

## Strategic Priority Areas & Proposed Objectives

---

### High Performing Government

-Stabilize total tax revenues per capita (constant dollars) by 20XX to ensure our services are able to meet current and future demands.

*Data Source: 2014–2018 Ten Year Trend Manual, pgs: 17–35*

-Reduce employee turnover rate by 5% from 13.32% to 8.32% by 2023.

*Data Source: Human Resources, City of Columbia FY 2020 Budget, pg. 8*

-Increase overall workforce engagement level for “fully engaged” by 4% from 27% to 31% to match the industry average for local governments.

*Data Source: CPS HR Consulting Engagement Survey and Focus Groups 2019, pg. 4*

-Reverse trend of declining General Fund Employees per 1,000 population to increase from 5.73 (FY 2018) to 6 by 2027.

*Data Source: City of Columbia FY 2020 Budget, pg. 165*

### Reliable Infrastructure

-Improve road conditions by increasing the City’s average PASER rating of 6.97 in 2018 to X.XX by 20XX.

*Source: Scenario A funding proposal outlined in the 2019 Pavement Management Report.*

-Repair/replace 1000 additional linear feet of failing stormwater infrastructure each year.

-Maintain 120,000 enplanements (passengers boarding commercial flights) during Phase 1 of the terminal expansion project.

*Source: <https://www.flycou.com/wp-content/uploads/2019/03/COU-Passenger-Demand-Analysis-CY2017-For-Web.pdf>*

-Restore enplanements back to 130,000 (pre-construction level) by the beginning of Phase 2 in 2025.

*Source: <https://www.flycou.com/wp-content/uploads/2019/03/COU-Passenger-Demand-Analysis-CY2017-For-Web.pdf>*

-Decrease single occupancy car mode share for Columbia from 78% (2013–2017 ACS) to 40% by 2035.

*Source: CAAP pg. 54*

- Increase transit ridership by XX% by 20XX.

## Thriving Community

- Decrease the percentage of individuals living in poverty from 22.9% (2013 - 2017 ACS 5-year estimate) to XX% by 20XX.

- Increase the “agree” and “strongly agree” responses to “Columbia is a great place to live, work, learn and play” from 82.3% (2018) to XX% by 20XX.

*Citizen Survey.*

- Reduce the percentage of Citizen Survey respondents reporting that they were unable to meet their basic needs in the last year from 8.2% (2018) to X% by 20XX.

*Citizen Survey Question 19.*

- Decrease the number of counted homeless individuals by \_\_\_\_% by 20XX.

*Source: Poverty and Inequity in Columbia, Missouri, pg. 4*

- Decrease emergency room visit rates for mental health incidents from 8.04 (per thousand) to XXX by 20XX.

*Source: DHSS - MOPHIMS - Emergency Room MICA*

## Healthy Environment

- By 2022, a formal climate impact decision framework will be used in 100% of Municipal investment decisions.

- Achieve the Climate Action and Adaptation Plan (CAAP) 2035 community greenhouse gas emission reduction of 35% and municipal emissions reduction of 50%.

- Achieve CAAP goal of increasing energy from renewable sources from nearly 16% in 2018 to 25% in 2022.

- Increase staff and public awareness of the CAAP by X% (above baseline to be established in the 2021 customer satisfaction survey) by 2023.

## Safe Community

- Achieve Vision Zero goal of eliminating traffic-related fatalities and serious injuries by 2030.

- Maintain goal of zero fire-related deaths each year.
- Reduce fire-related property loss from XXX to XXX by 20XX (Goals based on new Fire Department method for measuring property loss).
- Reduce violent crime index from 3.64 to \_\_\_\_ (2.94=one std dev. reduction) by 2025.  
*Data Source: Columbia Police Dept reported UCR*
- Reduce the property crime index from 28.41 to \_\_\_\_ (23.81=one std dev. reduction) by 2025.  
*Data Source: Columbia Police Dept reported UCR*
- Increase the number of residential code enforcement cases identified proactively by City staff to 60% by 20XX.  
*Data Source: Office of Neighborhood Services*