

## C. Community Facilities and Services

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This chapter details the Vision Statement, goal, and strategies developed by the Community Facilities and Services Citizen Topic Group. They looked at four specific subtopics:

- Subtopic: Library
- Subtopic: Law Enforcement
- Subtopic: Public Safety
- Subtopic: Public Works

The Community Facilities and Services Vision Statement is as follows:

***“High level, comprehensive, responsive services---from library, to police, emergency, substance abuse, and public works--keep the city clean, safe, and beautiful, and citizens informed and knowledgeable; provide equitable treatment to all, incorporate input from citizens, and support the high quality of life of the community.”***

Public Safety

Goal:  
Community members will be safe and secure.

Strategies and Action Plans

**Strategy 1: Reduce crime and substance abuse.**

**Action Plan**

<b>Who should take the lead:</b> Chief of Police	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Columbia Police Department	Devote additional resources to high crime areas. Enforce ordinances, including complaints against landlords registered through the Health Department, Solid Waste, or Protective Inspection regarding violations of city ordinances
Local treatment centers, including Reality House Programs Inc, Phoenix Programs Inc, Daybreak Treatment Center, Pathways Community Behavioral Healthcare, DRD Columbia Medical Clinic, Escape Alcohol and Drug, Family Counseling Center, The Cornerstone Program, McCambridge Center, and Harry S. Truman Memorial Veterans Hospital	These agencies could provide input regarding how to communicate with, and how to reach those in need of assistance. Each offers Substance Abuse programs
Local media (TV station, radio, newspaper, other local publications)	Communication of Columbia Police Department services, and community resources to deal with crime prevention and substance abuse
City of Columbia Communications	Assist with communication of Columbia Police Department services, and community resources to deal with substance abuse and reduction of crime
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Establish educational programs in conjunction with local media (for an awareness of currently available local resources, from dependency help, etc.)	<ul style="list-style-type: none"> <li>To reduce substance abuse and crime, the community should provide adequate police staff and comprehensive police coverage throughout the city. Accomplish this by reallocating the numbers of police throughout the city, and to each shift</li> <li>Review and implement public education program to address personal and home safety, as well as to educate the public on community policing challenges</li> </ul>

**Strategy 2: Increase traffic law enforcement.**

**Action Plan**

<b>Who should take the lead:</b> Head of City Traffic Unit and the Columbia Police Department with support from Chief of Police	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Bicycle & Pedestrian Commission	Published “rules of the road” communication, could assist with future communication and share traffic concerns and challenges of bicyclists and pedestrians
City Office of Communications	Assist with communication to the public, including information in the “City Source” newsletter included with the city utility bill
City Communications Committee	Assist with communication to the public, including information in the “City Source” newsletter included with the city utility bill
“City Source” editor	Assist with communication to the public, including information in the “City Source” newsletter included with the city utility bill
Public Works Department	Installation of traffic monitoring devices, signs for new speed limits, etc.

University of Missouri – Columbia, and UM-C Police	Educate students about traffic laws
Disability Commission	Share concerns and challenges those with disabilities face
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Increase personnel (including use of volunteer staff) and utilize non-human resources (red light cameras, speed monitoring devices, etc.); organize a committee of technology savvy and creative people to look at possible technological applications for traffic enforcement	<ul style="list-style-type: none"> <li>• Develop and implement public education programs to communicate traffic laws, ranging from “rules of the road” to pedestrian rights, and publicize</li> <li>• Increase monitoring of traffic through expanded use of volunteers</li> <li>• More traffic patrolling and traffic officers, reassigning personnel to direct traffic during peak times, utilization of motorcycle patrols</li> <li>• Reviewing present speed limits to determine adequacy</li> <li>• Encourage use of the city’s “Traffic Safety Hotline”</li> </ul>

Library Services

Goal:  
Access to library services, facilities, and community meeting spaces will be increased.

Strategies and Action Plans

**Strategy 1: Establish additional facilities and service points to provide expanded library services for the growing community.**

**Action Plan**

<b>Who should take the lead:</b> Regional Library Board	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Director – Daniel Boone Regional Library	Implement library policies, provide leadership
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Based on information from a community survey, develop a communications plan that identifies methods for seeking on-going public input and provides information about the library system	<ul style="list-style-type: none"> <li>Proactively involve citizens in dialogue and analysis on library needs for the growing community as part of the library’s strategic planning process</li> <li>Determine locations and types of additional service access points and branch libraries</li> <li>Increase library collections including diverse materials in a variety of formats (books, electronic and audio-visual) that reflect the interests of the community</li> </ul>

Public Works

Goal:  
City services will be efficient, effective, and expanded.

Strategies and Action Plans

**Strategy 1: Use available technology to increase and improve city services offered to the community.**

**Action Plan**

<b>Who should take the lead:</b> City Manager	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Columbia City Water & Light Department	Knowledge of poles/wiring/underground electrical
Knowledgeable citizens with technical expertise	Could consider creative utilization of technology
City Engineers	Consult on potential implementation of technology
Other communities who've utilized technology and information in graphic format	Provide information on cost, administration, and public response
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
An exploratory committee of city staff and knowledgeable citizens should be established to consider options and research what other communities have done	<ul style="list-style-type: none"> <li>• Provide alternative, low-cost, high bandwidth Internet access to residents and businesses</li> <li>• Investigate delivery of hardwired and wireless Internet access over city power lines</li> <li>• Provide information (demographic, health, financial, etc.) in graphic format to make the information more useful and understandable to community members, leaders, and groups, and to aid in emergency planning</li> </ul>

**Strategy 2: Provide comprehensive, efficient removal of snow throughout the city.**

**Action Plan**

<b>Who should take the lead:</b> Public Works Department	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Director of Public Works Department	Director- ensure that City Snow Removal Emergency Snow policies are enforced, and investigate equipment for removal of snow from sidewalks Staff- snow removal services
Bicycle and Pedestrian Commission	Communicate needs/challenges
City Manager	Oversee Public Works Department; propose adequate budgeting for sidewalk snow removal equipment
Director of Environmental Health & Risk Management, UM-C	Coordinate efforts/communication with UM-C students, faculty, and staff; provide guidance in regard to equipment, emergency plans, etc. used by the University, and advise how enforcement and complaints are handled
Disabilities Commission	Communicate needs and challenges of citizens with disabilities
Public Information Specialist, Columbia Public Works Department	Assist with communication
Campus Safety Committee Chair at UM-C, Training Development Coordinator	Coordinate efforts/communication with UM-C students, faculty, and staff
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Budget for additional snow plows in city	<ul style="list-style-type: none"> <li>• Expand city services to include, among other things: City clearing of snow from</li> </ul>

budget	<p>sidewalks in heavily pedestrian (including physically handicapped) traveled areas such as downtown business area, arterial and collector streets, designated school routes, some or all city bus routes, and other areas of concern to citizens</p> <ul style="list-style-type: none"> <li>• Mandatory enforced removal of snow from all other sidewalks and removal of vehicles from snow emergency/priority removal routes</li> </ul>
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**Strategy 3: Investigate ways to enhance services, and increase communication regarding services currently available.**

**Action Plan**

<b>Who should take the lead:</b> Public Works Department	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Director of Public Works Department	Solicit periodic feedback from the community on perceived issues and problems with public services. Solicit suggested remedies to address these issues and problems. Solicit input from community regarding desired and enhanced services
City Manager	Oversee Public Works Department; propose adequate budgeting for any new or enhanced services
Director of Environmental Health & Risk Management, UM-C	Coordinate efforts/communication with UM-C students, faculty, and staff; provide guidance in regard to equipment, emergency plans, etc. used by the University, and advise how enforcement and complaints are handled
Public Information Specialist, Columbia Public Works Department	Provide public education on current Public Works programs, budget, and resource constraints, and future directions
Campus Safety Committee Chair at UM-C, Training Development Coordinator	Coordinate efforts/communication with UM-C students, faculty, and staff
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
	<ul style="list-style-type: none"> <li>• Designated times and days for street cleaning at least within a set trial area</li> <li>• Consideration of leaf removal subsidization</li> <li>• More abundant and explicit public education as to the rights and responsibilities citizens have in regard to all city services through the City of Columbia Public Works Dept.</li> <li>• Expand communication of city services</li> <li>• Consider use of outsourcing/private resources for emergency situations</li> </ul>

Law Enforcement

Goal:  
The relationship between the Columbia Police Department and the community will be positive and mutually respected.

Strategies and Action Plans

**Strategy 1: Administer law enforcement fairly to all citizens.**

**Action Plan**

<b>Who should take the lead:</b> City Council – to hold the Police Department accountable for meeting the recommendations and timelines in Dr. Aaron Thompson’s report (submitted to the City Council March 26, 2007), and for implementation of a Citizens Review System	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Citizens who are representative of Columbia’s demographic population	Serve as part of a Citizen Review System
Columbia Police Department	Implement Thompson Report recommendations
Police Chief	Implement Thompson Report recommendations, and work with the Citizen Review System
Human Rights Commission	Provide data and insight regarding citizen concerns about the Columbia Police Department
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Obtain baseline data regarding the relationship between the community and the Columbia Police Department (public input – for example, town hall meetings, citizen surveys, complaint records)	<ul style="list-style-type: none"> <li>• Create a Citizen Review System</li> <li>• Utilize the Thompson Report’s recommendations and timelines</li> </ul>

**Strategy 2: Allocate police staffing and presence equitably.**

**Action Plan**

<b>Who should take the lead:</b> City Council	
<b>Who else should be involved:</b>	<b>Potential roles:</b>
Citizens who are representative of Columbia’s demographic population	Provide input regarding community needs and concerns
Columbia Police Department	Provide input regarding changes in allocation of staff
Police Chief	Implementation of changes in allocation of staff
<b>How to jumpstart implementation:</b>	<b>Other recommended action steps:</b>
Obtain the objective assessment of current allocation of police staffing and presence	<ul style="list-style-type: none"> <li>• Compare Columbia to similar communities in terms of the number of police and police support per capita, per square mile, and per density</li> <li>• Explore Columbia Police Department staffing allocation by shift and by location</li> </ul>