
Complete

Training Plan Based on Climate Assessment Results
30%

Equity, Diversity and Inclusion Employee Training

| | |
|-------|-----|
| FY 15 | 15 |
| FY 16 | 130 |
| FY 17 | 178 |

EDI Public Safety Training

| | |
|-------|-----|
| FY 15 | 160 |
| FY 16 | 160 |
| FY 17 | 160 |

City Supervisors
December 2015 140

Develop a baseline of Continuous Improvement (CI) opportunities in 2016

Community of Practice Project for Development of City CI Method
100%

Process Improvement System
100%

Deployment Plan and Training
30%

Increase the percentage of citizens who know who to contact for City services

Contact Center CSR Training
Ongoing

Contact Center Business Unit Deployment
60% complete

Fully staff CSR Positions for Full Implementaiton of Contact Center
Complete

Citizen Survey Results

| | |
|----------------------|-----|
| 2015 Survey Baseline | 62% |
| 2016 Survey | 57% |
| 2017 Survey | |
| 2018 Survey | |

Increase the number of departments accredited and employee s certified

Inventory Department Accreditations
9 accredited departments out of 11 with available accreditation programs

PHHS accredited in 2016
Economic Development/REDI accredited in 2017

Inventory Individual Employee Certifications
0%

Track Accreditation/Certifications
20%

COMMUNITY OUTREACH



Glenn Cobbins and Judy Hubbard are serving as Neighborhood Outreach Specialists to go door-to-door in the Strategic Plan Focus Neighborhoods and make contact with residents. They conduct neighborhood surveys and needs referrals to connect residents with resources in order to increase their ability to thrive.

WHAT WE'VE DONE:

- Conducted 164 door-to-door assessments (reaching 478 citizens) in the Central (68 assessments), North (64 assessments) and East (32 assessments).
- The Public Health and Human Services Department reached out to those who completed assessments and had 46 successful follow-up contacts which resulted in 115 referrals.
- At the request of women in the Central Neighborhood, a tea party was held at the John William “Blind” Boone Home where more than 20 people came to meet their neighbors.
- Glenn, Judy and other City staff members adopted three families in need during the holiday season to provide the children and parents with gifts and basic need items.
- Nine leaders from the three Focus Neighborhoods graduated from the CMCA Step Up To Leadership program in September 2017.



WHAT LIES AHEAD:

- Work with youth and young adults to help them create a positive life path.
- Continue conducting assessments in the three Focus Neighborhoods and help citizens attain resources for basic needs.
- Continue attending Focus Neighborhood meetings to make connections with neighbors.
- Provide funding for more Focus Neighborhood leaders to complete the CMCA Step Up To Leadership program.

City of Columbia 2016-2019 Strategic Plan Neighborhood Survey

OPEN RECORD: DO NOT REPORT IDENTIFIABLE INFORMATION OF INDIVIDUALS



Neighborhood (Check one): Central _____ North _____ East _____

Household member information

| | | | | | | | |
|--------------------|--|--|--|--|--|--|--|
| Age | | | | | | | |
| Sex | | | | | | | |
| Race | | | | | | | |
| Hispanic Yes/No | | | | | | | |
| Education Level | | | | | | | |

How long have you lived in this neighborhood?

Do you have a home of your own? Yes No Comment:

Do you rent or own? Rent Own Comment:

Do you struggle to pay your rent or mortgage? Yes No Comment:

Can you afford your utilities? Yes No Comment:

Do you feel safe in your neighborhood? Yes No Comment:

Do you have good lighting in your neighborhood? Yes No Comment:

Do you feel safe letting your kids play outside in your neighborhood? Yes No Comment:

Do you know your neighbors? Yes No Comment:

Do you or would you like to attend neighborhood activities like dinners, picnics, or fun things for kids?
 Yes No Comment:

Do you have health insurance? Yes No Comment:

Do you have a regular doctor? Yes No Comment:

Do you exercise or visit parks? Yes No Comment:

Do you eat 5 servings of fruit and vegetables each day? Yes No Comment:

Are you registered to vote? Yes No Comment:

Have you met your City councilperson or attended a City Council meeting? Yes No Comment:

How do you get around town? Walk Car Bike Bus Taxi Friend Comment:

Do you ever use public transit? Yes No Why or why not?

Do you have good sidewalks in your neighborhood? Yes No Comment:

Is it safe to cross the streets in your neighborhood? Yes No Comment:

Who do you call when you want to talk to someone in City government?

Do you have a job? Yes No Comment:

Are you looking for a job? Yes No Comment:

Are you able to meet your basic needs? Yes No Comment:

Do you think you are poor? Yes No

What is your definition of poor?

Do you and your family have what you need to thrive and succeed in Columbia? Yes No

If "no," what do you need?

What would make your neighborhood a better place to live?

How can City government help you?

For office use:

Survey collected by:

Date:



City of Columbia Needs Referral

I (print name) _____ give my permission to refer my needs to the appropriate provider(s).

Signature _____ Date _____

Contact information: _____

Email: _____

How would you like to be contacted? Phone Text Email

Is there a particular time of day you would like to be contacted? _____

Due to a lack of financial resources, I and/or my family have the following needs:

HEALTH

- | | | |
|---|--|---|
| <input type="checkbox"/> Health Insurance | <input type="checkbox"/> Substance Abuse Treatment | <input type="checkbox"/> Tobacco Cessation |
| <input type="checkbox"/> Primary Care | <input type="checkbox"/> Dental | <input type="checkbox"/> Nutrition/Healthy Eating |
| <input type="checkbox"/> Reproductive Health (Women's Health, Family Planning, STD Testing/Treatment) | <input type="checkbox"/> Medication Assistance | <input type="checkbox"/> Breastfeeding support |
| <input type="checkbox"/> Mental Health | <input type="checkbox"/> Medical Supplies/Equipment | |
| | <input type="checkbox"/> Vision/Optical | |
| | <input type="checkbox"/> Pregnancy Testing and Support | |

HUMAN SERVICES

Children/Youth Resources

- | | | |
|--|--|---|
| <input type="checkbox"/> Child Care | <input type="checkbox"/> After-School Programs | <input type="checkbox"/> Respite/Crisis Care |
| <input type="checkbox"/> Pre-school | <input type="checkbox"/> Summer Programs | <input type="checkbox"/> Sports/Arts/Recreational Activities |
| <input type="checkbox"/> Child Safety (Car Seat/Cribs) | <input type="checkbox"/> Youth Employment | |
| <input type="checkbox"/> Parenting Support | <input type="checkbox"/> Mentoring | |

Aging and Disability Services

- | | | |
|--|--|--|
| <input type="checkbox"/> Case Management | <input type="checkbox"/> Snow Shoveling | <input type="checkbox"/> Home Healthcare |
| <input type="checkbox"/> Home Repair/Maintenance | <input type="checkbox"/> Home Delivered Meals/Food | <input type="checkbox"/> Personal Care |

BASIC NEEDS

- Clothing
- Food

HOUSING

- | | | |
|--|--|---|
| <input type="checkbox"/> Utility Assistance | <input type="checkbox"/> Home Repair | <input type="checkbox"/> Home Energy Efficiency Improvements |
| <input type="checkbox"/> Rent Assistance | <input type="checkbox"/> Home Ownership Assistance | |
| <input type="checkbox"/> Emergency/Transitional Shelter | <input type="checkbox"/> Affordable Housing (e.g. Public Housing) | |

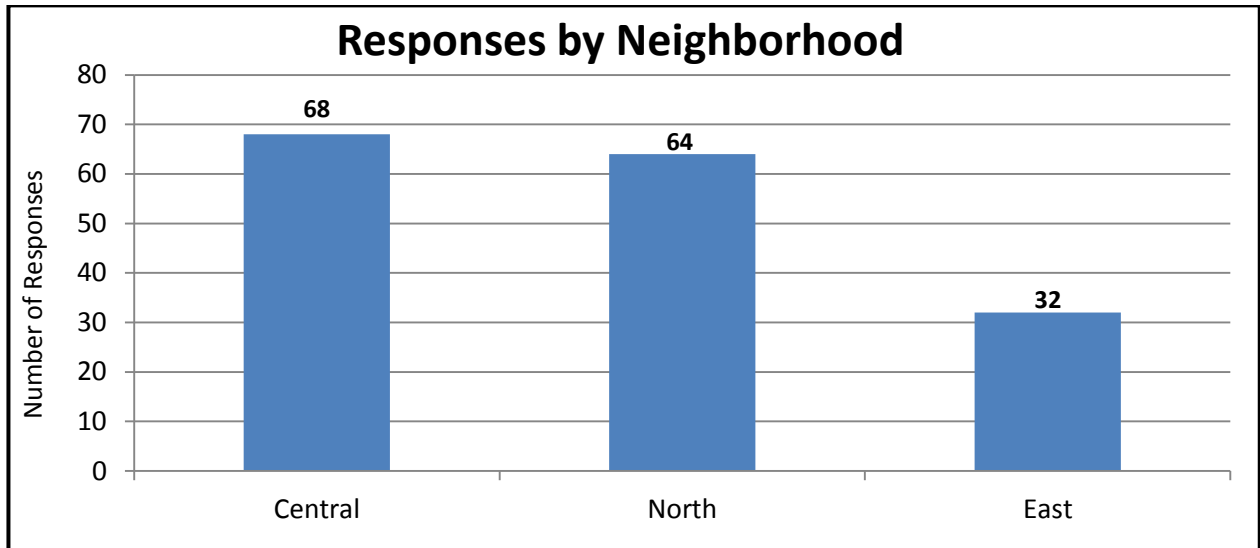
OTHER

- | | | |
|--|--|--|
| <input type="checkbox"/> Legal Services | <input type="checkbox"/> Employment Services | <input type="checkbox"/> Veteran Services |
| <input type="checkbox"/> Human/Civil Rights | <input type="checkbox"/> Refugee and Immigration Services | <input type="checkbox"/> Re-Entry Services |
| <input type="checkbox"/> Adult Literacy/Education | <input type="checkbox"/> Tax Assistance | |
| <input type="checkbox"/> Financial/Budget Counseling | <input type="checkbox"/> Transportation | |
| <input type="checkbox"/> Domestic and Sexual Violence Support | | |

Strategic Plan Neighborhood Survey Data

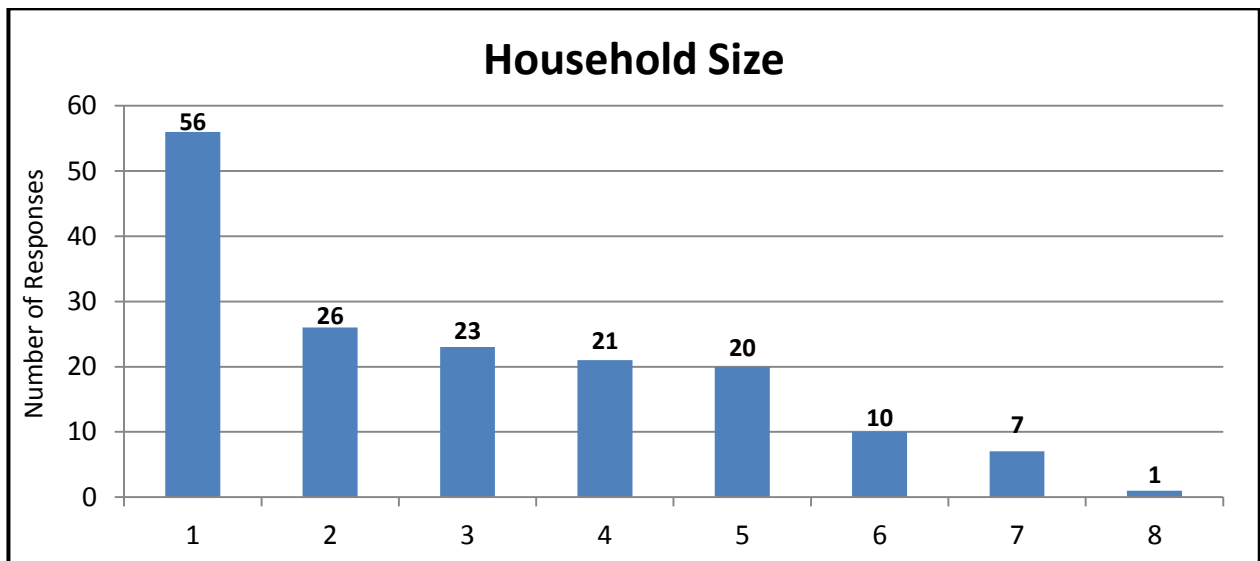
Responses by Neighborhood:

A total of 164 households have been surveyed thus far. The central neighborhood has completed 68 responses (41%), the north neighborhood 64 responses (39%) and the east neighborhood 32 responses (20%).



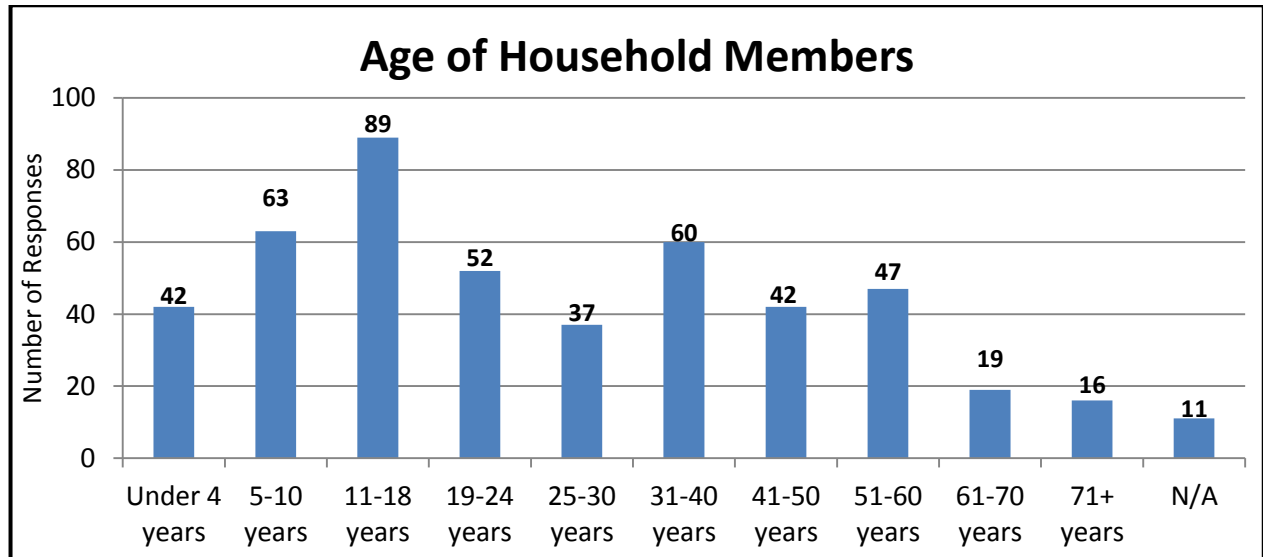
Household Makeup

The largest majority of the households are one person (34%). Two member households had 26 responses (16%). Three member households had 23 responses (14%). Four member households had 21 responses (13%) and 5 member households had 20 responses (12%). Six member households account for 10 responses (6%). Seven member households account for 7 responses (4%). A single eight member household was reported (1%).

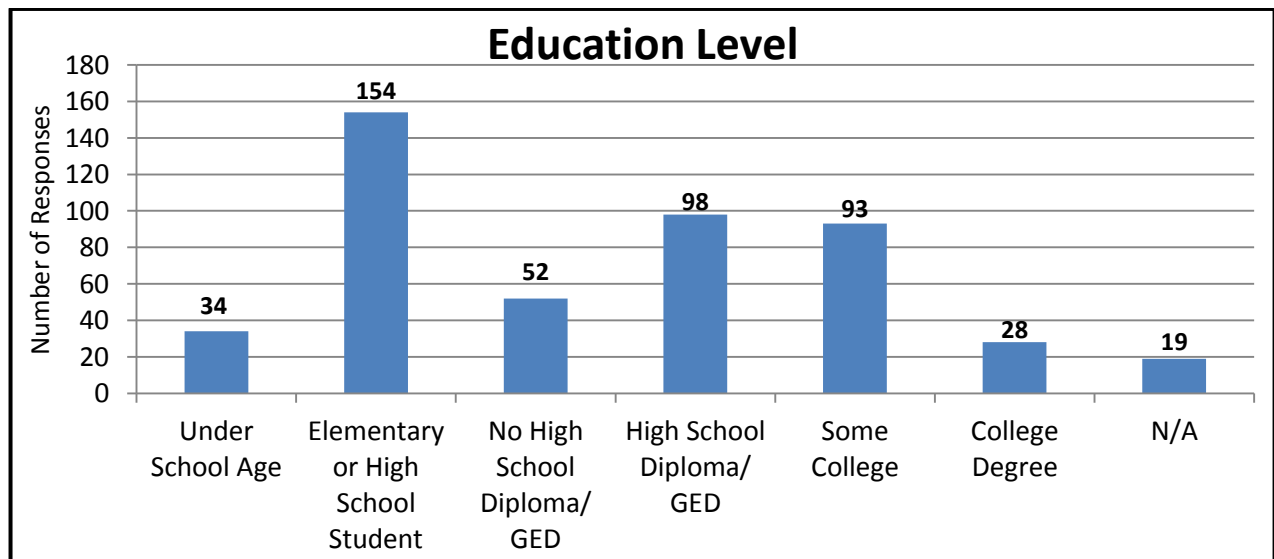


Strategic Plan Neighborhood Survey Data

These responses represent 478 members of these neighborhoods. 11-18 year olds are the largest age group with 89 members (19%). 5-10 year olds account for 63 members (13%). 31-40 year olds have 60 members (13%). 19-24 year olds have 52 members (11%). 51-60 year olds have 47 members (10%). Members under 4 years old and 41-50 year olds account for 42 responses in each group (9%). 25-30 year olds have 37 members (8%). 61-70 year olds account for 19 members (4%). Members 71 years old and older account for 16 responses (3%). 11 members did not list their age (2%).

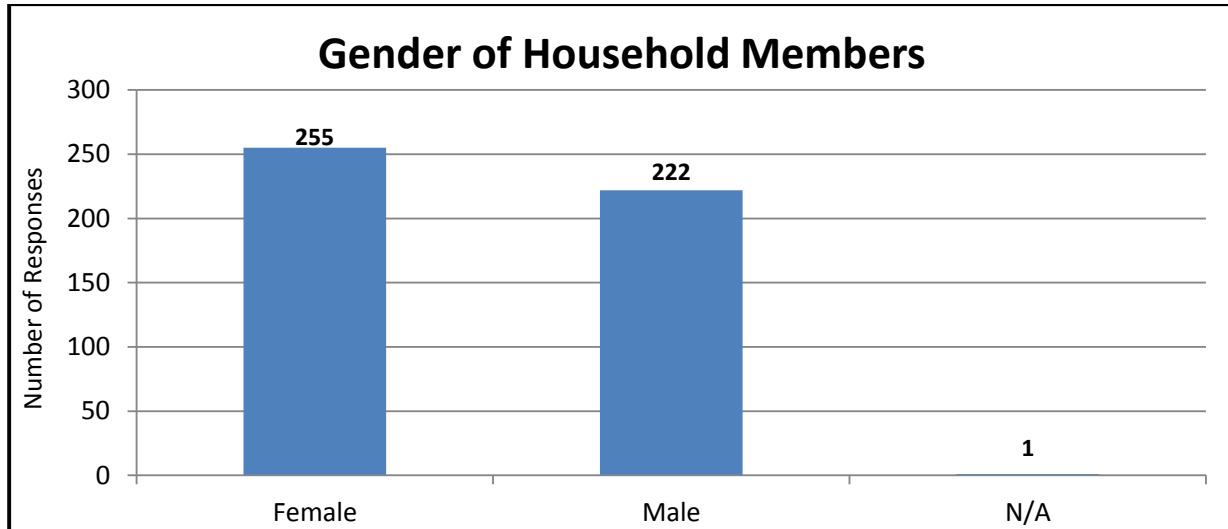


154 members were listed as Elementary or High School Students (32%). 98 members surveyed reported having a high school diploma or GED (21%). 93 members reported having some college education (19%). 52 members had no high school diploma or GED (11%). 34 members were under school age (7%). 28 members reported having a college degree (6%). 19 members did not report their education (4%).

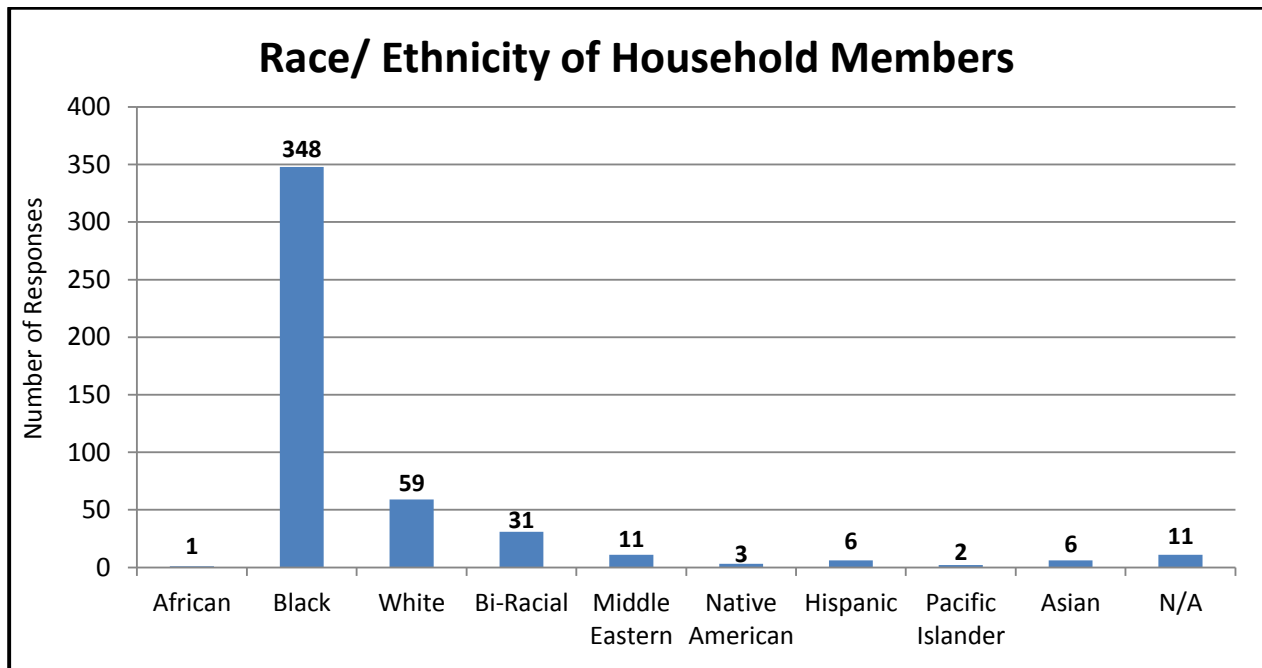


Strategic Plan Neighborhood Survey Data

255 members reported as female (53%). 222 members reported as male (46%). 1 person did not answer.



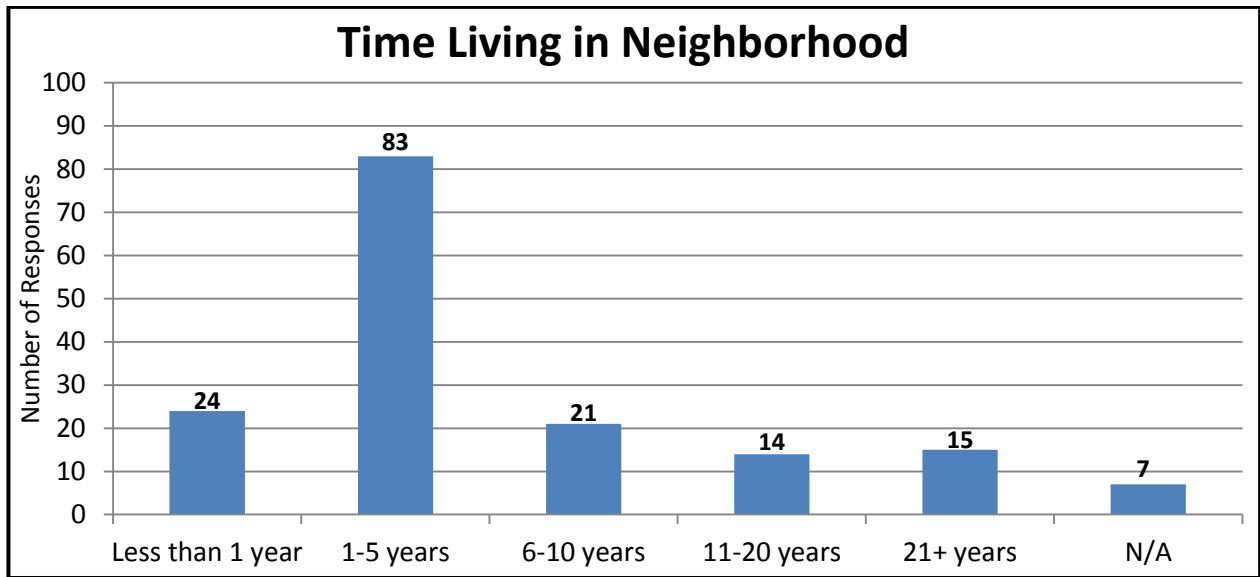
348 members reported as African American/Black (73%). 59 members reported as Caucasian/White (12%). 31 members reported as Bi-Racial, which includes any combination of the race and ethnicities listed below (7%). 11 members identified as Middle Eastern (2%). 6 members each identified as Hispanic or Asian (1%). 3 members identified as Native American (1%). 1 member identified as African and 2 members identified as Pacific Islander, totaling less than 1%. 11 members did not list their race or ethnicity (2%). The race or ethnicity was left up to the person to fill in on the survey and was recorded as it was listed.



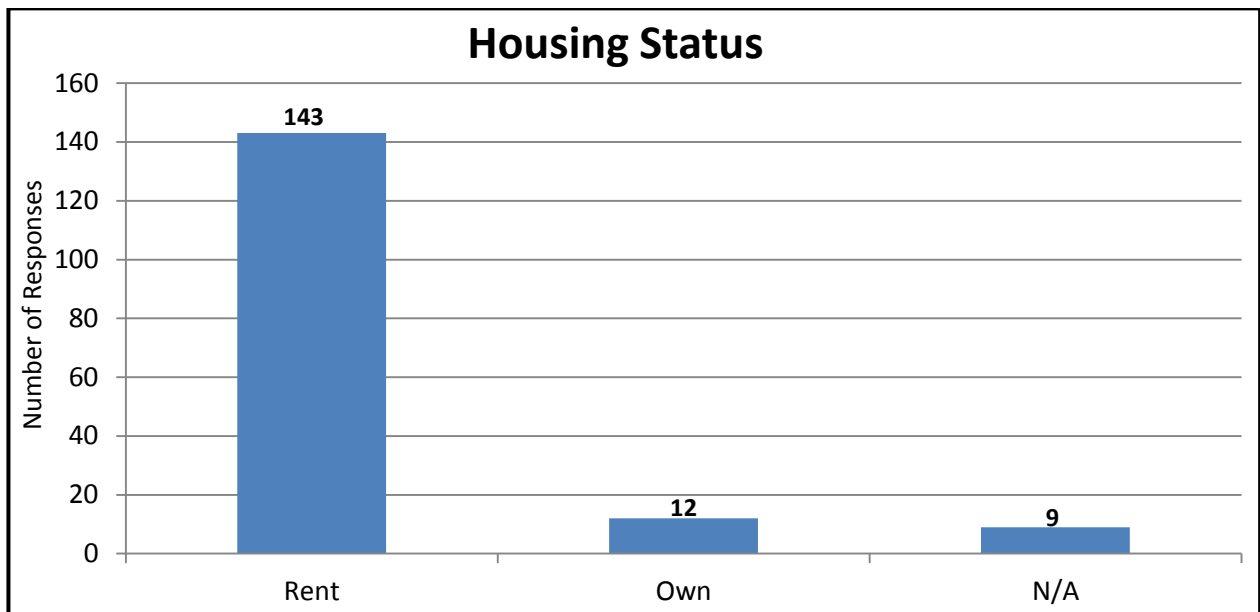
Strategic Plan Neighborhood Survey Data

Housing

83 households have lived in their neighborhood between 1 and 5 years (51%). 24 households have lived in their neighborhoods less than a year (15%). 21 households have lived in their neighborhoods between 6 and 10 years (13%). 15 households have lived in their neighborhood for 21+ years (9%). 14 households have lived in their neighborhoods between 11 and 20 years (9%). 7 households did not list how long they had lived in the neighborhood (4%).

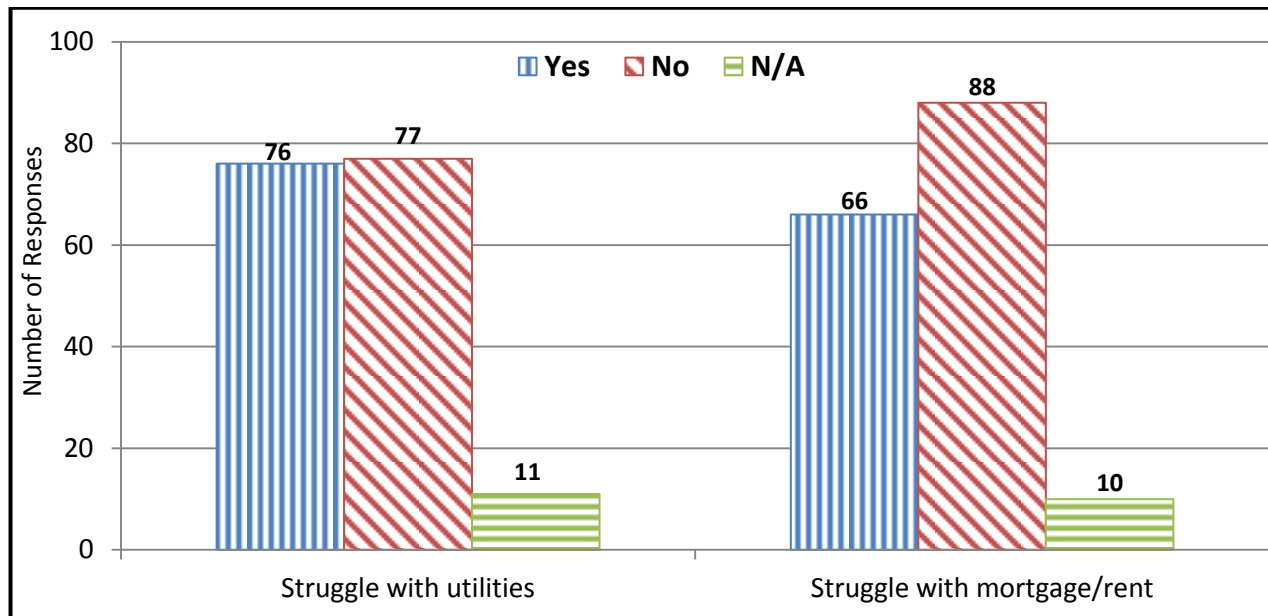


143 households reported they rented their home (87%). 12 households surveyed, reported owning their home (7%). 9 households did not report whether they rented or owned their home (6%).



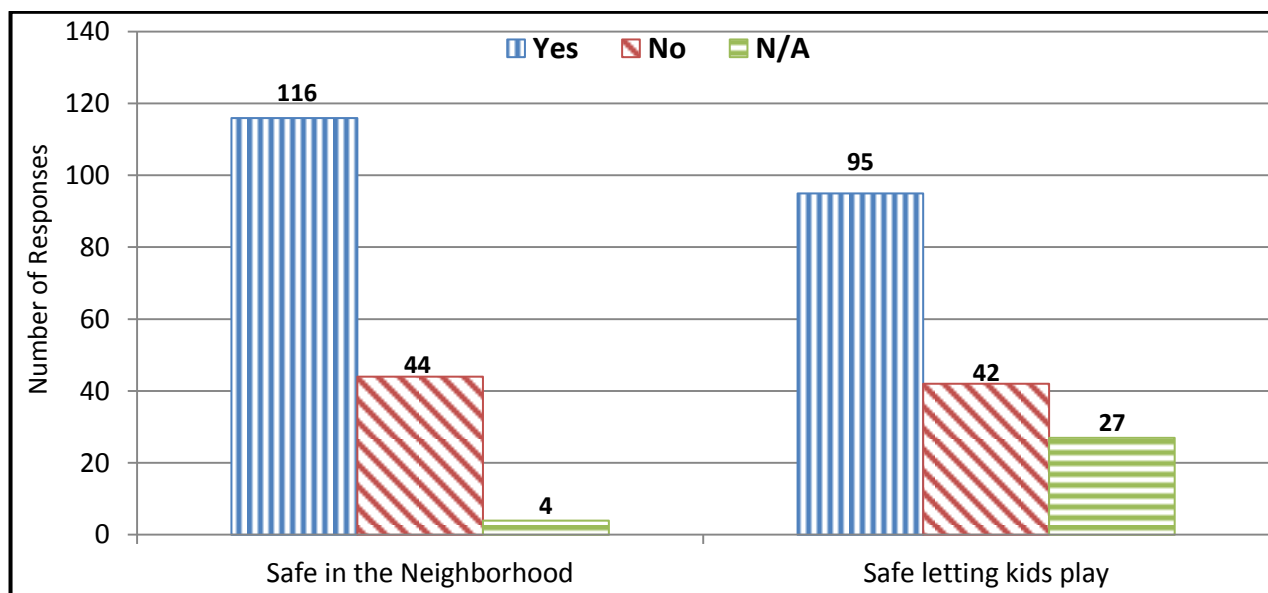
Strategic Plan Neighborhood Survey Data

76 households reported they do or sometimes do struggle to pay their utilities (46%). 77 households do not struggle to pay their utilities (47%). 11 households did not respond (7%). 66 households struggle to pay their mortgage or rent (40%). 88 households do not struggle to pay their mortgage or rent (54%). 10 households did not answer (6%).



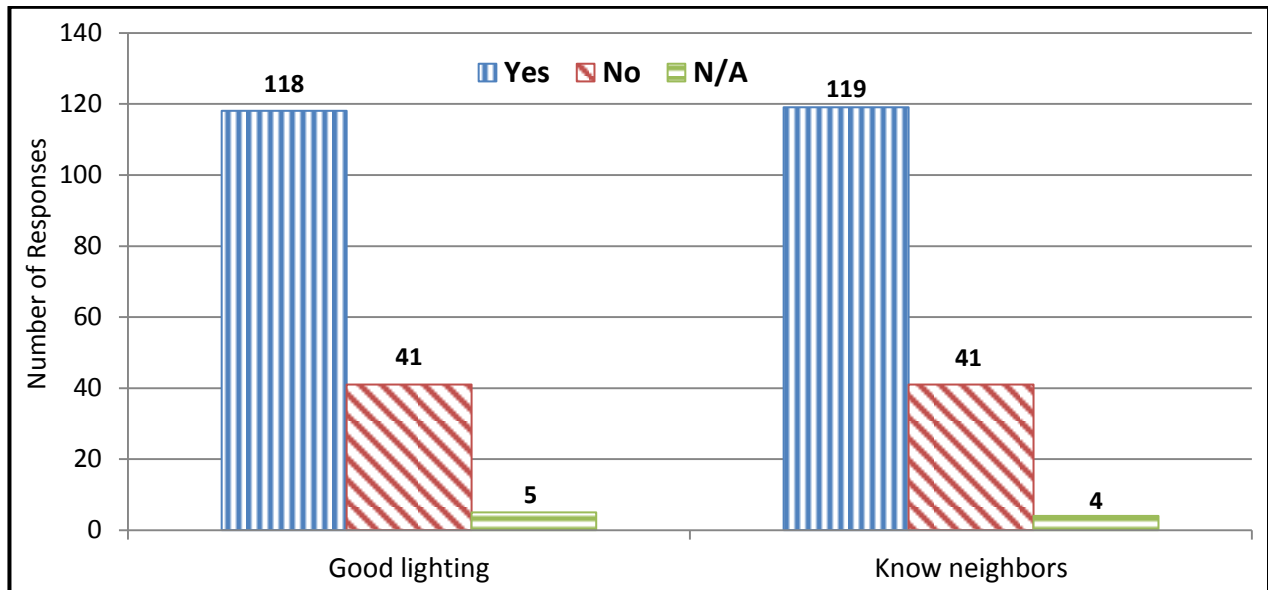
Safety

116 households feel safe in their neighborhood (71%). 44 households do not or sometimes do not feel safe (27%). 4 households did not answer (2%). 95 households feel safe letting their kids play (58%). 42 households did not (26%). 27 households did not respond or did not have children (16%). The primary reasons given for not feeling safe in the neighborhood or letting their children play were for shootings or hearing gunshots, speeding cars, and erratic driving.

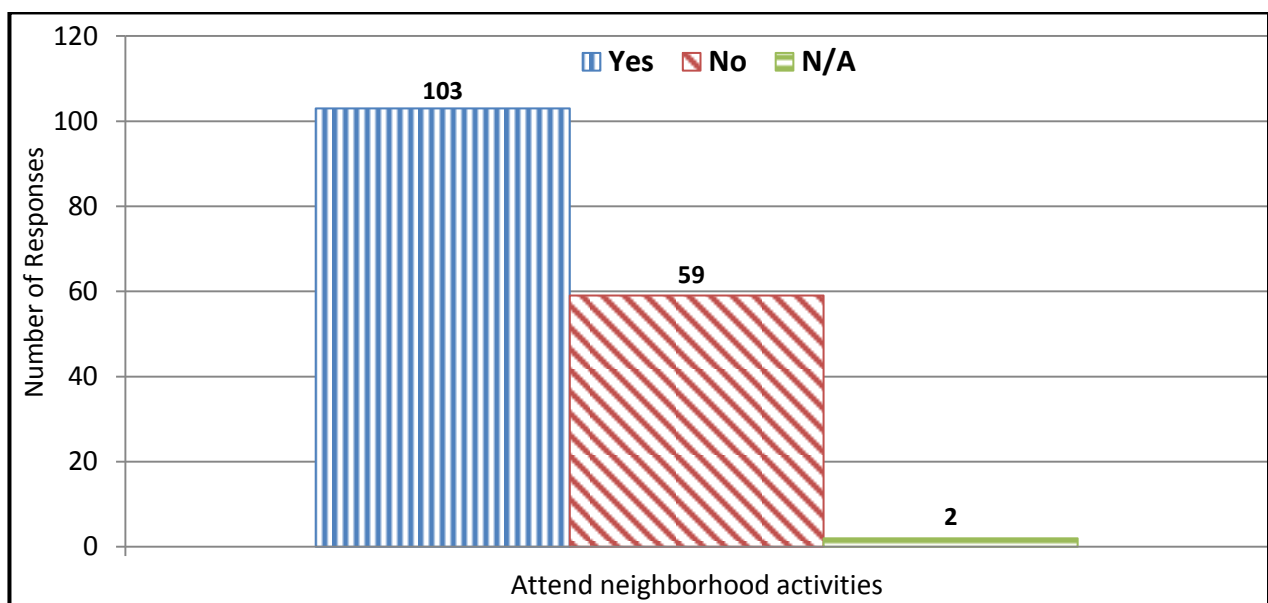


Strategic Plan Neighborhood Survey Data

118 households felt they had good lighting in their neighborhood (72%). 41 households did not (25%). 5 households did not answer the question (3%). 119 households knew their neighbors (73%). 41 households did not (25%). 4 households did not respond (2%).



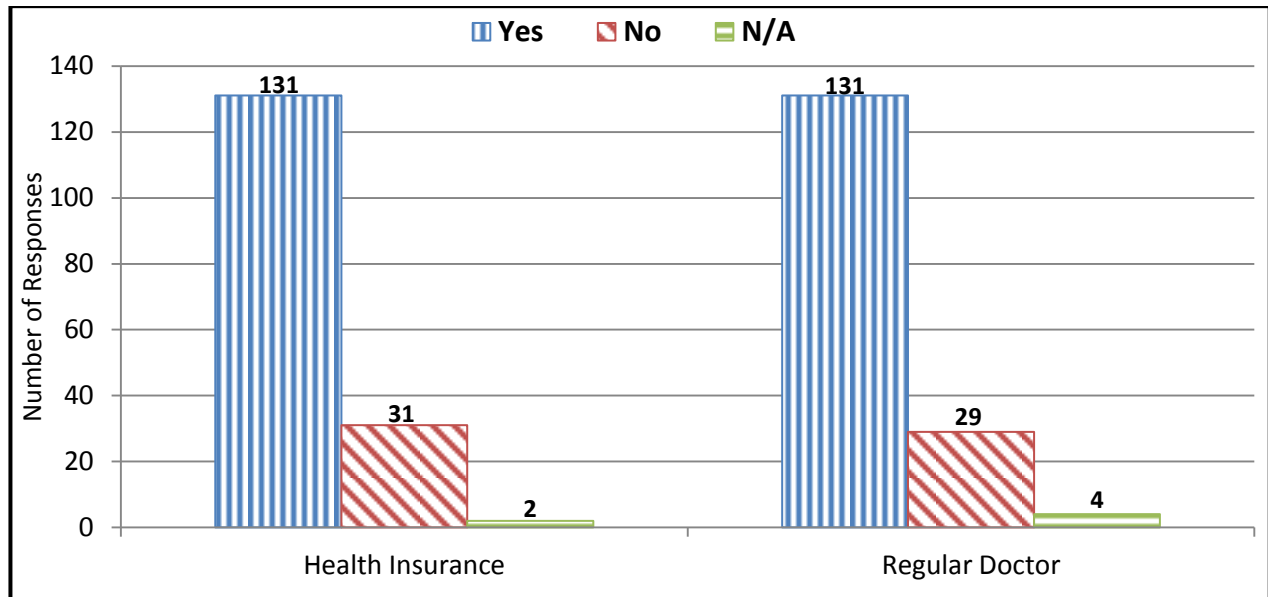
103 households responded that they would like to attend neighborhood activities (63%). 59 households stated that they would not (36%). 2 households did not respond (1%). Hosting more neighborhood activities could lead to more positive results to the question of citizens knowing their neighbors.



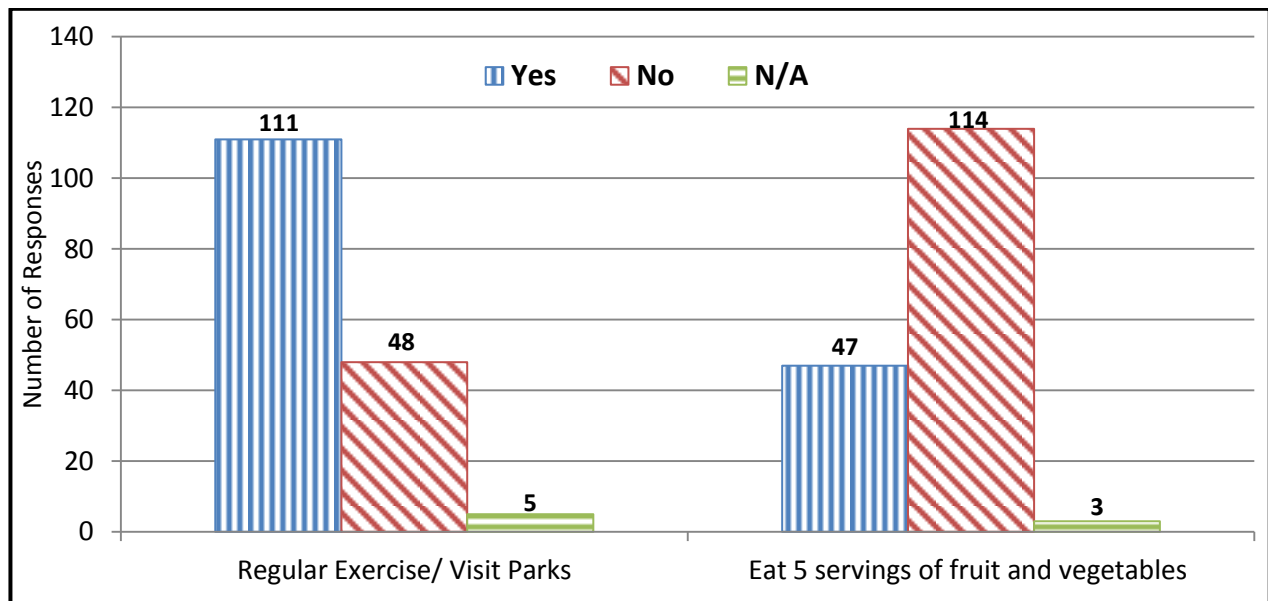
Strategic Plan Neighborhood Survey Data

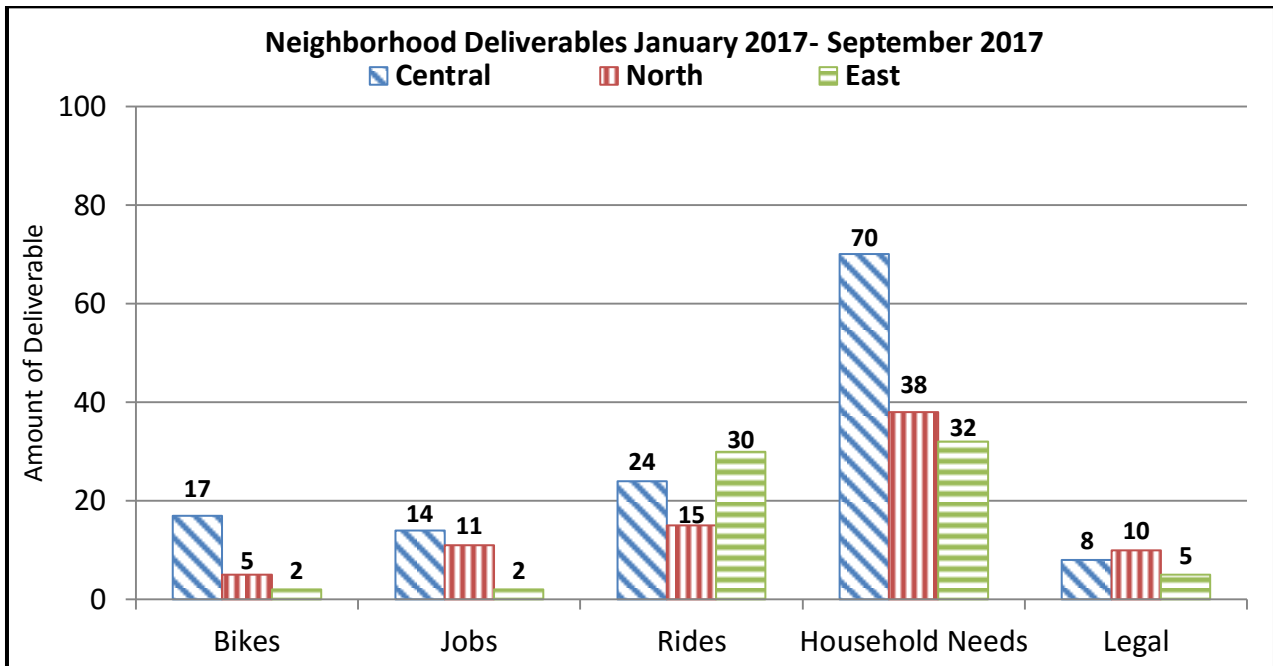
Health

131 households stated that they had health insurance (80%). 31 households had no health insurance (19%). 2 households did not answer the question (1%). 131 households stated that they had a regular doctor (80%). 29 households did not (18%). 4 households did not answer the question (2%).

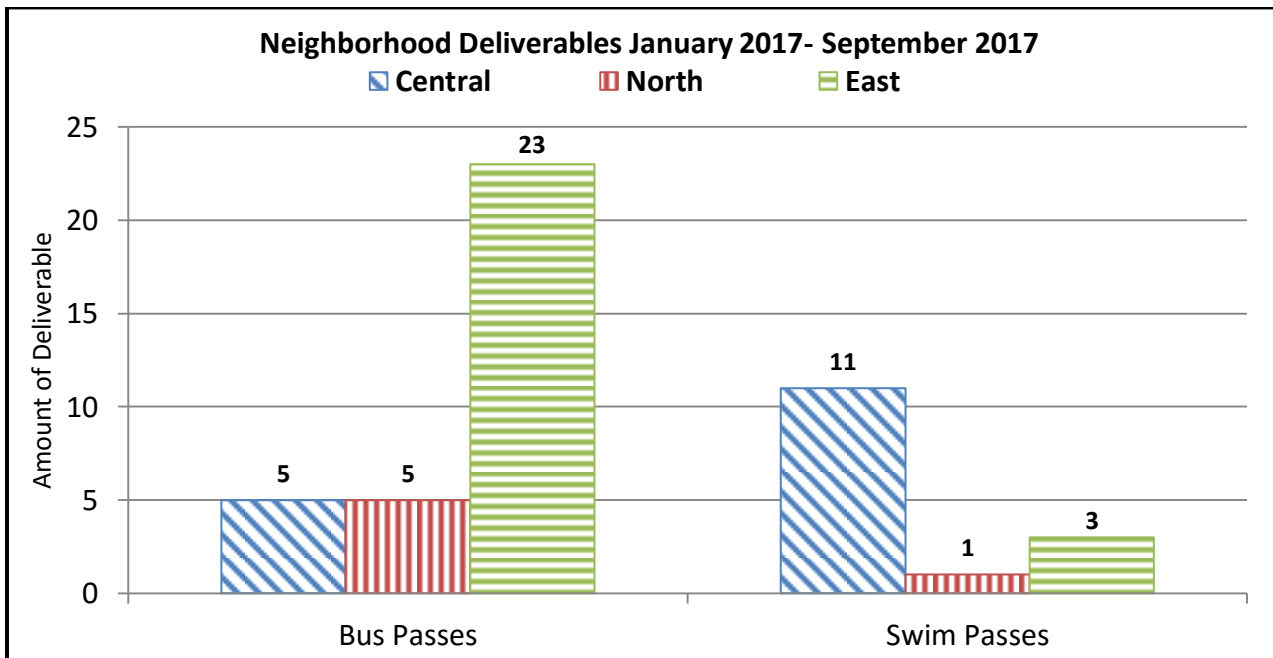


111 households regularly exercises and/or visits parks (68%). 48 households do not (29%). 5 households did not answer the question (3%). 114 households reported not eating enough fruits and vegetables (70%). 47 households reported eating enough (29%). 3 households did not answer the question (2%).





Household needs include items such as: medicine, clothing, assisting in moving, groceries, furniture and completing household errands.



Bus passes are donated by City employees and distributed to families and individuals within these neighborhoods. Swim passes are donated by the Parks and Recreation Department and distributed within the neighborhoods.

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by Community Relations
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