



STRATEGIC PLAN ANNUAL REPORT 2018



TABLE OF CONTENTS



Mission, Vision, Values.....	2
Introduction.....	3
Economy.....	4
Social Equity.....	11
Public Safety.....	17
Infrastructure.....	22
Operational Excellence.....	29
Community Outreach.....	32



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 19, 2018

Mayor and Members of the City Council:

The City of Columbia is in the final year of the 2016-2019 Strategic Plan and continues to make great strides towards fulfilling the City's vision to make Columbia the best place for everyone to live, work, learn and play. The Strategic Plan provides structured goals and objectives and includes collaboration with community members and community partners to achieve those goals. In addition, it's a tool that clearly articulates the City's priorities to the community.

The City's mission, vision and values provide the foundation for the plan's five strategic priority areas: economy, social equity, public safety, infrastructure and operational excellence; these are supported by 29 objectives. These priority areas provide the structure that directs the City's focus, which includes working toward a local economy with more living wage jobs; stronger neighborhoods that contribute to the family success; greater satisfaction with public safety services; safe and reliable City infrastructure; and higher-performing City employees.

The Strategic Plan also includes three Focus Neighborhoods in north, east and central Columbia. Input and participation by Columbia residents in the three Focus Neighborhoods helped determine specific actions that contribute to the success in those areas.

Each year, City staff reviews 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.

Each Strategic Plan priority area has a team of City employees who work with the community to achieve the goals set in 2015. It is my pleasure to present to you, along with the Strategic Plan Team Leads, the 2018 Strategic Plan Annual Report. This update reflects the many accomplishments achieved since last year's Strategic Plan update.

Sincerely,














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
4. Further develop the City’s MWBE program.
 -  • Implement new City software to track MWBE outcomes
5. Increase labor pool with the necessary skills for current and upcoming job openings.
 -  • Supplement existing Job Fair (Fall 2019) with a career exploration component that includes Boone County School Districts and CPS

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 \$38,256 (2018)
- Established new minimum starting wage of \$15/hour for all permanent City employees
- 58 students enrolled in Mechatronics or Adv. Manufacturing Technology; 18 graduates
- Financial Literacy – 228 City employees received training; LADDERS - 17 graduates, 6 promoted, 53 new to program
- CDL – 32 employees earned their license, 18 of 32 employed for six months or more; and, 13 have increased their rate of pay within first six months
- CARE – 521 trainee applications received, 239 hired and 35,660 hours worked
- Aurora Organic Dairy and American Outdoor Brands actively hiring (295 announced jobs); Northwest Medical Isotopes permitted for construction in Discovery Ridge (100 jobs)
- Launched Cars 4 Columbia program; launched Sharp End Entrepreneurial Development Fund for MWBEs; held 1st Annual MWBE Expo and Showcase
- REDI attained accreditation through International Economic Development Council
- Cradle to Career Alliance was awarded a Pritzker Family Foundation grant to improve early life outcomes ensuring all kids are ready for kindergarten
- Job Point built and sold one home in conjunction with Columbia Community Land Trust



WHAT LIES AHEAD:

- Career Exploration Fair for Columbia 8th graders is being planned for Fall 2019
- Continue REDI strategies to create new living wage jobs and sustain existing quality jobs
- 3rd Annual Contractors Expo; additional MWBE workshops; implement new City software to track MWBE procurement outcomes
- Job Point is applying for Federal Department of Labor apprenticeship for Highway Construction Class with City as the sponsoring employer; Job Point is currently building one home with two more planned for low/moderate income first time buyers
- Begin design phase of new Airport terminal project; sustain existing air service

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 Programs

Description: Mechatronics, Job Point, Missouri Job Center, CARE, Supplier Diversity Program

Mechatronics is hands-on training to design, install, repair and maintain electrical systems, hydraulics, pneumatics, and Programmable Logic Controllers. 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 currently looking for other funding.

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 allow 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, real-world hands-on paid work experience, mentoring, and career exploration for Columbia's at-risk youth.

Supplier Diversity Program provides assistance to M/WBES.

Mechatronics Scoring: The goal is to increase the number of students enrolled in Mechatronics 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: A total of 58 students are enrolled in manuf. programs, 38 of those majoring in Mechatronics, 16 in Advanced Manuf. Tech, and 4 taking an Advanced Manuf. Certificate. The total enrollment count for both programs is 155 students enrolled in at least one Mechatronics or Advanced Manufacturing technology class.

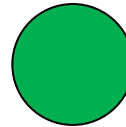
Job Point Scoring: Baseline – FY ending September 2015, 432 persons served with job seekers entering employment at an average hourly wage of \$10.42 and 73% of adults maintained employment for at least 90 days. For FY ending September 2016, 418 persons served; \$10.27 average wage/hour; 87% of adult job seekers maintained employment; 97% of customers satisfied. For FY ending September 2017, 423 persons served; \$10.85 average wage/hour; 89% of adult job seekers maintained employment; 98% customers satisfied.

Job Point Reporting Period Outcomes – September: Job Related Training - 9 started, 8 completed; Hwy. Heavy Construction – 1 started; Construction Trades – 1 started; Office Assistant – 1 started; YouthBuild – 3 started, 6 in orientation and 5 completed.

Missouri Job Center Reporting Period Outcomes – September: 616 visitors to the Job Center of which 20 clients were brand new to the center and 118 came in for job searches and 39 came in for job application assistance; averaged about 16 ppl/day for the 3 days a week AEL is there; 34 attended the Walk in Wednesday at the Library; 4 came in for workshops; 32 took the NCRC; and, Job Fair is November 3.

CARE Reporting Period Outcomes – September: See attached.

Supplier Diversity Program Outcomes – September: Outstanding Business Awards – WBE: Kat Cunningham; MBE: Big Daddy's BBQ; Emerging MBE: 2 Real Fitness LLC; Emerging WBE: Show Me Leaders; Youth BE: Grey Matter



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

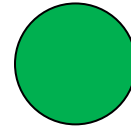
Indicator: City of Columbia Employee Programs

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.



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: 221 City employees have received training to date. Enrollment is open to City employees with pre-post assessment data collected from all sessions.

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: Two CDL test were given, and both failed the test.

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: The LADDERS #8 class will begin October 4. An updated list of LADDERS graduates will be reported at the end of September.

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

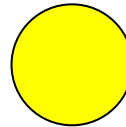
Scoring/Outcomes

Indicator: Cradle to Career Roadmap and Columbia Public Schools Scorecard

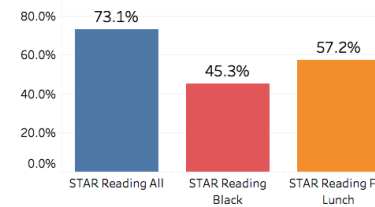
Description: The Cradle to Career Alliance is a coalition of community leaders working to improve children’s success by aligning the efforts of schools and community organizations to reduce educational disparities.

Following are the revised Cradle to Career Alliance indicators:

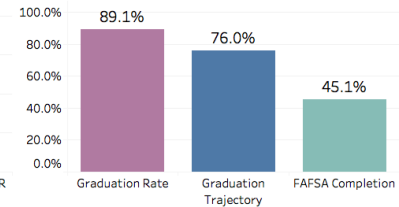
1. 3rd Grade Reading Proficiency
2. Graduation Trajectory-- Percent of middle school students whose attendance, discipline (OSS), effort and conduct, and number of F's does not put them at risk of dropping out.
3. Graduation from High School
4. Enrollment and completion of College or Career Training (CCR Index) – *data not currently available from the state*
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



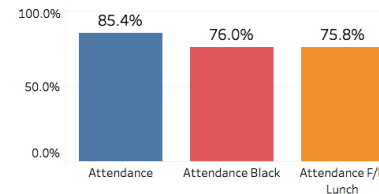
3rd Grade Reading Proficiency
2017-2018



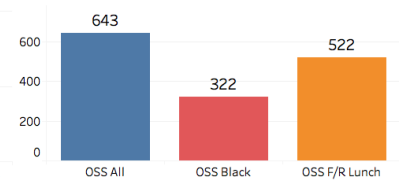
Graduation
2017-2018



Attendance
2017-2018



OSS
2017-2018



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 2017-2018 noted in above graphs.

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

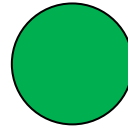
Indicator: Boone County Average Wage

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. The Boone County Average Wage for 2018 is 80.0% of the statewide average wage, a decrease of .4%.

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; and, then increased to \$38,256 for July 1, 2018. Since July 1, 2015, the Boone County Average Wage has increased by \$3,448.

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 the addition of 135 new jobs and a \$39 million plant expansion (increased to \$53 million in December). In January, Project Cadre announced 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 2017, 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.



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

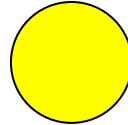
Scoring/Outcomes

Indicator: 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 2016 during the REDI Board of Directors meeting. Boone County has now begun the two-year maintenance phase. As of August 31, 2018, Boone County is 69% towards the CWRC maintenance goals established by ACT and DED. A total of 37 people took the test in August and earned a certificate with ten 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

8. Integrate Municipal Court community docket as we work with families in Strategic Neighborhoods.

-  • Review Court data to see if any participants live in Strategic Neighborhoods
-  • Confer with Court to assess need for additional outreach and service

9. Integrate recreational and cultural activities in the neighborhoods

-  • Identify resources available to bring arts activities to children, using a bus, on a rotating basis
-  • Build on Parks and Recreation program themes and expertise
-  • Engage community arts and youth programming partners
-  • Launch a program by May 2019

10. Complete the transition of facilitating and managing neighborhood meetings to neighborhood leaders

-  • Develop meeting agendas with neighbors
-  • Co-facilitate meetings with neighbors
-  • Assess neighbors' interest in continuing to meet through the end of FY 2019

Key

-  Complete
-  In Progress
-  Not Started

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

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

SOCIAL EQUITY



Improving the odds for success:

How can we strengthen our community so all individuals thrive?

WHAT WE'VE DONE:

- Safe and Secure: 10,014 positive interactions between Community Outreach Officers and citizens in strategic neighborhoods. Added Paris/63 neighborhood and initiated Xbox with a Cop with private partners
- Connecting Neighbors: 894 programs, events and clean-ups through Parks and Recreation and Office of Neighborhood Services
- Healthy Living: Medicaid for 968 pregnant women. 15,289 summer lunches served to Columbia children
- Affordable Housing: 484 in homebuyer's classes; helped 105 first-time, low-moderate income buyers; 2,156 initial energy assessments and 1,858 post-energy assessments.
- Success Grants: With Shelter Insurance Foundation helped fund college education for three more high school seniors with connections to strategic neighborhoods



WHAT LIES AHEAD:

- Third round of Success Grants, funded through partnership with Shelter Insurance Foundation, for high school seniors headed to college or career school
- Collaborating with STEM Alliance, City colleagues and community partners to take arts and learning activities to families in neighborhoods
- Connecting with those on the Municipal Court community docket to help them thrive in their neighborhoods
- Upcoming reorganization within the Police Department is designed to extend the Community Outreach Unit's efforts to downtown while maintaining current staffing levels

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%
	2017 – 69%	2017 – 58%	2017 – 49%	2017 – 63%

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
FY 18 1,306	FY 18 716	FY 18 546	FY 18 25	FY 18 864	FY 18 684	

Social Equity Lead Measure #2: Connected Neighbors

Create more neighborhood activities, including cultural and outdoor activities. Measured by:	FY 2016		FY 2017		FY 2018	
	Goal	Actual	Goal	Actual	Goal	Actual
Days of Parks and Rec facility operations	187	213	192	213	200	215
Parks and Rec programs	150	211	190	196	190	332
Parks and Rec special events	55	34	35	30	35	38
Office of Neighborhood Services activities/events	5	4	8	7	8	3
Office of Neighborhood Services clean-ups	8	6	8	10	10	23

Social Equity Lead Measure #3: Family Health Care

Increase the number of people who can get medical care. Measured by:	FY 2016		FY 2017		FY 2018	
	Goal	Actual	Goal	Actual	Goal	Actual
Number of pregnant women who received help getting coverage	350	380	355	370	355	218
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		FY 2018	
	Goal	Actual	Goal	Actual	Goal	Actual
Number of summer food program lunches served	5,320 kids	5,822	5,800	4,438	4,600	5,029
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		FY 2018	
	Goal	Actual	Goal	Actual	Goal	Actual
Number of people in homebuyer classes	50	138	50	187	50	159
Number of low-moderate, first-time homebuyers assisted	35	38	35	30	35	37

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		FY 2018	
	Goal	Actual	Goal	Actual	Goal	Actual
Number of awarded projects that meet Universal Design and City energy efficiency standards.	5	1	5	4	5	6
Number of completed projects meeting Universal Design and City energy efficiency standards.	3	3	3	1	3	9





Social Equity Lead Measure #7: Reduce Carbon Footprint through Home Energy Savings




Reduce carbon footprint through home energy savings. Measured by:	FY 2016		FY 2017		FY 2018	
	Goal	Actual	Goal	Actual	Goal	Actual
Number of households with initial energy assessments.	877	877	894	625	700	654
Number of post-energy assessments.	730	713	745	542	500	603




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

-  4. Encourage and facilitate more COU/Patrol collaboration.

-  5. Increase citizen interaction with the police, by use of Facebook Live, podcast, or social media.

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 approximately 50 percent of Police Department policies/ procedures in accordance with Commission on Accreditation for Law Enforcement Agencies (CALEA) standards
- Architectural plans for the North Precinct Station in Beat 30 are in the final review stage
- Implemented new RMS system on August 21, 2108
- The leadership of both the Police and Fire departments worked with employee groups to execute the first ever collective bargaining agreement
- In an effort to increase communication, all supervisors at the Police Department now meet quarterly to discuss department priorities, issues, budgets and ideas, as well as participate in training
- Fire Department moved to Candidate Status with CPSE Accreditation and have a Site Team visit scheduled for the second week of November 2018
- Fire Department completed Standards of Cover, internal Strategic Plan and Self Assessment as part of Accreditation
- Received budgetary approval for two additional fire stations in the FY 2019 City Budget



WHAT LIES AHEAD:

- Finish updating Columbia Police policies and prepare for CALEA self-assessment
- Police Department will continue to train on new RMS system, as well as working with BCSD and MUPD towards a fully implemented, county-wide system
- Police Department North Precinct Station construction slated to begin in Spring 2019
- Locate suitable land for the two new Fire stations
- Develop design and bid project for the new Fire stations
- Fire will complete the CPSE Accreditation process and potentially sit before the Accreditation Board in March 2019
- Continue working with City Council members and the community to find ways to increase funding for public safety

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	No longer applicable. Construction tentatively to begin early Spring 2019.	●
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)	<p>The Public Relations Unit is working on a method to measure monthly activity.</p> <p>Public Reations Unit was disbanded. This item will be assigned to new Police Community Relations Specialsts once hired/trained.</p>	●
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		
Complete Standards of Cover Document	Standards of Cover Document completed in September, 2018	●
Additional Stations	Funding approval granted in the FY2019 Budget for two additional stations in areas identified in the Standards of Cover.	●
Complete Process by end of 2019		●
Explore non-traditional methods to expand service coverage area and decrease travel time		
Evaluation of Options	Completed as part of the Accreditation process	●
Implement an Alternative Response Vehicle at proposed Station 11	In order to open proposed Station 11, an Alternative Response Vehicle was also proposed in order to open the station with current staffing levels.	●
Seek sales tax ballot initiative to increase staffing by 30 within the next three years		
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		●



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

4. Increase public engagement on infrastructure needs and projects in the neighborhoods.
 -  • Host interested parties meetings, attend community meetings, etc. to seek input on the following infrastructure projects:
 - i. Transit consultant recommendations
 - ii. Whitegate Park
 - iii. Hinkson Trail to Clark Lane design/constructions
 - iv. Further define locations for needs including: traffic calming, lighting and sidewalks

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
- Number of public engagement events

Key

-  Complete
-  In Progress
-  Not Started

INFRASTRUCTURE



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

WHAT WE'VE DONE:

- Operation Clean Neighborhoods completed in Worley Street Park, Benton-Stephens and Lions-Stephens Park areas
- New shelter constructed at Douglass Park
- Street light enhancements to the Central Neighborhood
- Sidewalk added on Oakland Gravel Road
- Traffic calming installed on Sexton Road
- Pedestrian upgrades along Providence Road
- 5,100 feet of sewer lining in the East Neighborhood
- Street improvements including mill and overlay, chip/reclamite/onyx surface seal
- Installed Bike Boulevards on Forest and Madison
- Conducted public hearing on Route PP shoulder widening and Municipal Center
- Water main replacements and upgrades



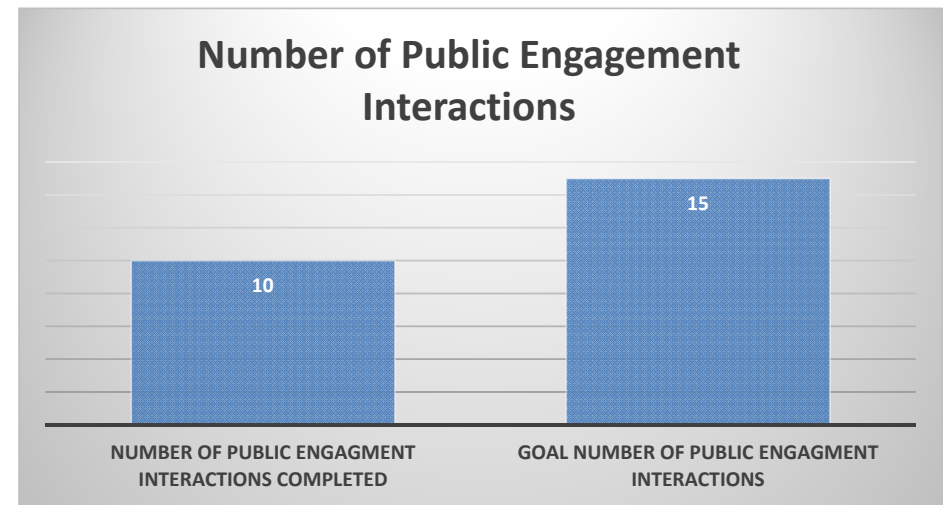
WHAT LIES AHEAD:

- Alley improvement in Central Neighborhood
- Stormwater and sewer project for Garth and Oak Towers
- ADA improvements citywide
- Public involvement on Whitegate Park construction including bus shelters
- Begin construction on Municipal Center
- Continue to increase transit daily ridership and distribute donated bus passes
- Evaluate and acquire land to preserve open spaces and protect the environment
- Revise list of projects according to feedback from neighborhoods

2018 Complete Streets and Public Engagement Scoreboards

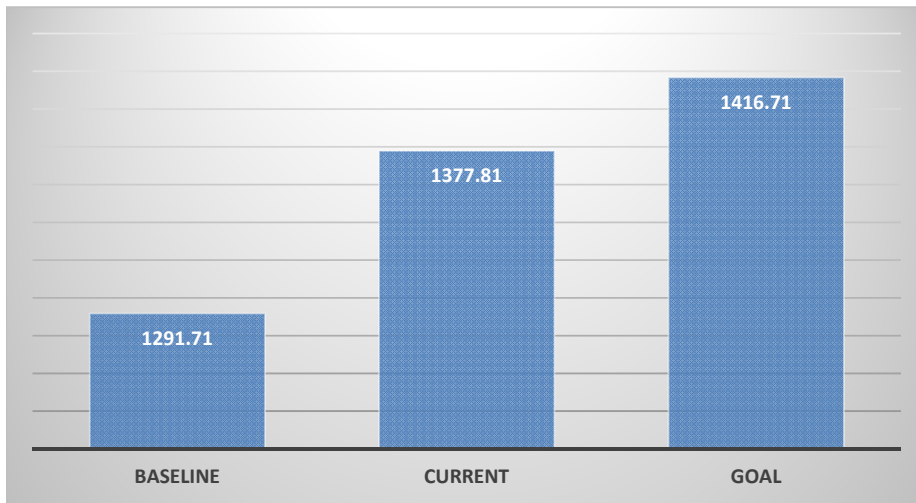


As part of the 2016-19 strategic plan, the Infrastructure Team plans to increase complete streets components in the three neighborhoods. This chart identifies projects in the CIP that are in progress or completed, in the three neighborhoods.

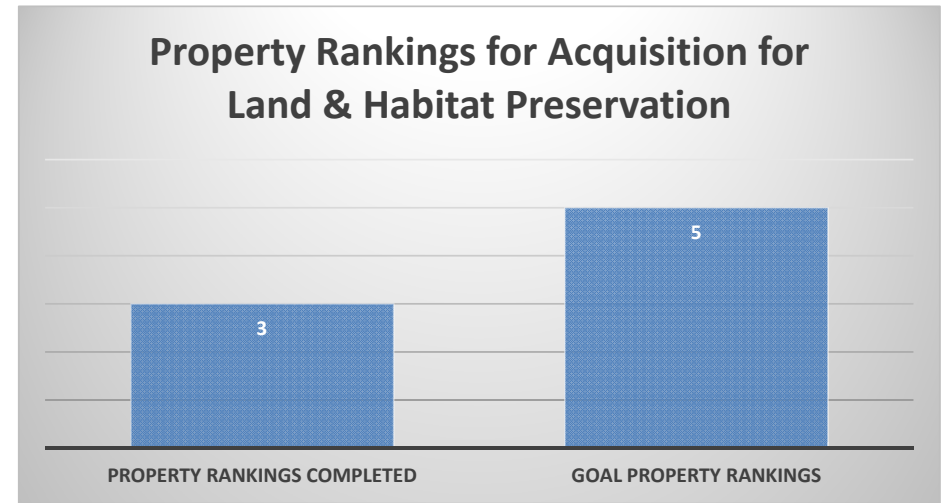


At the April 2018 staff retreat, the group agreed to add a new goal to increase public engagement on infrastructure projects and needs in the Strategic Plan neighborhoods. Meetings should include focus areas of: transit consultant recommendations, Whitegate Park, design/construction of Hinkson Trail to Clark Lane, further define lighting locations, adding sidewalks to the ADA Sidewalk Master Plan.

2018 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.



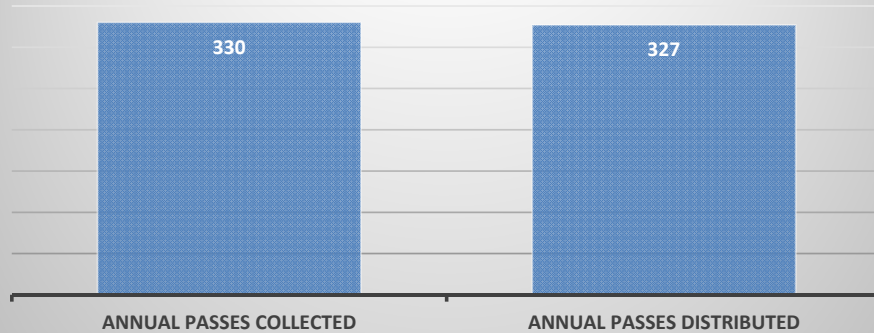
The City of Columbia and Greenbelt Land Trust (GLT) of Mid-Missouri will complete an annual analysis and ranking of potential properties within the city limits of Columbia to be considered for potential additions to the existing inventory of natural areas preserved in Columbia.



As part of the 2016-19 strategic plan, Columbia Parks and Recreation evaluated 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. Parks evaluated were Auburn Hills, Bonnie View Nature Sanctuary, and Indian Hills.

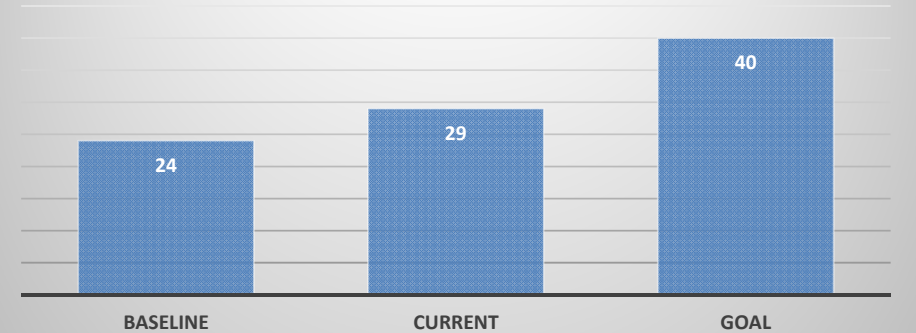
2018 Transit Ridership and Bus Shelter Scoreboards

Bus Pass Donation Program (Free Annual Bus Pass: City-wide)



This team implemented a program for employees & other users, to donate back annual bus passes received with parking garage spaces. We partnered with the VAC to distribute these passes to low-income residents city-wide. As of the third quarter of 2018, we show a **total YTD use of 17,745** pass swipes. (Avg 54 swipes/pass) **Approximately 40 passes have been handed out to Strategic Plan neighborhood residents.**

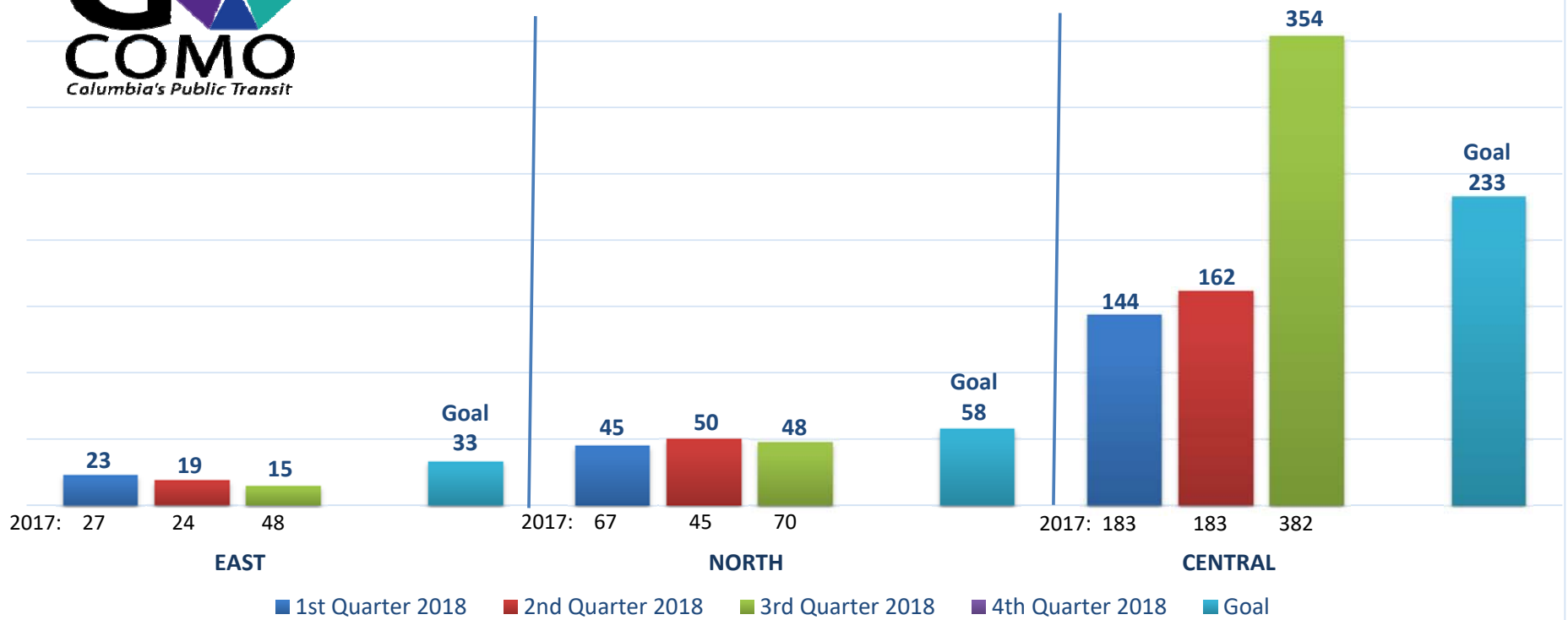
City-wide Safe and Accessible Bus Shelters



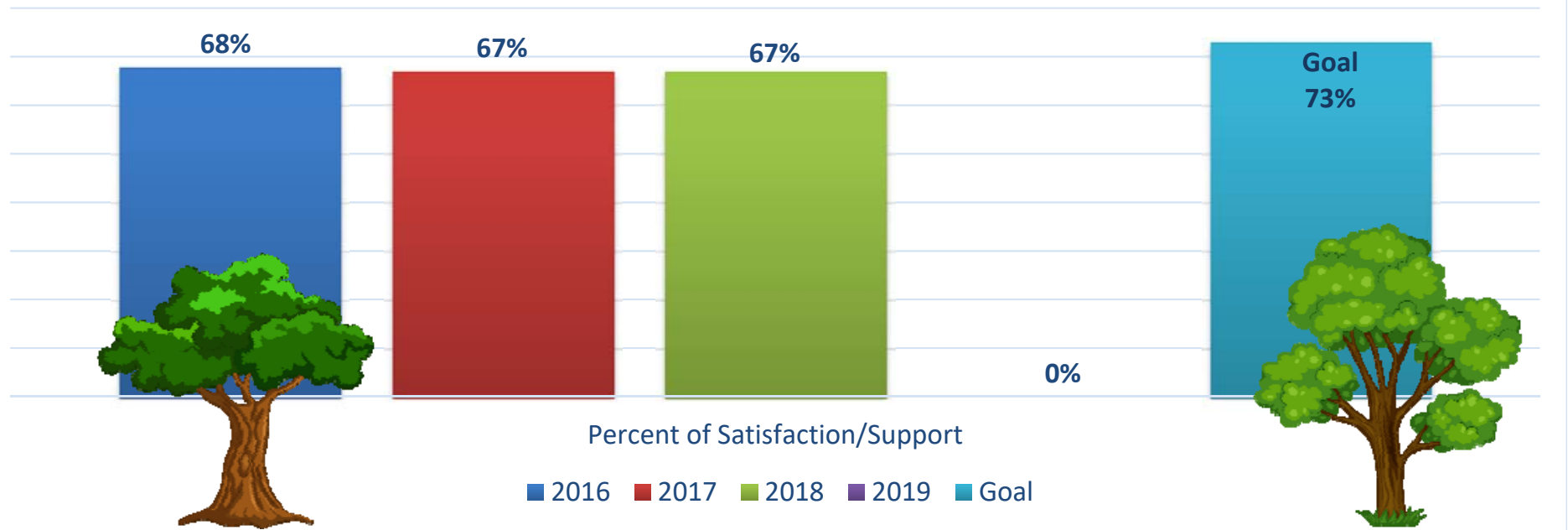
The goal of 40 shelters is city-wide. Due to complications with right of way access, it is unclear if we will reach this goal in the expected time frame. The Central neighborhood currently has 3 stops; East neighborhood has 0 stops; North neighborhood has 0 stops. Previous updates showed an inventory of 33 shelters. Some purchased shelters were damaged and found to be unusable. This reduced the number of available shelters for placement bringing our current count to 29.



2018 Daily Average Ridership at the Bus Stop Level in Strategic Plan Neighborhoods






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












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.
 -  • Create a process by which we 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 engagement and 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. Accredite 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

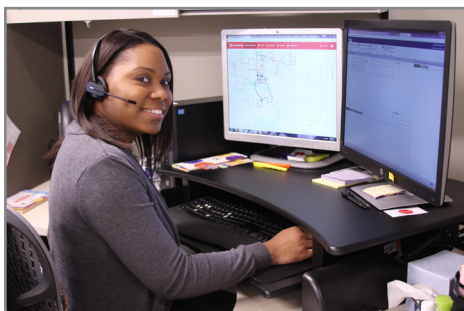


High-level service from engaged employees:

How can we improve workforce performance, engagement and satisfaction?

WHAT WE'VE DONE:

- Two additional employees certified in 2018 as facili-trainers through NCCJ – total of eight now teach equity, diversity and inclusion
- There were five Building Inclusive Communities (BIC) trainings. 405 training hours, 47 employees/ boards/commission members participated. Advanced courses training hours totaled 439 with 130 employees/ boards/commission members participated
- City Diversity and Inclusion Committee established a working group of diverse City employees. The group reviewed the employee climate assessment survey results and developed current and desired employee culture statements
- Received Human Rights Campaign Municipal Equality Index perfect score and All Star rating for LGBTQ inclusion for second straight year
- Employee engagement survey work has been awarded to consultant and survey has been designed. Survey launching Nov. 28, 2018
- Annual Citizen Survey – know who to contact/easy to reach the right person at the City – this increased from the 2015 baseline of 62% to 66% in the 2017 survey. There was a 9% improvement from FY 2016 to 2017. Contact Center answered its 300,000th call.
- Continuous improvement process – Quality Squad improvement process used to improve the City's travel approval process and administrative rule.



WHAT LIES AHEAD:

- Conduct employee engagement and satisfaction survey in November 2018.
- Continue to expand employee diversity and inclusion training programs
- Quality Squad will be utilized to develop new employee onboarding process. Project participants will be trained on the process improvement model. Tracking for project improvement initiatives needs to be developed
- Deploy Diversity and Inclusion working group employee culture statement information to employees for feedback
- Police and Fire Departments are working on accreditation processes.

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

2018 Employee Engagement and Satisfaction Survey
60% 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
100%

Training Plan Based on Climate Assessment Results
50%

Equity, Diversity and Inclusion Employee Training

FY 15	15
FY 16	130
FY 17	178
FY 18	177

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
75%

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
38% In process

Fully staff additional CSR positions for full implementation of Contact Center
Complete

Citizen Survey Results

2015 Survey Baseline	62%
2016 Survey	57%
2017 Survey	66%
2018 Survey	

Increase the number of departments accredited and employees certified

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

PHHS accredited in 2016
Economic Development/REDI accredited in 2017
Fire Department site visit scheduled for November 2018

Inventory Individual Employee Certifications
0%

Track Accreditation/Certifications
40%

COMMUNITY OUTREACH



Glenn Cobbins, Judy Hubbard and Staci Smith are serving as Neighborhood Outreach Specialists whose primary role is 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, including jobs, in order to increase their ability to thrive.

WHAT WE'VE DONE:

- Conducted 197 door-to-door assessments (reaching 545 citizens) in the Central (68 assessments), North (66 assessments) and East (63 assessments)
- Glenn, Judy and other City staff members adopted two families in need during the holiday season to provide children and their parents with gifts and basic need items
- Four individuals received cars through the Cars for Columbia Program



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
- Eight neighborhood leaders are enrolled in the CMCA Step Up To Leadership class in the Fall
- Continue to link individuals with jobs through collaboration with Job Point and other companies in Columbia

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) | |

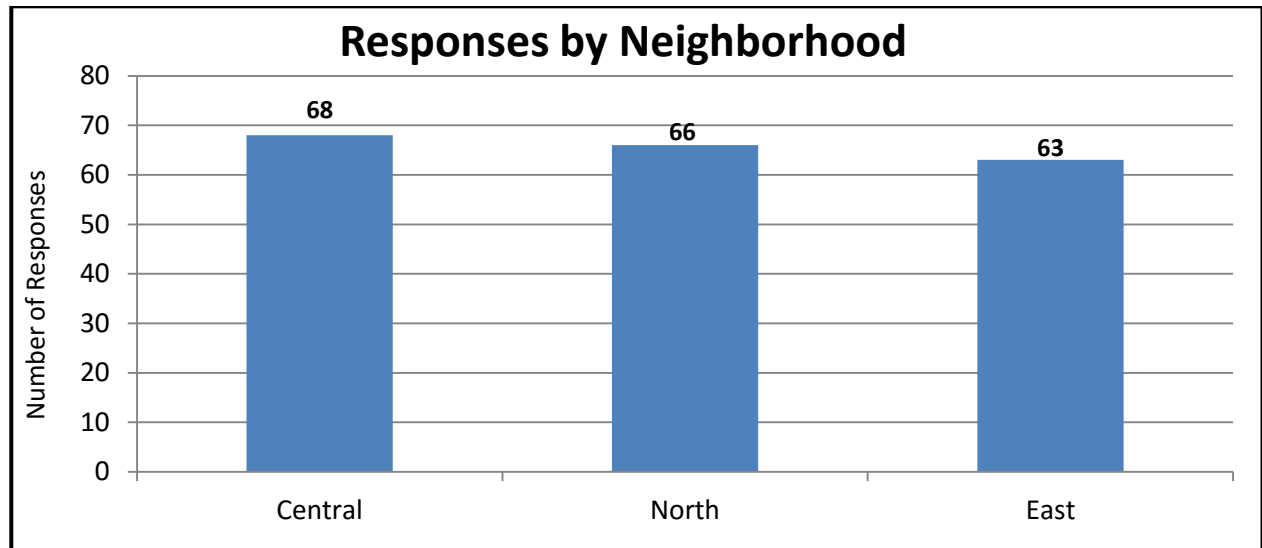
OTHER

- | | | |
|--|--|--|
| <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

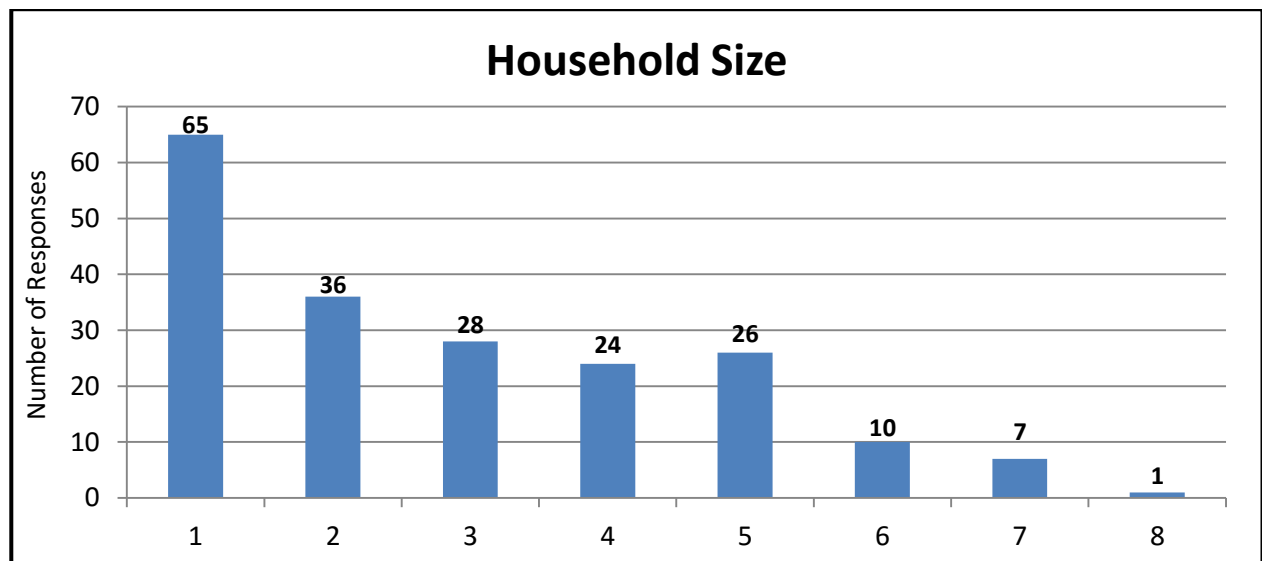
Responses by Neighborhood:

A total of 197 households have been surveyed thus far. The central neighborhood has completed 68 responses (35%), the north neighborhood 66 responses (34%) and the east neighborhood 63 responses (32%).



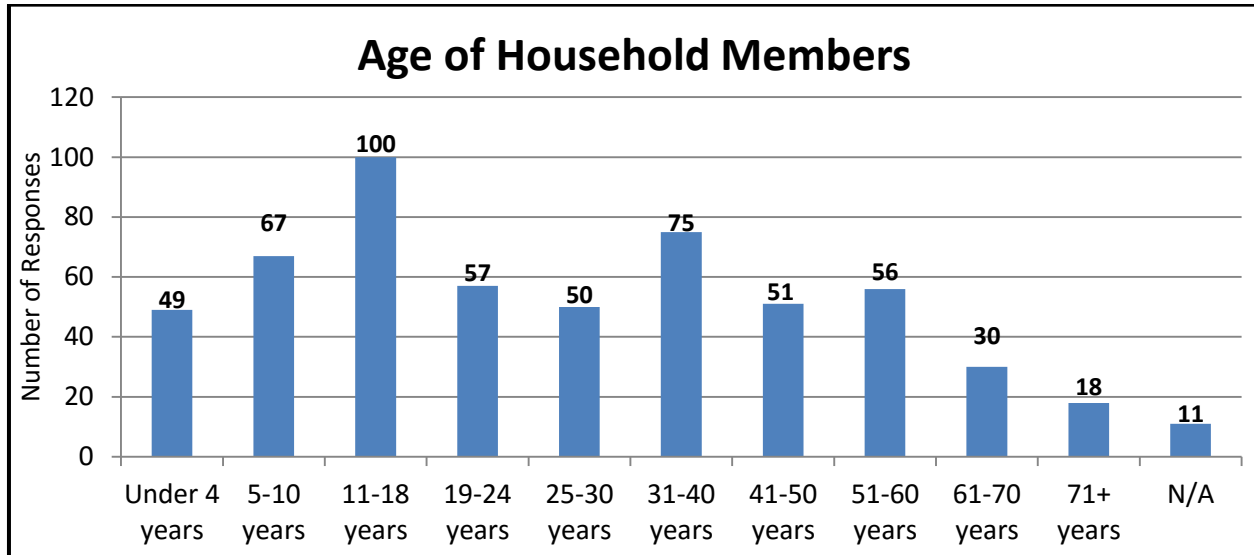
Household Makeup

The largest majority of the households are one person (33%). Two member households had 36 responses (18%). Three member households had 28 responses (14%). Five member households had 26 responses (13%). Four member households had 24 responses (12%). Six member households account for 10 responses (5%). Seven member households account for 7 responses (4%). A single eight member household was reported (1%).

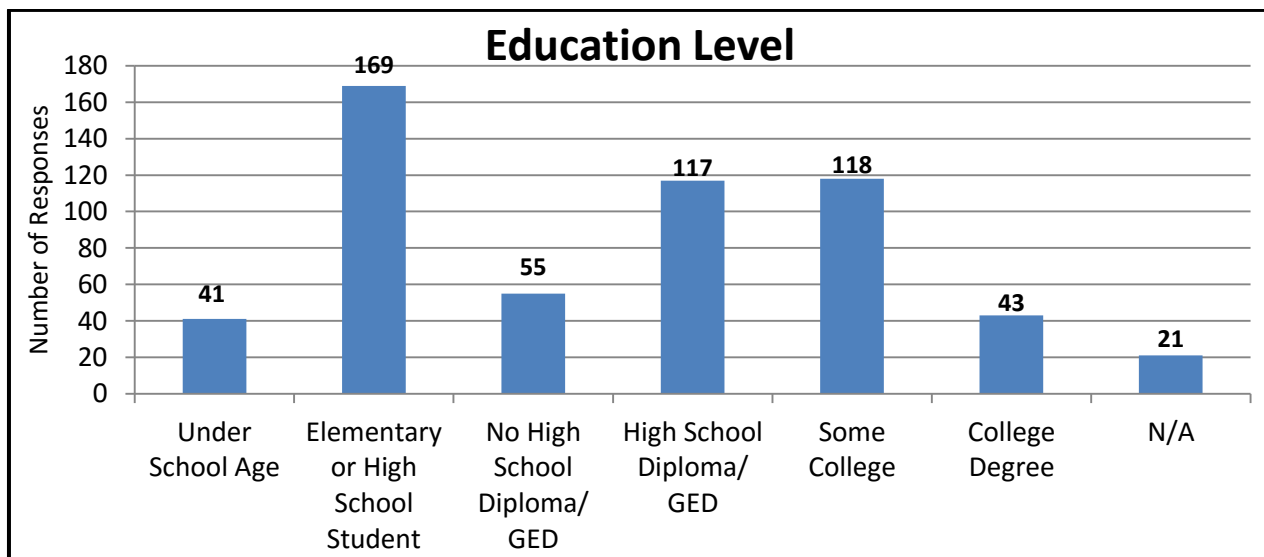


Strategic Plan Neighborhood Survey Data

These responses represent 564 members of these neighborhoods. 11-18 year olds are the largest age group with 100 members (18%). 31-40 year olds have 75 members (13%). 5-10 year olds account for 67 members (12%). 19-24 year olds have 57 members (10%). 51-60 year olds have 56 members (10%). 41-50 year olds have 51 members (9%). Members under 4 years old have 49 members (9%). 25-30 year olds have 50 members (9%). 61-70 year olds account for 30 members (5%). Members 71 years old and older account for 18 responses (3%). 11 members did not list their age (2%).

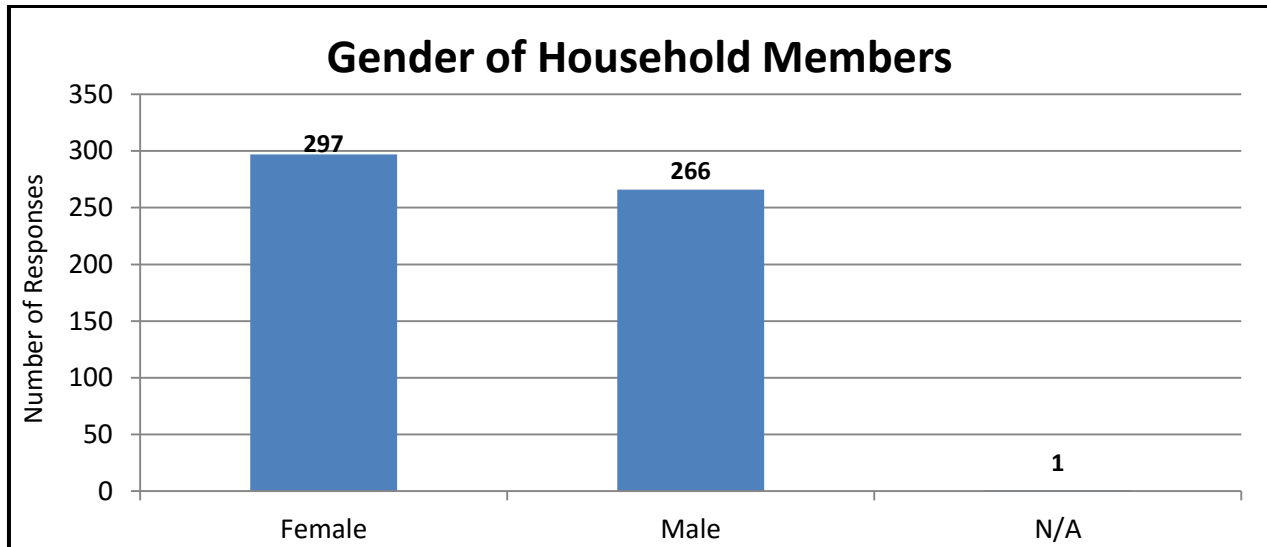


169 members were listed as Elementary or High School Students (30%). 118 members reported having some college education (21%). 117 members surveyed reported having a high school diploma or GED (21%). 55 members had no high school diploma or GED (10%). 41 members were under school age (7%). 43 members reported having a college degree (8%). 21 members did not report their education (4%).

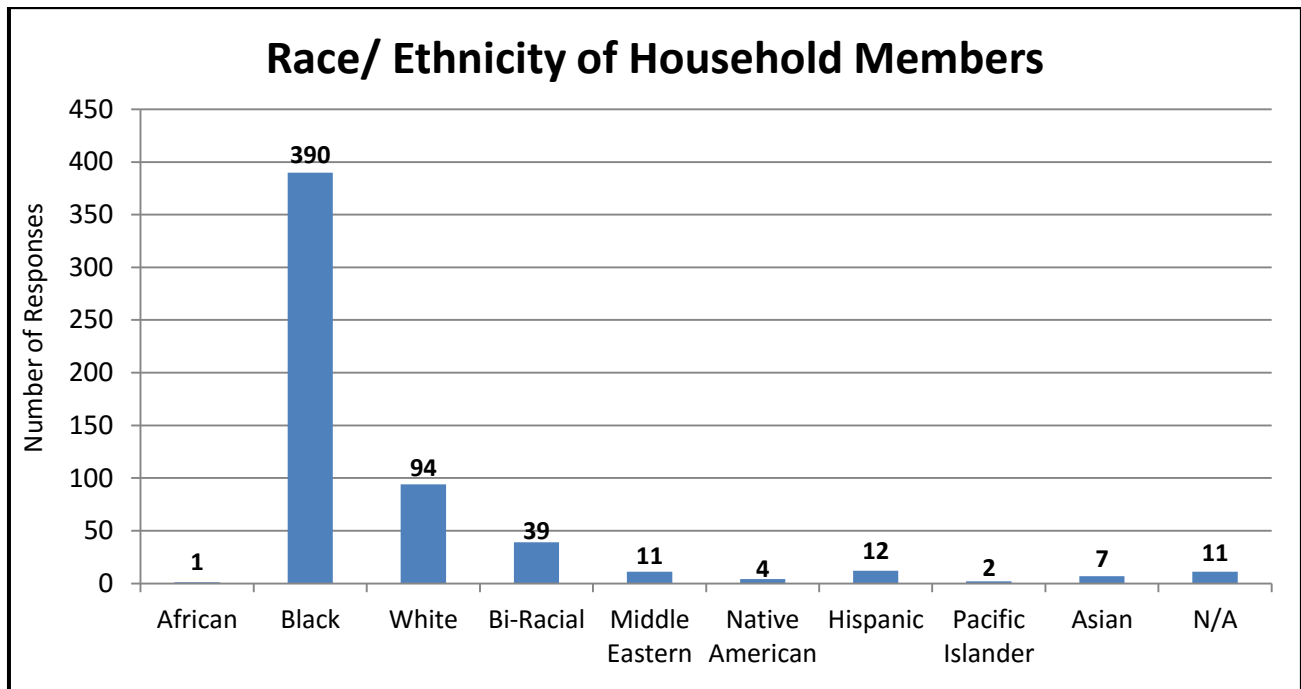


Strategic Plan Neighborhood Survey Data

297 members reported as female (53%). 266 members reported as male (47%). 1 person did not answer.



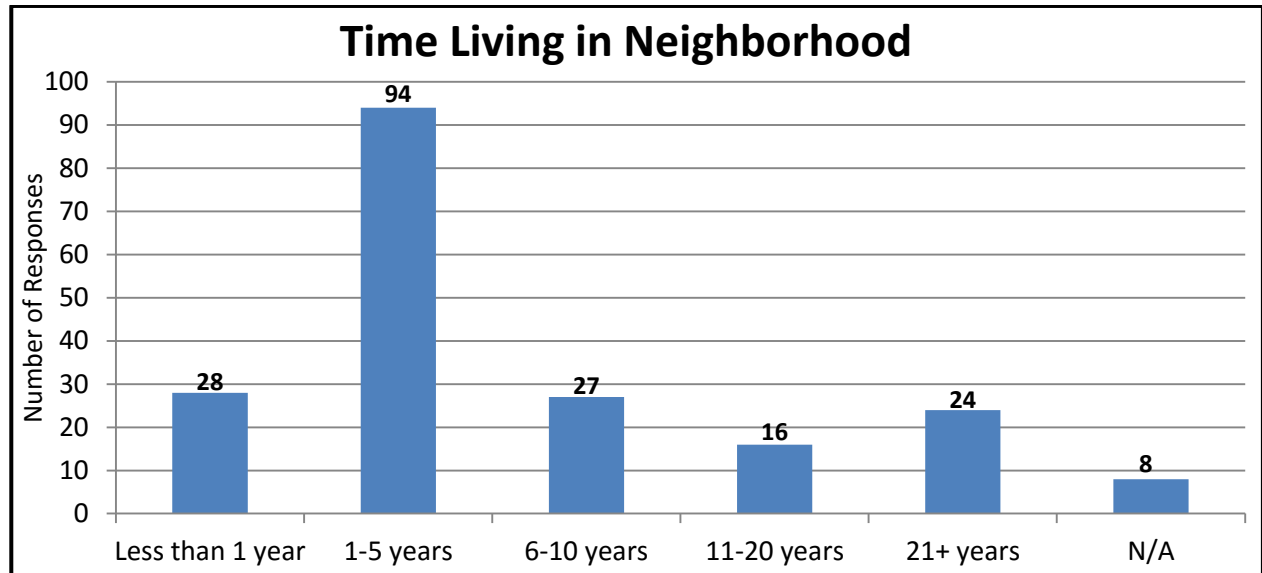
390 members reported as African American/Black (69%). 94 members reported as Caucasian/White (17%). 39 members reported as Bi-Racial, which includes any combination of the race and ethnicities listed below (7%). 11 members identified as Middle Eastern (2%). 12 members identified as Hispanic (2%). 7 members each identified as Asian (1%). 4 members identified as Native American, 1 member identified as African and 2 members identified as Pacific Islander, totaling 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.



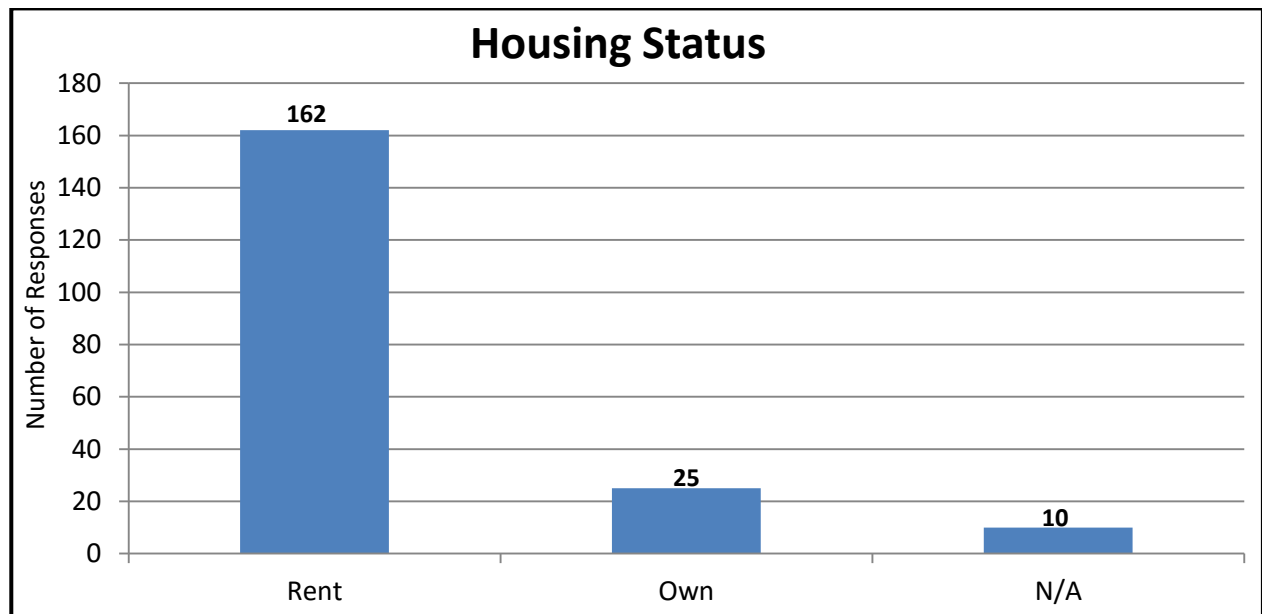
Strategic Plan Neighborhood Survey Data

Housing

94 households have lived in their neighborhood between 1 and 5 years (48%). 28 households have lived in their neighborhoods less than a year (14%). 27 households have lived in their neighborhoods between 6 and 10 years (14%). 24 households have lived in their neighborhood for 21+ years (13%). 16 households have lived in their neighborhoods between 11 and 20 years (8%). 8 households did not list how long they had lived in the neighborhood (4%).

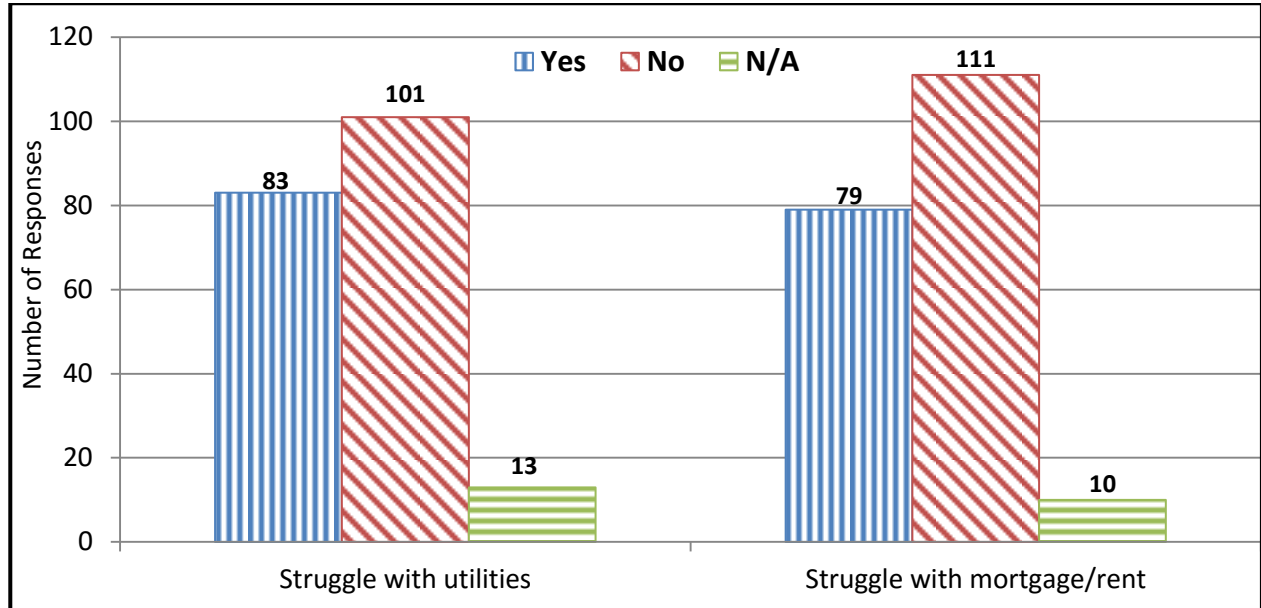


162 households reported they rented their home (82%). 25 households surveyed, reported owning their home (13%). 10 households did not report whether they rented or owned their home (5%).



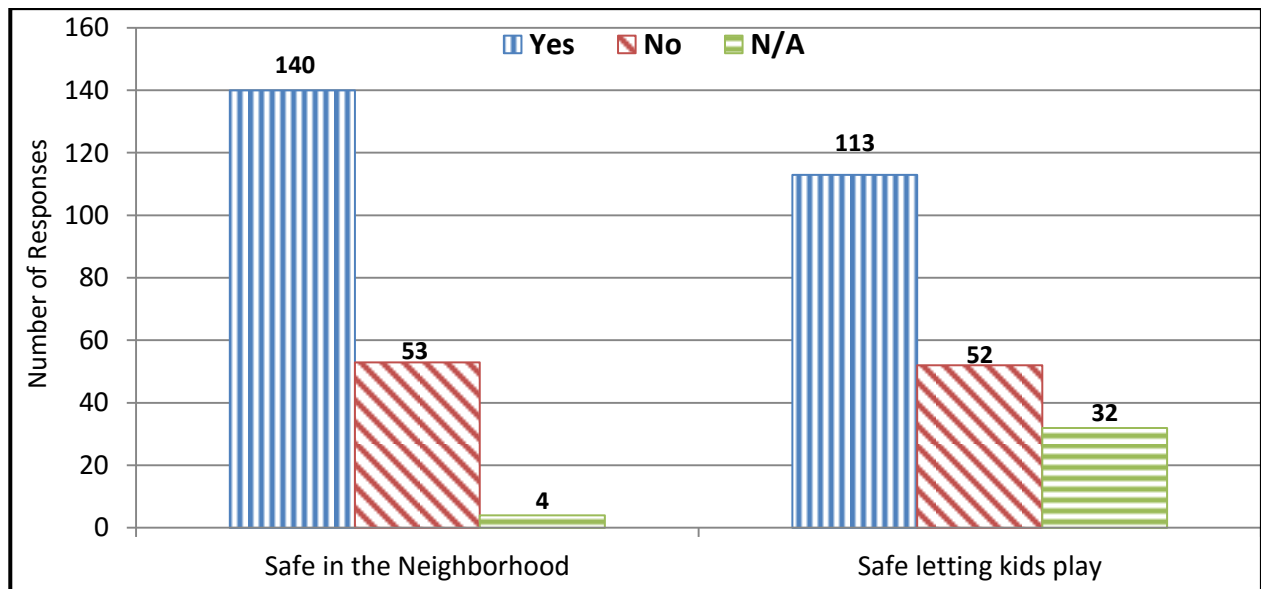
Strategic Plan Neighborhood Survey Data

83 households reported they do or sometimes do struggle to pay their utilities (42%). 101 households do not struggle to pay their utilities (51%). 13 households did not respond (7%). 79 households struggle to pay their mortgage or rent (40%). 111 households do not struggle to pay their mortgage or rent (56%). 10 households did not answer (5%).



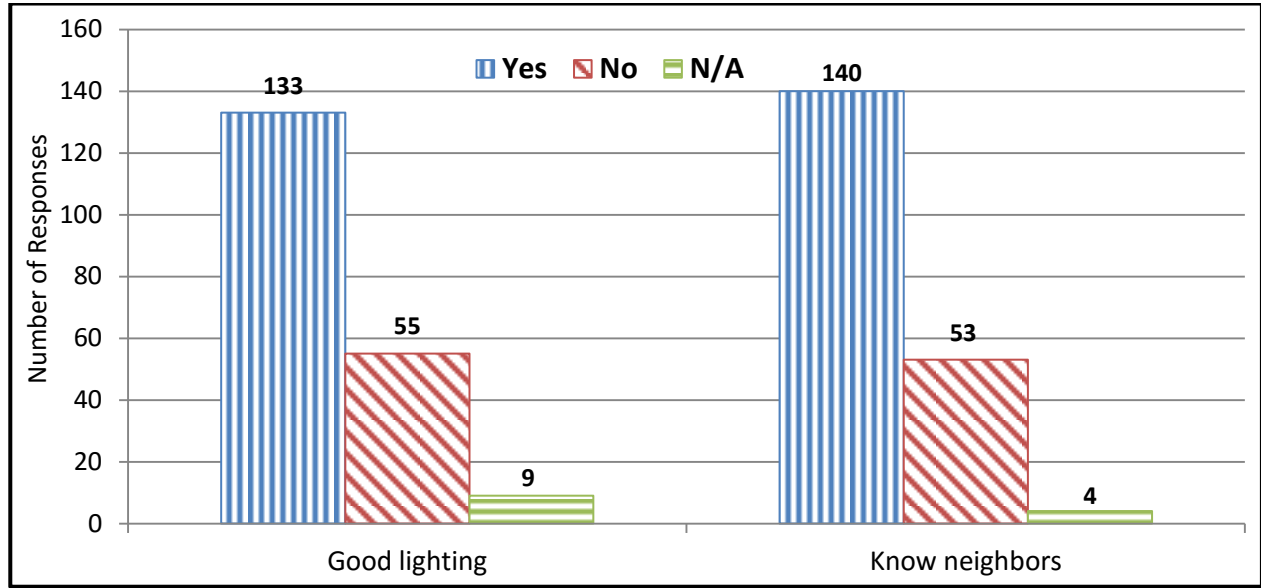
Safety

140 households feel safe in their neighborhood (71%). 53 households do not or sometimes do not feel safe (27%). 4 households did not answer (2%). 113 households feel safe letting their kids play (57%). 52 households did not (26%). 32 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.

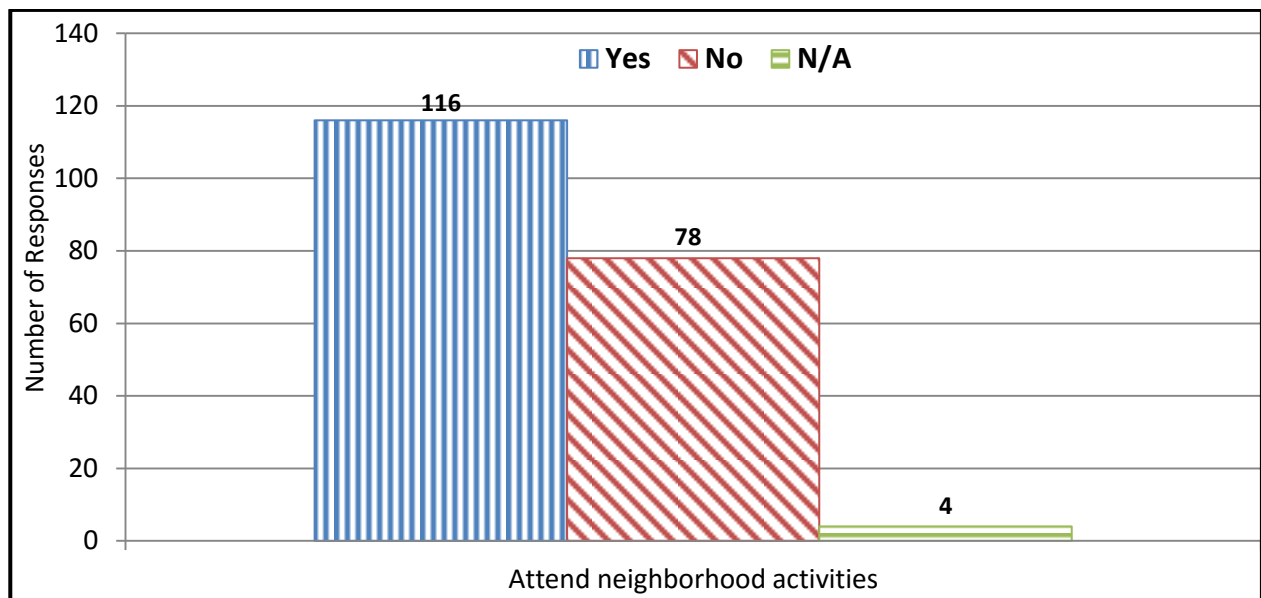


Strategic Plan Neighborhood Survey Data

133 households felt they had good lighting in their neighborhood (68%). 55 households did not (28%). 9 households did not answer the question (5%). 140 households knew their neighbors (71%). 53 households did not (27%). 4 households did not respond (2%).



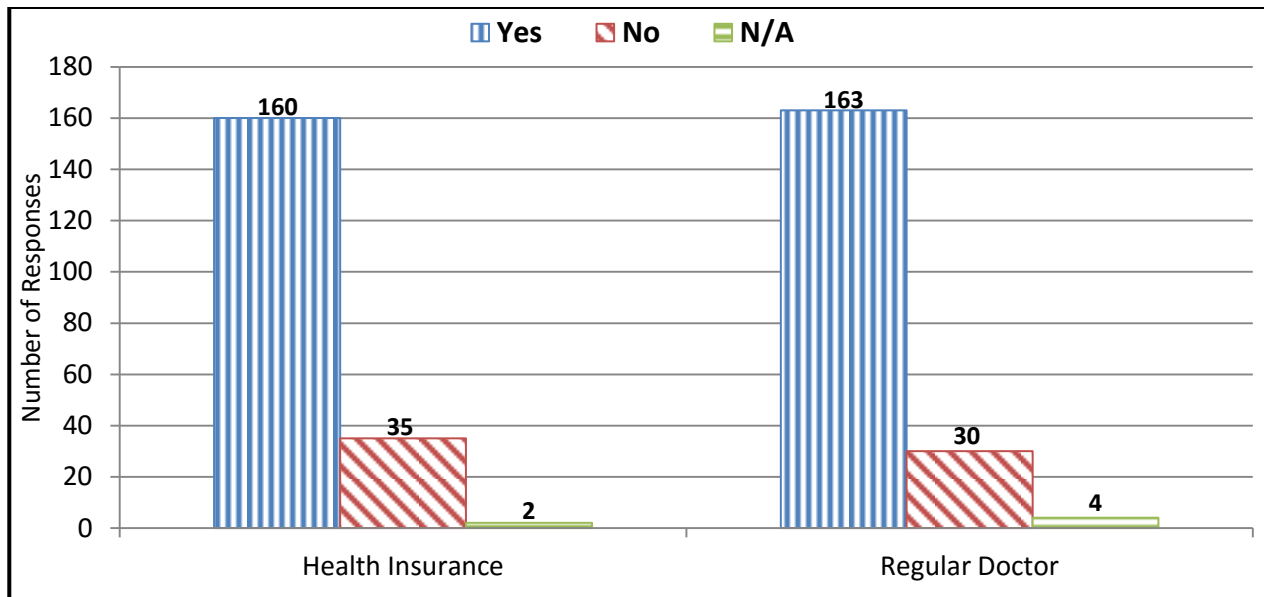
116 households responded that they would like to attend neighborhood activities (59%). 78 households stated that they would not (40%). 4 households did not respond (1%). Hosting more neighborhood activities could lead to more positive results to the question of citizens knowing their neighbors.



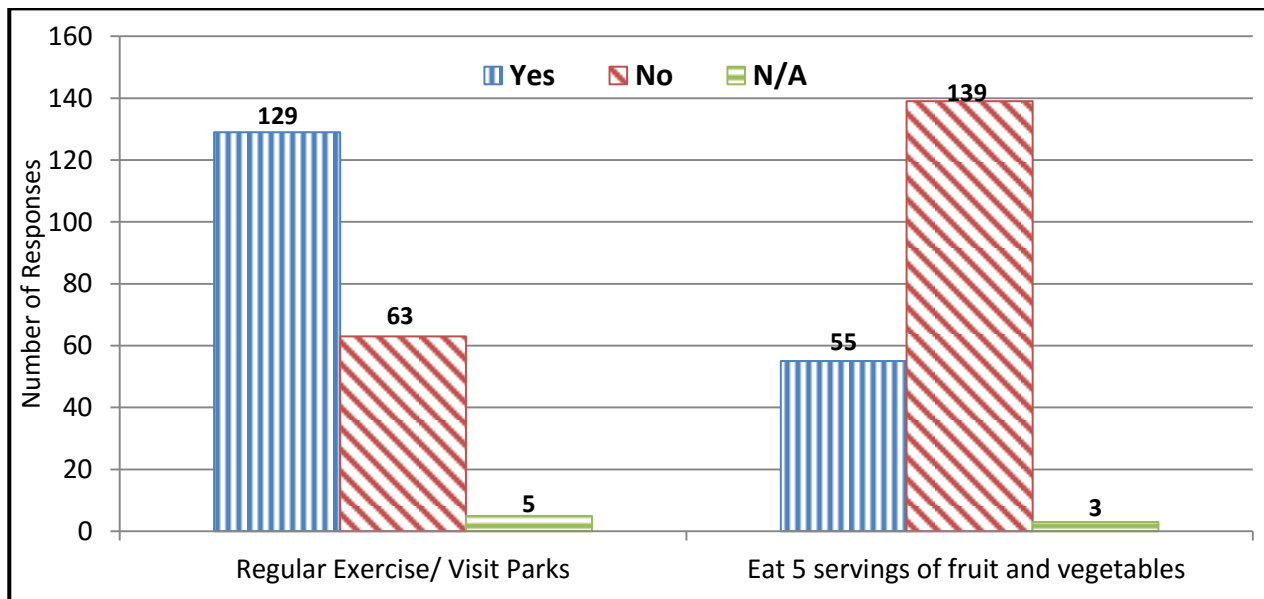
Strategic Plan Neighborhood Survey Data

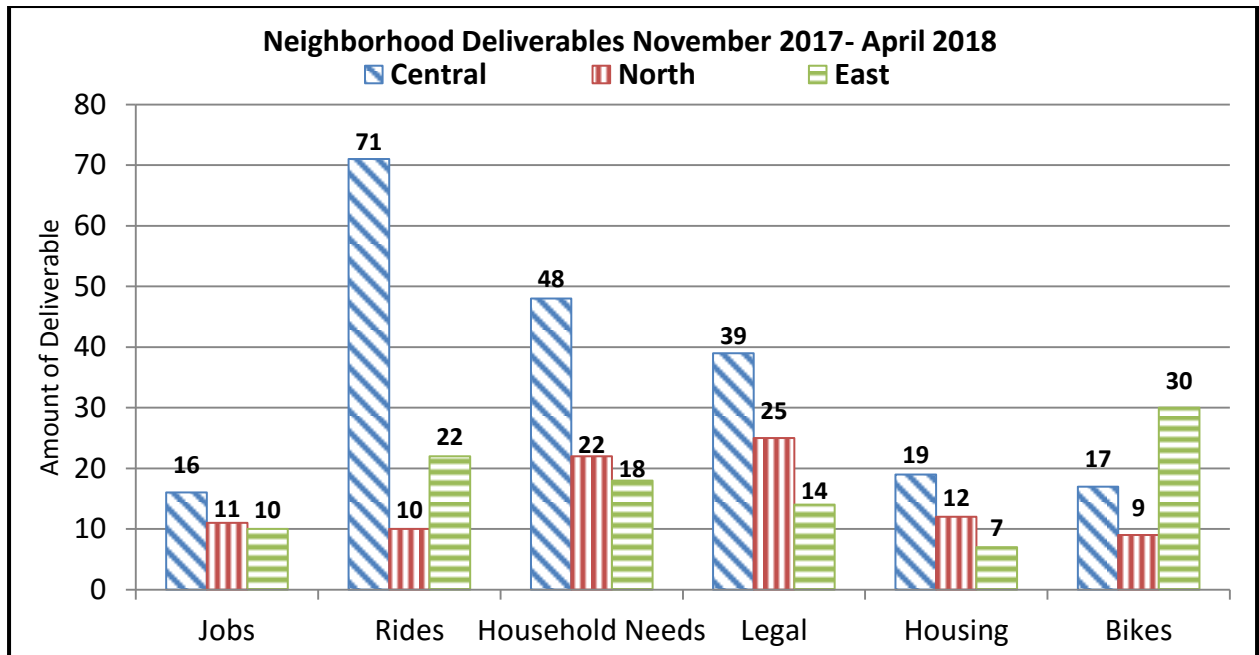
Health

160 households stated that they had health insurance (81%). 35 households had no health insurance (18%). 2 households did not answer the question (1%). 163 households stated that they had a regular doctor (83%). 30 households did not (15%). 4 households did not answer the question (2%).

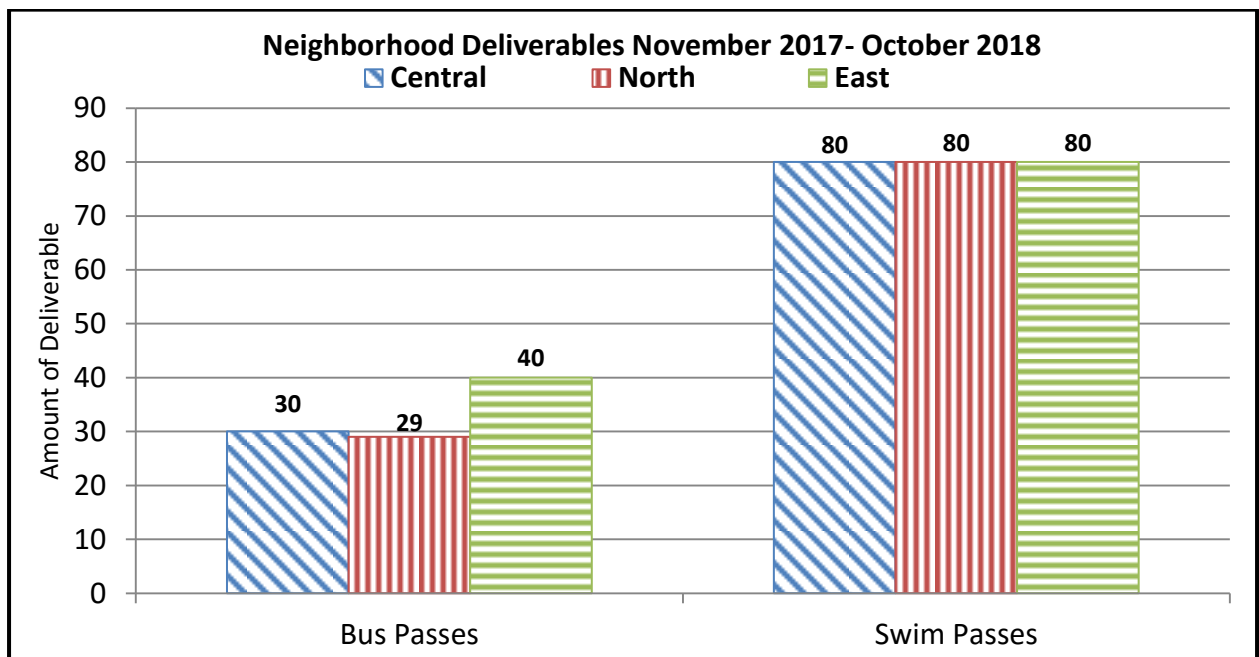


129 households regularly exercises and/or visits parks (65%). 63 households do not (32%). 5 households did not answer the question (3%). 139 households reported not eating enough fruits and vegetables (71%). 55 households reported eating enough (28%). 3 households did not answer the question (2%).





Other actions taken include: Serving 850+ people at the Harvest Dinner, Selecting 3 families to receive gifts for Christmas, providing dinners for Columbia inmates in local jails and prisons and helping citizens schedule meetings on topics that are important to the community such as youth services and legal guidance. Other deliverables include assisting the homeless population with basic needs. Household needs include items such as: medicine, clothing, diapers, groceries, furniture, and blankets.



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.

