city of Columbia

STRATEGIC PLAN
FOCUS GROUP REPORT

Dear Members of the Vision Commission,

I am happy to transmit this report of findings collected from community focus groups conducted from December 2018 to January 2019. The focus groups gave their thoughts, opinions, and perceptions about Columbia for the purpose of the next strategic planning process. The report fulfills one aspect of the public engagement process mandated for the Columbia Vision Commission in Sec. 2-303, City Code:

"Sec. 2-303 (c) Public engagement: The commission, through various means, will collect public input on the strategic and relevant plan initiatives and departmental goals. The commission, in preparation for its annual report submitted to the city council, will hold at least four public hearings for public comment on the current state of city initiatives and collect public feedback."

The City Council enacted this mandate May 7, 2018 in Ordinance B92-18, which coincided with City staff's realization that key input was missing from our strategic planning process: the voice of the customer, Columbia residents and businesses. With the help of a contracted professional consultant, Vision Commission members, and an internal Strategic Plan Planning Committee jointly designed and conducted a public engagement process. The focus groups drew nearly 140 interested residents and businesses to eight focus groups, each with a priority to hear different perspectives. This included people who identified to be part of one or more of the following groups:

- Low-income households
- Seniors
- Youth
- Businesses
- Persons with disabilities
- Three groups for the public at-large

The Strategic Plan Planning Committee is comprised of City staff members, including Stephanie Browning, Todd Guess, Sara Humm, Leigh Kottwitz, Megan McConachie, Toni Messina, Lelande Rehard, Rebecca Roesslet, and New Chapter Coaching staff Carolyn Sullivan and Jessica Macy. As the Committee's coordinator, I want to thank all Committee members and focus group participants who contributed to this work. I especially want to recognize Rebecca Roesslet, with the Columbia/Boone County Department of Public Health and Human Services, for analyzing the public input in this report.

Finally, I want to thank the Vision Commission members for your foresight in identifying the need for public input, asking the City Council to make it part of your mandate and participating with the focus groups. I could tell that you were excited to engage with community members.

It is my hope that this report will enhance knowledge of priorities expressed by focus group participants and assist the Vision Commission and City Council in making informed decisions. Working together, I am confident we will reach our vision to make Columbia the best place for everyone to live, work, learn and play.

Sincerely,

Carol Rhodes,
Assistant City Manager

EXECUTIVE
SUMMARY

The City of Columbia hosted eight focus groups as part of its next strategic planning process. Focus groups were used to gather the thoughts, opinions, and perceptions of Columbia from its two customer groups: residents and businesses.

The focus groups were conducted between December 2018 and January 2019 by members of the City's internal Strategic Plan Planning Committee and the Columbia Vision Commission. The internal group, as well as other City staff, facilitated eight focus groups with a total of 138 residents and/or business owners participating. Upon completion of data collection, preliminary results were shared with the Strategic Plan Planning Committee. Focus groups were evaluated by participants and process improvements were implemented as appropriate.

OUR PROCESS

In August 2018, the City's internal Strategic Plan Planning Committee was formed with the objective of developing the process for completing the next Strategic Plan. The internal group membership includes internal City staff as well as external consultants. The group reviewed the City's previous two strategic planning processes (2012-2015 and 2016-2019) and noted that although the results of the annual citizen survey were considered in the Strategic Plan, there were no additional opportunities for residents and businesses to provide input until after the plan was finalized and presented to City Council. As a process improvement, the planning group decided to host focus groups, with the aim of providing qualitative data to inform the next Strategic Planning cycle. These focus groups were in alignment with the mandate of the Vision Commission, which was directed by the City Council to engage the community for the City's next Strategic Plan.

A focus group is a small group of participants that responds to a set number of questions. Questions are open-ended, leading to group discussion on topics of importance. Participants react to ideas together and can build off of each other's comments. Only a small number of people can participate in focus groups, usually 10-15, so all voices have an opportunity to be heard. There is a risk of the group atmosphere hindering honest opinions if some people are uncomfortable speaking up when their opinion is different than the majority. This methodology is a good complement to the data acquired from the annual citizen survey.

The design of the focus group was completed after a series of meetings of the Strategic Plan Planning Committee. Five focus groups were planned, with each of the five intentionally advertised to customers that may not have engaged in other methods of citizen input. These five groups included: low-income households, seniors, youth, businesses and persons with disabilities. These focus groups were completed in December 2018. The Committee later added three additional focus groups to be open to the general public. These three focus groups were completed in January 2019. The Strategic Plan Planning Committee provided logistical support for the execution of the focus groups.

Recruitment methods varied by group. Stakeholder groups, such as Services for Independent Living, Central Missouri Area Agency on Aging, REDI, City of Columbia Office of Sustainability, Family Health Center, and the Chamber of Commerce assisted with recruitment for low-income households, seniors, businesses and persons with disabilities. The youth focus group was conducted at the December 2018 meeting of the Youth Advisory Council. Social media posts and flyers were used to advertise and recruit for the three groups open to the general public.

Focus groups were held in public locations with ample parking, close to public transportation, ADA accessible, with appropriate space for children. Focus group participants were provided a meal, child care during the focus group and a $25 gift card. In order to plan for child care, transportation, ADA accommodations and dietary needs, participants were asked to RSVP. The desired number of participants was capped at 15 for each session, although attendance exceeded 15 at several groups. Group size ranged from 13 to 21, with an average attendance of 17.

Focus groups were scheduled during lunch or dinner based upon the needs of the group. Each group had 30 minutes for the meal and 90 minutes for discussion. At most of the focus groups a Vision Commission member opened with an introduction and an explanation of the process. A City staff member explained the handouts

provided to each participant. Handouts included: the consent to participate *(Appendix A)*, the demographic questionnaire *(Appendix B)*, the list of discussion questions *(Appendix C)* and the focus group evaluation *(Appendix D)*. The consent to participate was read aloud in English. Participants were asked to review and sign the consent before beginning the discussion. In addition to the discussion questions, participants were instructed to complete a 3 by 5 index card with their response to the following question: "Suppose you could make any change to the City you wanted. What change would you make?" These cards were collected at the end of the meeting.

The facilitator reviewed the ground rules and proceeded to lead the discussion. Ground rules were agreed upon for each session and posted in the room for participants to reference *(Appendix E)*. Each focus group was audio recorded for data collection purposes. Members of City staff, the Vision Commission, and the external consultant served as facilitators and/or recorders. The role of the facilitator was to guide the discussion while the recorder captured the discussion answers on a flip chart.

Three questions were asked at each focus group:

1. *If you were trying to get a friend to move to Columbia, how would you describe our community?*
2. *What are the most critical issues facing our community in the next five years?*
3. *What is the most important thing the City can do for its citizens?*

Each question was presented to the group, followed by three minutes of "brain writing" and 17 minutes of discussion. In order to conserve discussion time, participants were asked to vote on their agreement with a response. For example, if a participant said, "I think we have a lot of great parks" the facilitator asked for a show of hands from participants who were in agreement. The number of hands was then counted as responses. If five people were in agreement, then the comment "I think we have a lot of great parks" would be counted as a total of six responses (one original plus five in agreement). Votes were noted on the flip charts for accuracy.

Focus group results listed in this report are the comments collected during the group discussion, as well as those written on the 3 by 5 index cards. These comments are considered nominal, or categorical data, meaning data that can be named and put into categories and then counted *(Machin, Campbell, & Walters, 2007)*.

As mentioned above, focus group responses were collected on flip chart paper during the discussion as well as audio recorded. The audio recordings were transcribed *(Appendix F)* and then transferred to Microsoft Excel. In an effort to ensure data integrity, all focus groups were transcribed and analyzed by a Senior Planner with the Columbia/Boone County Department of Public Health and Human Services and reviewed by another Senior Planner for accuracy. Any comments omitted from the original transcripts were added in italics.

Each question was analyzed by location as well as a comprehensively. Responses to Question 1, "If you were trying to get a friend to move to Columbia how would you describe our community?" were both positive and negative. The negative comments were reasons why they wouldn't try to get a friend to move to Columbia. For the purposes of analysis, positive responses were listed as Question 1A, negative responses were listed as Question 1B. The responses collected on the 3 by 5 index cards are listed as Question 4 and are listed in the appendix *(Appendix G)*.

Themes in the focus groups were found by examining the words in the comments (i.e., the thoughts and suggestions from the focus group members written down by the recorder). The themes were found by identifying comments that shared similar words and did not include words that were common in other themes. For example, if a comment stated, "we should have more parks and trails," it would be categorized with other comments like "our parks and trails are great" rather than comments like "we have access to lots of specialists in the hospital system." Final themes were: City leadership, infrastructure, education, quality of life, oppression (race and class), health care, mental health and substance use, homelessness, housing, law enforcement, City communication, transit, human services, youth, business growth, economic mobility, public safety, managing for growth, other, and diversity, equity and inclusion *(Appendix H)*. Each comment was assigned to a theme in Microsoft Excel and then counted. The themes can then be ranked by frequency, leading to results such as, "The number one thing Columbia can do for its residents is___".

RESULTS

COMPREHENSIVE FOCUS GROUP & DEMOGRAPHIC RESULTS

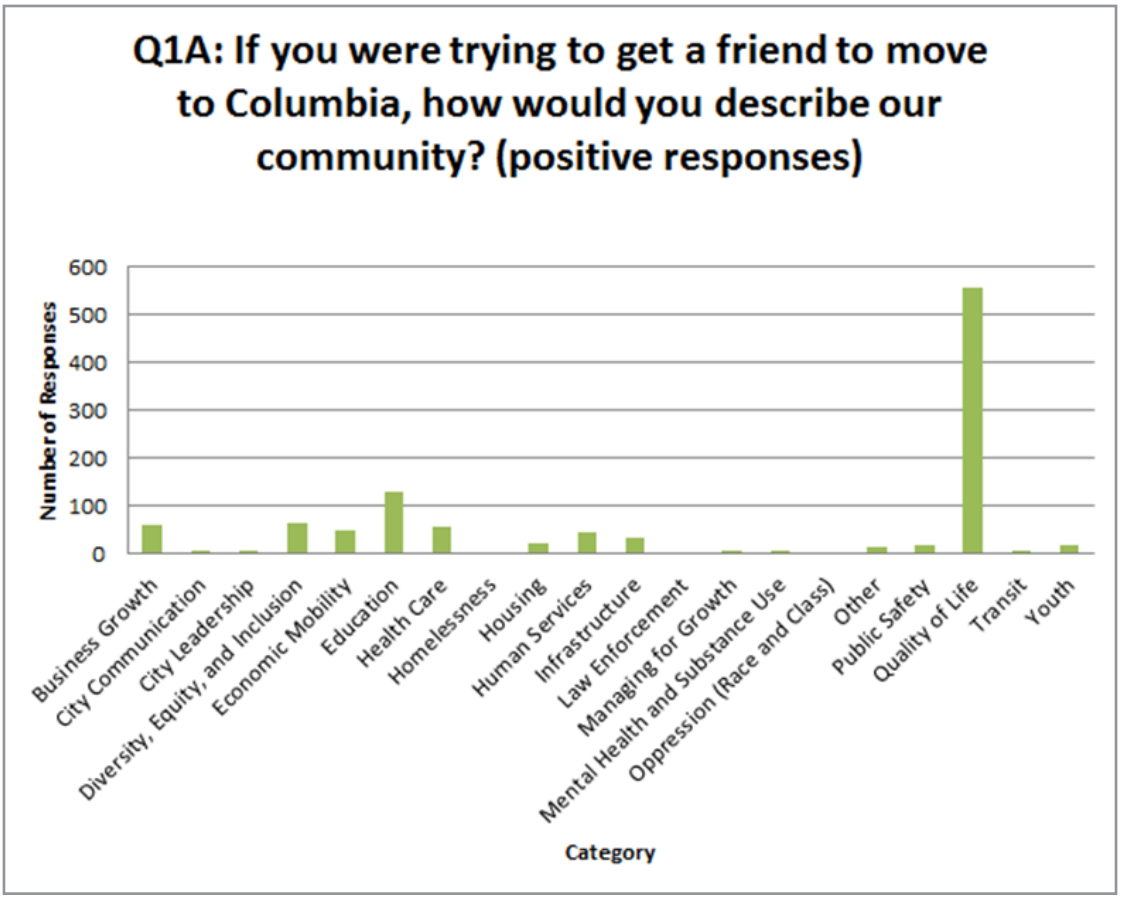
The responses from all focus groups were combined and analyzed. Listed below are the top three responses for each of the questions, along with examples of comments.

QUESTION 1 (Graphs 1, 2):

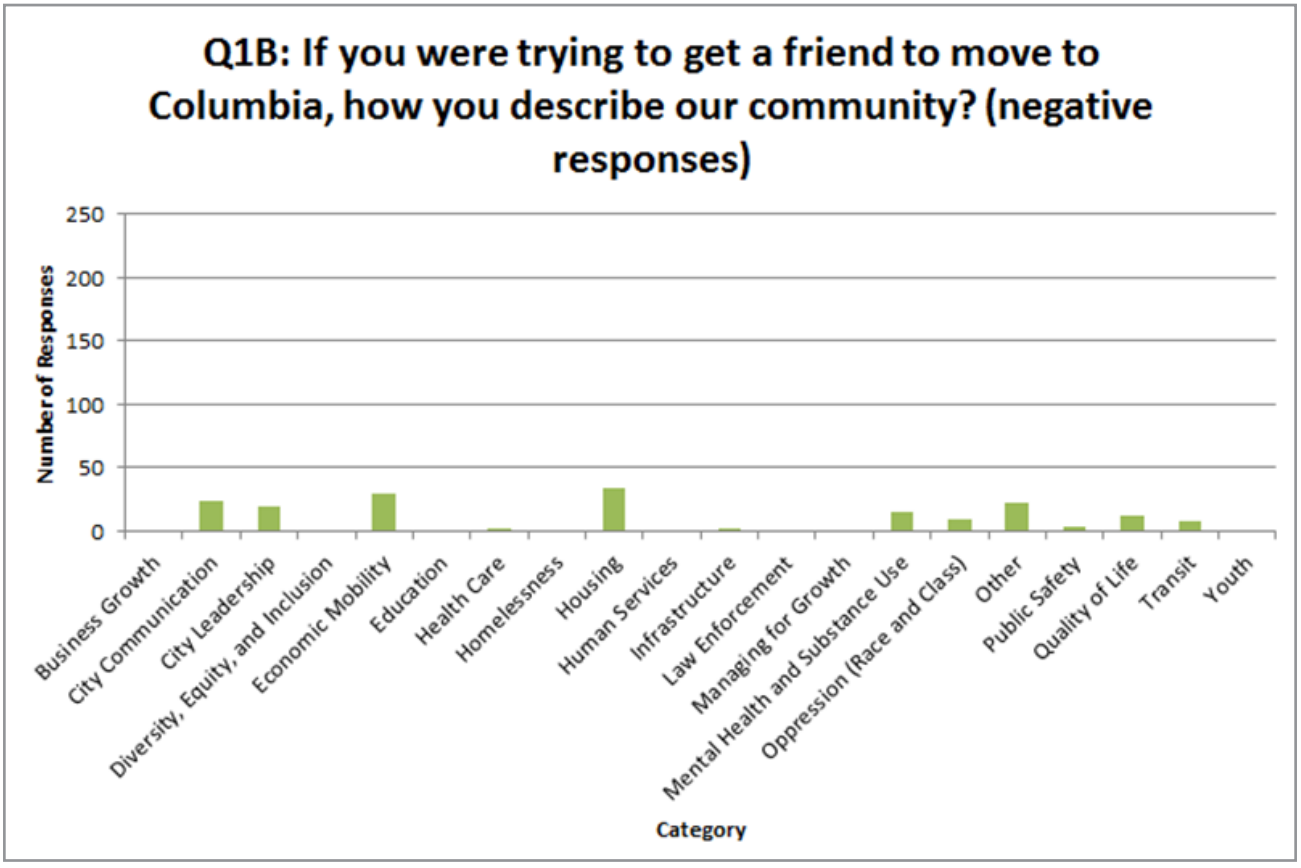
"If you were trying to get a friend to move to Columbia, how would you describe our community?"

Responses for this include both positive attributes of Columbia (Graph 1), which would be shared to convince a friend to move here, as well as negative attributes (Graph 2) that would be shared to discourage someone from moving here. The positive and negative attributes were separated into Q1A and Q1B for analysis. The most frequent response to Q1A (positive) was categorized as Quality of Life, which included parks, trails, arts, leisure, size, faith community, volunteerism and central location, to name a few. The second most frequent response was categorized as Education, which includes private, parochial and public schools, as well as the three institutions of higher education. The third most frequent response was Diversity, Equity, and Inclusion with remarks on the diversity of our city, the progressiveness of Columbia and a willingness to improve itself. The most common response to Q1B (negative) was Housing, which included a lack of affordable housing and poor quality of housing. The second most common response was Economic Mobility, due to a lack of jobs that pay a living wage and limited middle skills jobs. City Communication was the third most common response, which included a lack of community knowledge of available resources and programs.

Graph 1



Graph 2

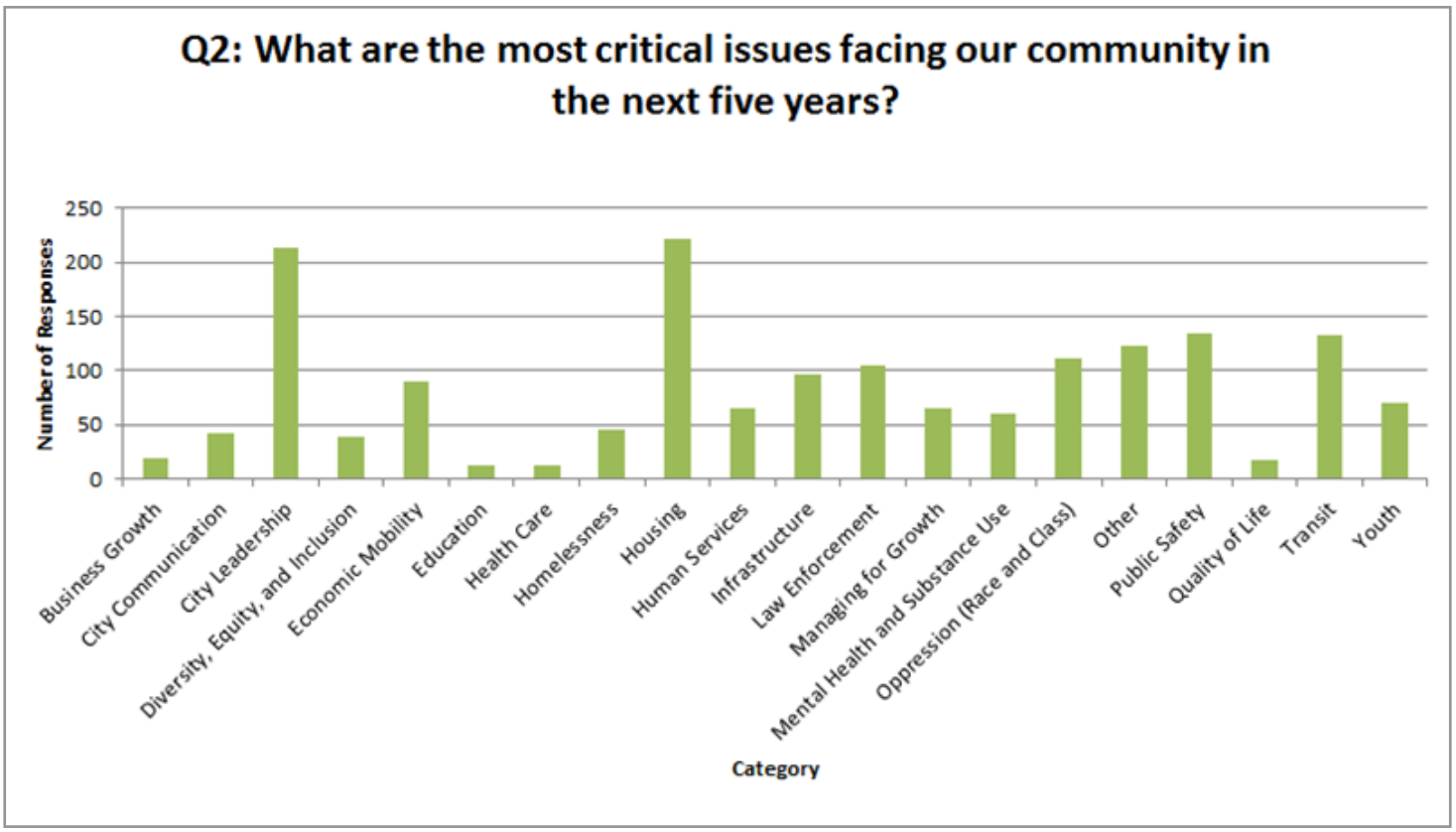


QUESTION 2 (Graph 3):

"What are the most critical issues facing our community in the next five years?"

The top three responses were Housing, City Leadership and Public Safety. Note that Transit was one data point less than Public Safety. Housing concerns included a need for affordable housing, high utility costs, a need for universal design and too much focus on student housing. City Leadership concerns focused on the need to diversify revenue streams, replace the city manager and police chief, the lack of diversity in leadership and addressing the City's electric utility capacity, to name a few. Public Safety issues included an increase in gun violence, crimes committed by youth and drug sales.

Graph 3

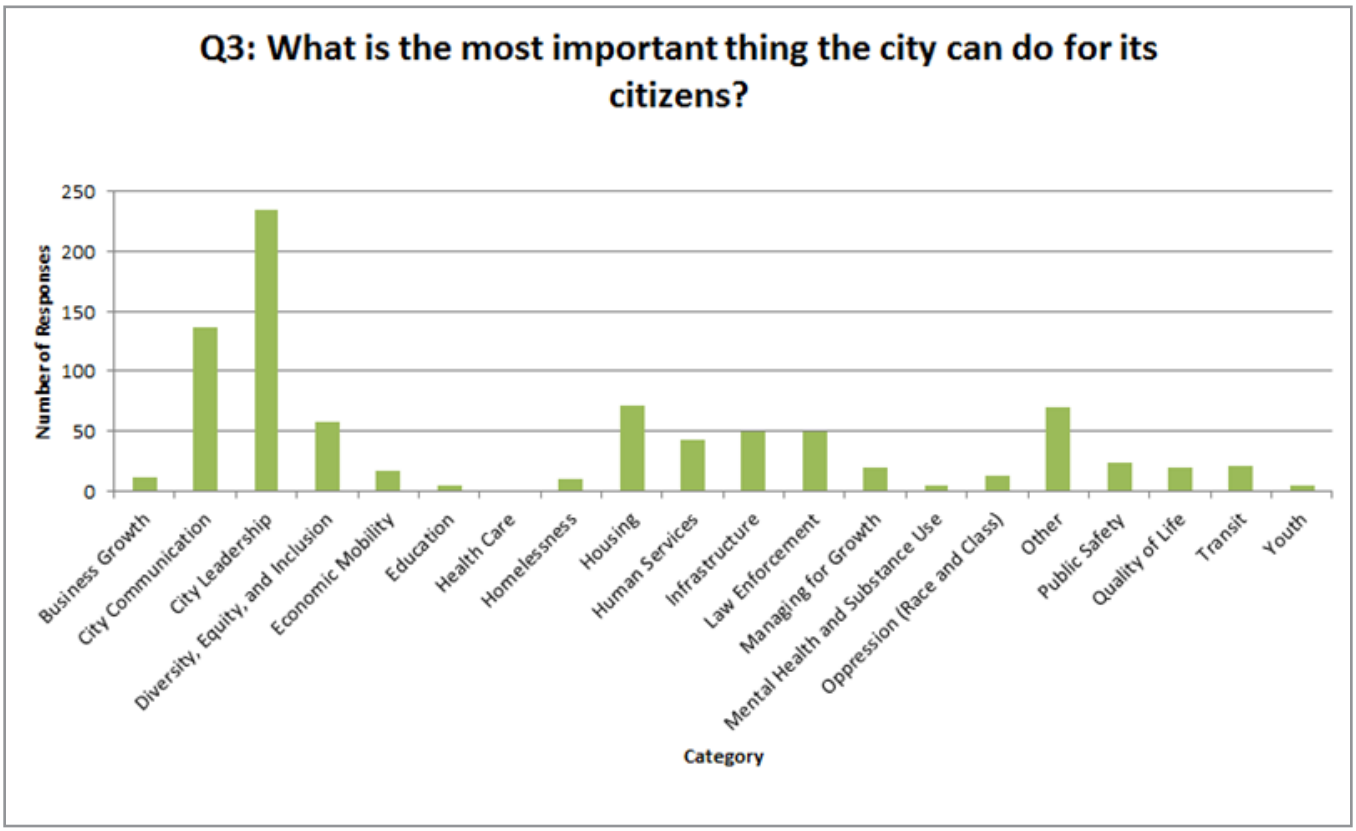


QUESTION 3 (Graph 4):

"What is the most important thing the City can do for its citizens?"

The top three responses were City Leadership, City Communication and Housing. City Leadership comments included the need for the City to take action on the input it receives, transparency in decision making and operating and addressing systemic racism. City Communication comments included a need for inclusive listening practices, more opportunities for citizen input and more communication about City services. Housing comments included implementing a rental cap, assisting with utility costs and no longer developing student housing.

Graph 4

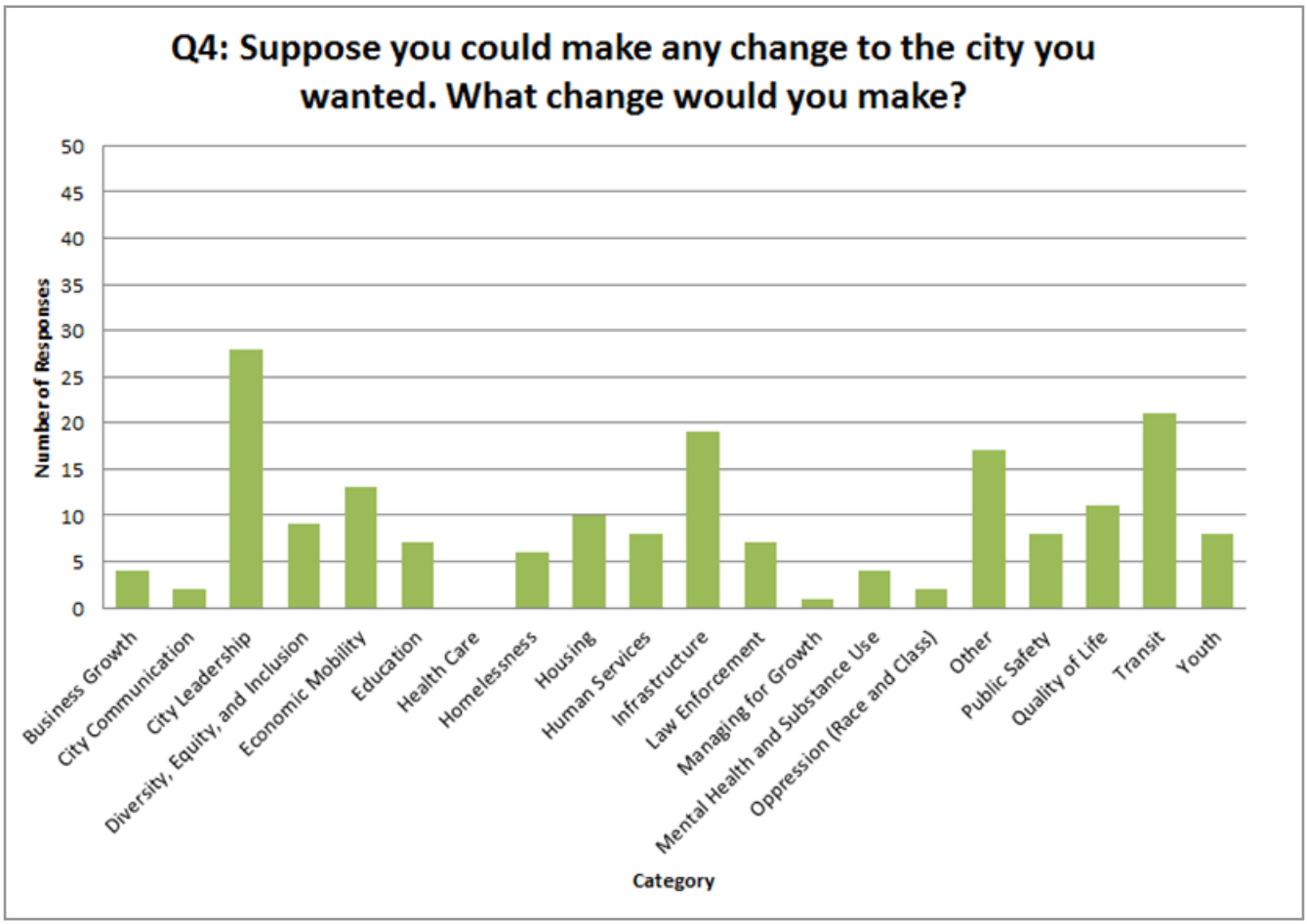


FINAL QUESTION (Graph 5)**:**

"Suppose you could make any change to the city you wanted. What change would you make?"

These responses were collected on 3 by 5 index cards at the conclusion of the focus group. The top three responses were City Leadership (diversify revenue, transparency, changes to City Council), Transit (longer hours and expanded routes), and Infrastructure (crosswalks, aging infrastructure and bike lanes).

Graph 5


Q4: Suppose you could make any change to the city you wanted. What change would you make?
Number of Responses
50
45
40
35
30
25
20
15
10
5
0
Business Growth
City Communication
City Leadership
Diversity, Equity, and Inclusion
Economic Mobility
Education
Health Care
Homelessness
Housing
Human Services
Infrastructure
Law Enforcement
Managing for Growth
Mental Health and Substance Use
Oppression (Race and Class)
Other
Public Safety
Quality of Life
Transit
Youth
Category

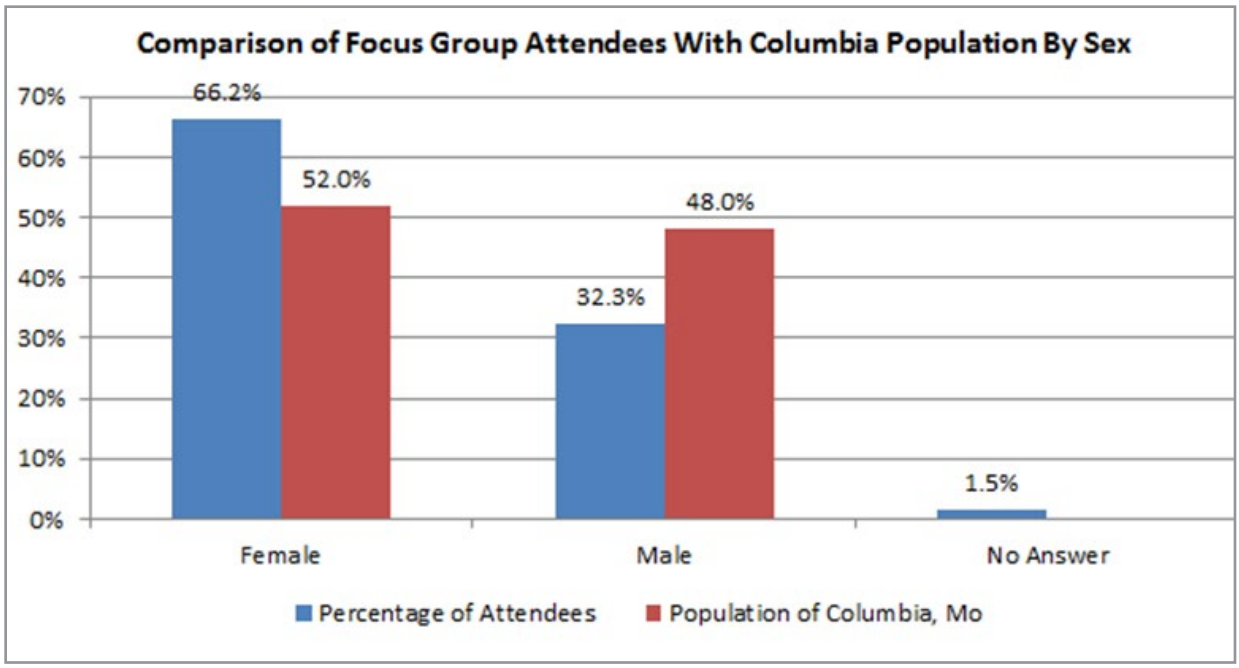
FOCUS GROUP DEMOGRAPHIC RESULTS

Focus group participants were asked to complete a demographic questionnaire. The intent was to ensure diversity within the focus groups. As previously mentioned, five of the eight focus groups were recruited from harder to reach populations (low-income households, seniors, youth, businesses and persons with disabilities) and three were open to the general public. Of the 138 participants, 133 completed the demographic questionnaire.

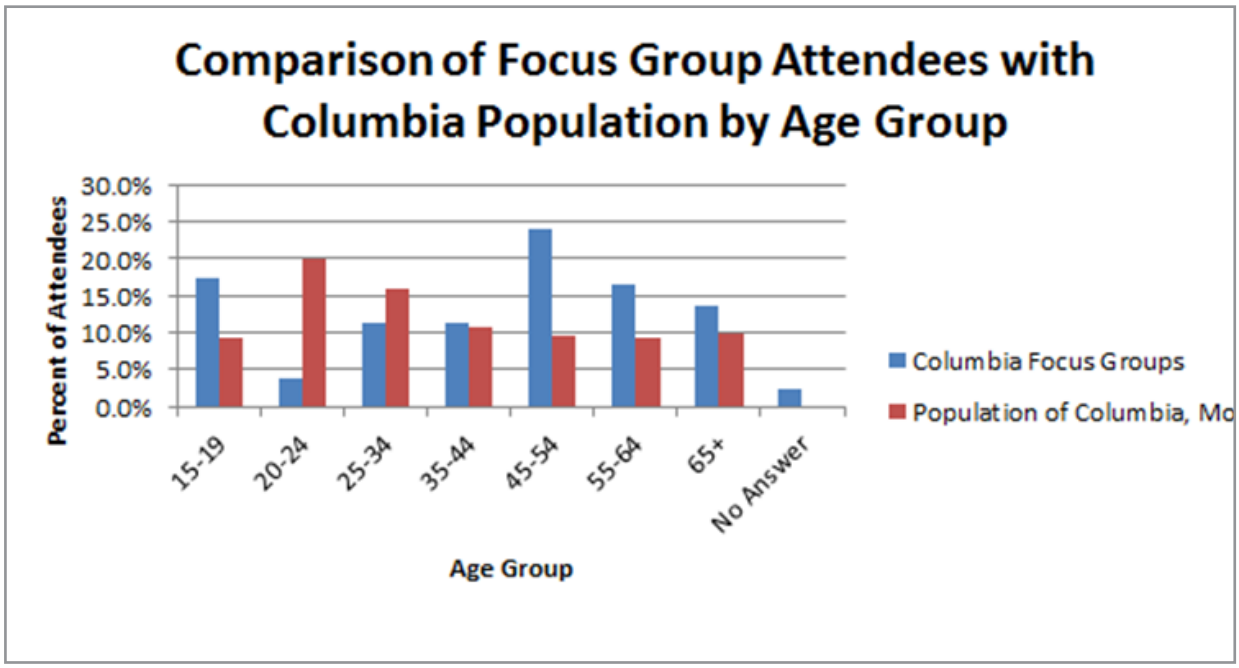
The majority of participants were female (66.2%). The largest age group was between the ages 45-54 (24.1%). Most participants were white (49.6%) and the largest ethnic group was non-Hispanic (90.2%). The most common educational level was a bachelor's degree (39.9%). The household income question was not answered by 27.1% of participants. The youth were not asked to report household income, attributing to the large number of participants without income noted. Listed below in Graphs 6-11 are the demographics for all focus groups. The 2017 American Community Survey served as the data source for Columbia's population.

Graphs 6-11: Focus group demographics

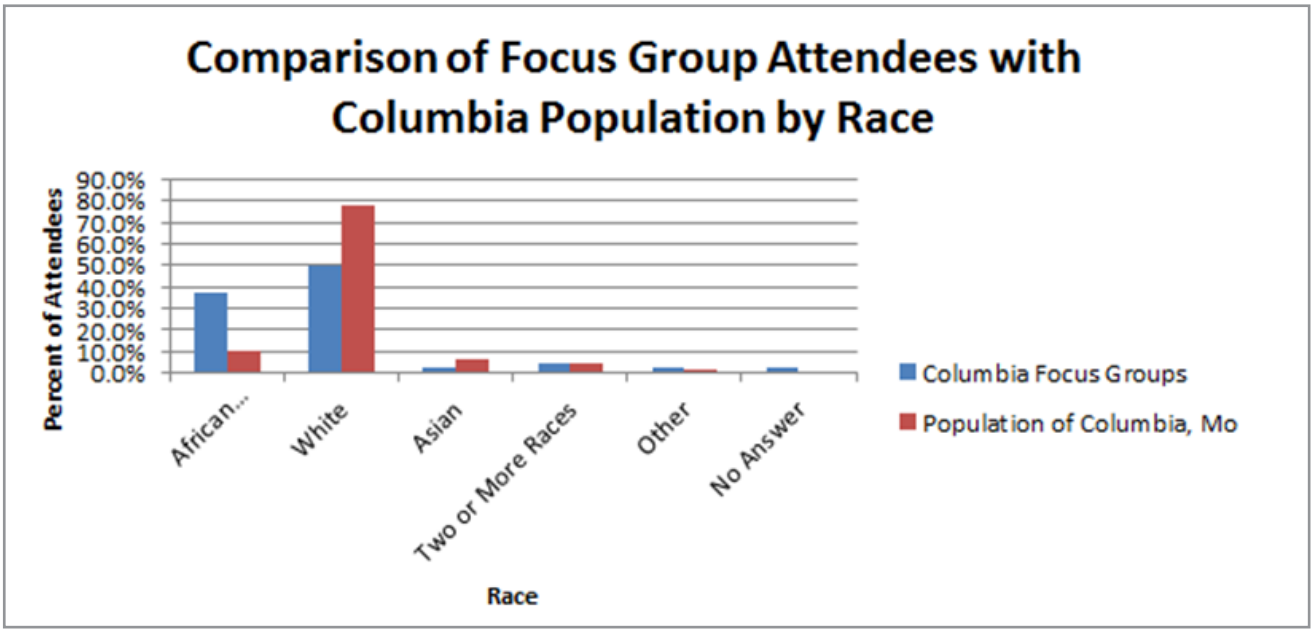
Graph 6



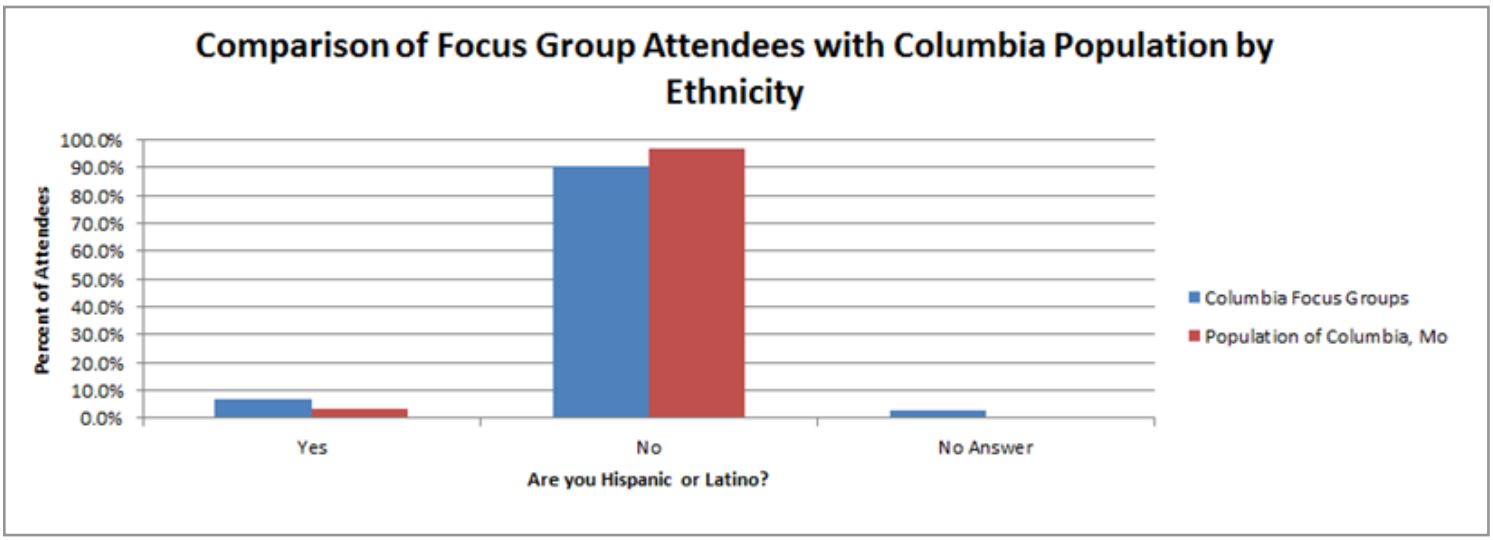
Graph 7



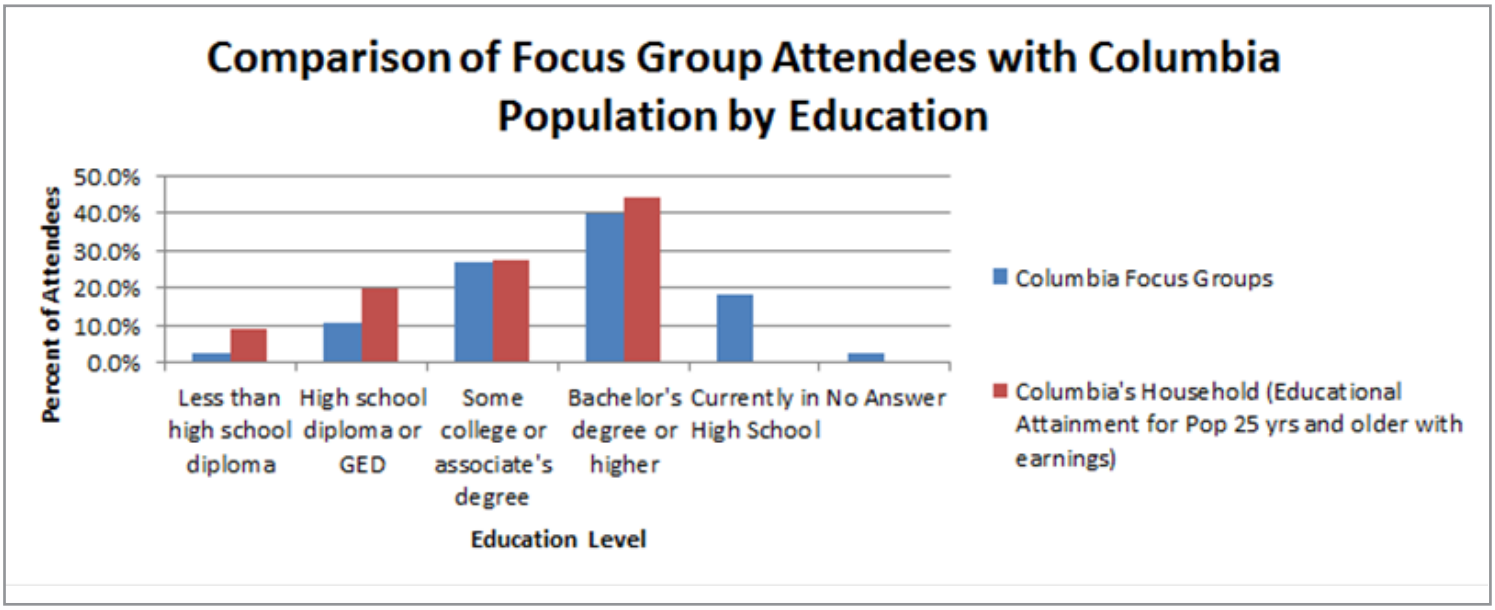
Graph 8



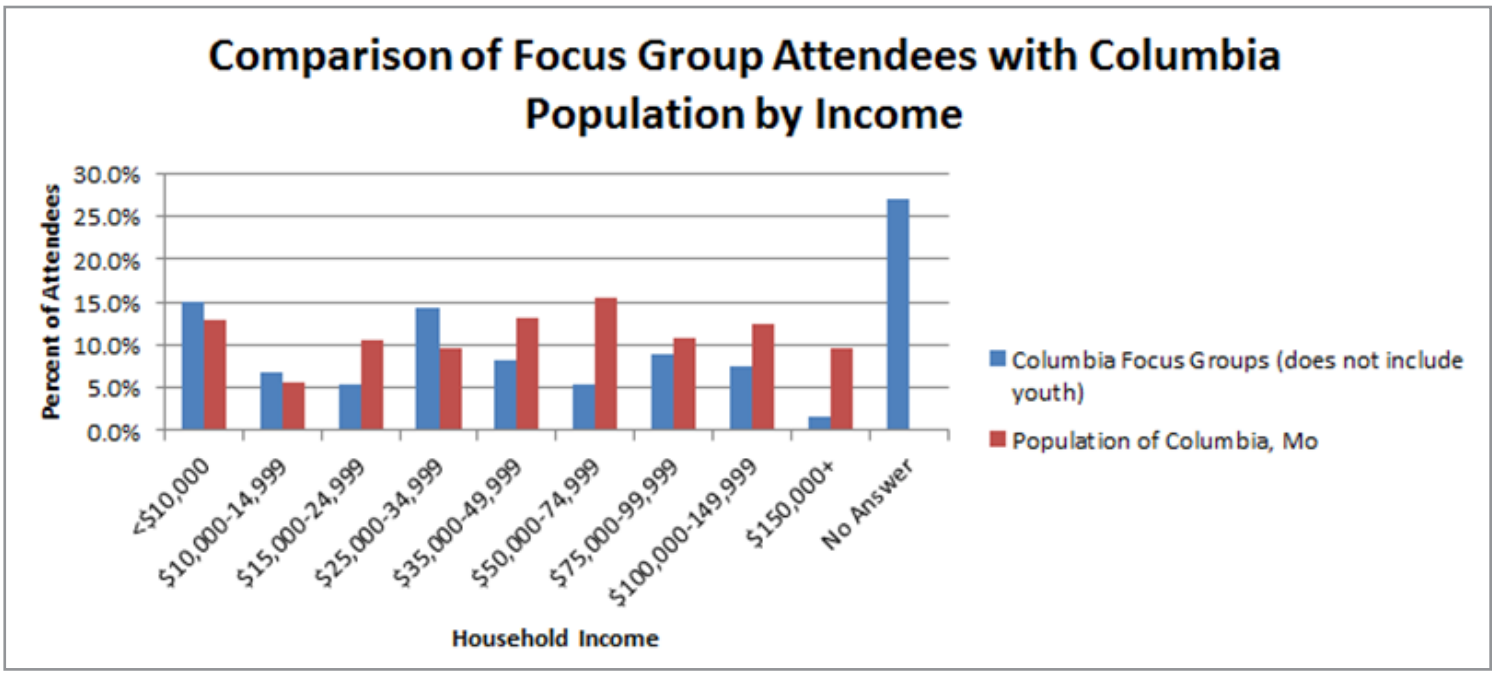
Graph 9



Graph 10



Graph 11


Comparison of Focus Group Attendees with Columbia Population by Income
Percent of Attendees
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
<$10,000
$10,000-14,999
$15,000-24,999
$25,000-34,999
$35,000-49,999
$50,000-74,999
$75,000-99,999
$100,000-149,999
$150,000+
No Answer
Household Income
Columbia Focus Groups (does not include youth)
Population of Columbia, Mo

FOCUS GROUP GEOGRAPHIC RESULTS

Focus group responses were analyzed by location as well as comprehensively. Tables 1-8 list the responses, by question, for each of the eight focus groups. The data listed below is a count, meaning that each response was categorized and the categories were counted for frequency. Several of the comment counts exceed 100. This occurs when one respondent says "I think we need more affordable housing" and 25 people agree, this is counted as 26 in the category of housing. The next respondent says, "I think our utilities are too high" and 10 people agree, this is also counted as 11 in the category of housing, and so on. High counts reflect the different number of comments that were categorized under the same heading and agreed upon by the majority of the participants. The questions are listed as follows:

Q1A: If you were trying to get a friend to move to Columbia, how would you describe our community?
Positive Responses
Q1B: If you were trying to get a friend to move to Columbia, how would you describe our community?
Negative Responses
Q2: What are the most critical issues facing our community in the next five years?
Q3: What is the most important thing the City can do for its citizens?
Q4: Suppose you could make any change to the city you wanted. What change would you make?

Table 1

12.07.2018 - Focus Group (Low-income households) number of responses by question					
Categories	**Q1A**	**Q1B**	**Q2**	**Q3**	**Q4**
Business Growth					
City Communication				3	
City Leadership			1	27	2
Diversity, Equity, and Inclusion	1		6	2	3
Economic Mobility	4	1	5		
Education	6				2
Health Care	1				
Homelessness			3	9	
Housing	3	1	2		1
Human Services	1		6	12	3
Infrastructure	2		6	1	1
Law Enforcement				4	
Managing for Growth			3		
Mental Health and Substance Use					
Oppression (Race and Class)			10	5	
Other	1			1	
Public Safety			10	1	1
Quality of Life	1		3		1
Transit			11		3
Youth			2		

Table 2

12.10.2018 - Focus Group (Seniors) number of responses by question					
Categories	**Q1A**	**Q1B**	**Q2**	**Q3**	**Q4**
Business Growth	2				
City Communication		2		3	1
City Leadership			4	3	7
Diversity, Equity, and Inclusion	5		4	2	
Economic Mobility	1		7		
Education	6		1		2
Health Care	2				
Homelessness			5	1	
Housing			10	2	2
Human Services	1		4		
Infrastructure	1	1	7	1	1
Law Enforcement			4	4	2
Managing for Growth			5		
Mental Health and Substance Use			2	1	1
Oppression (Race and Class)			2		1
Other	3	3	9	6	2
Public Safety			14	1	
Quality of Life	20			1	1
Transit	1	5	3		2
Youth			2		

Table 3

12.11.2018 - Focus Group (Youth) number of responses by question					
Categories	**Q1A**	**Q1B**	**Q2**	**Q3**	**Q4**
Business Growth					
City Communication		19	1	4	
City Leadership			2	1	1
Diversity, Equity, and Inclusion	2		3	5	4
Economic Mobility		1			
Education	26		2	2	3
Health Care			1		
Homelessness					
Housing			2	1	
Human Services	1				1
Infrastructure			7	2	4
Law Enforcement					
Managing for Growth	1		3		
Mental Health and Substance Use			7	2	2
Oppression (Race and Class)		6	12		
Other	1		13	1	6
Public Safety		1	6	1	
Quality of Life	42		1	2	2
Transit			2	1	3
Youth			6	2	3

Table 4

12.13.2018 - Focus Group (Businesses) number of responses by question					
Categories	**Q1A**	**Q1B**	**Q2**	**Q3**	**Q4**
Business Growth	5			1	2
City Communication			1		
City Leadership			33	11	3
Diversity, Equity, and Inclusion	4				1
Economic Mobility	1	1	6	4	4
Education	6			2	1
Health Care	4	1	1		
Homelessness			1		2
Housing	2		21		2
Human Services			1	3	2
Infrastructure	1		7	1	1
Law Enforcement					2
Managing for Growth			2		1
Mental Health and Substance Use			21		
Oppression (Race and Class)		2	21	6	1
Other	4		1		2
Public Safety		2		1	3
Quality of Life	17				1
Transit			24	1	1
Youth			2	1	

Table 5

12.17.2018 - Focus Group (Persons with disabilities) number of responses by question					
Categories	**Q1A**	**Q1B**	**Q2**	**Q3**	**Q4**
Business Growth					
City Communication			30	64	
City Leadership		1	13	16	
Diversity, Equity, and Inclusion			13	16	
Economic Mobility	2		40		2
Education	2				
Health Care	4				
Homelessness			13		
Housing		3	113	61	
Human Services			28	12	1
Infrastructure		1	18	29	1
Law Enforcement			15		
Managing for Growth				1	
Mental Health and Substance Use	1	15			
Oppression (Race and Class)			1	1	
Other			19	16	1
Public Safety			11		
Quality of Life	30	1		16	2
Transit		2	45	18	9
Youth			13		

Table 6

1.23.2019 - Focus Group (General public) number of responses by question					
Categories	**Q1A**	**Q1B**	**Q2**	**Q3**	**Q4**
Business Growth			9		
City Communication	1		1	1	
City Leadership	1	1	2	3	3
Diversity, Equity, and Inclusion	4		10		
Economic Mobility		1	16		2
Education	18		3		1
Health Care	8		10		
Homelessness			4		
Housing		9	15	1	1
Human Services	5				
Infrastructure	1		17	1	2
Law Enforcement			4	1	3
Managing for Growth			12		
Mental Health and Substance Use			13	1	1
Oppression (Race and Class)		1			
Other	1	3	14	7	1
Public Safety	1		13		1
Quality of Life	61				
Transit	1	1	15	1	2
Youth	1			2	2

Table 7

1.24.2019 - Focus Group (General public) number of responses by question					
Categories	**Q1A**	**Q1B**	**Q2**	**Q3**	**Q4**
Business Growth			10	10	2
City Communication			9	45	1
City Leadership	1		35	55	3
Diversity, Equity, and Inclusion	16			1	
Economic Mobility	10			12	3
Education	17				
Health Care	16				
Homelessness					2
Housing	15	5	41	6	2
Human Services	11		26		
Infrastructure	16		19	14	7
Law Enforcement			44	40	
Managing for Growth			20	18	
Mental Health and Substance Use					
Oppression (Race and Class)			20		
Other			35	42	3
Public Safety			51	2	1
Quality of Life	157				1
Transit			16		1
Youth	3		8		

Table 8

1.28.2019 - Focus Group (General public) number of responses by question					
Categories	**Q1A**	**Q1B**	**Q2**	**Q3**	**Q4**
Business Growth	51				
City Communication				17	
City Leadership		18	124	100	10
Diversity, Equity, and Inclusion	34		1	32	5
Economic Mobility	27	25	16		2
Education	46		7		3
Health Care	19				
Homelessness			19		2
Housing		16	18		2
Human Services	25			16	2
Infrastructure	10		17		6
Law Enforcement			37		
Managing for Growth			19		
Mental Health and Substance Use			17		2
Oppression (Race and Class)			45		
Other		15	31	14	8
Public Safety	13		32	16	2
Quality of Life	222	11	12		4
Transit			17		3
Youth	12		37		6

DISSEMINATION OF RESULTS

Focus group evaluation results were regularly reviewed by the Strategic Plan Planning Committee for process improvements. This report and its accompanying results are being shared with the Vision Commission and the City Council, as well as electronically with focus group participants. It is available to the public on the City's website.

LIMITATIONS

Multiple limitations were identified in this process. Whenever possible, process improvements were implemented. Improvements included reading aloud the consent to participate, having additional supplies for unexpected participants, collecting votes during the discussion to address time constraints and editing the wording of the consent to participate to accurately reflect confidentiality.

Some of the focus group attendees did not RSVP. This presented challenges in planning for food, supplies and incentives. Group sizes were larger than ideal, which limited the ability for everyone to share their input equally. In an effort to address these time constraints, facilitators began asking for a show of hands to capture the number of participants in agreement with a comment. Although this assisted with data collection, participants may have been impacted by groupthink and voted in favor of a comment in alignment with the majority.

In several of the focus groups, attendees answered the first question, “If you were trying to get a friend to move to Columbia how would you describe our community?” with a negative response. These responses included statements such as “I wouldn’t tell a friend to move here.” or “I would tell them it’s too expensive.” This made it challenging for analysis, which was resolved by separating the responses into positive and negative.

The demographic questionnaire used in this process was adapted from a previous community engagement process. Not all of the questions asked proved to be useful for this project and are therefore not included in the analysis. Participation in the questionnaire was voluntary, therefore not all participants completed the form.

In an effort to learn from previous process limitations, as well as gaining perspective from individuals with disabilities, targeted outreach was conducted and attendees were asked if they need accommodations to remove barriers to participation in advance of the meetings. There continues to be opportunities to improve engagement with individuals with disabilities, such as ensuring the meeting space and materials are accessible for all participants. These accommodations include ensuring seating, tables, handouts and presentations (i.e., ASL interpreters, braille or verbal instruction), food and drink provisions are accessible for all participants.

EVALUATIONS

As mentioned previously, focus group participants were asked to complete an evaluation at the conclusion of each discussion. Evaluations were shared with the Strategic Plan Planning Committee for process improvement. Of the 138 participants, 111 (80%) completed the evaluation. An existing City commission was used for the youth focus group, therefore they were not asked to complete the evaluation. Focus group evaluation results are included in the Appendix *(Appendix I)*.

Machin, D., Campbell, M. J., & Walters, S. J. (2007). Medical Statistics A Textbook for the Health Sciences. West Sussex, England: John Wiley & Sons Ltd.

Report prepared by Rebecca Roesslet, MPH, Senior Planner at Columbia/Boone County Department of Public Health and Human Services March 2019.

APPENDIX

Consent to Participate Form

Consent to Participate in Focus Group

You have been invited to participate in a focus group sponsored by the City of Columbia. This information will help us to develop the goals and objectives of the city's 2019-2022 Strategic Plan. Additionally, we will share the information with community partners and the general public. You can choose whether or not to participate in the focus group and stop at any time. Although the focus group will be tape recorded and the tape recording may be available to the public, we will not be including names in the report. In respect for each other, we ask that only one individual speak at a time in the group and that responses made by all participants be kept confidential.

I understand this information and agree to participate fully under the conditions stated above:

Print name:_____

Signed:_____

Date: _____

APPENDIX

Demographic Questionnaire

city of Columbia

Instructions: Please answer the following questions. Your responses will help us to better serve our community.

Note: Participation is voluntary.

Demographics

1. What is your zip code? _____
2. How old are you?_____
3. What is your gender? _____
4. With which race do you most identify? (mark all that apply)
    - o African American/Black
    - o Asian
    - o American Indian
    - o White
    - o Native Hawaiian & Other Pacific Islander
    - o Alaskan Native
    - o Other_____
5. Are you Hispanic or Latino?
    - o Yes
    - o No
6. What is the country of your birth?_____
7. What is the primary language spoken at home? (mark all that apply)
    - o English
    - o Spanish
    - o Arabic
    - o Other_____

8. What is your highest level of education?
    - Less than high school diploma
    - High school diploma or GED
    - Some college or associate's degree
    - Bachelor's degree or higher

9. Do you need any ADA accommodations?
    - yes
    - no
    - prefer not to answer
        i. If yes, please specify here.

10. Household income (yearly)

○ <$10,000 ○ $10,000-14,999 ○ $15,000-24,999

○ $25,000-34,999 ○ $35,000-49,999 ○ $50,000-74,999

○ $75,000-99,999 ○ $100,000-149,999 ○ $150,000+

○ Don't know or choose not to answer

11. How many people in the following age groups are supported by the household income from the previous question?

_____ Children under 18

_____ Adults 18 to 64

_____Adults 65 and older

APPENDIX

Focus Group Discussion Questions

1. If you were trying to get a friend to move to Columbia, how would you describe our community?

2. What are the most critical issues facing our community in the next five years?

3. What is the most important thing the city can do for its citizens?

APPENDIX

Focus Group Evaluation Questions

city of Columbia

Focus Group Evaluation Questions

Rate the extent to which you agree with the following statements.	Strongly Disagree	Disagree	Agree	Strongly Agree
I understand why my participation in today's focus group was important.				
Participating in today's focus group was a good use of my time.				
My facilitator created a safe environment for sharing my ideas.				
My facilitator ensured all voices were heard.				
I believe that diverse community perspectives were represented.				
I believe the topics identified reflect the needs of Columbia.				
I understand how information collected during today's event will be used.				
The focus group process was well organized.				

Please answer the following questions.
What did you like most about today's event?
What do you think could have been improved?
Additional comments:

APPENDIX

Ground Rules

1. Everyone speaks
2. We share responsibility for making the discussion productive
3. Soft on people, hard on ideas
4. Seek first to understand, then be understood
5. Share “air time” to allow all points of view to be expressed
6. If you are offended or uncomfortable, say so and say why
7. It’s okay to disagree, but please don’t be disagreeable
8. Speak for yourself, not for others
9. One person at a time
10. No side conversations
11. Cell phone on silent
12. Please keep confidential the information that others share today

APPENDIX

Transcripts

1.28.19 Focus Group

Because all comments were included; thoughts/themes may be repeated throughout. Whenever possible, comments were transcribed exactly as shared by attendees and were not edited for clarity, grammar, or punctuation. To the best of my ability, this transcript captures the responses in summary and/or in the exact words of the speaker.

Facilitator starts at 8:30 on audio with introductions
Ground rules at 18:00 on audio
Q1 asked at 20:22 on audio

(1) If you were trying to get a friend to move to Columbia how would you describe our community?

- Affordable housing is really hard. Renting is outrageous.
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Affordable housing is really hard
- Hard to find work because there are so many college educated people
- Hard to find good jobs
- Hard to find good jobs
- Hard to find good jobs
- Hard to find good jobs
- Hard to find good jobs
- Hard to find good jobs
- Clean town
- Excellent healthcare facilities
- Excellent retirement facilities
- Excellent healthcare

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- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent healthcare
- Excellent retirement services
- Excellent retirement services
- Excellent retirement services
- Excellent retirement services
- Excellent retirement services
- Excellent retirement services
- Excellent retirement services
- Excellent retirement services
- Excellent retirement services
- Excellent retirement services
- Quality education, multiple options
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education
- Multiple options for quality education

- Multiple options for quality education
- Could be intimidating to infiltrate the community as an outsider. Intimidating to get involved.
- Intimidating to enter the community if you are an outsider
- Intimidating to enter the community if you are an outsider
- Intimidating to enter the community if you are an outsider
- Intimidating to enter the community if you are an outsider
- Intimidating to enter the community if you are an outsider
- Intimidating to enter the community if you are an outsider
- Intimidating to enter the community if you are an outsider
- Intimidating to enter the community if you are an outsider
- Intimidating to enter the community if you are an outsider
- Intimidating to enter the community if you are an outsider
- That is a challenge but we have opportunities. What I love about Columbia is that even though we have issues where disparities are concerned, we have a movement among many to make the community something we all can be proud of. So when I think..I had several people on the journey last year that were new to the community and thought it was awesome because they could go to different things and meet different people and it helped them to infiltrate the community. I think without opportunities like that...Very diverse community but we have our challenges but there is a willingness in Columbia to do the work for make the necessary changes.
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- There is a willingness to do the work to improve the community
- Columbia is a diverse place

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- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Columbia is a diverse place
- Good quality of live
- Low cost of living
- Easy to get around
- A lot of different things to do
- College town trying to mature, getting different industries here
- Low cost of living
- Low cost of living
- Low cost of living
- Low cost of living
- Low cost of living
- Low cost of living
- Low cost of living
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- A lot of different things to do
- Easy to get around

- Easy to get around
- Easy to get around
- Easy to get around
- Easy to get around
- Easy to get around
- Easy to get around
- Easy to get around
- Easy to get around
- College town trying to mature
- College town trying to mature
- Larger town but still a small town. Very siloed. People don't venture out of their community. Good for younger people and college kids. Good for seniors. Good for married people. Not good for single adults
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for young people
- Good town for seniors
- Good town for seniors
- Good town for seniors
- Good town for seniors
- Good town for seniors
- Good town for seniors
- Good town for seniors
- Good town for seniors
- Good town for seniors
- Good town for seniors
- Good town for seniors
- Good town for married people
- Good town for married people

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- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Good town for married people
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Very siloed
- Large town with small town feel
- Large town with small town feel
- Large town with small town feel
- Large town with small town feel
- Large town with small town feel
- Large town with small town feel
- Large town with small town feel
- Large town with small town feel
- Large town with small town feel
- My peer group should determine if they want to be here. We are on the move to create a more diverse community.
- Kid oriented

- Lots of things for mothers: breastfeeding rooms, playcenters, a lot of resources for people with low income or just in a bind
- There are some good work opportunities
- Growing community, lots of new businesses
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Growing community
- Community is friendly towards mothers
- Community is friendly towards mothers
- Community is friendly towards mothers
- Community is friendly towards mothers
- Community is friendly towards mothers
- Community is friendly towards mothers
- Community is friendly towards mothers
- Community is friendly towards mothers
- Community is friendly towards mothers
- Kid oriented
- Kid oriented
- Kid oriented
- Kid oriented
- Kid oriented
- Kid oriented
- Kid oriented
- Kid oriented
- Kid oriented
- Kid oriented

- Kid oriented
- Kid oriented
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Resources for low income
- Surprisingly diverse, we have a lot of challenges but we are at least talking about it. Creative town, innovative, entrepreneurial.
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Creative town
- Innovative
- Innovative

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- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Innovative
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Entrepreneurial
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts

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- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Dedication to the arts
- Industry diversification (manufacturing, healthcare, etc)
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- Industry diversification
- There are opportunities at $10 and salaried, but not much in between. Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.

- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Not a lot of middle skills jobs.
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Community is educated
- Lot of faith options
- Opportunities for younger kids in sports
- Streamlined services, one stop shop for resources
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options
- Lot of faith options

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- Lot of faith options
- Lot of faith options
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Opportunities for younger kids in sports
- Streamlined services, one stop shop for resources
- Streamlined services, one stop shop for resources
- Streamlined services, one stop shop for resources
- Streamlined services, one stop shop for resources
- Streamlined services, one stop shop for resources
- Streamlined services, one stop shop for resources
- Streamlined services, one stop shop for resources
- Easy for teens to get jobs
- Easy for teens to get jobs
- Easy for teens to get jobs
- Easy for teens to get jobs
- Easy for teens to get jobs
- Easy for teens to get jobs
- Easy for teens to get jobs
- Easy for teens to get jobs
- Easy for teens to get jobs
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference

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- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- The city is big enough to make a difference but small enough that you can make a difference
- Great public schools
- Amazing parks system, parks and recreation department
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Great public schools
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department

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- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Amazing parks system, parks and recreation department
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Great place to raise a family
- Crime is less than in a big city. Relative to bigger cities.
- Lack of persons of color in positions of authority and leadership
- Lack of persons of color in leadership positions
- Lack of persons of color in leadership positions
- Lack of persons of color in leadership positions
- Lack of persons of color in leadership positions
- Lack of persons of color in leadership positions
- Lack of persons of color in leadership positions
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- Lack of persons of color in leadership positions

- Lack of persons of color in leadership positions
- Lack of persons of color in leadership positions
- Lack of persons of color in leadership positions
- Lack of persons of color in leadership positions
- Good place to raise a family
- Good place to raise a family
- Good place to raise a family
- Good place to raise a family
- Good place to raise a family
- Good place to raise a family
- Good place to raise a family
- Good place to raise a family
- Good place to raise a family
- Good place to raise a family
- Good place to raise a family
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities
- Low crime rate compared to larger cities

Q2 asked at 49:52 on audio

(2) What are the most critical issues facing our community in the next five years?

- Justice system is complete trash, so there is no justice so the crime is going to continue to rise. There are shootings here every other day. There are probably ten unsolved murders in the last twelve months. When people get away with it they will keep doing it. Prosecuting attorney doesn't file charges. CPD can only do so much. If no one is going to file the charges. Its the police department and the court.
- Reform of the criminal justice system
- Reform of the criminal justice system

- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
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- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
- Reform of the criminal justice system
- Hard to get opportunities if you are in a minority group: woman, person of color. Opportunities for advancement in employment are there. Discrimination in the workplace so you can't climb the ladder.
- Discrimination in the workplace
- Discrimination in the workplace
- Discrimination in the workplace
- Discrimination in the workplace
- Discrimination in the workplace
- Discrimination in the workplace
- Discrimination in the workplace
- Discrimination in the workplace
- Discrimination in the workplace
- Discrimination in the workplace
- Discrimination in the workplace
- Social equity divide is widening
- Leadership in the community, lack of diversity in leadership
- Growth without funding our infrastructure, transit and roads
- Lack of affordable housing
- Sprawl without planning for transportation
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap

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- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Widening social equity gap
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Lack of diversity in leadership
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding

- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Growth without proper infrastructure funding
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Lack of affordable housing
- Public transportation. It's a joke to have public transportation that shuts down on holidays and doesn't run seven days a week
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Improving public transportation
- Effectiveness of city council. It's subdued and not getting better. They have authority but not quite enough. When they come in their direction and the mayor

doesn’t agree its stalled. Underlying all of that is their political affiliation. Barriers to getting things done.

- Increasing the effectiveness of city council
- Increasing the effectiveness of city council
- Increasing the effectiveness of city council
- Increasing the effectiveness of city council
- Increasing the effectiveness of city council
- Increasing the effectiveness of city council
- Increasing the effectiveness of city council
- Homelessness
- Low wages for police, impacts recruitment and retention
- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
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- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
- Improving retention of quality police officers
- Homelessness
- Homelessness
- Homelessness
- Homelessness
- Homelessness
- Homelessness
- Homelessness
- Homelessness
- Homelessness
- Homelessness
- Homelessness

- Homelessness
- Homelessness
- Homelessness
- Homelessness
- Don’t they kick people out in the morning? Room at the inn?
- Lack of community, lack of feeling of community if we don’t get things like violence, homelessness, shootings under control
- Improving the sense of community
- Improving the sense of community
- Improving the sense of community
- Improving the sense of community
- Improving the sense of community
- Improving the sense of community
- Improving the sense of community
- Improving the sense of community
- Improving the sense of community
- Improving the sense of community
- Safety. Public safety. Violence out of control. Shootings out of control. People just keep doing it because that’s what they know. Need to give them something else to do
- Improving public safety
- Improving public safety
- Improving public safety
- Improving public safety
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- Improving public safety
- Improving public safety
- Improving public safety
- Improving public safety
- Lack of funding for programs that support the community. Youth, educational programs, sports, get cut.
- Lack of funding for programs
- Lack of funding for programs

- Lack of funding for programs
- Lack of funding for programs
- Lack of funding for programs
- Lack of funding for programs
- Crowded schools
- Crowded schools
- Crowded schools
- Crowded schools
- Crowded schools
- Not enough activities for teens and if there is it's very expensive. Have to beg parents for money or can't go somewhere without a parent. Ages 10-18
- Lack of organized and affordable activities for ages 10-18
- Lack of organized and affordable activities for ages 10-18
- Lack of organized and affordable activities for ages 10-18
- Lack of organized and affordable activities for ages 10-18
- Lack of organized and affordable activities for ages 10-18
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- Lack of organized and affordable activities for ages 10-18
- Lack of organized and affordable activities for ages 10-18
- Lack of organized and affordable activities for ages 10-18
- Lack of organized and affordable activities for ages 10-18
- Teenage crime. We have nothing to do. Teenagers doing stuff because they don't have things to do. Robbing places to get money.
- Teenage crime
- Teenage crime
- Teenage crime
- Teenage crime
- Teenage crime
- Teenage crime
- Teenage crime
- Teenage crime
- Bad health in teenagers. Vaping. We aren't going to have good health in five years.
- Health and wellbeing of young adults
- Health and wellbeing of young adults
- Health and wellbeing of young adults
- Health and wellbeing of young adults
- Health and wellbeing of young adults

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- Health and wellbeing of young adults
- Health and wellbeing of young adults
- Health and wellbeing of young adults
- Health and wellbeing of young adults
- Health and wellbeing of young adults
- Health and wellbeing of young adults
- Growing divisiveness in the city. Lack of shared vision.
- Maintaining who we are and what we value as we grow.
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Sales tax and diversification of revenue streams
- Lack of a vision
- Lack of a vision
- Lack of a vision
- Lack of a vision
- Lack of a vision
- Lack of a vision
- Lack of a vision
- Lack of a vision
- Increasing divisiveness
- Increasing divisiveness
- Increasing divisiveness
- Increasing divisiveness
- Increasing divisiveness
- Increasing divisiveness
- Increasing divisiveness
- Increasing divisiveness
- Increasing divisiveness

- Increasing divisiveness
- Increasing divisiveness
- Increasing divisiveness
- We need to hire a new city manager. We need that city manager to address reforming the police department and manage the electric utility and increase utility capacity. Funding challenges for the city are huge, getting worse not better. Our council people need to develop the political will to implement internet tax. Deferred maintenance on our infrastructure.
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
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- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- Hiring the city manager
- New city manager reforming the police department
- New city manager reforming the police department
- New city manager reforming the police department
- New city manager reforming the police department
- New city manager reforming the police department
- New city manager reforming the police department
- New city manager reforming the police department
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- New city manager reforming the police department
- New city manager reforming the police department
- New city manager reforming the police department
- New city manager reforming the police department

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- New city manager reforming the police department
- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
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- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
- Addressing the deferred maintenance of our infrastructure
- Improving the management of utilities
- Improving the management of utilities
- Improving the management of utilities
- Improving the management of utilities
- Improving the management of utilities
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- Improving the management of utilities
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- Improving the management of utilities
- Improving the management of utilities
- Improving the management of utilities
- Improving the management of utilities
- Addressing the electric utility capacity
- Addressing the electric utility capacity
- Addressing the electric utility capacity
- Addressing the electric utility capacity
- Addressing the electric utility capacity
- Addressing the electric utility capacity
- Addressing the electric utility capacity
- Addressing the electric utility capacity

- Addressing the electric utility capacity
- Addressing the electric utility capacity
- Addressing the electric utility capacity
- Addressing the electric utility capacity
- Addressing the electric utility capacity
- We have talked alot about crime and brought up policing. We have to talk about some of the social equity issues because they're related. It's not just specific to those criminals that are doing things and are going to keep doing them and wouldn't if we had an effective community policing policy and strategy in place where we could develop relationships so it goes hand in hand. It's not just those people over there doing crimes, it's not just bad police over here but we have create systems where all of us can help each other.
- Putting inclusion into action. Columbia is diverse. We have a lot of diversity but our challenge is inclusion. So we have to create, tear down these systems of oppression and have to work on putting inclusion into action and part of that, we we talk about leadership, and people of color for example we have marginalized communities that won't turn out for things like this because they are tired of putting our hearts out on the table and nothing being done. So we have to be able to create a process or processes where people can be heard and have faith that our community is actually going to be better.
- Tearing down systems of oppression and creating opportunities for inclusiveness
- Tearing down systems of oppression and creating opportunities for inclusiveness
- Tearing down systems of oppression and creating opportunities for inclusiveness
- Tearing down systems of oppression and creating opportunities for inclusiveness
- Tearing down systems of oppression and creating opportunities for inclusiveness
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- Tearing down systems of oppression and creating opportunities for inclusiveness
- Tearing down systems of oppression and creating opportunities for inclusiveness
- Tearing down systems of oppression and creating opportunities for inclusiveness
- Overhauling the community outreach unit in order to support them, improve morale

- Overhauling the community outreach unit in order to support them, improve morale
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- Overhauling the community outreach unit in order to support them, improve morale
- Overhauling the community outreach unit in order to support them, improve morale
- We need to be thinking about substance misuse and treatment, making sure we have facilities for that
- Pay for our city and county employees. We appreciate our government employees now with the shutdown and we don't talk about it because they don't complain.
- Commensurate pay for city and county employees
- Commensurate pay for city and county employees
- Commensurate pay for city and county employees

- Commensurate pay for city and county employees
- Commensurate pay for city and county employees
- Commensurate pay for city and county employees
- Commensurate pay for city and county employees
- Commensurate pay for city and county employees
- Commensurate pay for city and county employees
- Commensurate pay for city and county employees
- Commensurate pay for city and county employees
- Commensurate pay for city and county employees
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Substance misuse and treatment
- Homelessness. I don't know if the city put these up, I've seen them downtown, signs that say "it's okay to say no". I think other businesses should use them. Teen crime, we have a lot of crime in our neighborhood and what seems to be happening a lot is one ring leader, who is over the age of eighteen who has all these teenage boys doing it.
- Influence of gangs from St. Louis and KC
- Road work. Construction and repair
- Diversifying employment opportunities. There are gaps here. We are dominate in a couple of employers, if they left Columbia would shut down. Different employment opportunities
- Increasing the diversification of employment opportunities
- Increasing the diversification of employment opportunities
- Increasing the diversification of employment opportunities
- Increasing the diversification of employment opportunities

- Increasing the diversification of employment opportunities
- Increasing the diversification of employment opportunities
- Increasing the diversification of employment opportunities
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- Increasing the diversification of employment opportunities
- Increasing the diversification of employment opportunities
- Increasing the diversification of employment opportunities
- Increasing the diversification of employment opportunities
- The difference between the actual crime rate and the perception of crime. Whether crime is going up or not people believe it is and that can be devastating.
- Addressing the perception of crime
- Addressing the perception of crime
- Addressing the perception of crime
- Addressing the perception of crime
- Understaffed and overpopulated public schools
- Understaffed Columbia Public Schools system
- Understaffed Columbia Public Schools system
- Understaffed Columbia Public Schools system
- Understaffed Columbia Public Schools system
- Understaffed Columbia Public Schools system
- Understaffed Columbia Public Schools system

Q3 asked at 1:26:40 on audio

(3) What is the most important thing the city can do for its citizens?

- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe

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- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Keep the citizens safe
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Continue to have the conversation around diversity and inclusiveness
- Get rid of the good old boys network
- Get rid of the good old boys network
- Get rid of the good old boys network
- Get rid of the good old boys network
- Get rid of the good old boys network
- Get rid of the good old boys network
- Get rid of the good old boys network
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- Get rid of the good old boys network
- Get rid of the good old boys network
- Get rid of the good old boys network
- Get rid of the good old boys network
- Take our voices and implement plans that we can see utilized and followed up on
- Take our voices and implement plans that we can see utilized and followed up on
- Take our voices and implement plans that we can see utilized and followed up on
- Take our voices and implement plans that we can see utilized and followed up on
- Take our voices and implement plans that we can see utilized and followed up on

- Take our voices and implement plans that we can see utilized and followed up on
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- Take our voices and implement plans that we can see utilized and followed up on
- Take our voices and implement plans that we can see utilized and followed up on
- Take our voices and implement plans that we can see utilized and followed up on
- Take our voices and implement plans that we can see utilized and followed up on
- relate/understand/care
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Relating, understanding, caring
- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
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- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed

- Provide equitable opportunities to succeed
- Provide equitable opportunities to succeed
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
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- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Educate citizens, given them a voice and then listen to their voices
- Provide aid to those in need
- Provide aid to those in need
- Provide aid to those in need
- Provide aid to those in need
- Provide aid to those in need
- Provide aid to those in need
- Provide aid to those in need
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- Provide aid to those in need
- Provide aid to those in need
- Provide aid to those in need
- Provide aid to those in need
- Provide aid to those in need
- Provide aid to those in need
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through

- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
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- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
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- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Support a shared vision for the city that is inclusive, well articulated, and has meaningful follow through
- Funding. Solve our funding issues. Without funding we can’t do any of these great things
- Solve its funding issues
- Solve its funding issues
- Solve its funding issues
- Solve its funding issues
- Solve its funding issues
- Solve its funding issues
- Solve its funding issues
- Solve its funding issues

- Solve its funding issues
- Solve its funding issues
- Solve its funding issues
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- Solve its funding issues
- Solve its funding issues
- Solve its funding issues
- Solve its funding issues
- Solve its funding issues
- Live and stand by the principle of community that were adopted in April of last year by all city departments and services making sure they have leaders in place who believe in them and carry them forward. Principles of community are aspirational statements and a pledge that reflects the ideals we seek to embody, it's a commitment to community that is inclusive of all perspectives and lived experience and the city has agreed to affirm the inherent dignity and value of every person. Things that they agree to object like all forms of prejudice and discrimination, including those based on age, color, and there is a list. The city has already pledged their collective commitment to incorporating these principles into the city of Columbia mission. So, basically the city has..is doing the work internally to try to live these principles but it has to be more than a statement. It has to be intentional and across all departments. So I am confident in what's going on most of the time but then there are departments like..I had a meeting with someone who had an experience here, at the ARC. Everyone in the city needs to know they are an extension of City Hall.
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services

- Lives and standby the principle of community across all departments and services
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- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Lives and standby the principle of community across all departments and services
- Facilitate an efficient, transparent process for competently and equitably managing the city's resources in service delivery to all citizens
- Facilitate an efficient, transparent process for competently and equitably managing the city's resources in service delivery to all citizens
- Facilitate an efficient, transparent process for competently and equitably managing the city's resources in service delivery to all citizens
- Facilitate an efficient, transparent process for competently and equitably managing the city's resources in service delivery to all citizens
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- Facilitate an efficient, transparent process for competently and equitably managing the city's resources in service delivery to all citizens
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- Facilitate an efficient, transparent process for competently and equitably managing the city's resources in service delivery to all citizens
- Facilitate an efficient, transparent process for competently and equitably managing the city's resources in service delivery to all citizens

Questions ended at 1:41:40
Closing by Carol Rhodes

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Because all comments were included; thoughts/themes may be repeated throughout. Whenever possible, comments were transcribed exactly as shared by attendees and were not edited for clarity, grammar, or punctuation. To the best of my ability, this transcript captures the responses in summary and/or in the exact words of the speaker.

Facilitator starts at 9:11 on audio with introductions
Ground rules at 15:17 on audio
Q1 asked at 17:39 on audio

(1) If you were trying to get a friend to move to Columbia how would you describe our community?

- Lots of resources
- Lots of resources
- Lots of resources
- Lots of resources
- Lots of resources
- Lots of resources
- Lots of resources
- Lots of resources
- Lots of resources
- Lots of resources
- Events
- Job opportunities
- Growing
- A lot to offer
- Nice place to raise children
- Housing is affordable
- Low crime (coming from St. Louis)
- Nice place to raise children
- Nice place to raise children
- Nice place to raise children
- Nice place to raise children
- Nice place to raise children
- Housing is affordable
- Housing is affordable
- Housing is affordable
- Economic development and stability
- Traffic is manageable

- Well maintained streets
- Traffic is manageable
- Traffic is manageable
- Traffic is manageable
- Housing higher for single bedroom units due to students. Quality of housing needs to improve. Too much slumlord mentality on the lower end.
- Housing higher priced
- Quality of housing needs to improve
- Quality of housing needs to improve
- Quality of housing needs to improve
- Housing is less expensive than where she moved from
- Housing is good too, some housing facilities help with utilities
- Lovely community
- Impressed with resources
- Nice people. I moved here so I could better myself.
- Nice people
- Nice people
- Nice people
- Nice people
- Nice people
- Nice people
- Nice people
- Nice people
- Nice people
- Nice people
- Open minded
- Values public outdoor space, trails, parks
- Love nature
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC

- Parks and trails and ARC
- Parks and trails and ARC
- Parks and trails and ARC
- Arts and culture, Ragtag, ballet, Concert Series
- Arts and culture
- Arts and culture
- Arts and culture
- Arts and culture
- Arts and culture
- Arts and culture
- Arts and culture
- Arts and culture
- Educational opportunities, K-12, private, parochial, higher education
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Educational opportunities
- Low cost of living compared to other areas
- Low cost of living compared to other areas
- Low cost of living compared to other areas
- Low cost of living compared to other areas
- Low cost of living compared to other areas
- Low cost of living compared to other areas
- Low cost of living compared to other areas
- Low cost of living compared to other areas
- Low cost of living compared to other areas
- Progressive

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- Progressive
- Progressive
- Progressive
- Progressive
- Progressive
- Progressive
- Progressive
- Progressive
- Progressive
- Progressive
- Stable economy with big employers
- Stable economy with big employers
- Stable economy with big employers
- Stable economy with big employers
- Stable economy with big employers
- Stable economy with big employers
- Stable economy with big employers
- Stable economy with big employers
- Stable economy with big employers
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Not too big, not too small. Close to KC and STL
- Traffic is awesome
- Traffic is awesome
- Traffic is awesome
- Traffic is awesome
- Traffic is awesome
- Traffic is awesome

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- Traffic is awesome
- Traffic is awesome
- Traffic is awesome
- Traffic is awesome
- Traffic is awesome
- Easy to make friends, lots of diversity
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Lots of good restaurants
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Diversity of the city
- Always something to do, live music in coffee shops
- Healthcare is awesome

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- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Healthcare is awesome
- Great churches
- Great volunteer organizations to choose from
- Inclusive Excellence program
- Churches
- Churches
- Churches
- Churches
- Churches
- Churches
- Churches
- Churches
- Churches
- Churches
- Churches
- Churches
- Volunteer opportunities
- Volunteer opportunities
- Volunteer opportunities
- Volunteer opportunities
- Volunteer opportunities
- Volunteer opportunities
- Volunteer opportunities
- Volunteer opportunities
- Volunteer opportunities
- Volunteer opportunities

- Volunteer opportunities
- Volunteer opportunities
- Older population is “young”. Pass me on the trails
- Nature focused
- Art cheerleaders, First Fridays downtown
- Youthful and vibrant
- Health and wellness
- Active living
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- Vitality
- City is very spirited. Politics. Sports
- Community spirit
- Community spirit
- Community spirit
- Community spirit
- Community spirit
- Community spirit
- Organizations that help teens, like Big Brothers/Big Sisters
- Resources for teens
- Resources for teens
- Pace of life, mellow
- Pace of life, mellow
- Pace of life, mellow
- Pace of life, mellow
- Pace of life, mellow
- Pace of life, mellow
- Pace of life, mellow

- Pace of life, mellow

Q2 asked at 36:59 on audio

(2) What are the most critical issues facing our community in the next five years?

- Economic growth causes the roads that are already terrible. Money is not spent equally across the city to repair infrastructure. Allocation of funds is not equitable.
- Allocation of funds is not equal in the city
- Allocation of funds is not equal in the city
- Allocation of funds is not equal in the city
- Allocation of funds is not equal in the city
- Allocation of funds is not equal in the city
- Allocation of funds is not equal in the city
- Allocation of funds is not equal in the city
- Allocation of funds is not equal in the city
- Guns are in the wrong hands. Need more rules before buying a gun. Need training on gun safety.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
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- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Access to guns is too easy. The use of guns is too prevalent.
- Felons with guns need federal consequences, need enforcement of existing laws.
- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement

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- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement
- Stricter gun laws with stronger enforcement
- Transportation, especially with the town growing out
- Affordable housing. City focuses more on students than on those that actually live here. If you look downtown with all the student housing built downtown, you only see one low income housing place and that is Paquin. Where do you see anybody that is low income who can afford them. Those kids are here 9 months out of the year. The city isn't thinking about those of us who are here all year. Students are sharing four to an apartment. Elderly don't live there because of the bar scene. City is always crying about the sewer system and not having enough money for it but they have the money to build downtown.
- City focuses on student housing instead of housing for the other residents
- City focuses on student housing instead of housing for the other residents
- City focuses on student housing instead of housing for the other residents
- City focuses on student housing instead of housing for the other residents
- City focuses on student housing instead of housing for the other residents
- City focuses on student housing instead of housing for the other residents
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- City focuses on student housing instead of housing for the other residents
- City focuses on student housing instead of housing for the other residents
- City focuses on student housing instead of housing for the other residents
- City focuses on student housing instead of housing for the other residents
- Transportation
- Transportation
- Transportation
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- Transportation
- Not a lot of things for youth
- Not a lot for older folks to do, they don't want to go to the bar scene
- Activities for youth
- Activities for youth
- Activities for youth
- Activities for youth
- Activities for youth
- Activities for youth
- Activities for youth
- We are at a critical juncture in our city as far as our leadership. We need someone who celebrates diversity not just puts up with it or talks about it on Martin Luther King day because we are diverse in so many ways and we are talking about how much we like that and that is what we need. City leaders who support inclusion. This is going to be important in who they pick for police chief. That leaders have our best interest.
- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
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- Leadership that respects every community member
- Leadership that respects every community member

- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
- Leadership that respects every community member
- Crime issues are coming from larger cities, Atlanta, Chicago, St. Louis, they are hiding them here because we aren't as good with enforcement
- Influx of crime from outside the city
- Influx of crime from outside the city
- Influx of crime from outside the city
- Influx of crime from outside the city
- Influx of crime from outside the city
- Influx of crime from outside the city
- Influx of crime from outside the city
- Influx of crime from outside the city
- Influx of crime from outside the city
- Influx of crime from outside the city
- Better water quality and weather hazards. It's cold here.
- Better water quality
- Better water quality
- Better water quality
- Better water quality
- Better water quality
- Better water quality
- Better water quality
- Better water quality
- Crime, politics, and transportation
- What about politics? Need more people to vote
- Need more people to vote
- Need more people to vote
- Need more people to vote
- Need more people to vote
- Need more people to vote
- Need more people to vote
- Need more people to vote
- Need more people to vote
- Need more people to vote
- Need more people to vote

- Need more people to vote
- Need more people to vote
- Need more people to vote
- Fewer resources to care for all members of our community, we are not passing taxes that support basic needs. When corporations are relieved of paying taxes it affects the larger community. When there are cuts, they happen to the most vulnerable. Lack of quality food. Systematic oppression. The ends of the spectrum are becoming more polarized.
- Fewer resources to care for all members of our community
- Fewer resources to care for all members of our community
- Fewer resources to care for all members of our community
- Fewer resources to care for all members of our community
- Fewer resources to care for all members of our community
- Fewer resources to care for all members of our community
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- Fewer resources to care for all members of our community
- Fewer resources to care for all members of our community
- Fewer resources to care for all members of our community
- Fewer resources to care for all members of our community
- Fewer resources to care for all members of our community
- No change in the culture of the police department. It is worse. Leadership is always putting out fires, not dealing with the systemic issue
- Culture of the police department
- Culture of the police department
- Culture of the police department
- Culture of the police department
- Culture of the police department
- Culture of the police department
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- Culture of the police department
- Culture of the police department
- Culture of the police department
- Culture of the police department
- Culture of the police department
- Culture of the police department
- Culture of the police department

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- Culture of the police department
- Culture of the police department
- Culture of the police department
- Culture of the police department
- New police chief needs to be a visible, active member
- Airport expansion, new terminal, new flights
- More pro-business for more jobs
- Make the city more pro-business
- Make the city more pro-business
- Make the city more pro-business
- Make the city more pro-business
- Make the city more pro-business
- Make the city more pro-business
- Make the city more pro-business
- Make the city more pro-business
- Make the city more pro-business
- New police chief needs to be a visible
- New police chief needs to be a visible
- New police chief needs to be a visible
- New police chief needs to be a visible
- New police chief needs to be a visible
- New police chief needs to be a visible
- New police chief needs to be a visible
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- New police chief needs to be a visible
- New police chief needs to be a visible
- New police chief needs to be a visible
- New police chief needs to be a visible
- New police chief needs to be a visible
- Focus on the Airport and I-70 corridor
- Focus on the Airport and I-70 corridor
- Focus on the Airport and I-70 corridor

- Focus on the Airport and I-70 corridor
- Focus on the Airport and I-70 corridor
- Focus on the Airport and I-70 corridor
- Focus on the Airport and I-70 corridor
- Focus on the Airport and I-70 corridor
- Focus on the Airport and I-70 corridor
- How to balance the permanent residents footing the bill for everything. Sewer if failing miserably. Instead of fixing it, they are trying to figure out how to incorporate Midway. We need more jobs but let's not give everyone tax breaks.
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Infrastructure
- Need to balance spending in the future, fiscal responsibility
- Being fiscally responsive
- Being fiscally responsive
- Being fiscally responsive
- Being fiscally responsive
- Being fiscally responsive
- Being fiscally responsive
- Being fiscally responsive
- Being fiscally responsive
- Being fiscally responsive
- Being fiscally responsive
- Being fiscally responsive

- Cost of housing. We are going to price a large majority of our citizens out of the market. The supply and demand is out of whack.
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Rising cost of housing
- Diversity in city leadership (city council)
- Racial issues, race relations, class relations
- Racial issues, race relations, class relations
- Racial issues, race relations, class relations
- Racial issues, race relations, class relations
- Racial issues, race relations, class relations
- Racial issues, race relations, class relations
- Racial issues, race relations, class relations
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- Racial issues, race relations, class relations
- Racial issues, race relations, class relations
- Racial issues, race relations, class relations
- Racial issues, race relations, class relations
- Re-entry services are lacking. The deck is stacked against them for jobs, housing. When you don’t have a good system to re-incorporate people who have done their time they may have had it better on the inside.

- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Helping people re-integrate into the community
- Housing discrimination
- Spending too much money expanding South vs. downtown
- Promoting a good relationship between the city and MU. Want to see MU give more to the community.
- Promoting a good relationship between the city and MU. Want to see MU give more to the community
- Promoting a good relationship between the city and MU. Want to see MU give more to the community
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- Promoting a good relationship between the city and MU. Want to see MU give more to the community
- Promoting a good relationship between the city and MU. Want to see MU give more to the community
- Advertising. People don’t know what is available. Don’t know where buses go.
- Improving communication about city services
- Improving communication about city services
- Improving communication about city services
- Improving communication about city services
- Improving communication about city services
- Improving communication about city services

- Improving communication about city services
- Improving communication about city services
- Voting. Want everyone's opinion on the vote but felons can't vote.
- Utility costs. Keeping them reasonable.
- Keep utility costs reasonable
- Keep utility costs reasonable
- Keep utility costs reasonable
- Keep utility costs reasonable
- Keep utility costs reasonable
- Keep utility costs reasonable
- Keep utility costs reasonable
- Keep utility costs reasonable

Q3 asked at 1:08:59 on audio

(3) What is the most important thing the city can do for its citizens?

- Listen. I would like to see some permanent groups established of regular citizens who get together regularly to talk about issues
- Listening
- Listening
- Listening
- Listening
- Listening
- Listening
- Listening
- Listening
- Listening
- Listening
- Listening
- Listening
- Listening
- Maintain the roads better, especially up north
- Do a better job fixing potholes
- Quit building circles where you don't need them
- Improving roads
- Improving roads
- Improving roads
- Improving roads
- Improving roads
- Improving roads
- Improving roads

- Improving roads
- Improving roads
- There are two potholes on the way to my house. I called and they were fixed within 2 days
- Provide safety and security by improving law enforcement
- Improving law enforcement
- Improving law enforcement
- Improving law enforcement
- Improving law enforcement
- Improving law enforcement
- Improving law enforcement
- Improving law enforcement
- Improving law enforcement
- Improving law enforcement
- Bringing more of the community together. Having more citizen input.
- More opportunities for citizen input
- More opportunities for citizen input
- More opportunities for citizen input
- More opportunities for citizen input
- More opportunities for citizen input
- More opportunities for citizen input
- Leadership and citizen engagement. When I first met the mayor and I didn't know he was the mayor. I would love to see him out more.
- City's leadership being out in the community more
- City's leadership being out in the community more
- City's leadership being out in the community more
- City's leadership being out in the community more
- City's leadership being out in the community more
- City's leadership being out in the community more
- City's leadership being out in the community more
- City's leadership being out in the community more
- City's leadership being out in the community more
- We talked about we have resources but not everyone know about resources. The city helping people knit together to help one another. Building us up as a community so we lift each other up.
- Building us up as a community so we lift each other up.
- Building us up as a community so we lift each other up.
- Building us up as a community so we lift each other up.
- Building us up as a community so we lift each other up.

- Building us up as a community so we lift each other up.
- Building us up as a community so we lift each other up.
- Building us up as a community so we lift each other up.
- Building us up as a community so we lift each other up.
- Mayor needs to come out and visit more citizens
- Keeping people more safer
- Protecting the elderly
- Build more sidewalks
- I think the city council, increased the water which was unfair. Should have taken a vote on this before they raised it. We are already paying enough for trash they aren't picking up. Notify us before they take a vote.
- Notifying citizens before actions are taking
- Notifying citizens before actions are taking
- Notifying citizens before actions are taking
- Notifying citizens before actions are taking
- Hiring a good city manager and police with diversity training. We have a lot of police officers who just need some education. The outreach unit needs to go forward as planned. Including mental health in the training.
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Educating the police department
- Community outreach unit needs to happen
- Community outreach unit needs to happen
- Community outreach unit needs to happen
- Community outreach unit needs to happen
- Community outreach unit needs to happen
- Community outreach unit needs to happen
- Community outreach unit needs to happen
- Community outreach unit needs to happen
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- Community outreach unit needs to happen
- Community outreach unit needs to happen
- Community outreach unit needs to happen
- There are a lot of services available. Not everyone has the internet or watches the city channel. But maybe having some type of alternative delivery like a kiosk at grocery stores. Everyone goes to the grocery store.
- Increasing communication about city services for people with limited digital access
- Increasing communication about city services for people with limited digital access
- Increasing communication about city services for people with limited digital access
- Increasing communication about city services for people with limited digital access
- Increasing communication about city services for people with limited digital access
- Increasing communication about city services for people with limited digital access
- Lower the rent. Rates on rent
- Controlling rental costs/fees
- Controlling rental costs/fees
- Controlling rental costs/fees
- Controlling rental costs/fees
- Controlling rental costs/fees
- Jobs
- Creating jobs
- Creating jobs
- Creating jobs
- Creating jobs
- Creating jobs
- Creating jobs
- Creating jobs
- Creating jobs
- Creating jobs
- Creating jobs

- Creating jobs
- Transparency and integrity in operating and decision making
- Transparency and integrity in operating and decision making
- Transparency and integrity in operating and decision making
- Transparency and integrity in operating and decision making
- Transparency and integrity in operating and decision making
- Transparency and integrity in operating and decision making
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- Transparency and integrity in operating and decision making
- Transparency and integrity in operating and decision making
- Transparency and integrity in operating and decision making
- Managing growth is really important for Columbia. Infill in particular downtown. I just feel like the city sold out to developers when they let the apartment buildings downtown be built lotline to lotline with no green space and no parking connected to them and it drives me crazy. And included in managed growth is infill, resources, and paying attention to what others are doing
- Managing the growth
- Managing the growth
- Managing the growth
- Managing the growth
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- Managing the growth
- Managing the growth
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- Managing the growth
- Managing the growth
- Managing the growth

- The hiring of a police chief and city manager. No more good ole boy, old white guys.
- The citizens should have input in that
- The selection of the city manager and the chief of police
- The selection of the city manager and the chief of police
- The selection of the city manager and the chief of police
- The selection of the city manager and the chief of police
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- The selection of the city manager and the chief of police
- The selection of the city manager and the chief of police
- The selection of the city manager and the chief of police
- The selection of the city manager and the chief of police
- Basic services, including police, fire, roadways, utilities
- Providing basic services
- Providing basic services
- Providing basic services
- Providing basic services
- Providing basic services
- Providing basic services
- Accountability
- Accountability
- Accountability
- Accountability
- Accountability
- Accountability
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- Accountability
- Accountability

- Transparency
- City not getting in the way of jobs coming into Columbia. Laws not prohibiting businesses coming to Columbia.
- City limited the restrictions for jobs coming to Columbia
- City limited the restrictions for jobs coming to Columbia
- City limited the restrictions for jobs coming to Columbia
- City limited the restrictions for jobs coming to Columbia
- City limited the restrictions for jobs coming to Columbia
- City limited the restrictions for jobs coming to Columbia
- City limited the restrictions for jobs coming to Columbia
- City limited the restrictions for jobs coming to Columbia
- City limited the restrictions for jobs coming to Columbia
- More town council members.
- More city council seats
- More city council seats
- More city council seats
- More city council seats
- More city council seats
- More city council seats
- More city council seats
- Eco friendly. We are growing a lot but reducing our green space. No trees downtown.
- Preserving green space
- Preserving green space
- Preserving green space
- Preserving green space
- City manager and police chief have perpetuated the same model. Not acknowledging systemic racism. It’s a continuing trend.
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism

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- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- Addressing systemic racism
- City can’t move forward if we don’t meet at least once a month for free food

Questions ended at 1:30:08
Closing by Carol Rhodes

1.23.19 Focus Group

Because all comments were included; thoughts/themes may be repeated throughout. Whenever possible, comments were transcribed exactly as shared by attendees and were not edited for clarity, grammar, or punctuation. To the best of my ability, this transcript captures the responses in summary and/or in the exact words of the speaker.

Facilitator starts at 15:56 on audio with introductions
Ground rules at 25:31 on audio
Q1 asked at 29:34 on audio

(1) If you were trying to get a friend to move to Columbia how would you describe our community?

- How about reasons why you would recommend someone not move to Columbia? I wouldn't try. I have reasons why and they are all very valid.
- I think Columbia is Mo best kept secret. Not too big. Not too small. Has everything you need. New things going on. Historical things. I have lived all over, we bought a house here to live in the rest of our lives.
- I think Columbia is Mo best kept secret. Not too big. Not too small. Has everything you need. New things going on. Historical things. I have lived all over, we bought a house here to live in the rest of our lives.
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- I think Columbia is Mo best kept secret. Not too big. Not too small. Has everything you need. New things going on. Historical things. I have lived all over, we bought a house here to live in the rest of our lives.
- So many resources, no one should to without
- So many resources, no one should to without
- So many resources, no one should to without
- So many resources, no one should to without

- Kids go to Blind Boone after school. Resources for parents
- Food pantries
- Very progressive
- Very progressive
- Very progressive
- Growing by leaps and bounds
- Growing
- Growing
- Growing
- Growing
- Growing
- Friendly
- Friendly
- Friendly
- Friendly
- Friendly
- Friendly
- Friendly
- Interested in what residents have to say
- We need more affordable housing
- We need more affordable housing
- We need more affordable housing
- We need more affordable housing
- We need more affordable housing
- We need more affordable housing
- We need more affordable housing
- We need more affordable housing
- Lots of racial issues, hard to find employment, transportation sucks, housing is strict (caters to the college kids).
- Affordable housing- rental regulations are the issues. There has to be someone regulating the slum lords. The cost to rent a studio.
- Are we answering all the questions right now? No, just the first one. Aren't we trying to get someone to move here?
- If someone is moving here, they are going to ask me and I am going to tell them this is what's wrong. They need to be rich, so I can move with them
- Nice place to raise kids
- Low crime rate
- Not too many traffic jams

- I would probably tell them to move to Columbia at your own risk. You can't form opinions for everybody else. The person you are talking to may have different opinions. Need to find out on your own.
- College town, lots of places to get education, several colleges
- College town, lots of places to get education, several colleges
- College town, lots of places to get education, several colleges
- College town, lots of places to get education, several colleges
- College town, lots of places to get education, several colleges
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- College town, lots of places to get education, several colleges
- College town, lots of places to get education, several colleges
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- Lots of parks
- Lots of parks
- Lots of parks
- Lots of parks
- Lots of parks
- Lots of parks
- Great art programs, classical music
- Great art programs, classical music
- Great art programs, classical music
- Great art programs, classical music
- Great art programs, classical music
- Great city for the disabled. Not real easy but convenient to get around.
- Speciality doctors here, strong medical community.
- Speciality doctors here, strong medical community.
- Speciality doctors here, strong medical community.
- Speciality doctors here, strong medical community.
- Speciality doctors here, strong medical community.

- Speciality doctors here, strong medical community.
- Speciality doctors here, strong medical community.
- Speciality doctors here, strong medical community.
- I would not try to get a friend to move to Columbia. We have issues with affordable housing, mass transit. A city of this size should have bus service from morning to night. Not having bus service is a major issue. Issues with equity. Opportunities here are extremely limited unless you are a professor. Limited opportunities for professionals of color.
- Variety of experiences available. Usually something to do.
- I wouldn't. The positives don't outweigh the negatives. I have been many places that are more progressive. City isn't well run. Haven't dealt with one city department that has been positive. Trying to decide if I should stay here. No opportunities. City is dysfunctional.
- Lots of amenities
- Good place to raise a family
- Traffic is better than in bigger areas
- City has tried to accommodate other types of transportation, like PedNet. There is room for improvement but at least they are trying.
- Nice place to raise kids
- Nice place to raise kids
- Nice place to raise kids
- Nice place to raise kids
- Nice place to raise kids
- Nice place to raise kids
- Good public schools
- Good public schools
- Good public schools
- Good public schools
- Good public schools
- Diverse population
- Location, location, location. We have a surprising number of activities and centrally located to KC and STL
- Benefits of stability. City government or other institutions. If you go back 30 years, the stagnant nature of city management, administration, utilities, community leadership, school district. Lot of stabilities and there are benefits to that.
- We are missing the mark on diverse employment for people who don't have a bachelor's degree. Not a lot of diverse employment for everyone. If you have a GED or HS diploma the gaps are closed on that one.
- Thriving downtown

- Thriving downtown
- Thriving downtown
- Thriving downtown
- Thriving downtown
- Thriving downtown
- Great mall
- Great variety of shops. We have everything we need.
- Columbia Mall didn't kill downtown as expected.
- I can walk around downtown and it's little

Q2 asked at 54:38 on audio

(2) What are the most critical issues facing our community in the next five years?

- More businesses that help people with mental illness. I was with Burrell for 2-3 years, then I went over to court appointed addiction and all of those that had addiction were kind of pushed aside.
- Mental health. Not enough people trained, like in the police department, who recognize the signs and then they end of going to jail
- Mental health
- Mental health
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- Mental health
- Mental health
- For those of us who suffer from anxiety, the activities these places provide to us are very important. Maybe going to a park or picnic or something.
- NE, off of Ballinger Road, has no lighting, cars coming towards you can't see you. No sidewalks. Cars speed through there.
- Crime is going up
- Policing isn't doing what they are supposed to do. We call them all the time for problems and they don't help us. Lack of responsiveness from police. They come but they don't do anything.
- Public safety
- Public safety
- Public safety
- Public safety
- Public safety

- Public safety
- Public safety
- Public safety
- Public safety
- Police come, they just don’t do anything. Said they couldn’t do anything when a lady was hit in the face because it wasn’t on camera so they couldn’t prove she was hit.
- Transit, public transportation
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- Housing affordability and rental affordability
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- Housing affordability and rental affordability
- Medical care costs are high.
- Affordability to medical care
- Affordability to medical care
- Affordability to medical care
- Affordability to medical care
- Affordability to medical care
- Affordability to medical care
- Affordability to medical care
- If you don’t have insurance you don’t have access to medical care.

- I disagree with that. Columbia has so many resources, like the Family Health Center, and you can get you medication free.
- People don't know about the resources. Lack of education about what is available.
- So what do we do if we disagree? You don't want us to bring it up? If you don't agree, don't vote for it.
- Equity. Individuals don't have the opportunity to be successful in live, different from equal opportunity, different from affirmative action, different from inclusion. I don't have the opportunity to work with satellite communication. I hear constant conversation about STEM, science, technology, engineering, and math. I was doing STEM before it was a word yet there is no opportunity for me here.
- K-12 education
- Equity. The opportunity to be successful with what you have.
- Equity
- Equity
- Equity
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- Equity
- Equity
- Lack of concern (in the city government) around transit is a little bit scary, city keeps cutting it.
- City infrastructure, especially around downtown. There always seems to be money to fix the sewer for a new building but not the ones existing. Streets, sewers, sidewalks, street lights, stormwater. Little impetus to fix the old stuff, alway money to fix the new.
- Infrastructure
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- Infrastructure

1.23.19

- Infrastructure
- Infrastructure
- Asked for definition of infrastructure
- Always blocking off Worley to work on worley and they still have potholes
- I'm just really listening. There are alot of things I could go off about but I'm not sure it's really useful to do so.
- Mass transit vs public transit. When we say transit, are we talking about the bus system? Yes
- Right now all we have is the bus system. But, as another item, alternative to using a car. If you don't own a car and you want to get around and take your life into your hands.
- City's development pattern is unsustainable, leaves infrastructure underfunded and mass transit impossible to fund. Going forward, needs to fix this.
- Word that isn't cars or busses it is 'non-motorized'
- Non-motorized transportation needs
- Non-motorized transportation needs
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- Non-motorized transportation needs
- Non-motorized transportation needs
- City's development pattern is unsustainable
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- City's development pattern is unsustainable
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- City's development pattern is unsustainable
- City's development pattern is unsustainable
- Not necessarily business friendly. Through different development codes that we have does not encourage business growth. If there is no growth there are no jobs.
- Not business friendly
- Not business friendly
- Not business friendly
- Not business friendly
- Not business friendly
- Not business friendly
- Not business friendly

- The way our city is funded. Our city is funding mainly with sales tax, which is a rapidly declining source. It's easy to complain about the things that need to be cut. And there are things they have to cut. But with the majority of the funding system, if it stays flat it is a good year.
- The handling of voter approved bond elections and voter approved initiatives. The way they are handled, which seems to be more city council that city.
- Having a long range, consistent approach to things ultimately ends up being better for businesses.
- Opportunity is narrowed. If you are in education, healthcare, insurance Columbia is a hotspot. Lack of variety of employment opportunities.
- Lack of manufacturing opportunities. We don't have a blue collar workforce.
- Poverty
- Poverty
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- Poverty
- Poverty
- I have concerns about the police departments rehabilitation with all the bad stuff that has been happening. Corruption.
- As long as we have police officers we are going to have corruption.
- Homeless population needs help
- School district boundaries
- Homelessness. Is it affordable housing or mental illness? Both, probably more mental illness.
- I was just homeless, and I seen a lot. I encountered a whole lot of mentally ill.
- We need a plan for growth
- Drugs and crime are going to be more an issue
- Bus system here sucks
- Paratransit is going to stop running on saturdays
- Everything here is geared towards the college kids
- We are taking cursive out of the schools and we are going to have some grown dummies

- Honesty, fairness, equality
- Police department doesn't have enough officers. We have half of what we should for the number of people in the city
- Drugs
- Corruption
- Affordable housing for the disabled and seniors instead of for the college kids; not enough choices
- Paquin has problems too
- A lot of homeless are veterans. They are working on with the Welcome Home but a lot of those homeless people are veterans with mental health issues as PTSD

Q3 asked at 1:27:41 on audio

(3) What is the most important thing the city can do for its citizens?

- To listen; have more focus groups; more access to city meetings
- Everybody in this room has more time than money, most of us. Except those that are rich or think they are better than us. Think about its citizens more than themselves.
- Run the busses on sunday
- More things for kids and juveniles to do
- Don't take kids to juvenile for a fight
- The judicial system. Don't try to make an example out of people who don't have a criminal background. Try to make money off me. When you get involved in something, you have to take off work, pay the court. Puts you in a bad position. Citizens that you know are being dragged in the dirt.
- When somebody goes to court they make the bonds so high that can't afford to pay it and the next thing you know they are in jail. Some of these bonds are ridiculous.
- We need to work on the criminal justice system here to help the mentally ill not fall through the cracks and end up in jail.
- More affordable housing for everyone
- Reasonable dental clinics
- Provide opportunities to grow as a person or family
- Limited resources to cover alot of things from the city's perspective. Develop consensus and focus on what's most important. Need to come to a community consensus on what priorities the gov't should focus on.
- Infrastructure. Taking care of infrastructure.
- Provide low cost and transparent public goods so everyone has the legal and financial freedom to thrive.
- Better responsive and competent city services

- Be more transparent on how decisions get made
- Make full use of the talent pool that reside here. All the talent pools. Somewhere in Columbia there is a person who knows how to plan and execute mass transit.
- Get all of the corruption out of city government police department and judicial system then they can get something done.

Questions ended at 1:37:50
Closing by Carol Rhodes

12.17.18 Focus Group

Because all comments were included; thoughts/themes may be repeated throughout. Whenever possible, comments were transcribed exactly as shared by attendees and were not edited for clarity, grammar, or punctuation. To the best of my ability, this transcript captures the responses in summary and/or in the exact words of the speaker.

Facilitator starts at 10:06 on audio with introductions
Ground rules at 14:41 on audio
Q1 asked at 16:57 on audio

(1) If you were trying to get a friend to move to Columbia how would you describe our community?

- Great place to raise kids
- Great colleges
- Better jobs here
- Lots of parks and stuff that's free
- Outside recreation (walking, fishing)
- Of lot of things to do here (arcades, comedy clubs, spas)
- More opportunities
- Good college town
- Columbia Public Schools is not trained on mental health, work needs to be done on this.
- Columbia Public Schools is not trained on mental health, work needs to be done on this.
- Columbia Public Schools is not trained on mental health, work needs to be done on this.
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- Columbia Public Schools is not trained on mental health, work needs to be done on this.
- Columbia Public Schools is not trained on mental health, work needs to be done on this.
- Columbia Public Schools is not trained on mental health, work needs to be done on this.*They mentioned about wanting CPS to step in before something happens*
- Read about another community where they schools are being more involved in mental health issues *To get involved before things happen.*
- Best city in the state concerning families, public education, higher education, parks, hospitals, agencies and services (across the board). Good place for the arts. Best city for those with disabilities, although there is a lot of room for improvement. Transportation is decent. Agree on jobs. *Columbia has the* Higher salaries in Missouri with low unemployment. Big city feel but a small city.
- Disagree on public transportation. I come from Virginia. The system here compared to there could use a whole lot of work.
- Columbia is my favorite MO city. Diverse, inclusive, creative, access to health care, human service organizations are better than other cities, parks and trails. Public transit could be improved a lot.
- Cultural fun, outdoors, activities, diversity, sense of community, hospitals. Thriving downtown area. You can find people with similar interest (urban agriculture, sustainability).
- Progressive community
- Having revenue problems. Our community is stretched trying to support everything.
- A lot to do. Big city vibe. Access to nature. No pollution. Relatively cheap housing compared to other places
- Busses stop too early, don’t go everywhere
- If someone wants to walk to places, you would have to live downtown, which is expensive
- Lack of sidewalks, no bike lanes, pedestrian crosswalks
- Columbia is a good town but there is room for improvement
- Small community feel
- Lots of activities in different price ranges. Parks. Arcades.
- Safer than most big cities in MO (KC and STL)

- We give a lot of cuts to businesses, good support for business owners. Good food, good dining options. Cheaper than bigger cities, housing cheaper than bigger cities, nice parks, good art and music scene
- Small enough to be friendly, large enough to be interesting
- Big city feel but incredibly close to rural environment, able to go camping and enjoy the outdoors
- People help each other, even with our flaws we overcome them to improve our city. Small community feel.
- Trying to become a better city.
- Hospitals are good and there are an abundance
- Hospitals are good and there are an abundance
- Hospitals are good and there are an abundance
- Hospitals are good and there are an abundance
- Lots of grocery stores
- Farmers market
- Farmers market
- Disagreement with the low cost of housing. Everything is geared towards students who have 5-6 people in a house.
- Disagreement with the low cost of housing. It's been going up a lot in the last 5-10 years. Our housing costs are lower than cities like LA.

Q2 asked at 44:17 on audio

(2) What are the most critical issues facing our community in the next five years?

- College kids taking over the territory
- Crime within our youth
- Affordable (for everyone) housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing
- Affordable housing

- Affordable housing *(The audience agreed that this includes accessible and affordable)*
- Housing needs to be quality, accessible one bedrooms, different housing options, housing in a variety of locations in the city (only exist in areas where you need a car, not walkable)
- Transportation. Heard a bus driver say they are trying to get rid of fast pass and monthly passes. Need expansion of the routes and sunday service. You are limited to where you can go and what you can do. Can't get to church services. Need 24/7 transportation. Paratransit doesn't go outside city limits (where many of the affordable, accessible housing options are).*A town this size should have better transportation*
- Transportation
- Transportation
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- Transportation
- Transportation
- Transportation *(Sensible vs affordable)*
- Access to different services provided in Columbia (communication)
- More information about budget cuts. Will services be cut? Will paratransit be cut? Need more information on City cuts.
- Access to information (using variety of communication methods)
- High cost of housing
- Homelessness
- Low income can't afford to eat healthy
- High cost of utilities. If you aren't in low income housing you will pay a lot for rent and utilities. Balancing housing costs
- Promotion of jobs at all levels of city government and private industry for adults with disabilities
- ADA approved sidewalks are not in areas with a population of adults with disabilities. Ex: William Street (Freedom House), Broadway from BCFR to the hospital
- Low income accessible housing, particularly downtown (center and east side)

- Quality of universal design
- Individuals with disabilities that are below the poverty line, the city could help restore the cuts (funding) for personal care attendant hours (2-3 years ago, state cuts)
- Is there a rent cap here? Or is the rent based off the stock market?
- No, no rental cap. Owners decide what they want to charge.
- Public transit needs to allocate adequate funding to expand public transit. People's lives go 7 days a week. Also need to spend resources marketing the bus to increase ridership.
- Safe pedestrian walkways
- Ensure it has an adequate infrastructure to support expansion before it expands
- Affordable, accessible housing
- I lived at Paquin, I got a Section 8 voucher. I was trying to find low income housing and a landlord that would take section 8. Downtown was impossible. Fortunately the BCFR built something and I was able to get in.
- I got a Section 8 voucher, couldn't get a place that was in a walkable area of the city. Only available properties would require driving.
- HUD talked about raising the limit you pay for rent from 30 to 35% of income. Does the city know anything about that?
- There is a need for personal care attendants, hard here because unemployment is low here, labor shortage in this area
- Medicaid expansion
- I'd like to see the city take a more proactive stance on the employment of individuals with disabilities in the city or educate employers on the value of hiring
- Dwindling resources- is the city still going to make sure that all voices are heard?
- Low unemployment and high poverty, nationwide problem. Housing isn't affordable because wages are low. We have massive population entering workforce and massive population aging.
- Labor shortage in personal care attendants and they don't have health insurance.
- Community policing, a police force that is focused on making everyone safe, focused on helping people
- Crime with the youth. Young people need more things to do, that are affordable
- Crime with the youth
- Crime with the youth
- Crime with the youth
- Crime with the youth
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- Crime with the youth
- Crime with the youth

- Crime with the youth
- Accessible housing
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- Accessible housing
- Tradeoff on what housing is affordable vs housing that's accessible
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- Low income can’t afford healthy food
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- Need for City to supplement cuts to attendant hours
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- Proactive hiring of individuals with disabilities
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- City becoming polarized, not listening to the other side
- City becoming polarized, not listening to the other side
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- Low unemployment yet high poverty rate
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- More diversity on city boards, city council

Q3 asked at 1:18:04 on audio

(3) What is the most important thing the city can do for its citizens?

- Pay attention to the crosswalks and the buttons for the signals. Fix the broken ones.
- Keep advertising parks and other free things and activities for youth and adults
- Assist with housing and utilities
- Focus on helping its most vulnerable residents. We focusing on some many things, fancy parks and businesses. Public transit is one way to do this.
- Social equity. Build concrete planning to address social equity (City's strategic plan) with action items
- No more student housing development
- City wonders where its money is going and they are building these buildings for students and then there is none for us
- Columbia needs to listen to its constituents, not one group but everybody
- Enforce a rent cap, enact a rent cap
- Accessibility for all ranges of disabilities

- Transportation, extend the hours, run on Sunday, later at night
- Get away from fixed route transportation. Door to door with vouchers.
- Develop of subcommittee of citizens that fit those in need: low income, transportation, disability needs, accessibility, etc. Not the commissions. They could go out and investigate these needs. They can report back to the gov't and report on what the citizens want.
- Inclusive listening practices (council meetings start at 7pm, busses don't run in the evening)
- When you sign up to be on a board/commission can't if you have a misdemeanor. Good people aren't qualified to be on the board.
- Get input from all, not just those with money.
- Don't just get input, do something with the input you get (take action)
- Support others efforts and work towards opportunities for all citizens to have quality of life: employment, safety, transportation, housing
- Years ago, City had an affordable housing event. Would like to see quarterly events to solve this issue of affordable housing
- Consider inclusion and accomodations in all city policies and services
- Better design for crosswalk
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12.17.18

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Questions ended at 1:38:32
Closing by Carol Rhodes

12.13.18 Focus Group

Because all comments were included; thoughts/themes may be repeated throughout. Whenever possible, comments were transcribed exactly as shared by attendees and were not edited for clarity, grammar, or punctuation. To the best of my ability, this transcript captures the responses in summary and/or in the exact words of the speaker.

Facilitator starts at 14:08 on audio with introductions
Ground rules at 22:17 on audio
Q1 asked at 24:21 on audio

(1) If you were trying to get a friend to move to Columbia how would you describe our community?

- Vibrant
- Opportunities: industry, businesses, education
- Top rated medical facilities
- University of MO
- Organized and active community
- College town
- Extensive art and culture community
- Safe and financially responsible
- Schools are good
- Easy to start a business here
- Affordable housing (compared to other states)
- Laid back
- Nice place to raise kids and retire too
- Progressive
- Safer than most communities
- Safe for families
- Good job opportunities
- Housing is better than some big cities
- Thriving downtown business district
- Lots of cultural activities downtown
- Needs more jobs that pay a living wage
- Lots of activities for outdoor (parks)
- Great restaurants, big city quality and more affordable
- Good and someone protected economy. Because of the businesses and organizations in our community (MU, large workforce, healthcare, insurance, mortgage banks) are stable businesses and help insulate us in economic

downturn. Other similar size areas, with one major company, can be crippled by a downturn. Diverse economy here.

- Good and somewhat protected economy
- Good and somewhat protected economy. We weren't hit as hard in 2008 as other cities
- Diverse community. Whatever your culture, you will probably see others like you.
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- Fantastic medical and healthcare. The hospitals here and the opportunities for people from all walks of life to get quality care and treatment.
- Quality healthcare. Diabetic care at the hospital is awesome. Wounds are healed.
- You can get your car tags in thirty minutes
- These things are drawing people to Columbia. If you are elderly, or if you are sick, Columbia is a place you want to be for medical care.
- The University has too much control over the medicine and they services provided. They absorb others. Will absorb Boone.
- Good place to start a business. The people who came and inspected the business were nice. Rents are a little high but if you want to start a business out of your house, it's very easy to get that going here in Columbia.
- As a new business owner, there are so many opportunities available for resources. You can get just about any help you are looking for.
- Start up costs are cheaper here
- Gas is cheap
- Doesn't take much to start a business here, people are helpful, you can find help starting if you know where to look. People are willing to help you get started.
- Public schools are good, top rated (in their opinion). Everyone has an opportunity to get a quality education in the public school system.
- Opportunities for private education
- Everything is close here, within 15 minutes
- Traffic is good compared to big cities
- Disagreement with comment about the public schools. Minority students, specifically African American males are marginalized, treated differently. It is done frequently and purposefully. I don't think that everyone has the same opportunities.
- Columbia public schools is one of the most racist school districts west of the Mississippi River. Since the Civil Rights act of 1964 was passed, they have complied zero years. In sixty years, there has not been one program that would foster and embrace the Civil Rights Act of 1964. I know. I was in the segregated

Columbia Public Schools and also the integrated Columbia public schools. The way the district treats black students in ridiculous. The way they treat black men as far as having their contracts renewed. If you stand, and be a man, your contract will not be renewed the next year. There is a lot of work that needs to be done there and instead of educating the children, black children are often misdiagnosed and placed in special or remedial programs just so they can get them out of the room.

- There is a comment that it is safer than most. I actually looked up the statistic because I wanted to make sure that I was correct. Columbia is 25% higher in crime than the rest of the country per capita.
- As far as that is, I think it's isolated and there are isolated incidents. I have been here all my life and I still leave my door unlocked and my windows open when I go to sleep. People say the street I live on "well I'm not coming over there, there is a lot of crime". If you get to know your neighbors and there is kids on the block and they all play with each other, then you can feel safe. But you can't isolate yourself and say " I am not going to talk to that person over there I see people running in and out of their house" you don't know what they are doing. But if you don't say "hi" you never will. You can't judge a book by its cover. So, that crime that has been happening here lately is by people who are not from here. They are people that have integrated here, running from other places. Columbia is in the middle of two big places so we are getting them here, thinking that they can come in here and take over and do whatever they want. Everyone says "if you come to Columbia on vacation you leave on probation". We don't play. So this is just a little spurt in crime incidents that we're having. It won't last a long time. It's not like St. Louis. It's not like Kansas City. It's not like California. I mean we do have our crime and if we can just get people to stop saying "snitches get stitches" and step up and tell what you see without thinking you are going to be the next one that's harmed, we'll be ok.
- I feel like there is crime everywhere you go. In a big city or small city. It doesn't matter if you leave your door unlocked and your windows open. If you give kids something to do starting at 25 to 13, there would be less crime. Period. Whether you are in the suburb or the city. If you target the youth, give them something to do.
- I found it to be the people are nice. Working is plentiful. Jobs everyone. School system is nice from what I have experienced.

Q2 asked at 45:30 on audio

(2) What are the most critical issues facing our community in the next five years?

- Housing costs are way overhead compared to what our jobs pay here
- Medical costs could be a problem.

- Losing some of the supportive services. We all sit and talk about our families. Our homeless people are also part of our community so even with some of the programs. Losing food stamps because you don't have a job. We got homeless people who may be losing disability so now we are looking at the crime rates going up. Not just the homeless.
- Rising costs
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- Making sure our city policies are monitored to ensure we can still provide affordable housing
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- Whenever they come up with a lot and they build a complex 'this is going to be for the low income this is affordable housing'. The next thing you know they are moving in desks and beds and dressers and it's for the students. Everything around here is geared towards the students (not low income). Affordable housing is not affordable to the people that actually live here. Because everytime they built something it's not for the city it's for the college students. Their prices are high. And then they want us to move in there after the students are gone for the summer. But we can't afford to do that. Their rent is way over the top because they have parents paying for it. And we as Columbia's, working parents, maybe

students can't afford that. The housing needs to be better and not on the outskirts. We need to be able to live in towne where we can get transportation and catch the bus without having to be outside the city somewhere and still be able to afford it.

- I see a big picture issue of an increase in population living below poverty
- Lack of adequate transportation
- Policy decisions made by the city can exacerbate a situation
- Lack of strategic planning and effective and timely investment in needed capital improvement (infrastructure). I think we see that all around the city. I mean it basically in every single sector you can think of.
- Aging infrastructure of our city needs to be addressed
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- Aging infrastructure of our city needs to be addressed
- Aging infrastructure of our city needs to be addressed
- Ensure all have financial economic mobility. If you are born into poverty in Boone County the chances of getting out of it are very low. One of the lowest in the United States
- When developers come here, they have to go before the city. Part of the presentation is they have to say how much of what they are doing is affordable. Usually they meet the minimum percentage. But as you said, who is getting those spaces. We do not pay enough attention to whenever people are coming here and are getting the tax breaks and we are not requiring anything but the minimum and we have no idea who is living in those spaces.
- The projects on Unity and Lincoln were remodeled. They moved all the people out and told them when it was done, they would move back in. No, because the rent is a whole lot higher and who is in them, college students. It's close to campus, it's on the route and those particular ones you know people grew up there and have been there since the building and they moved them out. First they moved them down the hill to LaSalle and Trinity, if they had space or they moved them to 3rd and 4th street. And they told them, you can move back once it's remodeled but another company bought it and it's call Stewart and the other one is called Parker. Which is still part of the city but you didn't allow those people to move back in. So they are in something that is much less with some slumlord who don't care when they had some place to live.
- I've lived in a couple college towns and that is a side effect of a college community. The colleges are large and they engulf the residents. The residents

and the city itself need to have some pushback otherwise they will just engulf you.

- I was living here before urban renewal. And the gentrification continues and that is all that it is. They devalue your property if you live in the hood so they can take it from you for little to nothing. Then they come in, they develop it, then they rent it to whoever the highest bidder might be. Gentrification, plain and simple. It's been going on since the 1950's.
- We have great opportunities for healthcare in this community but I think the poor and minorities education about the healthcare opportunities, what is available to them, understanding what their physician might be telling you. I wish there was a way, I know the county might be working on some of that stuff but I don't think I think there is a big difference between minorities and non-minorities and poor and understanding what is available, their rights, and just how to navigate that system. I am not sure how to fix that. I just wish that people of color and people of lower socio-economic incomes backgrounds had opportunities. Maybe a liaison? That is my goal for 2019 for my business is getting information out there. Most people don't understand things like advanced directives. How we educate people about the resources available to them.
- I would like to see full employment in the black community. Without jobs there will be more violence. When I ride by a construction site, I am going to see things differently than you. If I don't see a black guy working there, I am mad. You probably are. I got a radio program and we used to talk about a place for kids to go *to recreate*. What came out of that was the ARC. I go to the ARC now, I don't see any black kids working in there. I was there with my wife one day and I left there in tears. Every lifeguard was white. We need to get jobs for our young people. Somebody is sitting on the wheel, somebody is not letting it happen. Phil who runs the Housing Authority slipped up and let that happen on Unity and Lincoln. Somebody is not doing what they are supposed to do.We as black people hope there isn't some meeting of 8 white men going on saying let's not let black people have anything. I don't think there is a meeting, I hope there is not.
- Racism is not that overt. The racism that is prevalent here in Columbia in city government and the way they do things in the city of Columbia is overwhelming, its stifling, and it's been that way for a very long time. Again, the Civil Rights Act was put in place in 1964. Not one year has the city complied or met the minimum requirements of the Civil Rights act. They don't care. They really don't. And until you can affect their money, until you can stick your hand in their pocket and slow them down with the controls that are in place they have carte blanche to do whatever they want
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- How do we get our youth to take ownership? We have got to make our kids take ownership we can't just say we are a victim. They have to go look for a job. You have to take care of the things you have and other people's things when you have the opportunity. No, things are not fair but we must take some ownership with this with our youth.
- That's why it's important for minorities to play a role in providing services for themselves. We can't always expect someone else to do what's important to you. If you know it's an issue in the black community and you know that's a problem there then that is what requires black leadership to step up and play a role for those that are disadvantaged in our community.
- I would like to see more people of color in city leadership positions across the board. Whether it's on task forces, commissions, paid positions, city staff. What we have now is not representational of our city.
- Homelessness. High number among teens and youth. They are couch hopping. *This follows them into being young 20 yr olds*. If they do get housing, they may not have a job and get evicted. Vicious cycle.
- Volunteers used to teach kids how to teach them how it happened, how it goes, how to want a position in a city office. They aren't doing that anymore. *You can't expect someone do something if you don't know how. You can't utilize something you never had, or never been taught it.* They don't have any volunteer programs at city hall for us*, to teach them how it goes to make them want a position*. Junior Achievement program you took it from us. We don't have that anymore. You can't expect the youth to want something they don't know anything about.
- Opportunities and education to move up *Especially for a minority*

- CARE program give you an opportunity to shadow, good program. Doesn't reach everyone. I would like to see a youth entrepreneurial program.
- There are things happening that we don't share in the community. The CARE program is underutilized. It's a half million dollar budget. It is important to help teens gain much needed social capital. The city *managers office* hired Stacey Smith to be liaison between the city and the neighborhoods. I want to make sure the city shares this information widely as many don't know about it. We need a strategic communication plan at the city to make sure everybody knows about what's going on and what opportunities are there.
- You can create a position (for the CARE program) and they will send a youth to be involved
- The social capital is what we all have to work on
- I was also in that position.*(Stacey Smith's)*. I lost my position when my mom got sick, got fired for being *13 minutes* late to a meeting. I was at my mother's bedside. Those things have to stop.
- City is going to face reduced revenues, which is going to be a huge issue. We (Columbia) is trying to do everything but we don't have the same revenue we used to have. Columbia needs to look for other revenue sources.
- The city has grown exponentially in a very short time. A lack of planning and evolution is how we do business is evident, now we are in a cycle of trying to catch up. I see so many areas in the city where I ask "how did this happen? Why did they do this?". If there was effective planning and implementation this would be a problem.
- Reduced city revenues. Impacts infrastructure, trash, etc.
- Used go council meetings. Now I don't because the community development block grant funds, they would pinch off the money to the organizations who ask for funding but then give a big amount of money to build the street in front of Columbia College because it 'benefits the community'. These funds need to be going to organizations like Granny's House.
- Reduced city revenues
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- Where I am, we were going to turn one half of a duplex into a food pantry. We had it all lined up. But, when it came to the point to actually do this out north for the community, that didn't happen. When you don't see the finance for that, what happened to the money? Why didn't it come to the North neighborhood? It didn't get to the East or the Central?
- Accountability
- Transportation. It's really hard to live in this town without a car. *And it's getting harder and harder.* Public transportation needs to be a priority and right now we are going in the opposite direction.
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- Public transportation
- As in economic development, we try to explain our public transportation system and it's embarrassing.
- You also need to bus routes to travel at a time that begins with your workday and ends with your workday.
- Public school transportation is not good. Some students are on the bus for an hour a day.
- Same issues in 1985 with transportation.

- Mental health and the need for more services. Affordable, easy access to mental health providers.
- Mental health taxes our police department. Because we don't have good mental health resources people have to call the police on their family members.
- Mental health is a crime related issue. Many crimes are committed by those with a mental health issue.
- Mental health and the need for more services.
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- Mental health and the need for more services.

Q3 asked at 1:19:17 on audio

(3) What is the most important thing the city can do for its citizens?

- Youth sense
- Work on accountability and a strategic, long range, cohesive plan that is across departments. I don't want to see City silos.
- End racism
- End racial profiling
- Provide a safety net that helps us deal with our income inequality. Forty percent of boone county kids are living below poverty level. Our city needs to fill the gap.
- Education equality in every school. Some schools have more children with high needs compared to other schools.
- More accountable
- More in-depth with the concerns of the community. Homeless, youth. Youth don't have enough activities, buildings where they can meet with mentors. Stop breaking promises. They don't stand behind their word.

- Follow thru of a vote of the people
- Increase support for grass root services and organizations (that provide rent services)
- Education. My son was diagnosed with ADHD at 3 yrs old and he goes to CORE. He wasn't diagnosed by a doctor. She told the school *he was delayed walking and talking and learning disability things* and they took that and made it into a behavior thing. Now my son deals with behavior problems.
- Providing public transportation, on the weekend and past five pm. Provide efficient, reliable, accessible, and clean public transportation.
- The community needs to know where we go from here? There should be some kind of communication about 'now what?'. I have been to several meeting like this and have never see results.
- Bring back affirmative action. Require a quota of minorities. When you don't do it, they don't do it.
- Better strategic planning, specifically in bringing employers here. We have a lot of people who are underemployed.
- For the city to be behind small business development
- Efficient management to provide positive change
- Learn how to increase review. Maybe partner with MU for this?
- Safety. We have got to make this a community where people feel safe.
- Build and maintain our infrastructure. If our infrastructure is deteriorating and not keeping up our community won't grow.
- While you are building, put some black people on the crew.
- The city must do a better job of providing incentives for companies to come here and pay a living wage. We can't rely on the university for everything.
- Incentive current employers to pay hiring wages
- American Outdoor Brand and Aurora Dairy received bonds that require they pay a living wage and must reflect the faces our our community. They are hiring and must reflect our faces or they lose their tax incentives.
- Unemployment rate for African Americans is high, don't have living wage jobs. How can we get companies to look at workforce, race of its workforce, and try to be more diverse. We need the city to help connect the dots between businesses who are hiring and those seeking a living wage job.
- If the city would lead the way and comply with the Civil Rights Act of 1964 then employers around the area would catch on and would take that leadership and further develop it. That's how you eliminate this quagmire we are in now. As long as nothing is done, nothing will change.
- Why is the City losing money? The city is growing, businesses are coming in. Is there a simple answer to why?

- Our revenue structure is built upon sales tax. Since sales tax is decreasing. We have built a company called the City of Columbia on a revenue source that is not reliable. We have got to look for different ways to figure it out.
- They waste more money than they utilize. When you have four city water and light trucks at a location where only one is needed, that is waste, fraud and abuse of tax dollars. They have some of the worst management of any company that I have ever seen. But it's okay for the good old boy thing to work that way.
- Lack of preventive measures. Re-entry. People coming back here out of jail. There are no services to support them. Then when crime increases a lot of those crimes are being committed by those who basically have no options and are desperate. When there are no measures in place to prevent those types of things from happening, they most likely will happen.
- We need to replace the city manager form of government. There are other cities of similar size that do not have the city manager model of government. It was put in place by a gentleman who was king of the mountain. We need to get rid of the Ray Beck model. It's not conducive to growth in the city of Columbia. Replace the city manager form of government.

Questions ended at 1:39:32
Closing by Carol Rhodes

12.11.18 Focus Group

Because all comments were included; thoughts/themes may be repeated throughout. Whenever possible, comments were transcribed exactly as shared by attendees and were not edited for clarity, grammar, or punctuation. To the best of my ability, this transcript captures the responses in summary and/or in the exact words of the speaker.

Facilitator starts at 9:33 on audio with introductions
Ground rules at 12:11 on audio
Q1 asked at 15:42 on audio

(1) If you were trying to get a friend to move to Columbia how would you describe our community?

- Lots of opportunities some may been hidden (Leisure Times). They would have a lot of things they could do
- I wouldn't try to get anyone to move to Columbia. Where I live, there are shootings almost every day. I wouldn't recommend anyone move there. There isn't much for people who enjoy the same type of things i like to do
- Diverse, well educated, and open minded
- Segregated. Different atmosphere in different parts of town.
- Summers are the best when the college students are gone, solidifies the community
- Lots of opportunities
- Lots of opportunities
- Welcoming, safe, overall friendly
- We have resources but they aren't well known and/or marketed
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- We have resources but they aren't well known and/or marketed
- Education. We have more presidential scholars, scholarship opportunities, we are used to the college lifestyle
- Great place for youth and families
- Small city, large town
- College atmosphere is plus
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- College atmosphere is plus
- Small city with a big city feel
- Small city with a big city feel
- Small city with a big city feel
- Overall optimism
- Airport growth
- Segregated racially and socioeconomically
- Quality public education system
- Opportunities the bigger cities have, public speakers
- Appreciation for the size of Columbia, it's the best of both worlds.
- Appreciation for the size of Columbia, it's the best of both worlds.
- Appreciation for the size of Columbia, it's the best of both worlds.
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- Appreciation for the size of Columbia, it's the best of both worlds.
- Appreciation for the size of Columbia, it's the best of both worlds.
- Good downtown area
- There are lots of resources, if you have resources. Those with privilege have more access to opportunities at MU
- Very welcoming to newcomers
- Very accessible size wise
- Segregated
- Not commercially as entertaining as KC or Stl but we have T/F, other opportunities for enrichment
- College brings in alot of culture and international
- Public education is good
- Money is tied up in land, hard to move up
- Lots of concerts, festivals
- High quality public education
- Close proximity to needs (grocery store within minutes)
- MU brings in opportunities
- Parks and trails
- College town. Big city and small city combined
- Different neighborhoods have very different atmospheres
- Very diverse
- Good parks
- Very diverse
- Segregation in schools. District lines have negative impact on this.
- MU opportunities
- Exclusionary environment in Columbia
- A lot of investment in our community (agriculture park)
- City's strategic plan focuses on a lot of social issues
- City is always trying to improve itself

- Good town but not the same for everybody
- Good opportunities for volunteering

Q2 asked at 37:55 on audio

(2) What are the most critical issues facing our community in the next five years?

- Growth and marginalization of certain groups, especially in public schools
- Growth of the city and new problems that will rise up
- Climate change
- Violence needs to be addressed, not everyone feels welcome
- Growth and new problems, like an increase in our violence rate
- Growth may increase segregation issues in the city
- Kids are needed more help in school to succeed
- Battle HS- mentor freshman. The freshman aren't motivated or excited about school. No plans. No goals.
- Keeping youth motivated is important.
- Fair housing is an important issue in our community. Columbia is very segregated, we are still dealing with the consequences of urban renewal.
- Affordable housing
- Mental health
- Economy
- Trash, the sheer amount of trash. Trash along the roadways
- We need to do better with recycling
- Increase in violence
- Traffic increase
- City segregation and the impacts of where you live. Gap in ACT scores between the high schools. Rice Road and McKee streets crime rates. Kids are less motivated at Battle but we have the worst communities. South has more opportunities than North kids.
- More acceptance of racial bias
- Segregation in schools
- Water wastefulness
- Food waste
- Ensure a positive community dialogue would help with the stratification issues we are experiencing.
- Conflict negotiation and dialogue trainings for leadership
- Technology is crazy, especially with the younger generation. Its sucks them out of school and puts them into the real world before they are ready to experience it.(*They don't really care about school so much)*
- As a society, the whole is punished for the bad acts of the few. It would be nice to see us reward the whole for the good acts of a few.

- Climate change
- Violence
- Improving sidewalks and roadways
- Need more sidewalks so that pedestrians can get around
- Make our community more accessible for those with disabilities with sidewalks, safe road crossings
- Drugs in schools. Drug prevention campaigns are mocked by the students.
- Living facilities downtown compete with small businesses for space. We need to preserve our downtown culture.
- Substance abuse, especially with high school kids. Kids are having more access to things (Juul has become a social thing at school)
- Substance use in the high school buildings. Kids don't know how to manage stress and problems and turn to drugs.
- Drug prevention programs are outdated and ineffective. Same teachers handing out flyers. Need a different perspective.
- Substance abuse e-cigarettes
- Segregation in schools
- Public transit. Not well used or advertised. Revitalize the transit app. Improving public transit would provide more opportunities and help with the North/South divide as people to travel to other parts to access opportunities
- Access to nature and its positive impact on mental health
- Bike paths are not as safe as they should be, needs improvement
- Don't become stagnant. Have a plan for when the growth of Columbia stops. Are we ready for a recession?
- Segregation by race and socioeconomic status
- More civic engagement needed with greater diversity
- YAC is ¾ Rock Bridge HS. We are only going to hear about issues in Rock Bridge. Not having a diverse city engagement and government prevents diverse views from being heard.
- Socioeconomic divides, especially with the high schools. Rock Bridge vs Hickman vs Battle divides and stereotypes. We don't have enough contact with each other.
- Need to improve transit
- Not enough contact with other people, other parts of the city
- Civic engagement, need more registered voters
- Reducing social and economic divides in the city and within public high schools. Make it easier for kids who don't have the resources the access all the opportunities in education

- Improving our infrastructure. Growth in the south has led to lots of homes on tiny, winding country roads. Need to expand the roads, they are dangerous in the winter.
- More sidewalks that are accessible
- Mental health. Kids take a survey at school but they don't take it seriously. Mental health needs to be considered serious. Youth are being hit with these issues
- Volunteer opportunities exist but aren't easy to find information on
- Impacts of city growth on infrastructure, road safety, sidewalk safety (esp. With the scooters)
- Preserving our trails and parks
- Overbuilding is replacing open lands
- Increasing youth involved in the political arena
- Socio economic issues
- Safety issues
- Strong chance of a recession
- Overbuilding of expensive apartments
- Quality of teaching in middle schools. This group is lacking resources.
- More efforts to mitigate food waste. HS student collected 163 pounds of food waste in a single day at the school.
- Foster care. We have a need for more foster homes/parents for kids
- We have access to specialized medical care but it's not always easy to access and it can be costly
- Need practical education for life post high school and planning for college, career planning too
- More individual support for high school kids. Kids need an adult in school who has time for them

Q3 asked at 1:14:04 on audio

(3) What is the most important thing the city can do for its citizens?

- Give everyone a safe place to live
- Provide services like utilities and trash
- Good infrastructure
- Give back to the teachers
- Allow everyone to have a voice and to give opportunities to the citizens to get more involved here
- Educate the community on the issues, substance abuse
- Work towards an equitable community, invest resources in the community
- Have the citizens put in the effort, what can they do for the city? If they put in the effort, the city can give back to them.

- Help bring more awareness for mental health needs
- Raise awareness on ballot issues and local elections
- Continue to support city wide events should function to dampen the stratification in our community and provide educational opportunities
- Make sure everyone's voice is heard, that people feel empowered and comfortable sharing their views
- Encouraging diversity, language too
- Infrastructure, traffic, give the citizens more roundabouts
- Increase accessibility to opportunities with improvements to transit
- Promote more civic engagement, especially with city government. Have a diverse body of people who are coming up with policies to address the issues, such as racism.
- Revitalize and grow our parks/trails/outdoor activity areas to beautify Columbia and encourage more physical activity
- Focus on parks, make Columbia a pleasant place to live, genuinely enjoyable to live
- Encourage diversity, acknowledge different groups within our community
- Equal opportunities for resources, increase awareness of resources
- Make the town safer, less violence
- Continue to improve public education
- Stronger individualized support for students, will help with mental health needs, support youth in lower socioeconomic groups
- Accessibility to the government's programs. School activities are very expensive, many kids can't afford this cost. Provide scholarships for to participate in activities

Questions ended at 1:25:50
Closing by Carol Rhodes

12.10.18 Focus group

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Facilitator starts at 21:53 on audio with introductions
Ground rules at 33:15 on audio
Q1 asked at 37:15 on audio

(1) If you were trying to get a friend to move to Columbia how would you describe our community?

- Small town. Not too big, not to small
- A big small town
- Plenty of things to do here
- Good place to raise a family
- Diverse
- Colleges help with diversity
- Respect for diversity
- Good education
- Not as expensive to live here as bigger cities
- Diverse compared to rural MO
- Love to go to Aldi's to hear all the different languages spoken there
- Lots of things to do
- Good healthcare
- Art
- Tai chi
- Good food choices
- Crazy roundabouts
- Driving is easier here than in large cities
- An easy to place to live, especially if you are white, you can drive a car, and you have some money
- An easy to place to live, especially if you are white, you can drive a car, and you have some money
- An easy to place to live, especially if you are white, you can drive a car, and you have some money
- Easy to drive, hard to take the bus

- Riding the bus. It's been a long time since I even tried to take the bus here, but I found out, maybe they changed it. But, you get on the bus and let's say you have to go from A to B but the bus is only going in that direction, you have to get on and go all the way around until you can get off there. That's stupid.
- I don't ride the bus, but when I am driving I see people standing in the rain or sitting on the cold ground because there is no shelters. We need bus shelters
- Bus shelters
- Bus shelters
- Bus shelters
- City invests in social interaction more than most
- Opportunities to go to plays
- Good entertainment
- Good place if you want to volunteer
- Public school education
- Culture events at the public schools
- Easy to make friends here
- Easy to make friends here
- Well education population
- Opportunities for education for all ages
- Lots of good activities
- Vibrant, young community
- Friendly
- Good mix
- Good healthcare
- Health education
- Employment opportunities in healthcare
- Lots of creating your own business
- Entrepreneurial opportunities
- We don't publicize a lot of our opportunities. How many people know we have an entrepreneurial incubator?
- Good schools are very important to a community. Even though we might might be seniors and not have kids in school, it is good for us to have good schools.
- We don't identify the resources we have and don't disseminate them throughout the community
- Columbia is the adequate size city to receive enough funding for it to been impactful. Community block grants, all the grants money we receive, we qualify for because of the size of our city.
- I encourage my friends who have moved to Columbia to be involved. You need to speak up and be involved. Some of us do experience negativity in this arena. Stay involved in the school system and speak up if you see things inequitable.

- Don’t be a lump
- Don’t be a lump

Q2 asked at 53:05 on audio

(2) What are the most critical issues facing our community in the next five years?

- As a senior, the cost of living troubles me. I am thinking of moving to another town. Cost of living is a major issue on a fixed income
- Economic equity
- Racial disparity is bad in this community. Epidemic. We seem to be going backwards. And not just for me, but for the children. Are they invited into others homes?
- Are we going to be generous with our resources or are we going to share
- Accountability
- High taxes here. They keep creeping up.
- Work on infrastructure, streets
- We have grown so much as a city. Hard for workers to keep up.
- We have to borrow money and spend money to keep things up
- City has to keep financing things
- Law enforcement
- Drugs
- Violence
- Race
- Legalize marijuana. Wrong people are getting busted. People without money for lawyers.
- Legalize marijuana. Wrong people are getting busted. People without money for lawyers.
- Law enforcement officers aren’t paid enough. The problem is how our funding goes. The ballot for police and fire was voted down but parks and recreation passed. I want my police officer to get paid rockstar money, so he’s not going to do stupid stuff like racial profiling because of fear of loss.
- Disabled citizens and senior care for lower income. Their housing options are mixed in with the lower income citizens (who are not disabled or seniors). I am afraid for those residents who are vulnerable.
- Our lower income community keeps getting bigger
- We say we have plenty of jobs but we still have a population that is just hanging out
- We say we have plenty of jobs but we still have a population that is just hanging out

- There are lots of younger, low income people on SSI, they are considered disabled. A lot of parents because of ADHD put their kids on SSI because that gives them extra resources. But that ties that child to disability and low income when they become adults
- The city doesn't have much impact on SSI and public housing
- Why don't we have a place that is really for seniors (housing)
- More protection for seniors and disabled
- Homelessness
- Homelessness
- One city hired the homeless to clean up litter in their downtown. Why not here?
- Landlords here have the advantage
- Landlords are predators
- Legal aide doesn't take every case. They side with the landlords.
- Too many people without jobs. Trying to get money from other people.
- Jobs for all
- Having a transitional/ more transitions for homeless
- More resources for families
- We need more minorities in ???(*just in I think*. I took it to mean more minorities in Columbia?)
- Single women raising their kids need more resources. Single parents
- Bus system is bad
- Bus system
- More for kids to do
- ARC was supposed to be for all (when it was being built) which is not the way it is. Cost too high
- Public school system does not have enough minorities. Need more diverse curriculum.
- I came from a small community. Since I have been here, there has been an increase in shootings and gun related activities in the last month. I think part of it is the apartment buildings downtown. High concentration of kids, drinking, no parking. When you put 500 people where 80 used to be and you don't supply them with parking or anything else, and alcohol in the mix, its not good. Its only good for the person who built the apartment.
- Vacate homes (old) around town because the students don't want to rent them anymore. What will happen to these old houses?
- Build outside of town where there is room for parking (but no bus)
- Potholes
- Increase in utilities. I won't have a garden next year because you will triple my water next year.
- Electricity increases

- How can we get taxes from online sales? Use that to hire more police at a decent wage and fix roads and potholes
- Get rid of illegal drugs
- Get rid of illegal guns
- Worsening gun violence
- I hate the apartments downtown
- I want my street cleaned when it snows
- We need bus shelters
- Allocation of resources could be managed better
- Environment. Columbia has become dirtier. More abandoned buildings. Crime. Shadow living.
- We don't show people hope
- Dirty and declining properties
- Problems with public housing when younger residents are blended with older residents. Seniors afraid to leave their apartments. Drug activity in the lobby.
- Crimes and gangs are way over publicized by one tv station
- Crimes and gangs are way over publicized by one tv station
- Public perception needs to be improved. Why not Columbia? Be more positive.
- Homeless, do we need to turn our abandoned buildings into to places for homeless
- Downtown crime isn't the students
- Legal aid needs to be publicized
- Domestic violence is a big problem in our community
- We need jobs that pay more so people can get off SSI
- Affordable housing
- Additional improvements in streets
- Everything that is listed
- A lot of people are talking about the street department. The staff there work hard and they have to keep the roads to the hospital open. It's a sacrifice for those workers who are doing that job.
- Issue isn't with the workers, but with the city policy
- Housing in Columbia. There are a lot of 2-3 bedroom apartments but some people have big families 7-8 people. Price jumps between a three bedroom and four bedroom housing. Need more affordable housing for bigger families
- Gun violence
- Need more mental health counseling
- Drugs and law enforcement
- Low income people need jobs
- Potholes

- School system needs to have more online classes for kids. Teachers could follow up with what is online.
- Manage gov't expenses
- Police and fire pay is too low
- Need more police and fire employees

Q3 asked at 1:27:51 on audio

(3) What is the most important thing the city can do for its citizens?

- Affordable housing
- Affordable utilities
- Plan for the utility increases
- Keep them safe
- Cleanliness in the city is important to me. Cleaning up downtown is good.
- Homeless people downtown have no place to use the restroom. Put public restrooms inside the public parking garages downtown.
- Community policing
- Listen to the health disparities
- Work on public/private partnerships. Matching money from individuals with business money. Seniors won't vote for more taxes. Pay taxes in july instead of December
- Identify resources we have and inform the population. Dissemination of information of resources
- Figure out how to get taxes from on-line sales., use to fund police
- Do more of what you are doing (focus groups)
- More diversity
- To hear us and act on it
- Keep downtown clean of vomit and trash
- Alcohol use by college kids
- Stupid scooters, unsafe for pedestrians
- Community policing
- Maintain the commission that is working on community policing
- Access to city officials. Handed off several times when calling the city to complain about an issue. City needs to handle the complaint.
- Potholes aren't getting fixed
- More diversity of city decision makers
- Cleanliness in the neighborhoods
- Entry level pay for police dept is good but there is so much politics in the station, the police attitude. We don't need any bully cops.
- Need more senior groups

- *You are counting by the number of things we are saying. We all agreed with most of what was said but I didn't repeat it because we are short on time.*

Questions ended at 1:38:26
Closing by Carol Rhodes

12.6.18 Focus Group

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Facilitator starts at 5:50 on audio with introductions
Ground rules at 17:20 on audio
Q1 asked at 19:45 on audio

(1) If you were trying to get a friend to move to Columbia how would you describe our community?

- Diverse community, especially in the schools
- Beautiful and growing
- Opportunities
- Low unemployment rate
- Many resources that anyone can take a part in and achieve their goals, we have things that small communities don't offer
- Blue in a red state
- College town
- College town
- College town
- There is more than one college here, but everything is centered around one college. Other colleges bring in money just like the big one does but they never get noticed. Famous people graduated from here.
- Tank of gas will last for awhile
- Easy to get around town
- Clean
- Activities for kids
- Nice parks
- Fishing, boating, archery, gun shooting. Nice dog parks
- People are friendly
- Housing is low cost
- Schools are good
- Housing seems higher all the time
- Community involvement, lots of opportunities
- Events on facebook all the time
- Rich in heart, I see a lot people who care.

- Loaded with activities. There is something to do everyday. Three different places to go to movies, movies on campus too. Museums, roots n blue, True False, Heritage festival *Art in the Park, Big name performers for concerts.*
- Quality medical care here
- Affordable housing
- We have issues with people getting jobs, diversity issues, many families who need housing, challenges for people moving here.
- Nightlife activities
- Parks
- Places nearby to explore
- Job opportunities in education or healthcare
- Great place to raise children
- Education system
- Lots of resources
- Beautiful place
- Katy trail
- We are laid back town. Things can get kind of hard. Time to time. But that is everywhere. When comes to help you can get help. With all kinds of things in Columbia. (Written response from attendee who arrived after Q1 discussion ended. No other written responses included in analysis.)

Q2 asked at 33:50 on audio

(2) What are the most critical issues facing our community in the next five years?

- Traffic control
- Growing too fast
- Roundabouts, especially at Rangeline *They Do not like them !!*
- Roundabouts, especially at Rangeline
- Roundabouts, especially at Rangeline
- Better bus system
- Better bus system
- Better bus system
- Better bus system
- Better bus system
- Better bus system
- Better bus system
- Better bus system
- Better bus system
- Better bus system
- Roundabout on the bike trail at the wetlands area doesn't make sense *But this person loves the other roundabouts.*

- Crime
- Crime
- Crime
- Crime
- Crime
- Gun violence
- Expensive cost of living
- Low paying jobs
- Loss of support services for low income families
- Food stamp work requirements
- Homeless don't have jobs so they can't get food stamps
- Not enough resources for families transitioning out of public housing
- No incentive for families to make more money, as is causes their benefits to decrease
- Not one thing for working class citizens, no one to help us. I make sure people have the resources they need as part of my job. Can I go somewhere and get something? Can I get a couch? There is nothing for working people. I am paying in my taxes. I am paying for everyone else's kid to go to school but I can't get no help.
- Income inequality
- Lack of affordable housing
- Low paying jobs
- Living paycheck to paycheck
- Resources run out of funds too quickly. Not enough to meet the needs. If people had affordable housing and a living wage they wouldn't need help.
- Crime
- Racism
- Racism
- Racism
- Racism
- Racism Too small a town to have this racism. It hurts people
- Systematic racism
- Racism
- Which Columbia do you live in? There are two Columbia's.
- We are taxpayers too
- At least we aren't a sundown town
- Classism. I am a construction worker. I feel it when I go certain places to eat dinner. (*Racism and classism the same now as it was many years ago, maybe it has improved some)*
- If we don't take care of these issues, crime will keep going up

- People are going to move out if we don't take care of this
- Social issues impact crime
- Growth and development has caused big infrastructure problems. City subsidizes contractors but not private citizens. We give them 90% if they have sewer line issues but they won't come in a help me with my sewer
- Overdone the building of high rises
- We are paying for the infrastructure because of something the city wants
- We need something that promotes diversity, more than Martin Luther King day.
- We need to be doing things related to diversity all year long. More activities. More seminars. More awareness
- There is nothing here for anybody to do that speaks to their culture
- Communication. There is no radio. There is no entertainment on the radio. You turn on the radio and its only for a certain class of people.
- Radio isn't socially aware
- Bus system. They are canceling times. Bus goes less often. Bus app doesn't tell you when the bus was the last bus of the day.
- Blind Boone Center that used to be downtown. We need more of that. Need in central city.
- Bringing different cultures together
- Drill team, high steppers, bring this back
- Boys and girls club only for certain age, Blind Boone for all ages
- Construction of buildings, Columbia is going to face a recession in the housing market. When they cut services at the university, that is all money that we don't have here anymore. People buy online, not spending money locally. No money in the community because we aren't spending money locally. The recession that hit
- What about the age group of us? Where do we go to relax after work? I don't want to sit in a bar. Where do we go to relax and enjoy conversation with others.
- Something for the older people, other than the senior center
- More low income housing
- We need housing for the homeless. We don't see anything being built for the homeless
- City was going to build a homeless shelter. What happened?

Q3 asked at 1:00:20 on audio

(3) What is the most important thing the city can do for its citizens?

- Take action. Quit talking about it. Do something.
- Take action.
- We have these groups to talk about it and then its five to ten years before anyone does anything
- We would like to see change happen quickly, in our lifetime

- Issues with trust around the city. They ask us these things and then we tell them and then they don't do it.
- That is so true. Act on it
- Affordable housing
- Living wages
- Pay attention to the real needs and not the political desires
- Pay attention to the real needs and not the political desires
- Pay attention to the real needs and not the political desires
- Pay attention to the real needs and not the political desires
- City manager is making $162,000 year. Guy coming up under him is making $140,000 a year. There are a million offices in city hall. What are all these people doing here?
- Make city leaders live off the wages we live off of
- People should get paid accordingly but this is a small city. Leaders are making all this money.
- I lived in columbia for ages. When I first moved here I thought Columbia had the best police department of any place I have lived. But lately. I really liked the community policing and I would like to see the whole thing be community policing. They are better trained. They can do more things. They can calm the situation down or arrest people. I had a call on my neighbor upstairs, she was trying to kill her nephew or something. Police came and said "well, you are bothering your neighbor downstairs". So then she wants to kill me. It was a bad thing all around. The community policing officers would never say something like that. They are not small town cops. They are thinking people.
- The hiring process for police. We need to hire police who aren't in it just to be warriors.
- We need to pay our policeman, linemen and firemen. But we got a city manager that we are dumping buckets of money on too and we have the people that are supposed to be there to help us and they can barely pay their bills.
- Police used to have a program where an officer lived in public housing to reduce crime. It was good, but why did he get a three bedroom? It was just him. He should have gotten a one bedroom.
- Resources. There are a lot of resources out there that people don't know about.
- I work in the resource department. We have social service agencies on every corner. One sends you here. This one will send you there. That one is going to send you here because there is none. There is none.
- When I was younger, I had more help with the community than I do know.
- There is no help now
- Fewer resources in the community now

- We need to have effective groups like this but groups where they are reporting on getting it done. Streetlights got changed over by Russell. Different grass root organizations are doing things, pay attention to that stuff. We got to pay attention to these committee that we are asking to do this work and give them deadlines.
- Accountability
- Accountability
- Accountability
- Accountability
- I don't know what is going on with some of our local support groups. I don't know if they are lacking. People are going to places and waiting months for help. Is there something we can do to hold these organizations accountable? People are really suffering. They go to these places and then they can't get the support.
- We are spread too thin
- They don't get much money when they get it anyway
- There are not enough resources to help clients
- Information needs. City website could use some help. It is impossible to navigate.
- That accountability piece. Accountability to have diverse voices in places of influence. Maybe some elected officials but not alot of paid staff in a position of power. For 15-20 years, you can go back in city reports and see affordable housing is a problem. So they started this community land trust *down on Garth*. Housing are energy efficient. They are on point. They are amazing. But there is a small amount of resource being put towards it where there is lots of conversation about the $4.5 million sewer extension to Midway. Voices of influence want to see it done.
- Protect citizens. Make is safe
- Good roads
- Take care of the sick
- Basic city services
- Only certain construction businesses get the jobs in Columbia. Black, hispanic, Chinese, they never get the chance to get bidded on a job. And if they do, they don't even look at it. Same groups are always getting bids.
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- Husband had to underbid everyone to try and get a construction bid with the city
- There is money for the middle class. Not other. Agencies call him and ask him to help those in need. He doesn't have a big church. Can I see where your money is going? We are taking care of our citizens, what are you doing? Where is the accountability? We all know what happened in Sharp End. It was demolished for public housing.
- It needs to be more equal.
- City should be acting on the concerns of the community
- If they city is going to be asking people their opinion, we need to keep their promises. When they don't, that is why there is such distrust in the community.
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- If they city is going to be asking people their opinion, we need to keep their promises. When they don't, that is why there is such distrust in the community.
- Don't just pick and choose what you are going to do in the community
- Be there for all citizens of the community. Don't just talk about it. Go to these neighborhoods that want to see change in that neighborhood. It is easy to talk among yourselves but you need to meet with the people there. Be in the neighborhood. Be with the people. There was some violence in our neighborhood. We did a prayer walk in our neighborhood just to let them know that we are here for them. I think if the city wants to do something in the neighborhood they need to get into the community at that point.
- Homeless people. City walkers. They need help. Everybody's not on drugs.
- Homeless
- Homeless
- Homeless
- Homeless
- We have different groups in town to work on things. Lady at Oak Towers get $15 in food stamps. She has a lot of pride. I make a food basket for her. Everytime she talks about making soup, I know she has run out of food. But she has her pride. We need to make sure we are looking at these small groups to match their needs.
- People hidden in the community who need help
- Homeless will sometimes get drunk so they are able to fall asleep around strangers. It is very hard to be able to do that. That doesn't mean they are alcoholics.
- It seems like we are losing the marginalized groups
- It makes me mad because there is no damn reason anyone in Columbia should be homeless when you got a bunch of derelict buildings that you thought were so great. They built one for the board of education that they wanted so bad and its

sitting empty. Why can't you put people in there? People are sleeping outside. They don't have nowhere to go. Then they have to be out all day.

- Homeless
- Homeless
- Columbia not friendly. We are so busy. No one is nice.

Questions ended at 1:28:35
Closing by Carol Rhodes

APPENDIX

Notecard Responses

Because all comments were included; thoughts/themes may be repeated throughout. Additionally, comments were transcribed exactly as shared by attendees and were not edited for clarity, grammar, or punctuation.

1.28.19
Suppose you could many any change to the City you wanted. What change would you make?

- Consistency of decision-making
- Diversified revenue stream
- A real commitment to equity and inclusion
- Help the city unite under a shared vision with inclusive metrics and an aligned strategy. Point all the community leaders and organizations in the same direction to be more effective
- Take citizen's voices and Implement action plans that citizens can see utilized and followed up on in an honest, safe community
- Let community be family!
- Solve the funding issues!
- More affordable housing
- Get rid of city manager
- Make city council more powerful- one person should not control the city
- I would incorporate more diverse and inclusive leadership within city council
- Stop building round a bouts
- More shelters (no kick out times)
- New/improved justice system!!
- Change zoning to create more divers neighborhoods (eg. Mixed uses)
- To increase educational and job training opportunities
- To access economic opportunities
- More use of neighborhood watch to protect citizens
- Infrastructure- "a stitch in time saves nine" Take care of our roads and sewers and bridges NOW before its too late (i.e. emergency)
- City leaders would be required to adhere to the Principles of Community. If not remove and reassign/ let go.
- Lessen the control MU has over the city. It should stick more to education and allow the city to grow without dictating how or where.
- Make the big, unused buildings homeless jobs and housing. (EX: Ellis Fischel Hospital)
- Open and create youth organized events and centers that can get kids off the streets and out of bad places without costing too much money.
- Get rid of gun violence

1.28.19

- Provide activities for teens
- Offer more community activities
- Provide leadership opportunities for youth
- Provide for single moms

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1.24.19

Suppose you could many any change to the City you wanted. What change would you make?

- Increase the number of city council members to better represent the citizens. In particular, there needs to be more women, minorities, and young people.
- List legal places to park birds or create legal places to park birds and tell people where is legal to park them.
- Protect the green space
- More eco-friendly options for travelling
- Expand on job-employment
- Re-design a crosswalk
- Could make more shelter for the homeless
- More jobs that accept felons
- To let felon vote
- More affordable housing and better transportation system for those who need these services
- Listen to the people of Columbia
- Make better or more warming and cooling centers for our homeless population. Increase affordable housing, include transitional housing options. I would love to make Columbia a place that has “no homeless, no hungry, no need not met”. It can be done.
- Tear down the new apartments downtown and give back some green space
- I have had to replace tires on my car 3 times in 4 ½ years due to potholes. The get repaired, but the quality of the repairs only last 1-2 months.
- Roads: no merge room on highway (ie Providence) on to 70 W
- Paint edges of low profile traffic circles yellow! Some are so short you can run right over them in the dark.
- Deploy shot spotter in areas where we have shots fired calls for police can immediately respond to incidents
- The integrity of City leadership and particularly selecting a police chief who doesn’t just give lip service to non-biased policing. Correcting the systemic racism, social economic disparities within the police force (culture) and city.
- Practically, I would like to see more money invested into the roads of the city. It shows a level of poverty for the city to have so many potholes and unmaintained roads. We have a budget for this, yet the town is lopsided with exotics in certain areas while the remaining (heavily traveled roads) are suffering and forgotten.

1.24.19

- Visionary: Having a great purpose to Columbia than “Mizzou”. Why does our city surround itself on this and not create event spaces or activities for the city.
- I would want to see more neighborly connections. The city increasing their encouragement of people helping people while providing resources. It is a creation of inclusivity. This would be a cultural change w/in our city, and would be hard, but heard(hard) but worth it.
- Pay raise for city workers.
- City council and city staff need to be more pro-business and pro-growth. We need more jobs, entry level and high paying, in our community. Entry level part time jobs w/<$15 /hr are great stepping stones for young people to enter the work force
- Need more paying jobs with class E?
- We would be pro-growth low tax. Invite in people to live and new business to create jobs.
- Fix aging central city infrastructure-sewers, roads.
- Responsible use of resources for residents not students: fix aging infrastructure before building/expanding.

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1.23.19

Suppose you could many any change to the City you wanted. What change would you make?

- Housing rental regulations
- Transportation
- Pay more attention to our mentally ill citizens as well as well as you do to just the black community
- Police
- Taxes
- Council redistricting, four roughly equally populated wards of 2 reps per ward, one elected by ward, the other elected at-large. Ward lines must be as straight-line as possible
- The way government is funded
- Connect cul-de-sacs tp the street grid so that everyone can use the street grid to get where they want and need without having to go down heavily trafficked arteries and allow development of dense, walkable neighborhoods where they are wanted.
- Fully utilize the talent pools residing here. Nothing changes if nothing changes, so EMBRACE CHANGE.
- I want families to be able to choose what school they can go to, regardless of where they live. If out of district they would have to provide own transportation.
- Add more policemen. Get rid of corruption in police dept and judicial system and city government.
- Improve with trash pick-up downtown. And improve sidewalks so wheelchairs can travel more safely.
- Less crime and violence and more affordable housing for everyone and more help for the mentally ill.
- Run the busses daily. Saturday paratransit don't take away
- Create transparent processes around as many city functions as possible. Budget CIP, Planning, resource allocation.
- I would want to see more affordable resources for the youth here (more activities and things to do).
- More resources for at-risk youth, youth w/ disabilities, after school care
- More employment opportunities for skilled workers
- Community policing.

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12.17.18

Suppose you could many any change to the City you wanted. What change would you make?

- Public transportation available 7 days/week with extended hours and routes
- Maintain reduced transportation fees for persons with low incomes/disabilities
- Public transit expansion/promotion to increase ridership
- More disabled person friendly community
- I would change the bus route where they can run up to at least 3pm on Sunday cause a lot of elderly folks go to church where some churches don't have vans
- Paratransit manager has more respect for the disabled cause some have memory problems
- A better city bus system busses need to run longer on the weekday and run on Sunday
- 24 hour bus service that goes everywhere and is 7 days a week
- I would have better transportation
- I would make to where disabled people would get more money
- New roads, sidewalks, better streets
- More recreational centers
- Better landscaping of trees/green life (so much dead grass)
- The city needs to change their policies on people that has a misdemeanor that are wanted to be on boards and committee
- Improve transportation
- Raise of wages, disability, social security and other sources of income or more grants, price cuts, and assistance of housing, food, transportation and insurance (car, health, life)

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12.13.18

Suppose you could many any change to the City you wanted. What change would you make?

- Additional services for disadvantaged targeted populations
- Increase transportation
- Implement integrated planning and approval for capital investments
- Workforce Development to get people jobs that provide a living wage
- Develop programs to help people become productive members of our community.
- Rid Columbia of under-employment
- Remove City Manager form of government
- Replace City Manager form of government
- Mixed use planning and zoning so that neighborhoods have a variety of prices of homes and mixed use so that neighborhoods are vibrant and not segregated.
- More police involvement
- A forum to encourage the community to get involved to help solve crimes instead of being afraid
- Clean up Demaret drive
- Hold property owners more responsible for the tenants they choose
- Substation on Demaret
- Stressed areas
- Mandated minority participation in city government financed projects
- Data released on ethnic employment within the city
- Less curbs to look for neighborhoods
- Every apartment complex to donate 1 or 2 apartments for homeless teens or college students
- More free business administration training opportunities for small business
- Revisit catering regulations
- Bring more entertainment
- Focus on eliminating/reducing violence
- Improve schools
- Solve the gap between wealth and poverty
- Move things forward for all citizens of our community
- Affordable housing with section 8 or government asst.
- Have alternative utility assist.
- Taking care of our people on streets of Columbia

Because all comments were included; thoughts/themes may be repeated throughout. Additionally, comments were transcribed as shared by attendees and were not edited for clarity, grammar, or punctuation.

12.11.18

Suppose you could many any change to the City you wanted. What change would you make?

- Community closeness, warm, welcoming, strus
- Community mindset to "what can we do for the city" law of equivalent exchange, effort put in = change
- I would change substance abuse among high schoolers as it's a growing problem affecting many students and have underlying causes
- I would make it easier for the youth of Columbia to become involved in activities around Columbia
- I would like to see more diverse dialogue facilitated with the community
- Revitalize and beautify and grow our parks, trails, and outdoor activity areas to be more safe, inviting, and accessible
- Make voter registration mandatory
- Reach out to lower class families
- Hydrogen power cars- if I bought a hydrogen powered car today, I'd have no place to fuel it up with H2
- Better roads/bridges/infrastructure
- Solar energy-transitioning to renewable energy
- Public transportation
- It's very important to get young people (& even older people) to get involved in city gov't. Many people don't even know anything about issues on the ballot or the candidates in local elections!
- Encourage the use of public transit through awareness, in order to grow the system and promote equality of access to opportunities.
- Also, bike paths
- Increase community involvement awareness. I know many people who would love to be involved but don't know how. Making sure Columbia's citizens know how they can give back to the community, get involved in activities (such as talks, festivals, etc.)
- I would make the city more inclusive of various minority groups. Reach out to them. Make sure their voices are heard. Educate the city-differences are good.
- improve/maintain road/sidewalk safety
- More funding for schools: language classes, scholarships, more 'help' and promotion of ACT/SAT, more resources in middle schools
- I would improve transportation infrastructure (improving bus routes, sidewalks, and roads, especially on the south side)
- juuls=banned
- roundabouts= more
- Also lets address mental health in schools

12.11.18

- More civic engagement in government itself and in voting
- I think one thing I would change about the city is to try and create more diversity in areas in regards to race, religion, socioeconomic status, etc.
- I think that I would also change and try to create more equitable neighborhoods
- Make CoMo a pleasant place to live including environmentally friendly areas with nature and making the town unique and special
- Improve middle school education
- Make scholarships for school activities

Because all comments were included; thoughts/themes may be repeated throughout. Additionally, comments were transcribed exactly as shared by attendees and were not edited for clarity, grammar, or punctuation.

12.10.18

Suppose you could many any change to the City you wanted. What change would you make?

- Isolation
- Cost
- allocation/identification of resources
- Dissemination of information
- Increase police personnel and police pay. Get online sales tax set up to help fund.
- Hire more police with higher pay
- More affordable housing
- Improve infrastructure
- Add more members to the city council
- That there would be a genuine concerns for the people.
- That things wouldn't just be talked about but moved to action
- Keep up the city- in terms of cleanliness
- Better public transportation
- Don't sell the city ambience out to the big money people
- More contact with community outreach and people that are going to do something instead of just listening
- Escalating cost of living, taxes, utility rates
- Reduce and resolve racial tensions that ebb and flow within our city
- Hire a city employee with creative ideas for the future of our city
- Put public restrooms in each public parking garage downtown
- Public policy on public transportation

Because all comments were included; thoughts/themes may be repeated throughout. Additionally, comments were transcribed exactly as shared by attendees and were not edited for clarity, grammar, or punctuation.

12.6.18

Suppose you could many any change to the City you wanted. What change would you make?

- Having the metro run further and longer hours to help people who work late
- Stop spending money on stupid stuff
- How different areas are treated better than other areas. They all should be treated equally the same.
- Bus hours and places should be expanded more and long hours
- I'd really like real bike lanes with curbs between me (bicyclist) and the cars. I'd be more that will to share with scooter or other alt. Wheels
- Make resources and opportunities to help the working people there is no help for those who help others.
- Make a place for older adults to go to socialize and give input and receive input and to have fun
- Increase the income limits for helping working families
- I would the students at the Universities and colleges interact with the children of Columbia. Focusing more attention on education. We have a vast resource that is barely used and some of the worst test scores in the state.
- Education is the answer
- I would change the disparity of resource available to all people groups and demographics
- Increase affordable housing along w/ living wages
- Finding ways to equitably meet the needs of our diverse neighbors
- For the strategic plan to better the community and focus on the real needs of the diversity and neighborhoods.
- Promises needs to be kepts when trying to provide or even meet the needs of the community
- We need to start increasing the safety of our city bus drivers-as I hear they worked mandatory six days a week and/or exceedingly long hours on top of that. It's not safe for our drivers and the riders.
- Bringing our community together. And solve all crimes.

APPENDIX

Categories

Diversity, Equity, and Inclusion

City Leadership: accountability, diversity in leadership, provide basic city services, managing revenue decline, costs control, hiring CM and CPD Chief, utility capacity, addressing systemic racism

Infrastructure: sidewalks, potholes, streets, roundabouts, traffic control, accessibility

Education: private, parochial, higher education, crowded schools

Quality of Life: arts, music, “not too big, not too small”, central location to KC and STL, friendly town, lots to do, sense of community, parks, trails, progressive, lots of restaurants, faith community, volunteerism

Oppression (race and class): growing divide in social equity, racism, discrimination in employment and housing, systems of oppression

Health care: lots of providers, specialists, health care costs

Mental Health/Substance Use:

Homelessness

Housing: affordable, accessible, student housing, downtown developments, rising utility costs

Law Enforcement: officer wages, retention, training, community policing, COU

City Communication: one way and two way communication, seeking citizen input, sharing information on city resources, events, meetings, decisions, etc.

Transit: public transit, paratransit, hours of operation, routes, non-motorized transportation

Human Services: services for low income, vulnerable populations, providing services to those in need

Youth: activities for youth, affordable activities, health of youth

Business Growth: getting new businesses in Columbia, business friendly, entrepreneurship, innovation

Economic Mobility: living wage jobs, unemployment, middle skills jobs, job opportunities, insurance through employer

Public Safety: crime, gun violence, youth crimes, criminal influx from bigger cities, public safety, perception of crime

Managing for Growth: growing too fast, growth without proper infrastructure

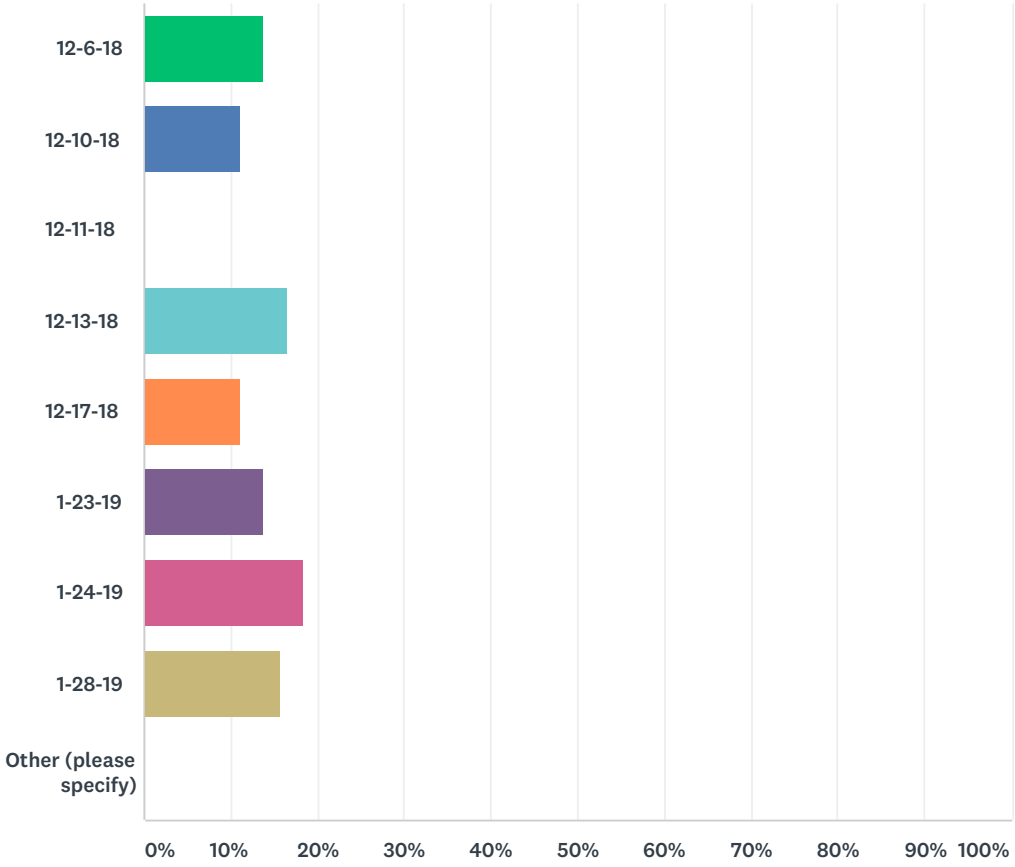
Other: civic engagement, sustainability, climate change, criminal justice system, pay for city employees

APPENDIX

Columbia Strategic Planning
Focus Group Evaluations

Q1 Focus Group Date

Answered: 109 Skipped: 2

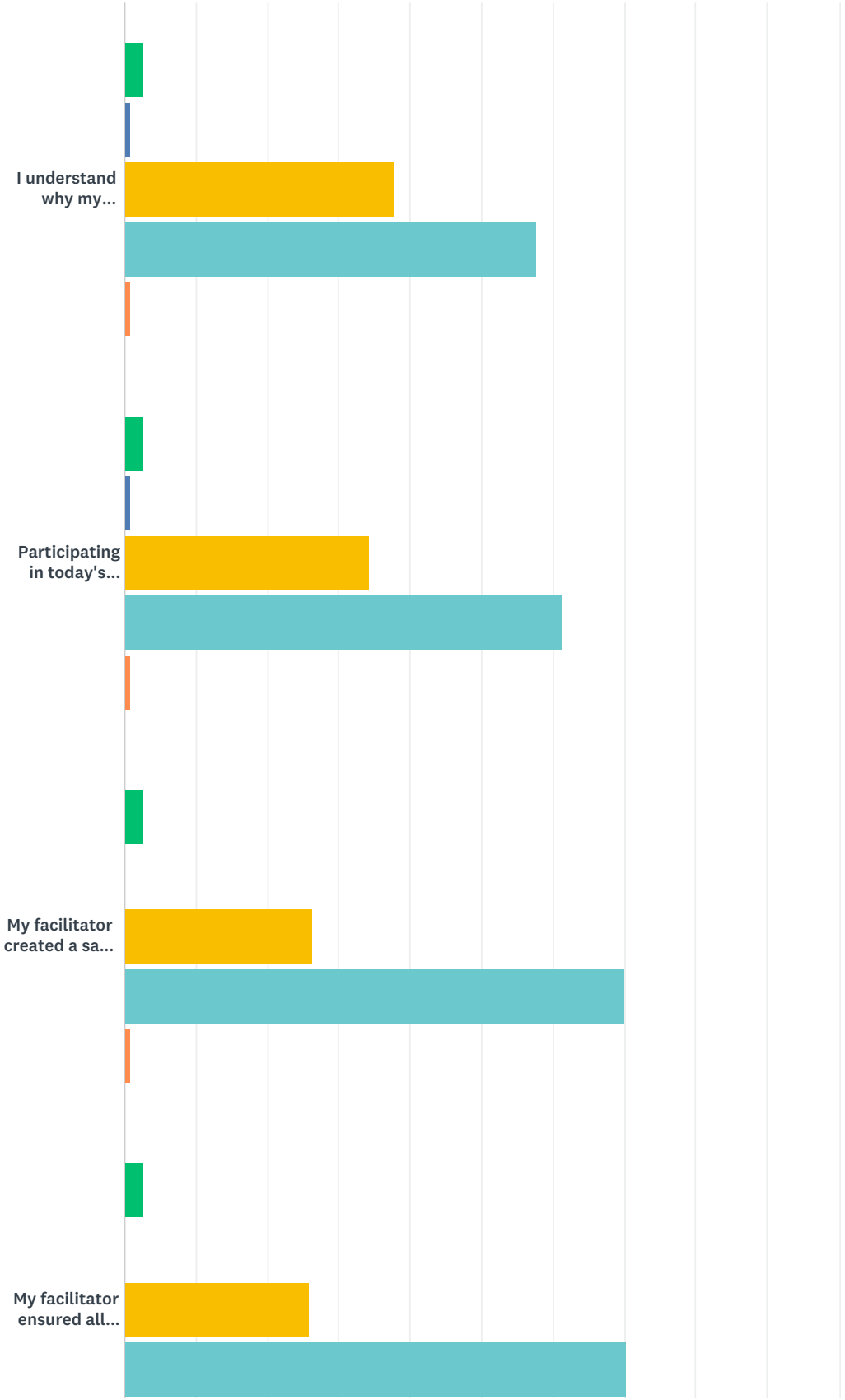


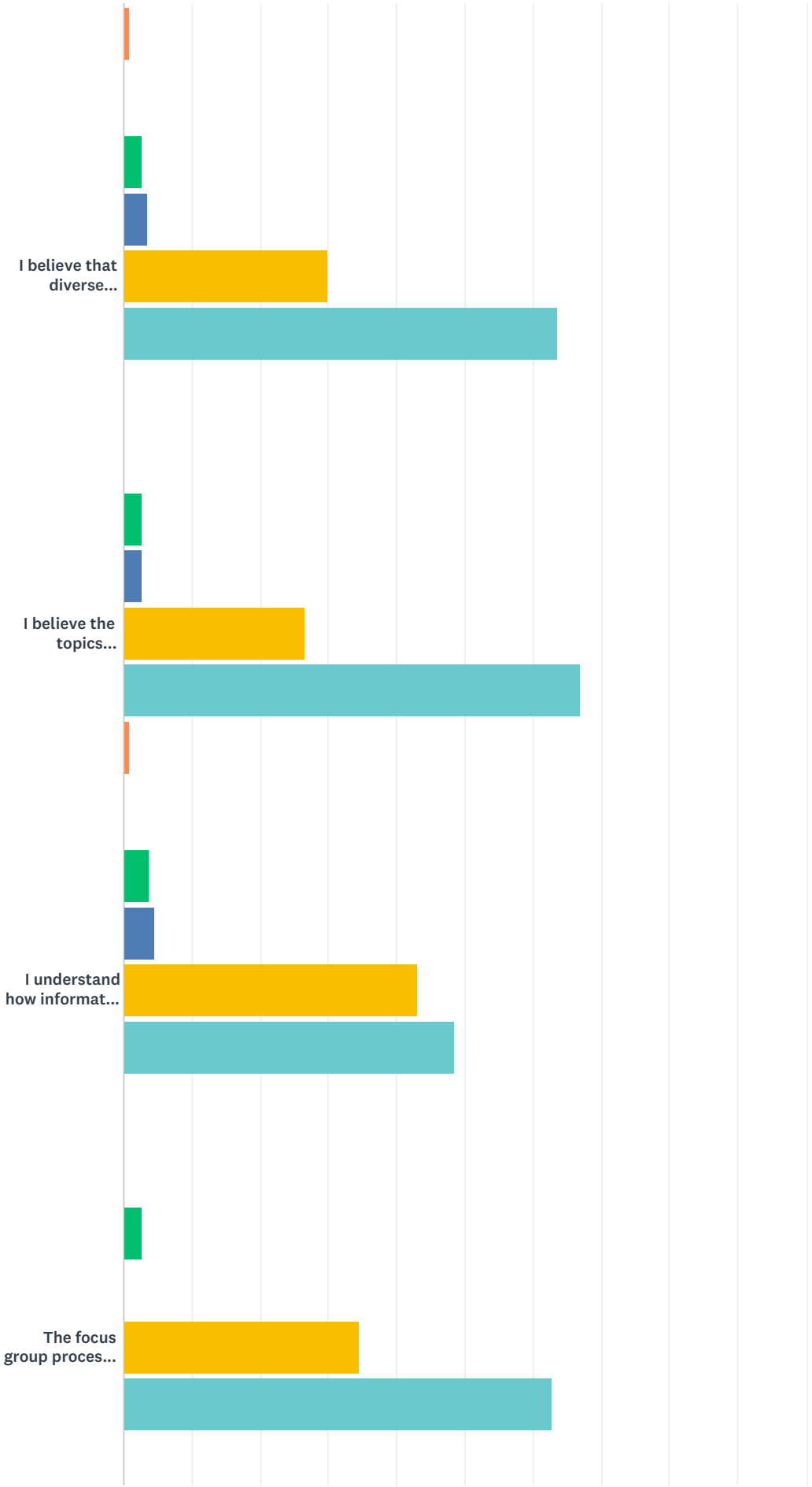
ANSWER CHOICES	RESPONSES	
12-6-18	13.76%	15
12-10-18	11.01%	12
12-11-18	0.00%	0
12-13-18	16.51%	18
12-17-18	11.01%	12
1-23-19	13.76%	15
1-24-19	18.35%	20
1-28-19	15.60%	17
Other (please specify)	0.00%	0
TOTAL		109

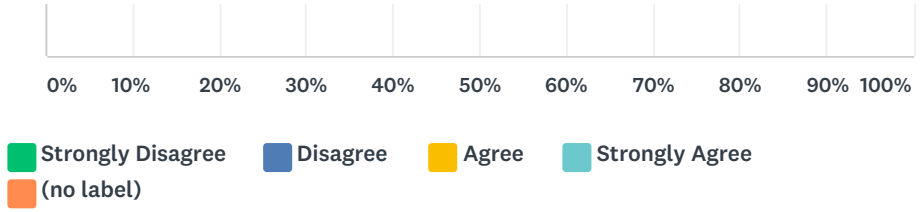
#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q2 Rate the extent to which you agree with the following statements.

Answered: 111 Skipped: 0




I believe that diverse...
I believe the topics...
I understand how informat...
The focus group proces...



	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	(NO LABEL)	TOTAL
I understand why my participation in today's focus group was important.	2.70% 3	0.90% 1	37.84% 42	57.66% 64	0.90% 1	111
Participating in today's focus group was a good use of my time.	2.70% 3	0.90% 1	34.23% 38	61.26% 68	0.90% 1	111
My facilitator created a safe environment for sharing my ideas.	2.73% 3	0.00% 0	26.36% 29	70.00% 77	0.91% 1	110
My facilitator ensured all voices were heard.	2.78% 3	0.00% 0	25.93% 28	70.37% 76	0.93% 1	108
I believe that diverse community perspectives were represented.	2.73% 3	3.64% 4	30.00% 33	63.64% 70	0.00% 0	110
I believe the topics identified reflect the needs of Columbia.	2.75% 3	2.75% 3	26.61% 29	66.97% 73	0.92% 1	109
I understand how information collected during today's even will be used.	3.67% 4	4.59% 5	43.12% 47	48.62% 53	0.00% 0	109
The focus group process was well organized.	2.73% 3	0.00% 0	34.55% 38	62.73% 69	0.00% 0	110

Q3 What did you like most about today's event?

Answered: 101 Skipped: 10

#	RESPONSES	DATE
1	Having different opinions/ideas	1/29/2019 4:21 PM
2	Being able to express ideas and thoughts Being able to hear others' thoughts and ideas	1/29/2019 4:21 PM
3	I liked how everyone was included and involved	1/29/2019 4:19 PM
4	Seeing different sides of Columbia	1/29/2019 4:18 PM
5	Hearing different perspectives	1/29/2019 4:17 PM
6	The facilitator	1/29/2019 4:16 PM
7	Orderly participation	1/29/2019 4:13 PM
8	Everyone's voice was heard	1/29/2019 4:13 PM
9	Diverse group; great facilitation by Carolyn	1/29/2019 4:11 PM
10	Being heard	1/29/2019 4:10 PM
11	I appreciate the candidness of the participants. Everyone was respectful and open minded.	1/29/2019 4:09 PM
12	Good variety of people	1/29/2019 4:08 PM
13	It was diverse and felt safe to share my true opinions	1/29/2019 4:08 PM
14	The way you allowed everyone time to speak and be heard. Everyone felt comfortable sharing insights.	1/29/2019 4:07 PM
15	Diversity of participants	1/29/2019 4:05 PM
16	Loved how it wasn't the normal collection of active citizens so many new voices	1/29/2019 4:04 PM
17	Discussion	1/25/2019 4:20 PM
18	Food and meeting new people	1/25/2019 4:19 PM
19	It was efficient and organized	1/25/2019 4:18 PM
20	That everyone spoke and was heard. The group was very informative with a lot of ideas and issues about the City of Columbia	1/25/2019 4:16 PM
21	Everyone got to speak	1/25/2019 4:13 PM
22	Hearing what everyone else had to say	1/25/2019 4:11 PM
23	The diversity in the room	1/25/2019 4:11 PM
24	Inclusive	1/25/2019 4:10 PM
25	Equal contributions from all members	1/25/2019 4:10 PM
26	The facilitator! It's great to hear diversity share their points and concerns	1/25/2019 4:09 PM
27	That everyone got the chance to speak, people did not have to speak over others.	1/25/2019 4:08 PM
28	The food was great the group was amazing group of people respectful	1/25/2019 4:06 PM
29	Very diverse group racially and gender	1/25/2019 4:05 PM
30	I good people	1/25/2019 4:04 PM
31	Respectful,open environment, good facilitators	1/25/2019 4:01 PM
32	Very productive discussion	1/25/2019 4:00 PM
33	the attitude of the people	1/25/2019 3:57 PM
34	Everyone worked together well	1/25/2019 3:56 PM

35	That it was a wide range of economic and racial backgrounds	1/25/2019 3:55 PM
36	The fair way it was handled and helping the community	1/24/2019 1:43 PM
37	I liked the fact that we even had this meeting in the first place	1/24/2019 1:43 PM
38	Getting out and sharing opinions	1/24/2019 1:42 PM
39	Different perspectives	1/24/2019 1:41 PM
40	The different opinions and topics discussed	1/24/2019 1:40 PM
41	The different topics and diverse answers from everyone	1/24/2019 1:40 PM
42	Every thing	1/24/2019 1:39 PM
43	The chance to be heard	1/24/2019 1:38 PM
44	A good variety of voices were included in the discussion	1/24/2019 1:37 PM
45	I appreciated hearing how many others view life in Columbia	1/24/2019 1:35 PM
46	Open questions and discussion Kept things moving	1/24/2019 1:34 PM
47	Location that it was held	1/24/2019 1:32 PM
48	Not enough time	1/24/2019 1:30 PM
49	The different walks of life that were involved	1/24/2019 1:29 PM
50	That everybody got to have a voice	12/17/2018 3:35 PM
51	The city's concerns for citizens experiencing the most need	12/17/2018 3:34 PM
52	the interaction with facilitators	12/17/2018 3:33 PM
53	I Ilike that everyone got chances to express their opinion on each topic. That I got to hear everyone's thoughts. Learning a lot of things I didn't know as well	12/17/2018 3:32 PM
54	Very calm folks, respected each others opinion	12/17/2018 3:30 PM
55	The diversity	12/17/2018 3:30 PM
56	Everyone spoke their thoughts. It made me think what I know	12/17/2018 3:29 PM
57	Structured discussion	12/17/2018 3:28 PM
58	How we all can help our city of Columbia	12/17/2018 3:25 PM
59	Everyone had very positive input that this is great ---- of people that need to grow and come together for every	12/17/2018 3:17 PM
60	Everyone got to voice their views	12/14/2018 9:10 AM
61	Open discussion	12/14/2018 9:09 AM
62	Everyone was heard	12/14/2018 9:08 AM
63	Thought provoking topics	12/14/2018 9:07 AM
64	Everyone was able to speak and be heard and all were in agreement	12/14/2018 9:06 AM
65	Everyone voiced their opinions	12/14/2018 9:05 AM
66	Great open discussion	12/14/2018 9:02 AM
67	Discussion and feedback	12/14/2018 9:01 AM
68	Many people were on the same page	12/14/2018 9:01 AM
69	Diverse group of people	12/14/2018 8:59 AM
70	First time, love hearing others opinions	12/14/2018 8:58 AM
71	Good conversation	12/14/2018 8:56 AM
72	To hear input from a diverse group of individuals in my community	12/14/2018 8:55 AM
73	The room was polled so we were able to hear from everyone	12/14/2018 8:54 AM

74	I appreciate that many voices of people of color were included.	12/14/2018 8:53 AM
75	Lively discussions	12/10/2018 4:09 PM
76	We need to have a focus group of all minorities and immigrants	12/10/2018 4:08 PM
77	Attempt to solicit opinion	12/10/2018 4:07 PM
78	Many ideas were expressed. A good open forum	12/10/2018 4:06 PM
79	The information shared	12/10/2018 4:04 PM
80	Hearing different voices	12/10/2018 4:04 PM
81	Everyone spoke up	12/10/2018 4:03 PM
82	Hearing all of the people talk about issues and that the city officials were here to hear them.	12/10/2018 4:02 PM
83	Hearing everyone's opinions	12/10/2018 4:01 PM
84	The opportunity to discuss the future of Columbia	12/10/2018 4:01 PM
85	That we found that many of our thoughts coincided	12/10/2018 4:00 PM
86	# in group. Seating arrangement facilitated sharing.	12/6/2018 10:06 PM
87	awesome open conversation	12/6/2018 10:05 PM
88	The diverse input from the groups and the safe space provided to share.	12/6/2018 10:04 PM
89	I liked all the ideas and all the energy I saw in the room. I liked how many people had the same ideas and concerns I had.	12/6/2018 10:03 PM
90	all different ethic groups coming together	12/6/2018 10:01 PM
91	The rich variety of voices speaking up. The excellent facilitator...who continuously phrased and rephrased what we said till we were happy.	12/6/2018 10:00 PM
92	That everyone was able to speak and be heard. That Leigh kept the group going and on topic.	12/6/2018 9:58 PM
93	Everyone was heard and they had the the right questions with this focus group.	12/6/2018 9:57 PM
94	everyone was given the chance to be heard	12/6/2018 9:55 PM
95	Being able to hear different view points about changes needed in the community.	12/6/2018 9:55 PM
96	The questions were very thought provoking. She was able to make sure we all were heard.	12/6/2018 9:54 PM
97	Hearing different perspectives of people here in this community.	12/6/2018 9:52 PM
98	The differing citizens who offered their opinions.	12/6/2018 9:49 PM
99	Fostered diverse voices and drew out voices strongly. Great job on that front!	12/6/2018 9:48 PM
100	We were able to hear others thoughts from the heart.	12/6/2018 9:45 PM
101	Learned more abut what's going on in Col.	12/6/2018 9:43 PM

Q4 What do you think could have been improved?

Answered: 86 Skipped: 25

#	RESPONSES	DATE
1	nothing	1/29/2019 4:21 PM
2	Accommodate for food allergies	1/29/2019 4:21 PM
3	The time management or time period given could have been improved	1/29/2019 4:19 PM
4	Grouping ideas together. We voted on overall topics and segments. Very repetitive	1/29/2019 4:18 PM
5	Never enough time!	1/29/2019 4:17 PM
6	Time engagement, but see comment below. If a participant hadn't asked "what happens now" I'm not confident it would have been covered but it should be addressed BEFORE we begin AND after.	1/29/2019 4:16 PM
7	Allow more time to write responses	1/29/2019 4:13 PM
8	It may have been influenced by group think a little	1/29/2019 4:13 PM
9	Room Temperature! Cold/need more heat	1/29/2019 4:11 PM
10	N/A	1/29/2019 4:10 PM
11	More time, but time was well spent.	1/29/2019 4:09 PM
12	More time	1/29/2019 4:08 PM
13	Scheduled time (maybe a little earlier) but that's only because I have kids and it was a week night. This was amazing.	1/29/2019 4:08 PM
14	The voting was both good and bad. It was long and drug out each point, but I also understand it helped people quietly agree/disagree	1/29/2019 4:07 PM
15	More solutions versus just issues	1/29/2019 4:05 PM
16	Heat	1/29/2019 4:04 PM
17	Nothing Every answer was great	1/25/2019 4:20 PM
18	A lot of the streets repairs and affordable house etc. Things to help with low income family within light and heat etc.	1/25/2019 4:19 PM
19	The focus group could have been a little longer because people had a lot to say and a lot to complain about	1/25/2019 4:16 PM
20	transcript of session via email later after collection	1/25/2019 4:10 PM
21	I think it was handled cautiously and respectfully	1/25/2019 4:09 PM
22	Process was a little confusing at first w/voting but we figured it out.	1/25/2019 4:08 PM
23	More time is needed to get more detail on the issues. More people from the business community should have attended.	1/25/2019 4:05 PM
24	Add another 10-15 minutes	1/25/2019 4:01 PM
25	nothing	1/25/2019 4:00 PM
26	More time, and better pens	1/25/2019 3:57 PM
27	More time allowed or repeated meetings	1/25/2019 3:56 PM
28	Not have people vote for each opinion	1/25/2019 3:55 PM
29	None that I can think of	1/24/2019 1:43 PM
30	Discussions about the issues	1/24/2019 1:42 PM

31	More discussion time	1/24/2019 1:41 PM
32	Nothing	1/24/2019 1:40 PM
33	Nothing	1/24/2019 1:40 PM
34	The transit, transportation	1/24/2019 1:39 PM
35	More discussion time to share info on resources	1/24/2019 1:38 PM
36	Overview of strategic planning process being used-4 step, 7 step, etc. Where does the focus fit in this planning process	1/24/2019 1:37 PM
37	More systematic voting and collection of items	1/24/2019 1:35 PM
38	Provide more focus on what city government can or should do; issues discussed were widely varied Keep discussion focus on actual question asked	1/24/2019 1:34 PM
39	Better job on getting people here. The communications was not clear on what was needed and wants. I believe people came to get paid with a gift card and have a soap box to stand on. Be more strategic on how you get people here	1/24/2019 1:32 PM
40	Everything, but nothing will be done	1/24/2019 1:30 PM
41	None	1/24/2019 1:29 PM
42	Nothing, it was a great focus group	12/17/2018 3:35 PM
43	Nothing	12/17/2018 3:33 PM
44	The amount of time/how it was spaced out-we started to run out towards the end.	12/17/2018 3:32 PM
45	Nothing. My first meeting	12/17/2018 3:30 PM
46	Nothing	12/17/2018 3:30 PM
47	Everything mentioned	12/17/2018 3:29 PM
48	small group discussion	12/17/2018 3:28 PM
49	n/a	12/17/2018 3:17 PM
50	Dig deeper	12/14/2018 9:10 AM
51	Nothing	12/14/2018 9:08 AM
52	He tried to keep people on task, but there were often times we were off topic	12/14/2018 9:07 AM
53	I think all went well	12/14/2018 9:06 AM
54	Housing	12/14/2018 9:05 AM
55	Ask people to start working on the questions during dinner time. Maximize discussion time	12/14/2018 9:04 AM
56	Better representation from all citizens	12/14/2018 9:02 AM
57	More diversity for different points of view	12/14/2018 9:01 AM
58	Slightly more ordered dialogue as to not revisit topics	12/14/2018 9:01 AM
59	More time	12/14/2018 8:59 AM
60	Provide participants with Ipads so the polls were taken electronically	12/14/2018 8:57 AM
61	Would like a more cross section of our business community	12/14/2018 8:55 AM
62	Although there was a diverse cross section of participants there was NO diversity in those governing. This is UNACCEPTABLE!	12/14/2018 8:54 AM
63	Small groups of 6-8 would generate more open and honest communication than large group of 20. Gift cards from LOCAL businesses please :) !!!	12/14/2018 8:53 AM
64	#5 Share "air time" was not adhered to. Some people are long winded	12/10/2018 4:09 PM
65	Longer- more than 3 questions.	12/10/2018 4:08 PM
66	Too much racial discussion by a few	12/10/2018 4:07 PM
67	Was pretty organized and process explained well.	12/10/2018 4:06 PM

68	More time	12/10/2018 4:04 PM
69	Some people dominate---but that's not unusual	12/10/2018 4:04 PM
70	More time to speak	12/10/2018 4:03 PM
71	More time!	12/10/2018 4:02 PM
72	More males of higher income citizens	12/10/2018 4:01 PM
73	mid plan assessment by focus group	12/10/2018 4:01 PM
74	more time	12/6/2018 10:05 PM
75	Plan for continued meeting	12/6/2018 10:04 PM
76	Nothing, everything was really nice!	12/6/2018 10:03 PM
77	longer discussion time	12/6/2018 10:01 PM
78	Nothing...keep up this level of work.	12/6/2018 10:00 PM
79	More information on the purpose of the focus group.	12/6/2018 9:58 PM
80	everything was great	12/6/2018 9:57 PM
81	addressed more topics	12/6/2018 9:55 PM
82	We could have been introduced to the titles, occupations of the other guests in our room.	12/6/2018 9:54 PM
83	More time to discuss issues further.	12/6/2018 9:52 PM
84	Making action plans to implement ideas and programs.	12/6/2018 9:49 PM
85	Clarity on how these perspectives will be used and what accountability to use the voices as input is in place.	12/6/2018 9:48 PM
86	To let us know something could happen.	12/6/2018 9:45 PM

Q5 Additional comments:

Answered: 53 Skipped: 58

#	RESPONSES	DATE
1	Carolyn handles the group well! Thank you for the opportunity to be heard and be involved in this group	1/29/2019 4:21 PM
2	Try to get more (kids) teenagers involved and get the information for these more widespread to younger audiences so they know.	1/29/2019 4:19 PM
3	Great facilitator	1/29/2019 4:17 PM
4	Personally I didn't like it when people went off topic, but the way the facilitator thoroughly listened and supported every voice taught me a lesson about listening to understand with empathy and the importance of letting each voice feel, and be, heard Thank you for helping me grow	1/29/2019 4:16 PM
5	Very respectful of all opinions	1/29/2019 4:13 PM
6	Nice job, Carolyn!	1/29/2019 4:13 PM
7	Everyone didn't agree, but nobody made anyone feel inadequate.	1/29/2019 4:10 PM
8	Thank you	1/29/2019 4:08 PM
9	Carolyn was an amazing facilitator! I would like to know more about follow through/action items	1/29/2019 4:07 PM
10	Nicely done!	1/29/2019 4:04 PM
11	Had a wonderful time.	1/25/2019 4:20 PM
12	Thank you for dinner and great job keeping us focused and respecting our time.	1/25/2019 4:18 PM
13	I really hope that this information will be used and implemented by the city.	1/25/2019 4:16 PM
14	Thank you Great facilitating	1/25/2019 4:13 PM
15	Thanks	1/25/2019 4:11 PM
16	a link to previous panel questions?	1/25/2019 4:10 PM
17	Love this idea, thank you for having focus groups	1/25/2019 4:08 PM
18	loved the opportunity	1/25/2019 4:00 PM
19	Awesome!	1/25/2019 3:57 PM
20	Thank you for inviting our input.	1/25/2019 3:56 PM
21	Thank you to the city employees who gave up their evening.	1/25/2019 3:55 PM
22	It is always good for people to have a chance to voice their opinion	1/24/2019 1:43 PM
23	Thank you!	1/24/2019 1:42 PM
24	Do this more often, great!	1/24/2019 1:39 PM
25	For example: strategic planning is usually 1)Mission/vision 2)Core Values 3)Goals 4)Where do we go from here	1/24/2019 1:37 PM
26	I hope ideas that are good and true are considered by the council, even if they did not receive many votes	1/24/2019 1:35 PM
27	It was a good experience	1/24/2019 1:29 PM
28	I liked participating with this group	12/17/2018 3:35 PM
29	very good and informative focus group	12/17/2018 3:33 PM
30	I am glad I participated	12/17/2018 3:32 PM
31	This is great for having the ____ of people and know the community concerns.	12/17/2018 3:17 PM

32	I'd like to see some action	12/14/2018 9:10 AM
33	Thank you for the opportunity	12/14/2018 9:08 AM
34	Thanks for the opportunity to take part in this group	12/14/2018 9:07 AM
35	Very good event. Well organized	12/14/2018 9:02 AM
36	Great organization, love the fact people are together to help people. More Hispanic/Asian/Native American representation	12/14/2018 9:01 AM
37	Automate this entire process	12/14/2018 8:57 AM
38	I wished the City leaders were here to be accountable and answer for some of the questions that were raised. I would like to see followup.	12/14/2018 8:54 AM
39	Thanks for the opportunity to provide input	12/14/2018 8:53 AM
40	What would we like to see not just the most important.	12/10/2018 4:08 PM
41	Good effort on part of city	12/10/2018 4:07 PM
42	Glad I decided to participate.	12/10/2018 4:06 PM
43	Thanks for lunch	12/10/2018 4:03 PM
44	Thank you for this opportunity!	12/10/2018 4:02 PM
45	just awesome	12/6/2018 10:05 PM
46	There should be more of these.	12/6/2018 10:04 PM
47	Thank you for having this opportunity for all of us to speak our hearts and minds tonight. I would love to do this again.	12/6/2018 10:03 PM
48	look forward to doing more groups if u have them	12/6/2018 10:01 PM
49	Thank you really enjoyed and exceeded my expectations.	12/6/2018 9:58 PM
50	need more of these groups	12/6/2018 9:57 PM
51	Looking forward to more groups like these.	12/6/2018 9:54 PM
52	It would be great to have other City officials present to hear and interact with citizens.	12/6/2018 9:48 PM
53	Hold more groups. Keep community groups going. Bring us together much as can.	12/6/2018 9:45 PM