Removed or Modified Items in Strategic Plan

Priority Area	Outcome Objective	Type	Description	Justification
Organizational Excellence	#1	Performance Measure	Increase the percentage of employees satisfied with their pay from 25.8% to 60% by 2026 as indicated in the employee engagement survey.	This question is being removed from the upcoming engagement survey as it is similar to another question about staff feeling they are paid fairly.
Organizational Excellence	#1	Action Item	Evaluate the current performance management system to include a total reward strategy for pay and benefits resulting in the creation and implementation of a 360 evaluation process.	This has been modified to move to reflect a move to an online evaluation system.
Organizational Excellence	#1	Action Item	Review the benefit package, implement necessary improvements and educate the workforce	This has been modified to focus on increasing employee awareness and knowledge of their benefits.
Organizational Excellence	#2	Performance Measure	Improve the fully engaged score on the employee engagement survey results to be at or above the national average of 33% by 2026	Due to heavy reliance on the engagement survey, this performance measure was changed.
Organizational Excellence	#2	Performance Measure	Increase positive responses to the item "There are opportunities for me to develop my career in my organization" from 52.7% to 60% by 2026 as indicated in the employee engagement survey	Due to heavy reliance on the engagement survey, this performance measure was changed.
Organizational Excellence	#2	Performance Measure	Increase positive responses to the item "I feel valued for the work I do" from 61.4% to 86.4% by 2026 as indicated in the employee engagement survey	Due to heavy reliance on the engagement survey, this performance measure was changed.
Organizational Excellence	#2	Action Item	Actively recruit and encourage participation of front-line employees on Citywide committeess to promote engagement at all levels of the organization.	This was modified to focus on reaching leadership in departments so that they may encourage staff to participate on Citywide committees.
Organizational Excellence	#3	Performance Measure	Improve positive responses to the item "I believe that City management will take action on the results from this survey" from 19.1% to 60% by 2026 as indicated in the employee engagement survey	This question is being removed from the upcoming engagement survey.
Organizational Excellence	#3	Action Item	Create a safe environment for people to report bullying, harassment and discrimination with knowledge of accoutnability.	This item was modified to build employee awareness and knowledge of policies and procedures related to reporting bullying, harassment, and discrimination.
Organizational Excellence	#4	Performance Measure	Reduce the mean time to respond to customer contacts by at least 50% from the current average of 48 hours to 24 hours as requested by the city manager by 2026	This measure is something the City is achieving so new measures related to maintaining and continuing to improve have been added. In addition, this data was previously coming from Tyler311, but now will come from SeeClickFix.
Organizational Excellence	#4	Performance Measure	Reduce the mean time to resolve customer-initiated requests by at least 24% from the current average of 6.6 days to 5 days by 2026	This measure is something the City is achieving so new measures related to maintaining and continuing to improve have been added. In addition, this data was previously coming from Tyler311, but now will come from SeeClickFix.
Organizational Excellence	#4	Performance Measure	Improve satisfaction with the quality of customer service from City employees from 72% to 85% by 2026 as indicated in the citizen survey	This was removed and replaced with measures that can be updated more often to better reflect progress towards goal.
Organizational Excellence	#4	Action Item	Review and streamline processes for City services that allow for ease of access to those services.	This has been replaced with new action items related to making improvements to various aspects of the City's website, including the Utility Customer Service website and marketing for MyUtilityBill.
Organizational Excellence	#5	Action Item	Develop a Code of Ethics for the City	The reason behind this action item was unclear. Our Core Values were updated as recently as 2021, and include Service, Communication, Continuous Improvement, Integrity, Teamwork, and Equity.
Organizational Excellence	#5	Action Item	Recruit, select, and assign a creative and diverse Innovation Team of multi-departmental staff with wide-ranging skills and experience representing the City's business units, which explores creative solutions, evaluates business processes, identifies improvements and investigates equitable purchasing opportunities.	It was unclear to the team what the intent for this item was. The City has incentive programs for employees to encourage employee innovation and cost savings.
Safe Community	#1	Performance Measure	Increase the number of available options for self-reporting incidents and offenses	This was removed as a performance measure. There is an action item related to self-reporting.

Removed or Modified Items in Strategic Plan

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Safe Community	#1	Performance Measure	Increase opportunities for authentic connection between Black and Brown communities, officers, and City leadership through contact that is not related to criminal activity or complaints	This was modified to track the number of outreach activiites attended by both CPD and CFD.
Safe Community	#1	Performance Measure	Require 100% of all CPD staff to complete training in fair and impartial policing, cultural competency, implicit bias or other related topics by 2023	This is part of required training and is being met.
Safe Community	#1	Performance Measure	Increase accountability measures that lead to continuous improvement in traffic stop practices	This was removed as it makes more sense as an action item.
Safe Community	#1	Performance Measure	Increase the number of residents who know someone in the Columbia Police Department to whom they could share a concern	This was removed as it is not possible to track.
Safe Community	#1	Action Item	Increase the number of hours engaged in nonenforcement activities by City staff.	We are tracking this as a performance measure.
Safe Community	#1	Action Item	Add a question to the citizen survey to develop baseline data to determine the number of residents who have someone they can call at CPD to share a concern.	This was related to a removed performance measure.
Safe Community	#2	Performance Measure	Divert at least 50% of mental health related 911 calls to the mobile crisis team by 2025	This was modified to a performance measure related to the DIVERT program.
Safe Community	#2	Performance Measure	Achieve a functional zero level of unsheltered homelessness by winter of 2024-2025	This was replaced with a metric reporting on the current estimated unsheltered community.
Safe Community	#2	Action Item	Hire staff and build out a mobile crisis team. Establish baseline data.	This was modified to emphasize collaboration through contracted services.
Safe Community	#3	Performance Measure	Increase the number of residents with continuing, direct proximity to police officers from four to 10 beats assigned by 2023	This was removed and an action item was added that focuses on full staffing levels.
Safe Community	#3	Performance Measure	All items related to Citizen (Community) Survey	This was removed to focus on metrics outside of the community survey.
Safe Community	#3	Action Item	Assign officers based on crime data and issues in the area. Create connections between officers and residents through events, continuing outreach and joint problem-solving.	This was modied to focus on achieving full staffing levels.
Safe Community	#4	Performance Measure	All City departments will complete an annual tabletop exercise/simulation to prepare for emergency response and review and update their business continuity plan (BCP)	This was moved to an action item.
Safe Community	#4	Performance Measure	Train all City staff in disaster response and the Incident Command Structure using FEMA training resources by 2023	This was moved to an action item.
Safe Community	#4	Performance Measure	Evaluate the condition/vulnerability of all critical infrastructure by 2024	This is reflected in an action item.
Safe Community	#4	Action Item	Hire staff to work on emergency preparedness with City departments.	Many items under this outcome objective are being reviewed. It was unclear to the team the need for additional staff.
Safe Community	#4	Action Item	Identify staff who need Incident Command Structure training and offer training through City University and/or other National Incident Management System sources. Track training and make a requirement of annual performance review.	This was slightly reworded.
Relilable & Sustainable Infrastructure	#1	Performance Measure	Maintain existing infrastructure to utility service interruptions	This was modified to reflect the percent of budgeted expenses planned for infrastructure maintenance.
Relilable & Sustainable Infrastructure	#1	Performance Measure	Increase the average remaining useful life of parks, recreation areas, trails, equipment and public facilities	Different facility types have different average lifespans. Due to this, this item did not work well as a performance measure.
Relilable & Sustainable Infrastructure	#1	Action Item	Annually replace 1% of existing utility infrastructure in order to minimize service interruptions	This was modified to emphasize the priotitization of existing utility infrastructure.

Removed or Modified Items in Strategic Plan

Priority Area	Outcome Objective	Type	Description	Justification
Relilable & Sustainable Infrastructure	#2	Performance Measure	Increase the number of parks, recreation areas and trails in areas not currently being served and identified in the 2013 parks, Recreation and Open Space Master Plan	This was modified to reflect the percent of neighborhoods within a ten minute walk to a park or trail.
Relilable & Sustainable Infrastructure	#2	Performance Measure	All items related to Citizen (Community) Survey	This was removed to focus on metrics outside of the community survey.
Relilable & Sustainable Infrastructure	#2	Action Item	Install or reconstruct at least 25 curb ramps per year within underserved areas.	This was removed as there wasn't a clear definition of what was considered an "underserved" area. A performance measure was added that tracks the total number of curb ramps installed annually.
Relilable & Sustainable Infrastructure	#3	Performance Measure	Maintain urban tree canopy percentage within City-managed areas (i.e. right of way, parks, etc.) across the community while mitigating the effects of Emerald Ash Borer (EAB) by continued implementation of the 2014 EAB Management Plan	The tree canopy percentage is tracked with a natural resource inventory - such inventories are typically conducted each 5-10 years. The City is continuing to implement the 2014 Emerald Ash Borer (EAB) Management Plan.
Relilable & Sustainable Infrastructure	#3	Performance Measure	Increase electricity from renewable energy sources to 100% from the Climate Action and Adaptation Plan (CAAP) by 2035	This was modified to meet or exceed the goals established by City ordinance.
Relilable & Sustainable Infrastructure	#3	Action Item	Enforce, and explore ways to strengthen the City's stormwater management and water quality requirements.	This was removed by the team as we have an Integrated Management Plan (IMP) for Stormwater.
Inclusive & Equitable Community	#1	Performance Measure	Ensure 100% of City leadership is able to define equity by end of fiscal year 2022 and are actively using the equity toolkit by end of fiscal year 2023	This was modified to ensure leadership was utilizing an equity lens, rather than just being able to define the term equity.
Inclusive & Equitable Community	#1	Performance Measure	Ensure 25% of City policies, and procedures tied to those policies, have been reviewed through racial equity lens by end of fiscal year 2025	This was modified to specify personnel policies.
Inclusive & Equitable Community	#1	Performance Measure	Require 100% of policies, and procedures tied to those policies, that are identified through the racial equity lens have been altered in a matter of 12 months	This was modified to specify personnel policies.
Inclusive & Equitable Community	#1	Action Item	Adopt a race and equity toolkit, develop an equity and inclusion matrix, and analyze policies through a new racial equity lens by 2022.	This was changed to note that it would be a priority after the Equit Audit was performed.
Inclusive & Equitable Community	#1	Action Item	Regularly review data to see any issues in discrepancies and take necessary action to address data discrepancies.	This was removed and will be reconsidered after the Equity Audit.
Inclusive & Equitable Community	#1	Action Item	Adding questions on capital projects, major decisions, Council memos, etc, of "what is the impact for marginalized groups with this decision? And, how did you come to that conclusion?"	This was replaced with developing an assessment tool to review projects and major decisions.
Inclusive & Equitable Community	#2	Performance Measure	Utilize the engagement guide in 100% of community dialogues by Jan. 1, 2023	This was removed as it is better suited as an action item.
Inclusive & Equitable Community	#2	Action Item	Explore having an ASL interpreter for entirety of all City Council meetings by 2023.	This was removed as it is already offered as needed, based on requests.
Inclusive & Equitable Community	#3	Performance Measure	Achieve a minimum representation of 18% BIPOC appointments on City Boards and Commissions by 2025	We cannot require individuals to provide this personal data.
Inclusive & Equitable Community	#3	Performance Measure	Assess community engagement and public feedback efforts by City departments and increase decision-making processes that are led by the community	This is better suited as an action item and is reflected in action items under Outcome Objective #2.

Removed or Modified Items in Strategic Plan

Priority Area	Outcome Objective	Type	Description	Justification
Inclusive & Equitable Community	#3	Performance Measure	Assess 100% of City buildings to ensure all are accessible and inclusive by 2026	All new buildings are required to be ADA accessible. In the rare event the City receives a complaint about a City facility being inaccessible, staff takes action to rectify the issue.
Inclusive & Equitable Community	#3	Action Item	Create an employee commission on equity and inclusion.	This was modified to include the Diversity, Equity, and Inclusion Ambassador Advisory Committee.
Inclusive & Equitable Community	#3	Action Item	Work with Resilient Economy priority area on a City-based Supplier Diversity Program (with goals and metrics for success).	This was removed as it is also included under Resilient Economy.
Resilient Economy	#1	Performance Measure	Increase number of minority and women owned businesses (MWBE) in City MWBE Directory by 20% from 222 to 354 by the end of 2024	This was modified slightly to maintain at least 51% Minority Business Enterprise (MBE).
Resilient Economy	#1	Performance Measure	Increase number of MWBE firms in the REDI Hub by 20% annually from 34 to 54 by the end of 2024	This was modified slightly to maintain at least 51% Minority Business Enterprise (MBE).
Resilient Economy	#1	Action Item	Develop mechanism to capture if businesses are MWBE during the business licensure process.	This information is optional, and cannot be required. Very few applicants choose to provide this information,so any data gleaned about MWBE's from business applications would be incomplete.
Resilient Economy	#1	Action Item	Increase collaborations between the Supplier Diversity Program, Women's Business Center, Small Business Administration, etc.	These entites used to be located in REDI, but they no longer all in the same location.
Resilient Economy	#2	Performance Measure	Increase the amount of City subsidies provided for the development of affordable housing 20% by 2025	The language in this was modified slightly to creating opportunities for low- to moderate-income rental and home ownership opportunities.
Resilient Economy	#3	Performance Measure	Increase total fixed route ridership from 2019 levels on Columbia Public Transit routes by 10% by 2023	This was modified to return to 2023 levels and included language about utilizing the results from the Transit study.