CITY OF COLUMBIA

CITIZEN HANDBOOK 2016

A Citizen Guide For Columbia, Missouri

Dear Columbia Residents:

I'm pleased to share this annual Citizen Handbook and performance report message with you. As Missouri's fourth largest city, Columbia continues to provide an amazing quality of life for residents, balancing Midwest community values with many services and opportunities you would find in larger communities.

What really sets us apart, I believe, is how strongly we're connected. As City Manager, I get to see a large part of what happens here and what so many of our friends, neighbors and partners are doing to make life better for everyone. They understand that what happens in one family... one block... one neighborhood... ripples throughout Columbia. Truly, we walk in each other's shoes.

Because we're connected, we acknowledge that the hope of a fine life in our city is more likely for some than for others. There are troubling financial, health and employment gaps between Columbia's white families and black families. However, there is reason for hope. As I've said in the past, we only need to look around to see that Columbia has the resources to change its current reality, to assure that its high quality of life is open to all citizens.

This is the reasoning behind the City's Strategic Plan for 2016-2019. We envision a Columbia that is the best place for everyone... not just some... to live, work, learn and play. It's a community where people earn enough to support their families without asking for help. It's a place where residents feel safe and secure, know their neighbors and like their neighborhoods. A Columbia where, regardless of where they live, families know they can rely on police and fire protection, utility services and well-maintained streets and transit systems. They choose to call Columbia "home" because life is good here.

The City Council's Strategic Plan is intended to address the gaps we see in Columbia. This 2016 Citizen Handbook and performance report are overviews of the efforts of your City staff to implement the City Council's most important goals. I am proud of what they have done so far, on a very small budget, made up of savings from fiscal year 2015. There are financial storm clouds ahead with relatively severe implications for Columbia. With that context, we aspire for steady, if perhaps slow, progress in the coming year.

In the pages ahead you will find the performance report which breaks down what we see, what we've done and what lies ahead for each of the five Strategic Plan priority areas. Those measures are followed by stories from various City departments to show the direct impact they have with citizens in our great community

Regards,

Mike Matthes
City Manager

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2016 PERFORMANCE REPORT

ECONOMY: Jobs that Support Families

Employees of the Nehemiah Group, a family-owned business, hard at work on a construction project. (submitted photo)

Our strategic direction for the economy includes increasing the number of living wage jobs; reducing the wage gap between white and minority households; and reducing the skills gap in Columbia's workforce. While the "living wage" goal is a worthy aspiration, it's not subject to the City's direct influence. Our closest proxy is the well-established measure of 200 percent of the federal poverty level. Using this standard, a family of four would need $48,600 in annual gross income to afford the basics, such as healthy food, decent shelter, utilities and health care.

Featured Goal: *Increase households in Columbia with income above 200 percent of the federal poverty level. In 2014, 59.8 percent of households earned this level of income.*

What We See:

- Columbia's unemployment rate of around 3 percent is one of the lowest in the nation, but poverty continues to grow because Columbia has many jobs that do not pay a living wage. The minimum wage has been ignored for so long by federal and state governments that it buys 30 percent less than it did in 1968.
- Black households bear the brunt of unemployment and poverty even though poverty has grown for all groups. In the 2015 Columbia Citizen Survey 64 percent of white respondents said they were satisfied with local economic conditions, but only 53 percent of black respondents felt the same. Eighty-one percent of white respondents agreed that they earn a wage that allows them to meet basic needs, compared to 68 percent of black respondents.
- Cultivating good jobs and preparing residents to qualify for those positions is our most important anti-poverty response.

What We've Done:

- **Columbia Cradle to Career Alliance**: $50,000 was authorized for this coalition dedicated to propelling children and youth to career readiness and correcting disparities associated with race and income when it comes to educational opportunities.
- **City's Career Awareness Related Experience (C.A.R.E.)**: This program has helped prepare at-risk youh for employment via real-world experience, mentorships, career exploration and money management education since 1982.
- **Mechatronics Certificate and Degree Program:** Offered at the Columbia campus of Moberly Area Community College (MACC), provides trainees with hands-on experience in electrical systems, hydraulics, pneumatics and computer-controlled equipment. Enrollment has grown from six students to 35 in 2016 with graduates finding jobs at 3M, JM Eagle and Boone Hospital Center with starting wages of $16 per hour, and higher.
- This year we launched the City's first real drive to widen opportunities for minority-and women-owned businesses. As our contractor, Jim Whitt is coaching aspiring owners and working with City staff to reduce bureaucratic barriers that put small firms at a competitive disadvantage.

What Lies Ahead:

- We will be expanding **C.A.R.E.** with apprenticeships in jobs that offer program graduates two years of employment, mentoring and skill development that don't require advanced degrees.
- **Columbia Regional Airport** is a quiet economic driver that supports at least 745 jobs and a $27 million annual payroll compared to the City's $2 million annual investment, and the number of passengers is six times higher than in 2009. On August 2, 2016 voters approved temporarily raising the City's hotel tax, paid by visitors, to help fund a new terminal that can handle more flights, meet safety requirements and allow total accessibility.

SOCIAL EQUITY: Improving the Odds for Success

Nearly 100 members of the community, including Councilman Clyde Ruffin (center), participated in a poverty simulation at the Race and Equity Forum.

"Social equity" has so many meanings. It's a big concept that inspires global or community action, a precise idea that moves us to be our brother's or sister's keeper and a lot more in-between. Guided by its Strategic Plan, the City will assess citizens' ability to thrive... not just survive... in Columbia. We know there are disparities among neighborhoods, including the level of public investment and focused attention. At least initially, we will leverage City services and community partnerships in Columbia's Central, North and East areas.

Featured Goal: *Increase the percentage of citizens who agree that Columbia is a place where they can thrive from 74 to 79 percent by December 31, 2018.*

What We See:

- Census data, maps of City service calls and City staff field observations reveal varying levels of stress and disparity... along with resoucres... in these neighborhoods. According to our most recent citizen survey, 74 percent of residents overall are satisfied that they can thrive in Columbia. While 78 percent of white residents hold this view, only 54 percent of black residents agree.
- We believe that "thriving" is associated with several factors: safe and secure neighborhoods; stronger relations between neighbors; exercise, healthy eating and health care; and affordable housing and utilities. This is supported by author Dan Buettner, who says it's all about what we eat, how we exercise and our social networks, and by the Gallup-Healthways Index, which associates well-being with liking what you do and where you live, good health, economic security and supportive relationships.

What We've Done:

- **Race and Equity Forum**:
City Council co-hosted this event which drew almost 100 people. Participants discussed how poverty and lack of cultural competence in schools can affect our kids' achievement. We're committed to being part of conversations that raise local awareness of race and equity.
- **Engaging Residents in the Neighborhoods**:
Created Community Outreach Unit in the Police Department. Held more than 20 community activities in these areas. Developed a model affordable housing plan that includes sidewalks, stormwater solutions, green space and safety features. Hosted an energy efficiency resource fair and studied residential energy use. Scheduled summer lunch programs and weekly mobile food pantries. Began work with historically black church congregations to connect parishioners with health insurance and health services.

What Lies Ahead:

- Glenn Cobbins and Judy Hubbard, with proven abilities to identify with, reach and inspire people, have already started door-to-door conversations in the focus neighborhoods. They talk to students, older and disabled persons, black residents, persons with few resources, young people on the verge of high-risk decisions and those re-entering from the criminal justice system.
- We'll continue hosting neighborhood meetings to strengthen communication between the City and residents.
- Affordable housing investments will continue to provide good returns to the community including homeless veteran housing, energy-efficient homes and assistance for first-time homebuyers.

PUBLIC SAFETY: Safe Anywhere You Are

Columbia Police Department's Community Outreach Unit

If Columbia is, in effect, two cities... where some families thrive and others don't... it also has two minds when it comes to public safety. Our crime rates are down. We'd have to double, triple and quadruple our crime rates to match those, respectively, in Springfield, Kansas City and St. Louis. Even as our crime rates drop, however, so has citizen satisfaction with many public safety services.

Featured Goal: *Increase the percentage of citizens who are satisfied with the overall quality of police services from 59 to 64 percent by 2019.*

What We See:

- **Down Indicators:**
Homicides are down from nine in 2000 to one last year. Property crime rate is half of what it was in the 1980s. Local satisfaction with the quality of public safety service, quality of police service and feeling of safety is down compared to 2005. Sixty-four percent of Americans have "a great deal of respect for police" compared to 77 percent in 1967. General Fund revenue has not grown, limiting our ability to hire more police officers and firefighters.
- **Up Indicators:**
Americans' belief that crime is rising, according to Gallup polls, has increased over the last decade, even as government data show that crimeis falling. Influence from the non-stop spread of crime news, comments and conversations. The demand for more officers, more prevention, and fast response.

What We've Done:

- **Columbia Police Department's Community Outreach Unit**:
Officers assigned specifically to the Central, North and East Neighborhoods are building strong relationships with residents. Because of their consistent, reliable presence in those areas, unit supervisor Sgt. Michael P. Hestir says that citizens are "HIGHLY receptive to welcoming Police back." Cops and citizens of all ages are connecting and replacing "hard stares" with handshakes and hugs.
- **Citizens Sharing Positive Contacts**:
One Columbia mother posted her appreciation for help and a meal provided for her family by CPD Officer Chris Williams. "I was happy to have him come in with us to show people that there are good cops out there today." Comments and stories like this confirm the public's power to counter negative information with the true story of caring, courageous public service.

What Lies Ahead:

- Both our Fire and Police Departments may become accredited in the coming year. This is the gold standard for a non-biased, external validation that we provide services using the best practices in the field today.
- We're gradually balancing community access to police services in the strategic neighborhoods. The Boone Community Center substation now serves Ward 1/Central Neighborhood residents. A police station is planned near Auburn Hills Park in Ward 2/North Neighborhood. Ward 3/East Neighborhood residents will connect with the Community Outreach Unit and other police officers at a leased townhome near Indian Hills Park.
- To respond to changing call volumes, CPD has adjusted officer schedules to cover calls more effectively. We've also added less costly civilian positions for CPD roles where Police powers are not needed. This returns sworn officers to the field while keeping costs manageable.

INFRASTRUCTURE: Connecting the Community

A new crosswalk being painted

Transportation networks, utilities and parks are "big time" investments that knit Columbia together. They serve the public good but, as the community has grown and changed, aren't serving all citizens equally well. No matter your neighborhood, you should be able to shop and find services either nearby or by using safe, convenient personal or public transit. In a city that treasures parks and trails, everyone should have green space within walking distance. Wherever you live, water, sewer, electric and stormwater systems should be safe and reliable.

Featured Goal: *Increase daily average ridership at the "bus stop" level by 5 percent in the Central, North and East Neighborhoods by the end of 2016.*

What We See:

- COMO Connect (City bus system) is faithfully used by many lower-income persons, students, persons with mobility challenges, those who can't or prefer not to drive and those who value public transit's ability to reduce auto emissions, to complete basic daily tasks such as traveling to work and run errands. Because of its potential to narrow the social equity gap, City Council members have focused a great deal of attention on keeping bus travel affordable and convenient.
- Many neighborhoods were not developed with much of the infrastructure that feels standard today. All neighborhoods should have access to equal infrastructure like sidewalks, crosswalks, stormwater systems, curbs, etc. as described in the City's "complete street" policy, adopted in 2004.
- A City-County plan is in place to add green space and help preserve open space and protect the environment. Voters have widely approved extending the Parks Sales Tax and using part of that revenue to add more natural areas to the City's current 1,416-acre inventory.

What We've Done:

- To help introduce more residents to COMO Connect, Community Outreach Unit (COU) officers and Central Missouri Community Action are distributing bus passes in the neighborhoods. Whether the passes are for one ride, one month or a whole year, they create positive community connections.
- Concrete for new shelters has been installed on Conley Road at the Staples entrance, on Forum Boulevard near Nifong and on Worley Street near Woodlawn. More street lighting near Auburn Hills Park in the North Neighborhood; new sidewalks, driveways and crosswalks in the Central Neighborhood on Garth Avenue.
- In addition to the Flat Branch Sewer Relief Projects and the $14 million we're spending to reline those sewers, we continue to remedy flooding in the First Ward. The community has supported ballot issues for sewer and stormwater improvements in the past year.
- Completed acquisition of Gates Park, a 60-acre natural area near High Point Lane and Route K in May, 2016. Increasing protected acres from 1,292 to 1,352.

What Lies Ahead:

- Olsson Associates will analyze how changes in our bus system have affected the community and prepare recommendations for the future of COMO Connect. We're expecting to increase the number of accessible bus shelters and plan to increase average daily ridership to 177 in the Central neighborhood, 41 in the North Neighborhood and 46 in the East Neighborhood.
- To assure that City funds reflect community values and needs, we will continue to offer citizens opportunities to be involved in decision-making and City staff will make special connections with residents in the Focus Neighborhoods.
- We'll work with Greenbelt Land Trust to evaluate current and potential properties that may be good candidates for protection of land and wildlife.

OPERATIONAL EXCELLENCE: High-Level Service from Engaged Employees

City employees partaking in Operation Clean Streets

City employees are a 1,450-person force for good. In strategic terms, they are our greatest strength and creative heart. They are work colleagues connected to each other and are intimately connected to the community through friendships, their business patronage, the organizations they support, and all the things they do as parents and family members. I am intensely proud of their commitment to serving all citizens and to putting special care into the Central, North and East neighborhoods over the next three years.

Featured Goal: *Increase employee engagement from 72 to 75 percent by 2019.*

What We See:

- At 72 percent, City employees are more than twice as engaged as the national average reported by the Gallup organization. City employee engagement is linked to a strong public service calling, something that comes from inside. Stoking this fire in our workforce will improve performance and create lasting public benefits. This engagement affects interest in staying with an employer. At just over 11 percent last year, our low turnover is the envy of many industries.
- Forty-nine percent of those responding to our most recent citizen survey agreed that City government values diversity (51 percent for white survey participants and 32 percent for black survey participants). Some of our work units are both diverse and inclusive, providing hubs for friendships, trust, professional growth and advancement; but there are gaps in the organization and in community perception.

What We've Done:

- Thoughtful, top-notch supervisors can deepen employee engagement. Our City University learning center develops these leaders through LADDERS training for employees aspiring to this role. City University's STAR program, to date, has engaged 238 supervisors with initial and continuing training and special attention to coaching, active listening and goal-setting skills.
- City divisions and departments are working toward accreditation which is a stamp of approval from an independent, unbiased national organization and is the highest praise that local government services can receive. Recognized in 2001, our Public Works Department has been accredited longer than any other Missouri city. Other accredited departments and divisions include: water, sewer, stormwater and solid waste utilities; Community Develpment; Convention and Visitors Bureau; and most recently, the Columbia/Boone County Department of Health and Human Services.
- Our Health and Human Services Department is coordinating learning opportunities for City employees through partnerships with the National Conference for Community and Justice and the Diversity Awareness Partnership. By the end of FY 2016, we expect to have six certified, in-house trainers available to offer basic and advanced courses to another 143 employees.
- We also expect all sworn Columbia police officers will complete training relating to racial profiling and fair and impartial policing.
- Over the last two years, our customer contact center has reduced the number of phone numbers you might use to reach the City from 154 to 70.

What Lies Ahead:

- In the coming year we will focus on accrediting the Police and Fire departments. At Mayor Treece's request, we will accelerate the full launch of the contact center. We're preparing a public announcement and branding effort and disconnecting excess phone numbers as we reach full implementation.

MAYOR & CITY COUNCIL

My family is proud to call Columbia home. I am excited about the future of our community, and I honor its past.

Columbia has a rich history, entrepreneurial spirit and promising future. From its humble beginnings in 1818 as the town of Smithton... through its relocation and renaming to "Columbia" in 1821..to the vibrancy of today, we have seen our community become the fourth largest city in Missouri.

What's best about Columbia is its balance of features you would find in more urban areas along with a profound sense of midwestern hospitality. Our industry leaders, like education, healthcare and financial services, have long provided a stable, firm foundation for our local economy.

Columbia has always been a community rich in its diversity of ideas. Our current Strategic Plan is helping guide us to ensure social equity, economic growth, citizens' safety, infrastructure and workforce excellence are a part of everything we do.

In the pages ahead you will read stories that show how the City of Columbia and our employees are helping the community and citizens thrive. You'll read about the City's Strategic Plan and the positive actions that are taking place to enhance our already great city. You'll read about how we did as a community in the past year and where we need to go.

Without the enthusiasm, hope and hard work of past and present generations, we would not be the community we are today. Our community is steeped in the principles of open, honest and transparent government actions. Democracy is designed for participation from the people which includes input from all sides. Citizens are welcome to attend City Council meetings to speak during public hearings or public comment. The City has over 40 boards and commissions you can serve on that range in topics from Human Rights, Historic Preservation and many more.

We even have the Youth Advisory Council so young people, who are our future, have the opportunity to be involved.

If you want to start small, we have opportunities for that as well. The City hosts a yearly community event called Cleanup Columbia where nearly 1,500 community members volunteer thousands of hours of services in a single day by picking up litter along streets, in parks, and along streams and trails. You could attend training to be a member of a Neighborhood Watch group or become a Columbia Tourism Ambassador. You could be a coach or instructor for one of Parks and Recreation's many programs. Beyond being a coach or instructor, you could be a mentor and positive role model for a young person in our community. The possibilities for involvement are vast and reach just about every interest. Many of these opportunities can be found by visiting CoMo.gov/volunteer or by calling us at 573-874-2489.

I hope you find this community guide to be a helpful resource to discover all of the great amenities your city has to offer. It's an honor to serve my city as mayor and I hope you will join me in making this community the best that it can be.

Sincerely,
Mayor Brian Treece

Mayor Brian Treece
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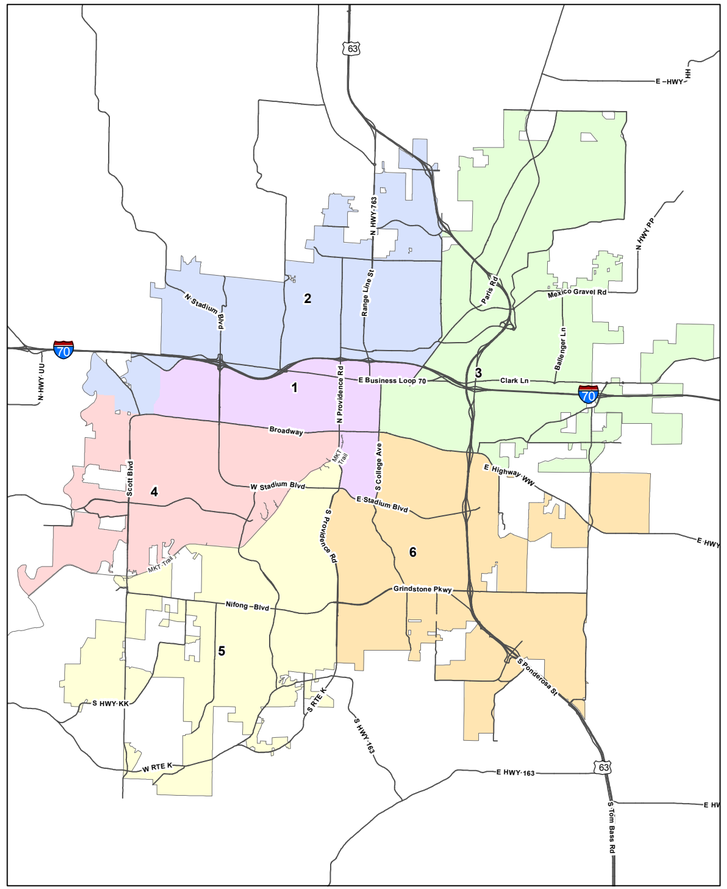

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HISTORY

Columbia has a rich history dating back nearly 200 years. The Columbia area was once part of the Mississippian culture and home to the Mound Builders. When European explorers arrived the area was populated by the Osage and Missouri tribes. In 1678, La Salle claimed all of Missouri for France. The Lewis and Clark Expedition passed by the area on the Missouri River in 1803. In 1806, Daniel Boone and his sons established a salt lick 40 miles northwest of Columbia. The Booneslick Trail wound from Kentucky through St. Charles, Missouri to the salt lick.

Smithton was settled in 1818 near what is now Walnut and Garth. Due to poor water supply, Smithton was abandoned in May 1821. The approximately 20 people resettled near the southeast corner of Broadway and Fifth Street, which they called Columbia. That same year, Columbia was designated the seat of the new County of Boone. In 1826, five years after Missouri became the 24th state, Columbia became incorporated and created a five-member Board of Trustees. At that time, the town was bordered by Park Avenue, Hitt Street, Elm Street and on the West by the cemetery entrance road.

In 1830 the first newspaper was started; in 1832 the first theater in the state was opened; and in 1835 the state's first agricultural fair was held. By 1839 the population (13,000) and wealth of Boone County was exceeded in Missouri only by that of St. Louis County.

The Columbia Female Academy, now known as Stephen's College, was founded in 1833, making it the second-oldest women's college in the country. The University of Missouri was established in 1839 thanks to James S. Rollins and community's financial contributions. MU's Academic Hall burned in 1892 which led citizens to raise $50,000 toward rebuilding and providing adequate water for fire protection to keep the campus in Columbia. Christian Female College, which later became the current Columbia College rounds out the three local colleges which call Columbia home.

Columbia's city limits were expanded in 1845 and the Board of Trustees was enlarged in 1870 from five to nine because the population had grown to 2,500. The sale of slaves in Columbia ended in 1864; by the beginning of the Civil War, the slave population reached more than 5,000.

In March 1892, the city was incorporated as a city of the third class with a Mayor/Council form of government and was divided into four wards with an elected mayor and Council. During the Great Depression local public works projects, many supported with federal dollars, and Water and Light revenues kept the community viable. Columbia became a transportation crossroads when U.S. Routes 63 and 40, the latter of which is concurrent with present-day Interstate 70, were routed through the city. The first major commercial flight left Columbia municipal airfield in 1939. Between 1940 and 1950, the city's population increased about 75 percent from 18,400 to almost 32,000 people. Some of that growth is attributed to the G.I. Bill bringing students to MU.

Voters approved Columbia's City Charter in 1949 which set up the council/manager form of government, still with four Council wards and a member-at-large. This is the form of government that we still have today. The election in 1973 was the first where a seven-member City Council was selected. According to Census data, Columbia reached a population of 100,000 between 2000 and 2010. The 2015 Census population estimate was 119,108.

In May 2015 a ceremony was held to recognize the historic "Sharp End" area which stretched from Fifth to Sixth streets on both sides of Walnut Street from the early 1900s to the 1960s. The Sharp End was a robust area with a wide variety of businesses owned by African-American citizens and became the cultural heart of the African-American community.

Today, Columbia is the fourth largest city in Missouri. Strong growth in the areas of medicine, education, technology, insurance, and entrepreneurial start-up companies make Columbia a supreme place for legacy and new business development. Award-winning schools, parks and trails, local artistry opportunities and many other quality of life amenities make Columbia an ideal place to raise a family, start a business or retire.

Stephens College - Senior Hall around 1870
- The State Historical Society of Missouri

Returned World War I soliders attend a luncheon given by the Boone County Chapter of Red Cross, at the University Cafeteria, February 22, 1919
- The State Historical Society of Missouri

Parade on Broadway in 1910
- The State Historical Society of Missouri

Sharp End 1958-1963
- The State Historical Society of Missouri

STRATEGIC PLAN

These days, I think a lot about "heart." I've noticed, in my many years as a public servant, that this idea sometimes gets pushed to the background. But the heart of doing good in and for the community beats strongly behind government's pursuit of performance data and balance sheets.

That's what you will see and feel as you read the stories in the following pages. Since April 2015 it's been my honor to support the City's strategic planning team on social equity. I can testify to the constant heart of the men and women…your City workforce…who manage the programs and work in the field to serve you every day.

Working with my colleagues and our community partners to fulfill the City's strategic goals is challenging, humbling and inspiring. I've heard employees say they have new reasons to get up in the morning…they've been waiting years to make this commitment…they're doing it more for love than for the money.

And in our stories, you'll hear from residents who discovered opportunities, solutions and even heroes as they connected with their local government. Working with heart, it seems, has been a life-changing experience for all of us.

The thread linking these stories is our pledge to help all Columbia families thrive, however they define that for themselves. In our Strategic Plan, we've woven the ability to thrive through our goals for the local job market; for achieving social equity; feeling safe and secure from crime; having roads and utilities in good order; and having an excellent, responsive workforce. Learn how healthy living, access to technology and public transit, career awareness and Municipal Court weddings all contribute to improving the odds for family success.

Discover how the Columbia Police and Fire departments are involving all community members in preventing crimes, saving lives and securing their neighborhoods. Even public art has a role in reducing vandalism.

Understand how City utilities and roads contribute to our high quality of life with safe, reliable service for homes, businesses, schools and agencies.

Focus on the sectors that drive Columbia's economy and on the threat to revenues that pay for public safety, health and other services.

See how City employees are motivated to continuously improve performance through professional development, attention to their health and skills to build inclusive communities.

Most of all, I hope you get a sense of how a plan becomes an action, and how an action affects people. People with heart, in the Columbia we call "home."

- Toni Messina
City of Columbia Civic Relations Officer

• view the plan online at: www.CoMo.gov/strategic-plan •

CITY OF COLUMBIA

Vision

Columbia is the best place for everyone to live, work, learn and play.

Mission

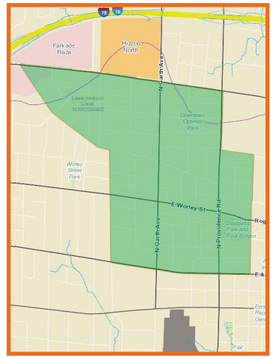
To serve the public through democratic, transparent and efficient government.

Core Values

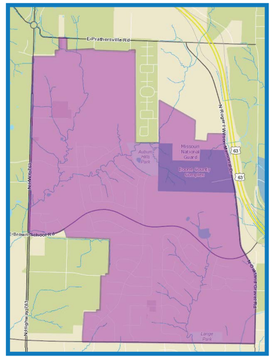
Service: We exist to provide the best possible service to all.
Communication: We listen and respond with clear, compassionate and timely communication.
Continuous Improvement: We value excellence through planning, learning and innovative practices.
Integrity: Our employees are ethical, fair, honest and responsible.
Teamwork: We achieve results by valuing diversity and partnerships within our own organization and the community.
Stewardship: We are responsible with the resources the community entrusts to us.

Core Competencies

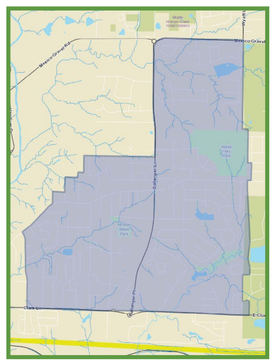
Full-service City
Excellent customer service
Opportunities for citizen involvement
Strong financial management



Central (Ward 1)



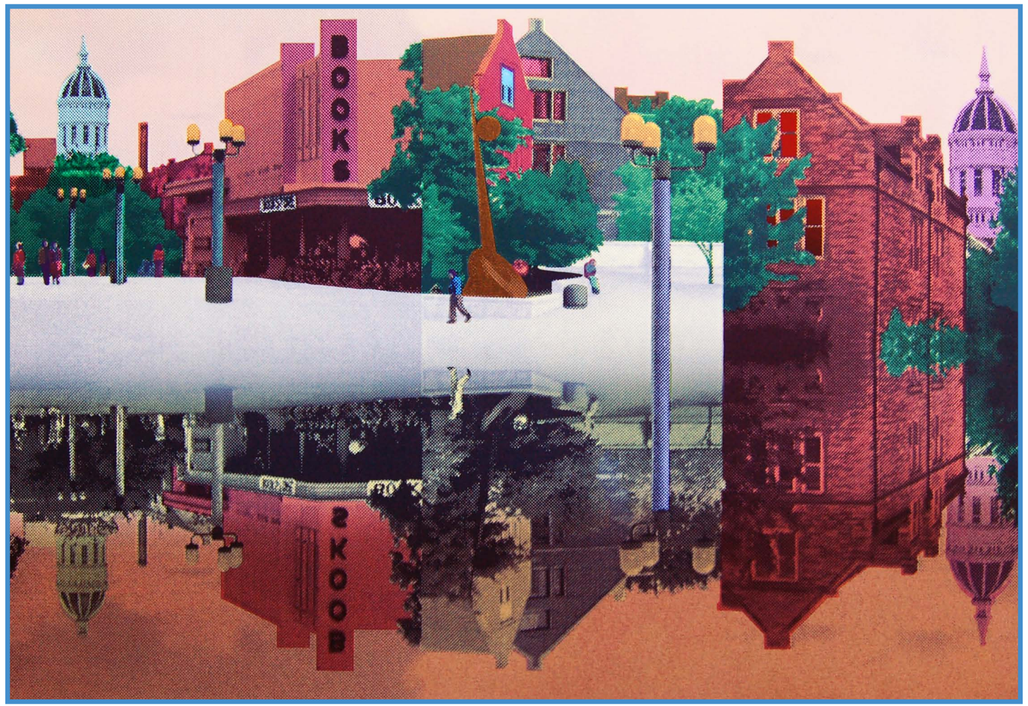
North (Ward 2)



East (Ward 3)

SOCIAL EQUITY

"How can we strengthen our community so all individuals thrive?"



Public Health
Prevent. Promote. Protect.
Columbia/Boone County
Public Health & Human Services

Healthy Habits for a Healthy Future

by: Andrea Waner

"I wanted my kids to have a healthier lifestyle, it's that simple."

When Carlos and his family moved to Columbia from Chicago four years ago, they didn't do much together as a family. Living in a city like Chicago can make family excursions harder and more expensive, so the outings were rare. When his children began to get involved in after school programs at Centro Latino in Columbia and the family calendar started to fill up, the Ortiz family got excited.

"There are so many more opportunities here where we can be together," Ortiz said. "It's easier for us to be together as a family, much more than (when) we were in Chicago."

After settling in and getting involved with the programs at Centro Latino, the Ortiz family was introduced to the 12345 Fit-Tastic! program ran by the Columbia/Boone County Department of Public Health and Human Services.

12345 Fit-Tastic! is a health initiative aimed at creating healthy lifestyles through healthy eating and active living in the Columbia community. Participants set lifestyle goals for their families and work to find out what motivates them to achieve their goals. They also receive on-going support, healthy suggestions and resources for activities. Programs like these, among many others the Department of Public Health and Human Services provides, strive to help residents live their best lives.

The Ortiz family signed up to participate in the program and immediately got involved in setting goals for themselves. They wanted to find a way to eat more fruits and vegetables and to encourage the family to shy away from junk food - to choose healthy habits, to create a healthier future for their family.

"I wanted my kids to have a healthier lifestyle, it's that simple," Ortiz said

continued...

The program encourages families to adopt five simple daily habits to invest in a healthier future:

The switch to making healthy choices isn't always automatic. The Ortiz family set their goals and put their plans into motion, but sometimes life gets in the way and reverting to old habits can be easy. After his children got more involved in community activities and sports, Carlos' family calendar grew busier and the time he needed to seek out healthy eating and active living for his family lessened.

"Last year was harder than when we started," Ortiz said. "We didn't keep up with all of our goals and weren't as active as before, but we made it a priority to keep up with our garden plot because the kids get so excited to plant the seed and watch it grow."

As a result of maintaining their Unite4Health Community Garden plot outside of the Department of Public Health and Human Services, they mastered the art of growing tomatoes and green peppers - together, as a family.

"We have so many fresh vegetables that we have to find new and different recipes so we can figure out what to do with all of it," Ortiz said.

Thanks to the 12345 Fit-Tastic! program, Carlos and his family take advantage of Columbia's expansive trail system, starting off at the MKT Trail, in order to get the recommended daily one hour or more of physical activity. Their dedication to the goals they set in the program also follow them to the grocery store where the Ortiz children are known for their keen eye for healthy choices.

"The program has helped my kids so much," Ortiz said. "We're learning more about all the programs out there to help them be healthy and active, and stay away from candy and junk food. My oldest daughter is constantly picking out the healthier foods at the store. She is very aware now."

by: Leigh Kottwitz

Homes for Computers Provides Technology to Columbia Families

In December 2003, the Columbia City Council gave its approval to the Homes for Computers Program. Since the program started, Homes for Computers has placed more than 450 surplus computers from the City in the homes of low-income residents who have children enrolled in Columbia Public Schools.

Previously, the City disposed of surplus computers through the University of Missouri, Surplus Property Division. Because of the low resale value of used computers, donation of the City's computers to local families was determined to be a much more constructive alternative for the City's surplus computers.

As the program has evolved, the City has two important partners with the Homes for Computers Program: the Voluntary Action Center (VAC) who helps identify and communicate with families who receive the computers and the Downtown Optimist Club that provides their facility on Grand Avenue as well as volunteer labor to clean and move the computers.

"It's hard to imagine now how a student can meet the needs of a modern education without the use of a computer at home," said Nick Foster, VAC executive director. "VAC is delighted to be part of Homes for Computers, another service that helps bridge the gaps of need for our clients."

"The Homes for Computers Program is great for low income families as schools are moving more and more to computer based assignments and homework," says Jackie Wilmes, a social services specialist with VAC. "For clients that do not have a computer in the home it is very hard to figure out transportation, food, kids and homework in one night. Having a computer in the home helps clients to be home with their children, which can give the family more time to work on assignments and homework together, as well as other evening activities like supper and chores."

Homes for Computers will distribute another round of computers to families at the beginning of the year. Families who are interested in applying should contact the Voluntary Action Center.

Families who have received a computer from the program also share praise for the program. VAC surveyed the participants, and comments included:

- *Thank you to the program, it's truly been helpful because we can speak to our tutor when she's away and since we've gotten the computer our daughter has done excellent on her reading. It's been an inspiration for our family.*
- *My son also had some retention and learning issues and having the computer has really helped with that. I am able print off sheets that he and I can work on together to help him improve.*
- *Fantastic program and very helpful so the kids don't have to go to the library to do their school work.*

Homes for Computers has placed more than...

450

surplus computers from the City in the homes of low-income residents who have children enrolled in Columbia Public Schools.

by: Barry Dalton

Bus Pass Donation Program Enhances Lives

When Shirley Patrick needed to move back to Columbia from St. Louis, she found herself homeless and with little means to get her life started again. Even basic things like getting around town and looking for a place to live were a challenge. When she received her donated bus pass to ride COMO Connect for free she says it was “a beautiful thing.”

A partnership of the City of Columbia, Central Missouri Community Action (CMCA) and MO Rides Central provides free bus passes to income-eligible persons. Anyone who buys a yearly parking pass at any City downtown parking garage or surface lot receives an annual COMO Connect bus pass. A number of City employees and others have chosen to donate their passes to the partnership.

“When I went up to get my pass, I thought it was going to be for a month,” Patrick said. “But it was for the rest of year, about six months, which threw me for a loop in a good way.”

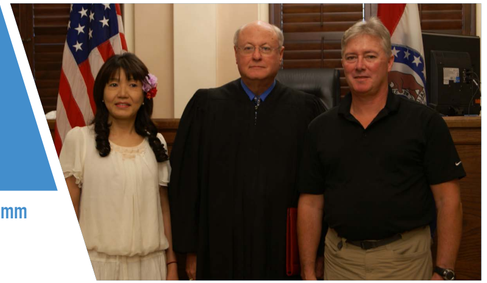
Patrick said the bus pass, as well as the many helpful people and public and private agencies she found when she arrived back into the community, helped her find accommodations and get her life started again. She hopes to go back to school and prepare for the future.

“Please tell the City of Columbia ‘thank you’ for me,” Patrick said.

Passes go quickly. So anyone interested in applying for one, or who would like to donate their pass, may call:

CMCA
at
573-777-5213

COMO Connect and the City of Columbia are the first in Missouri, and among the first in the nation, to utilize a fully electric bus!



by: Sara Humm

Municipal Court Marriage Ceremonies Bring More Opportunity

“With this ring, I thee wed.” For the first time last fall, two people stood in City of Columbia Municipal Court to exchange vows. To enhance the City’s strategic priority of social equity, Municipal Court started performing marriage ceremonies twice a month. Municipal Court Judge Robert Aulgur said the court could help fulfill Strategic Plan goals to strengthen families by offering free marriage ceremonies.

“I think strong families are important to a neighborhood and community. The stronger neighborhoods we have, the better city we have, in my opinion,” Aulgur said. “We were looking for ways to support that and thought that a marriage docket might be something that we could do to strengthen the City’s goal in that regard.”

Columbia Municipal Court Administrator Dee Williams said offering marriages brings a new identity to the court.

“It’s a way to help families and help people in the community. I think this will shed a different light on the court system, a positive one,” Williams said.

The process is simple, when an interested party calls Municipal Court they are asked a list of questions and can choose a date that is available. The couple brings in the marriage license a few days before the ceremony. On the selected day, the judge will perform the ceremony, sign the paperwork and the court will even provide witnesses.

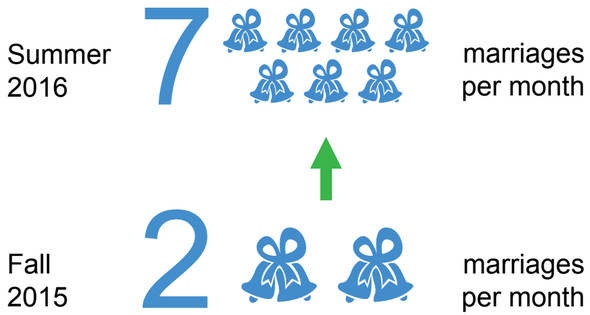
Several couples said they decided to get married in Municipal Court because they wanted ceremonies that were quick and simple.

“We wanted to be married before we went to Japan (where the bride’s family lives), and Columbia was the closest and best place to do it,” groom David Fiedler said.

Aulgur said he enjoys seeing the couples on one of their most memorable days.

“It’s a lot of fun. It’s been interesting to see the various couples and share their happiness and their excitement and something you don’t get to see a lot when you’re a judge. People are usually not happy and excited to be in your presence but on this particular docket, they are,” Aulgur said.

On average, Municipal Court performs seven marriages per month.



by: Tammy Miller

C.A.R.E. Program Helps Young Columbians Succeed

The City of Columbia's Career Awareness Related Experience (C.A.R.E.) program was established in 1982 to provide meaningful employment for Columbia youths between the ages of 14 and 20. For more than 30 years, the mission of the program has remained the same: prepare our youths for the workforce and help them become productive, self-sufficient citizens.

The C.A.R.E. program hires at-risk youth who live in the City of Columbia and/or attend a Columbia school. The youth are placed at local businesses, where they gain much needed real-world work experience while getting paid. All of the trainees' wages are paid by C.A.R.E., which is administered through the Columbia Parks and Recreation Department.

C.A.R.E.'s summer program is its original and largest program. It runs for eight weeks, typically in June and July each year. About 187 youth participated in the summer of 2016 to work up to 20 hours per week at a variety of work sites. C.A.R.E. job coaches help guide the youth through their work experiences with periodic site visits.

Many of the youth who participate in the summer program are working at their first "real job." These experiences often set the foundation for future employment and education opportunities.

Cherrelle Woods worked as a C.A.R.E. trainee at Randy's Frozen Custard in 2007, at the age of 15. Cherrelle was hired by the restaurant after the summer program was over, and stayed employed there for six years. She was a C.A.R.E job coach in 2014 and is earning her master's of social work degree at the University of Missouri.

"Currently, I am a graduate assistant outreach coordinator at MU and I am in charge of 25 undergraduate peer educators. I would not have been able to obtain such a position without the help of the C.A.R.E. program," Woods said.

Rodney Dixon is earning a degree in finance from Columbia College. He was a C.A.R.E. trainee in 2008 and returned as a job coach in 2012. Rodney was named the 2014 Boone County National Bank Employee of the Year.

"For me, the C.A.R.E. program gave me my first real break into the world of work," Dixon said. "It established some connections I have kept to this day. And it was an awesome experience as a job coach; especially when I see old trainees at their new jobs or school and catch up with them."

The C.A.R.E. program relies on partnerships with area businesses to provide the work sites and the real-world hands-on work experiences for its trainees.

187

Participants in summer 2016

For more information contact:

Ron Schmidt at Ron.Schmidt@CoMo.gov

For general information visit:

www. CoMo.gov (search CARE)

PUBLIC SAFETY

"Safe wherever you live, work, learn and play."

Joining Forces

by: Bryana Larimer

Strengthening Trust Between CPD and the Community

Police officers play various roles in the community. From assisting a citizen to making an arrest for alleged wrongdoing, it is not surprising that feelings about police vary depending on the encounter. These feelings sometimes leave a gap of trust in law enforcement agencies nationwide. Trust, and the respect that comes with it, is not an expectation; and the Columbia Police Department (CPD) understands it must be earned. It is by both words and actions, our department demonstrates its dedication to bridging the gap and building mutual trust between our officers and the citizens we serve.

Transparency:

As a department we believe our success depends on your involvement. We work to empower the citizens of Columbia with information so you can understand, appreciate, and trust our department and staff to do the right thing for all citizens in this community. In July 2014, CPD was the first police department in Missouri to equip all patrol officers with body-worn-cameras. This ensures accountability for our officers and citizens alike during interactions. Information about cases, safety and prevention tips, and department events is disseminated in press releases, on social media and on our website. We partner with local media outlets offering quarterly meetings with command staff and trainings that focus on developing reporters' knowledge of law enforcement topics. This assists with accuracy in reporting on police matters and strengthens the trust the citizens have in the news they receive.

In-Service:

In 2015, CPD's Patrol Division responded to 76,539 calls for service. But it was the interactions that occurred in between calls that validated a mutual trust. One occurred in April 2006 when Lieutenant Geoff Jones stopped to help a stranded motorist – a mother and her two children – who was on her way to work.

"When no one had the patience/time to help, this officer not only helped me but took me to Wal-Mart and bought me a new car battery, etc.!!! Officer [Geoff] you are an amazing person. I appreciate all your help and today you were my hero," said Sha Sha Bassett in a Facebook post.

She included a photo she knew some of her friends on Facebook would not approve of – a photo of her and her "hero," Lt. Jones. Just a month later another mother, this time of five small children, praised Officer Chris Williams publically after

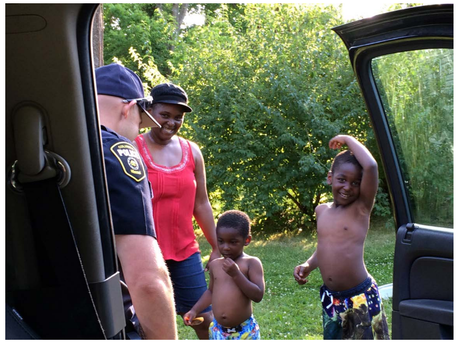
Williams was dispatched to check the welfare of her and her children walking down a busy intersection around midnight.

"I told him we were just walking home…he took us to McDonald's and got the kids happy meals and got me something too; he even paid for it and gave us a ride home. He said he [has] two kids and he understands how hard it can be," said Chassity Samuels in her Facebook post, followed by "[hashtag] share let the world know."

In Neighborhoods:

CPD believes in community oriented policing. It begins with a commitment to building trust and is critical to public safety, ensuring all stakeholders work together to address crime challenges. In October 2015, CPD expanded the Community Outreach Unit. Their mission? To open lines of communication with the community while rebuilding community partnerships and relationships. The Unit, comprised of six officers and one sergeant, work in teams in the three areas of focus derived from the City of Columbia's Strategic Plan. In the short time of implementation, the officers have seen a shift in trust for residents –and officers. Officer Matt Rodriguez with the East Strategic Plan Neighborhood explained it like this:

"Many residents that we spoke with expressed a genuine interest in having an increased police presence…people often smiled and said, 'thank you.' It became apparent to me that the citizens did not resent me or Officer Shull for being police officers; rather, the opposite was true. I felt embraced to fulfill my role in the servant's capacity with appreciation and respect from those whom we contacted."



In Schools:

"On our first visits, staff and students constantly asked, 'Why are you here? Why are the police here? Is there something wrong?' This type of response seems to be 'normal' for most people, as most people only see the police around when something goes wrong," Officer Phillip Shull recalls during visits to schools in his neighborhood. "We now get students and staff who wave, stop and talk, [and] tell us they feel safer with us around."

Ceth, a sixth grade student at Alpha Hart Lewis Elementary School explained his prior hesitation in trust with the police.

"I always thought they were that dark person…they're only here for their job," Ceth said.

After partaking in a dance video with the Community Outreach officers, Ceth's trust in police shifted.

"I think having them here is a lot of fun because they have a lot of energy and they'll do a lot for this school," he said.

Impacting the Future:

As a high school student, Adam Sharp attended CPD's Youth Academy—a week-long training during the summer for teens focused on law enforcement procedures. Entering the door, he wasn't certain why he chose to attend as the skills he was about to learn would play no role in his career desire of being a chef.

"I got to the academy and got to meet the [CPD] officers…they were very professional and wanted me to continue in law enforcement," Sharp said, recalling his first day.

During the academy, Adam met Officer Tony Ash, the leader of CPD's Police Explorers program. Adam was drawn to the program and spent four years learning about the law enforcement profession under Ash.

"His influence is something I could never pay him back for," Sharp said.

On June 1, 2016, at 21 years old, Adam Sharp became Officer Adam Sharp when he swore in as a police officer for the University of Missouri Police Department.

"I hope to take some of the ways [Officer Ash] did things and incorporate them into the way I police," Sharp said.

Joining Forces

The path out of the current tensions amid law enforcement and the public is a two-way street of mutual trust and respect. The Columbia Police Department looks forward to embarking further on that journey with you.

by: Brad Frazier

The individuals responsible for saving a life at the ARC were recognized by the City.

Training and Saving a Life at the ARC

The heart and core of firefighting is training. Training in the fire service takes the passion of the men and women who serve and channels it into a clear direction, allowing them to handle the wide variety of situations they encounter.

Each uniformed member of the Columbia Fire Department participates in over 300 hours of training annually to keep up with the growing demands of the community and profession. This training covers topics such as live fire training, driver/operator training, hazardous materials, technical rescue, emergency medical technician and officer training.

"Training is an integral part of what we do. Our effectiveness as a department and our ability to save lives and conserve property depend on it," said Fire Chief Randy White.

A majority of this training is conducted at the Columbia Fire Department Training Academy located at 700 Big Bear Boulevard. A sales tax initiative passed on August 4, 2015 will provide $500,000 that will go directly towards repairs at this facility. These much needed improvements will include upgrading the classroom building, drill tower and concrete burn building and enhance the training environment for our firefighters.

Educating the community on life safety issues is also a driving force of the Columbia Fire Department. Each year they log well over one thousand hours of public relations events including station tours and community events. Speaking engagements at area businesses, schools and churches give the department a platform for their Safety Through Education initiative.

The community's commitment to safety was on display January 11, 2016 at the Activity and Recreation Center (ARC). A male guest at the facility experienced cardiac arrest. City employees at the ARC reacted quickly, performing CPR that is credited with saving his life. This guest was revived and responding to questions prior to the Fire Department's arrival.

CPR saves lives and hands-only CPR is easy to learn. We encourage all citizens to take the time to learn this valuable life saving technique.

Uniformed members of the Columbia Fire Department participate in over

300

Hours of training annually

A sales tax initiative passed on August 4, 2015 will provide

$500,000

That will go directly towards repairs at the Columbia Fire Department Training Academy

CITY OF COLUMBIA
OFFICE OF CULTURAL AFFAIRS

by: Sarah Dresser

Ninth and Broadway: David Spear, 2007

Traffic Box Art Decreases Graffiti

Each year the Office of Cultural Affairs invites local artists to apply for a public art project to create art on a traffic signal box of the downtown area. The goal of the Traffic Box Art program is to decrease the instances of graffiti on these surfaces while making them artful objects.

The program began in 2007 as a partnership with the Columbia Police Department and the downtown Community Improvement District. Once addressed by artists, the traffic signal boxes have proven to be very resistant to vandalism and contribute significantly to the vitality and uniqueness to the downtown streetscape. Currently there are 10 completed traffic signal boxes in the collection. For more information, please visit: CoMo.gov/arts.

Newest Box Art!

Tenth and Walnut:
Madeleine LeMieux, 2016

Ninth and Cherry:
Lisa Bartlett, 2015

Ninth and Locust:
Paxton Keeley Elementary
Fourth Grade Students, 2015

Tenth and Cherry:
Peggy Guest, 2014

Eighth and Broadway:
Ben Chlapek, 2013

Sixth and Walnut:
Andrew Glenn, 2012

Seventh and Broadway:
Stephanie Foley, 2011

Tenth and Broadway:
Kate Gray, 2010

Hitt and Broadway:
Dennis Murphy, 2009

INFRASTRUCTURE

"How can we build the future today?"

Planning for Future Utility Infrastructure Needs

by: Connie Kacprowicz

Throughout the history of Columbia, there have been times of large growth when Columbians invested in infrastructure.

It's hard to imagine the western edge of Columbia was once West Boulevard. When Hickman High School was built, people considered it on the outskirts of town. Columbia was a very small town in the early years. After World War II, there was an influx of veterans using the G.I. bill to pay for classes at the University of Missouri and our small college town kept growing. From 1960 to 1970, the city quadrupled in size, from 11 square miles to 41.7 miles. Then, air conditioning and an abundance of appliances drove up electric demand and pushed the electric system, which had to be expanded. During this same time, Columbia's water wells were not able to keep up with demand so an aquifer in McBaine was tapped and a new plant went into service in 1972. By 2005, the City Council reviewed an average of three final plats for development at each meeting.
Columbia has grown from a small college town to a community with a diversified economy. With this growth came a huge amount of infrastructure improvements. With ratepayer support, Columbia's utilities have had a long history of meeting the customers' needs.

Utility service is something that many of us take for granted. If service isn't interrupted then it barely enters our consciousness. Now that Columbia is Missouri's fourth largest city, how do we meet the infrastructure needs to have reliable utility service?

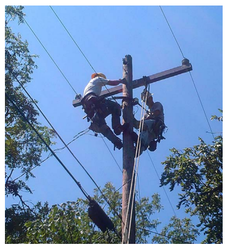
Electricity

There are two main parts to keeping a reliable electric system. One is to secure power sources and the other is to reliably serve customers. In 2014, Columbia updated the Integrated Resource Plan. This plan looks at the future demand for electricity, how to meet the needs and integrates those costs into what can be offered in incentives for energy efficiency improvements. The outcome of this plan was to move forward with natural gas and wind energy sources. With this in mind, Columbia's municipal power plant stopped burning coal in the fall of 2015 and is rehabilitating an older natural gas turbine. The City's goal of using increasing amounts of renewable energy have been met and a request for proposals for wind energy are being reviewed. Customer installed solar energy systems increased 55 percent from 2014 to 2015 thanks to rebates, low-interest loans and a very favorable net metering rate for energy sent back to the Columbia electric system. The electric industry is going through a great deal of change and Columbia's plans for future energy sources will help meet any new federal regulations that come our way.

Another key part of planning for future power supply needs is to slow the rate of wasted electricity. The Integrated Resource Plan establishes the utility cost benefit of encouraging customers to be efficient. That is where Columbia Water & Light's energy efficiency rebates and low-interest loans for upgrades come into play. Additionally, the City offers customers free evaluations for specific tips on how to be more water and energy efficient. Columbia resident Marin Blevins took advantage of the Home Performance with Energy Star program and because of the results he replaced exterior doors, insulated his attic and made other inexpensive air sealing efforts.

"After the audit we found three or four prominent things we could do to make a difference in our home's heating and cooling PLUS the additional benefit of getting reimbursed for our efforts determined by a post audit," Blevins said. "Our post audit results were excellent. Our 18 year old home had analytical numbers equivalent to codes required by new homes. What a pleasant surprise!"

The second part of planning for the future of the electric system is how to get the power to people when and where they need it. Utility scale storage technology is on the ground floor of development and is still very expensive. The tricky part of getting the electricity exactly when and where it is needed is very complicated. Over the years, Columbia electric ratepayers have invested in the infrastructure to build a system that has a reliability rating of 99.9876 percent. Although the electric load growth has dropped from a 2 percent increase to a 1.25 percent growth rate, it was identified in 2007 that an additional substation and transmission lines were needed in southern Columbia. After many public meetings, gathering feedback from residents in the area and meetings with the City Council, a route for the new transmission lines was decided at a public hearing in 2013. Voters approved the funding for the project through using bond funds in 2015. In 2016, the City Council decided to reconsider the route. At the time this article was published, a solution to electric reliability and overloading issues had not been decided by the City Council.

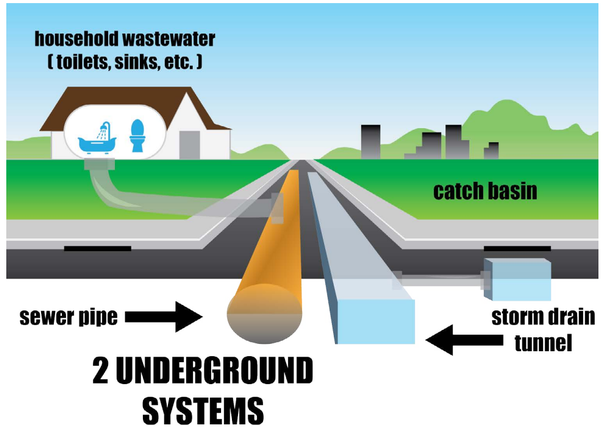


Water

Columbia is fortunate to have a clean, plentiful source of water. Columbia's water is pumped from wells that tap an aquifer that is estimated to have 44 billion gallons. Columbia's water is tested more frequently and more thoroughly than is required by law. The well water is monitored for any possibility of contamination. Thousands of tests are run each year on samples from 41 locations throughout Columbia. Even with a wonderful source of water, there are still infrastructure elements to consider.

"We take water quality very seriously. We run more than 4,000 tests a year to ensure high-quality water for the community where we live and work," said Columbia Water & Light Laboratory Supervisor Deidra McClendon.

In 2016, a Water Resource Plan was started. The goal of the plan is to determine the best combination of strategies for ensuring a sustainable and cost effective water supply. This new Water Resource Plan will be developed in 2016/2017 to act as a guide to prudent development of a reliable, cost-effective water supply for the next 30 years and beyond. Water customers are urged to engage in the planning process by attending public meetings and provide feedback on a number of issues. For example, can Columbia delay the expansion of the Water Treatment Plant by encouraging conservation? Are there opportunities to collect rainwater to use for irrigation? Do we have adequate infrastructure to treat and deliver water for future water demand? By getting input from the community to find what is acceptable, there may be an opportunity to delay expensive infrastructure improvements.



Sewer

Waste water is something that people really don't want to deal with or think about. Anyone who has experienced sewer problems in their own homes can appreciate the hard work done by the Sewer Utility to keep this utility service working properly. Great strides have been made over the last several years to reduce stormwater from infiltrating the sewer system that causes back-ups. For those living in the oldest portions of the city where redevelopment has occurred, there have been many discussions on how to fund the infrastructure that takes this messy water away and out of our lives. To plan for future infrastructure needs, an Integrated Management Plan will be developed for the sewer and stormwater utility. The community will have an opportunity to discuss which tasks are the most important to tackle first along with how to meet future federal standards on cleaning waste water.

Roundabouts Save Lives

by: Barry Dalton

Vandiver-Hinkson Creek Roundabout:

This award-winning roundabout is one of two roundabouts located just east of MoDOT's Route 63 and Vandiver Drive. The Vandiver Drive Extension project included eliminating a substandard bridge over Hinkson Creek and providing a safe interchange solution for an area with unusual roadway angles and a large volume of traffic.

Yes, roundabouts save lives.

"Roundabout," a song by Yes, is the first single released from their 1971 album, *Fragile*. Many Columbians say yes to roundabouts because they alleviate a fragile situation called intersections.

You're driving along a busy street when you come to a four-way intersection. You have three simple choices: turn left, turn right or go straight. Each of these decisions, of course, carries the risk of a collision. Why? Because everyone at the intersection has to make the same three decisions as you: turn left, turn right or go straight. But there's a fourth possibility: Make a mistake.

The very nature of an intersection is that vehicles, pedestrians and nonmotorized transportation users are crossing in front of each other. This creates a web of potential collisions, which engineers call "conflict points."

Roundabouts dramatically reduce the number of these conflict points. For example, in a standard, four-way intersection there are 32 conflict points, but in a single-lane roundabout there are only eight. Some intersections can be even more puzzling.

"A lot of times during high volume hours, six vehicles will reach the intersection [near my home] at the same time," said Columbia resident Davis Connett. "It is very hard for six people to agree on the progression of right of way, especially when the drivers are not paying attention."

According to a study by the Federal Highway Administration and the Insurance Institute for Highway Safety, roundabouts reduce the number of incidents by 37 percent, the number of injury crashes by 75 percent, and the number of fatal crashes by 90 percent.

continued...

"Roundabouts reduce injuries because they encourage drivers to slow down as they approach an intersection," said Richard Stone, engineering manager for the Public Works Department.

While no one is claiming that crashes do not occur in roundabouts, the nature of those collisions is much different. From 2007-2011, 63 Americans a month died in red-light running crashes alone, according to the National Highway Traffic Safety Administration. Because people are driving more slowly in roundabouts, and not trying to beat the light, more of the accidents are fender-bender type collisions.

"Roundabouts typically move converging traffic through an intersection at a more steady pace than stop signs and stop lights," said Stone. "People tend to just flow through more steadily rather than having to stop and go."

As of Sept. 1, 2016, there were 38 roundabouts in the Columbia area but all roundabouts are not the same. While most of the roundabouts in Columbia are single-lane, there are three multilane roundabouts installed and maintained by the Missouri Department of Transportation, such as the one at I-70 and Rangeline.

"Some folks may still get frustrated at other drivers who may or may not be using the roundabout properly," said Stone. "The key is to yield to drivers already in the circulating portion of the roundabout just like you would if they were on any other roadway."

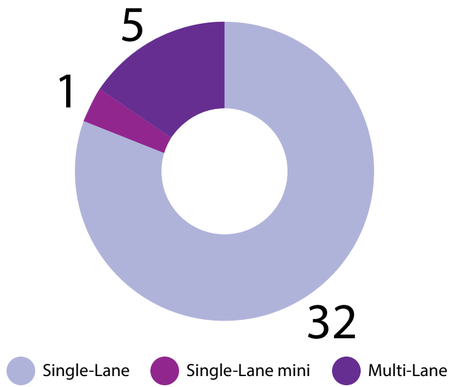
Stone also points out that there are even more conflict points when you include non-motorized traffic, such as pedestrians, bicyclists and persons with disabilities. Then there are actually 56 conflict points in a four-way intersection compared to 16 in a roundabout, creating a much safer situation. In fact, roundabouts reduce collisions with pedestrians by 40 percent.

The City of Columbia has constructed 26 single-lane roundabouts in the Columbia area. The Missouri Department of Transportation has 10 roundabouts, some of the multilane variety, and the County maintains two.

There are always City Council meetings before a roundabout or any other street construction is implemented. Anyone may also come to the meeting and make comments before the final decision is made.

THE BENEFITS OF SINGLE-LANE ROUNDABOUTS
Reduce fatal and injury crashes
Safer for pedestrians and nonmotorized transportation users
Less expensive to maintain than traffic signals
Remain active during power outages
Less traffic delay
Reduce fuel consumption

Columbia Roundabouts by Type



10 TIPS FOR ROUNDABOUT DRIVING

- Slow down:
Reduce your speed and prepare to stop if there is traffic in the roundabout.

- Yield:
Do not proceed beyond the yield sign until all cross traffic is clear.

- No merging alongside other cars:
Entering drivers are not permitted to merge alongside traffic already in the roundabout, even if there is more than one lane.

- Find a gap:
Enter the roundabout when there is a safe gap in all lanes.

- Go right:
Cars always enter right and exit right.

- Stay in your lane:
You should choose the correct lane before entering the roundabout and stay in that lane.

- Be doubly careful in double roundabouts:
Traffic may sometimes cross in front of you after you have entered the roundabout, so be ready to yield.

- Right of way is not always right:
Aggressively asserting your right of way with your accelerator isn't prudent. Once you've safely entered, you have the right of way, but this doesn't give you the right to hit someone.

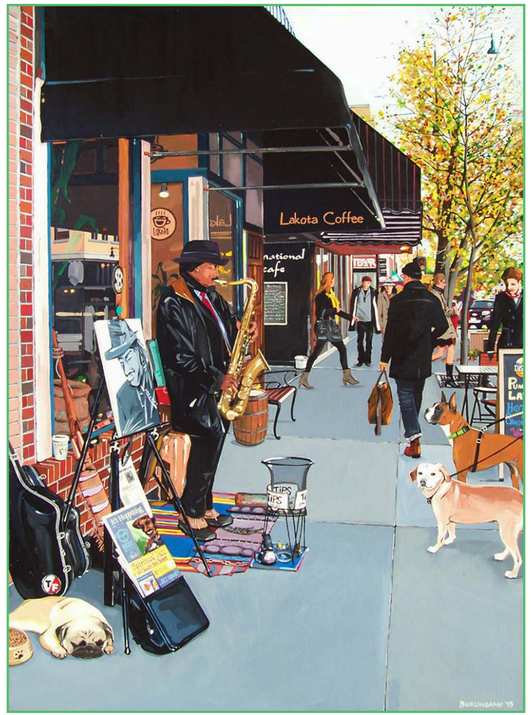
- Drive cautiously and politely:
Always be aware that other vehicles may not understand how the roundabout works. Patience and courtesy brightens everyone's day and keeps traffic moving.

- Learn as much as you can:
Links to instructional videos and other information about driving in single-lane roundabouts is available at CoMo.gov.

For more resources on how to properly use single-lane roundabouts, visit:
www.CoMo.gov/PublicWorks/roundabout.php

ECONOMY

"How do we create more living wage jobs?"



Economic Development

Columbia's Economic Vitality Grows With its Population

by: Sara Humm & Jean Nicklas

In 2016, the U.S. Census Bureau released estimates of Columbia's increased population numbers, raising Columbia to the rank of fourth largest city in the state of Missouri. With Columbia's population growing, preserving its economic vitality is crucial.

Regional Economic Development Inc. (REDI) is a collaborative effort to attract, expand and grow business and create quality, sustainable jobs for Columbia and Boone County. A nonprofit, public/private partnership, REDI is funded by the City of Columbia, Boone County, the University of Missouri, and more than 100 local businesses and municipalities committed to preserving our community's exceptional quality of life. The REDI staff also serve as the Department of Economic Development for the City of Columbia.

Recent REDI attraction projects include BioPharma Services USA, which in 2014 chose Columbia for the U.S. location of its clinical-trial facility. BioPharma has already expanded its facility, and plans to expand further after receiving a five-year, $20 million contract with the Food and Drug Administration (FDA) to conduct studies of generic drug products.

Northwest Medical Isotopes has announced plans to locate a $50 million capital investment in Columbia, creating a facility that will make a product necessary in thousands of medical tests but not yet manufactured anywhere in the United States.

Expansions of local existing businesses are underway, with Kraft-Heinz announcing plans to invest $114 million on new equipment and infrastructure at its Columbia hot dog production plant. And ABC Labs, which provides development services for pharmaceutical, animal health, crop protection and chemical industries, has announced a $4.2 million laboratory renovation and expansion.

REDI also fosters entrepreneurship, a growing facet of economic development. REDI recently renovated its Innovation Hub, formerly known as the Downtown Incubator, to provide entrepreneurs with affordable private workspace, improved audiovisual capabilities, collaborative furnishings and

more. The REDI Innovation Hub, in partnership with the Small Business and Technology Development Center, offers business counseling, services, events and programs to support entrepreneurs and their startups.

Strategic Plan contractor Jim Whitt is working with women and minority owned businesses to increase their success. Whitt said they've identified and update records on around 130 businesses that fit the category; the women and minority owned business directory will be shared with not only City departments, but other organizations around the community. The goal is to foster growth of women and minority owned businesses by establishing a plan, and evaluating City policies onhow bids are awarded and business licences are granted

"If we have stronger women and minority owned businesses, then we can work to put a dent in Columbia's African American unemployment rate," Whitt said.

Whitt said when contact was made with the businesses, they asked the owners in a phone survey to give their opinions on what they thought the climate was for them in Columbia and asked what they needed to help grow their business. Based on those answers, Whitt said they planned events where business owners could come learn about topics like marketing and financing. So far, Whitt said, the support from businesses has been good.

Teresa Crews, who owns Maid EZ Cleaning with her husband Tony, said the women and minority owned business directory could be good for small businesses in Columbia.

"I think it will help because when you're new, it's tough and this could give us a fair chance," she said.

On the City side, Whitt said he's working with departments to evaluate how women and minority owned businesses can improve their opportunity to bid on and win City contracts. For example, Whitt said in some cases the required insurance for a project is higher than he thinks it needs to be, which he said eliminates the possibility for many small businesses to compete against big businesses. Whitt said another way he's working between the City and business owners is evaluating the policy regarding people with prior felonies being able to obtain a business license.

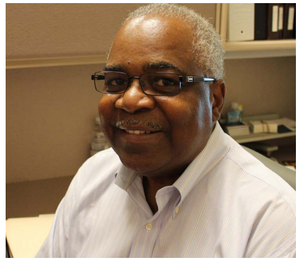
"Often times, it's hard for prior felons to find work. If they have a good, solid business plan, why not give them a business license which is an opportunity to earn a living?" Whitt said.

In addition, Whitt said they've been working with the State and MoDOT to work to get women and minority owned businesses certified if that's available for their business. The City is planning to track their results of contracts awarded against the goals it sets for certified women and minority owned businesses.

"I'm excited about the overall commitment that the City is making to this effort of growing women and minority owned businesses," Whitt said.

For Crews, having a small business in the community is about more than just making money.

"If we give these young people something to do, we give them that experience for their resume when they may not have an education or job experience," she said. "It's all about being a chain of community."



Strategic Plan Partner: Jim Whitt

Tony and Teresa Crews own Maid Ez Cleaning, a deep cleaning business that is hired by individuals, businesses and apartment complexes like Kelly's Ridge.

by: Megan McConachie

Tourism Dollars Help Grow Columbia's Economy

In February, the Missouri Division of Tourism (MDT) released its Annual Report for fiscal year 2015 (FY15). Among the information contained in the report, tourism-related expenditures and tourism-related employment are given for each county. For FY15, Boone County tourism-related expenditures reached $395,907,381, up from $368,416,307 in fiscal year 2014 (FY14). Tourism-related employment in Boone County increased slightly, going from 11,145 in FY14 to 11,404 in FY15.

"This year's tourism-related expenditures number is the largest year-over-year increase we've seen," said Director of the Columbia Convention and Visitors Bureau (CVB) Amy Schneider . "Seeing this sort of jump in just one year really speaks to the incredible tourism partners we have and the hard work of the CVB team."

The CVB's mission is to, "generate economic growth and promote Columbia as a tourism destination that creates memorable experiences," and accomplishes that mission through marketing, sales and services, and tourism development. Tourism spending in our community takes places in an array of businesses, from hotels to restaurants to gas stations, supporting hundreds of businesses and thousands of jobs. Sales tax paid on those purchases also goes back into the community to help repair roads, support public safety and increase quality of life for everyone in Columbia.

In addition to record tourism-related spending growth, the Columbia Convention and Visitors Bureau was awarded with the Destination Marketing Accreditation Program (DMAP) seal by Destination Marketing Association International, in recognition of the destination marketing organization's commitment to industry excellence and meeting the industry standard for performance and accountability of Destination Marketing Organizations (DMO) around the world.

Since its inception in January 2007, the accreditation program requires a DMO to successfully comply with a multitude of mandatory and voluntary standards that span a variety of performance areas to gain this momentous achievement. The standards cover nearly all aspects related to the management and marketing of a DMO including governance, finance, human resources, sales, communications, destination development and research.

Columbia CVB joins the ranks of over 200 DMOs that have obtained DMAP recognition that demonstrate compliance across 16 disciplines, composed of 53 mandatory standards and is globally recognized by the destination marketing industry as the highest achievement in destination excellence. As an accredited DMO, the Columbia CVB has demonstrated its high level of operations, which leads to increased visitorship and a higher economic impact on our community.

Boone County Tourism Related Expenditures

FY 2014	FY 2015
$368,416,307	$396,907,381

Tourism Related Employment in Boone County

FY 2014	FY 2015
11,145	11,404

by: Eric Stann

More Internet Sales Mean Less Taxes For City Services

Buying an item from an online retailer may seem convenient over buying that same or similar item from a brick and mortar store, but the growth of internet sales over the recent years are beginning to adversely impact the City of Columbia.

Currently, internet sales are not subject to sales tax, so the City receives a lower amount of sales tax revenue. In addition, items ordered online are delivered by trucks that cause wear and tear on our streets. Both of these factors can be detrimental in a city that relies on sales tax as a major revenue source. Sales taxes provide for 27 percent of the General Fund operations of the City, including major departments such as Police, Fire, Health, and Parks and Recreation. Over the past 10 years, the sales taxes per capita in constant dollars have decreased 15.52 percent, and much of this decrease can be attributed to an increase in internet sales.

With the large number of college students living in the City, we believe that the growth in internet sales in the City has been much higher than the national average. The estimated loss of $1.7 million from the General Fund in our 2015 fiscal year means that the City has not been able to add more police officers and firefighters to support our growing community. And it doesn't end there.

The loss of Transportation Sales Tax dollars impacts the City's ability to repair and maintain our streets, operate our airport and transit systems as well as provide matching funds for the capital improvement projects. The loss of Parks Sales Tax dollars impacts the City's ability to fund parks and recreation operations as well as construct the capital improvement projects approved by the voters. The loss of Capital Improvement Sales Tax dollars impacts the City's ability to fund the public safety and road capital improvement projects approved by voters.

Recent losses in sales tax revenue has been, and continues to be, a warning trend for the City in terms of providing adequate services for its citizens. The City encourages people to shop local, which keeps the money in our community by supporting City services through taxes and keeps local people employed in local businesses.

Sales taxes provide for

27%

of the General Fund operations
such as Police, Fire, Health and Parks.

Over the past 10 years the sales taxes
per capita in constant dollars have decreased

15.52%

OPERATIONAL EXCELLENCE

"How can we improve workforce performance, engagement and satisfaction?"

HUMAN RESOURCES

Trainings Help Employees Grow

by: Debbie Blackwell

Employee development is an important part of growing and retaining employees. The City of Columbia invests in its employees through HR-City University which offers several programs and opportunities.

HR-City University continues to grow and develop supervisors and future leaders for the City. The STAR (Supervisor Training And Resources) program is ready to graduate more than 15 supervisors. This training has provided them with the tools to work with employees to ensure their employees strive to exceed goals and work toward connecting the department goals and City's strategic priorities.

"The STAR program not only provided the opportunity to increase my supervision skills, it also provided the opportunity to meet other supervisors from across city government," Public Health and Human Services Assistant Director Scott Clardy said. "Learning from other supervisors' experiences enhanced the training and provided even more benefits than I had expected."

"As a new supervisor, I find the information from STAR training to be helpful and pertinent to my added roles and responsibilities," Columbia Police Department Sergeant Robert Dochler said. "The training also offers insight into the workings of other areas of the City and provides opportunities to meet and network with supervisors from other City departments."

Another supervisor, HR Specialist Roxanne Combs said the STARS program was beneficial in creating and sustaining a culture that serves internal and external customers.

The LADDERS (Leadership Advancement for Devoted and Dedicated Employees Ready to Supervise) program will also graduate a new group of staff looking to promote within the organization.

"The LADDERS training program is enlightening and engaging, giving each participant the tools needed in reaching a higher level of performance as a team player working towards the common goal of the organization," Energy Management Specialist Davidson Le'Tang said.

To date, 11 percent of LADDERS participants have been promoted to leadership roles with the City. Donna Allen, evidence technician with the Columbia Police Department said the training was excellent and useful.

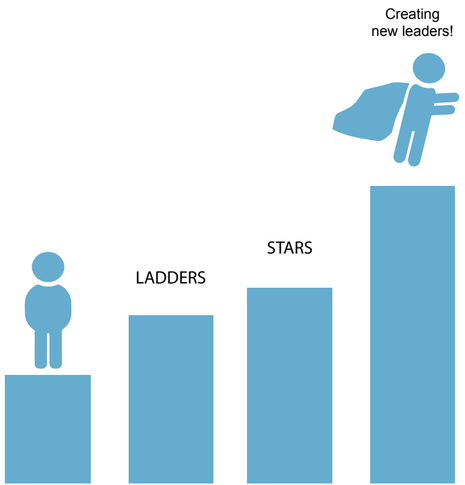
"Not only was this training very informative, but the instructors made it fun. I gained knowledge which I will use in my current position as well as in future positions," Allen said.

This year, EdTrek, Inc. facilitated "Manager's Journey" and certified 10 City employees to facilitate "Supervisor's Apprenticeship" and "Service With Principles" training in order to continue developing managers and supervisors within the organization and offer internal and external customer service training and standards to new employees with the City. This coincides with operational excellence in the Strategic Plan and aligns with the core values of the City, to provide the best possible service to all.

Tuition reimbursement affords employees an opportunity to continue and/or complete their education, which makes them more knowledgeable and of greater benefit to our community in the roles they serve. HR-City University distributed more than $21,000 in FY16 to employees in order to sustain a base of qualified employees. This year, Columbia Parks and Recreation Senior Administrative Supervisor Melinda Pope took advantage of the tuition reimbursement program and said the process was easy that she'll take advantage of it again while pursuing her education.

"I have really enjoyed taking classes while working for the City. It allows me to practice what I have learned in class immediately in my day to day work. It is really a win-win as the City benefits from my sharpened skills and I retain more during my educational experience," Pope said.

Collaboration with the Missouri Training Institute to provide professional expectations training, along with upcoming professional grammar sessions offer additional educational and professional development opportunities. Grant writing, provided by Ron Schmidt, social services supervisor with Columbia Parks and Recreation, offered a highly successful grant proposal writing seminar which opened grant funding doors to multiple departments with 25 employees completing the three week training. Standardized equipment training, performance evaluations and goal setting, and diversity training carry on as part of the HR-City U curriculum, with updates to all training to meet the ever-changing needs of our customers.



by: Tara Willis

Wellness Programs Help City Employees

HR-Employee Wellness partnered with United Healthcare® to develop the first Wellness Incentive platform (Rally) for the fully-benefited City of Columbia employees. Rally can help employees make simple changes to their daily routine, set smart goals and stay on target. After completing a health survey, employees receive personalized recommendations to get them moving more, eating better, feeling happier. Employees are encouraged to establish a medical home with a health care provider, complete an annual physical and biometric screening, as well as participating in healthy goals set by Rally. When 100 percent completion is achieved employees are awarded an incentive prize.

"HR-Employee Wellness has given me a wealth of information and resources to encourage me to keep moving forward with my health. I have always made exercise a priority but never really understood the importance of having a relationship with a healthcare provider/medical home," Columbia Police Officer Andrew Arnold said. "With the City's wellness incentive program (Rally) it has provided me the opportunity to understand my health on a more extensive level by managing my blood pressure, cholesterol, glucose, and weight."

Many employees have the desire for financial education. HR – Employee Wellness has developed a financial literacy program to ensure all employees have that opportunity.

By partnering with University of Missouri Extension and utilizing FDIC curriculum, employees will have the opportunity to learn how to reduce debt, save for emergencies, apply for loans and many other topics. Pre and post data will be collected to assess the impact of the program on participants' financial literacy. Beyond the measurable impacts of this program, we believe the benefits may cascade into a number of indirectly related areas. For example, a financially literate population may have positive impacts on City of Columbia businesses.

"Money continues to be the leading cause of stress for most of us. Financial literacy education is a great way to reduce the stressors related to our finances. And as a bonus, decreased stress makes us healthier, happier people," Columbia/Boone County Department of Public Health and Human Services Manager Steve Hollis said.

Programs like these are important to keep City employees aware of their health, in all forms.

The City provides its employees access to a full workout room.

by: Andrea Waner

Employee Diversity Training Creates More Awareness

City employees encounter people of all different backgrounds, experiences and walks of life. It's only fitting that they be trained to not only provide the best possible customer service, but to also understand how people's experiences can shape the way they interact with others. The Building Inclusive Communities (BIC) workshops, offered by Certified Diversity Facilitrainers from the Columbia/Boone County Department of Public Health and Human Services, aims to promote inclusion for all people

City employees who attend BIC training gain an awareness of their role in equity and inclusion issues, as well as their role in combating oppression, therefore creating opportunities to make a difference in the community. City of Columbia Event Services Specialist Megan Gotcher attended a BIC training hoping that she would learn about the experiences of others in Columbia.

"It was an eye opening day," Gotcher said. "I was able to hear the perspectives from others and empathize with things others had gone through and think about what I would have done if I were in that situation. I have always had the ability to empathize, but sometimes I get caught up in my own little world that I forget I am not the only one around, this has helped me to open up and realize there are so many cultures, people and identities in our community."

Training programs like these help to create a more diverse and competent workforce as a professional development priority. As the scope of work surrounding the BIC workshops continues to grow, Gotcher believes trainings like these are essential for the City of Columbia to maintain for employees.

"I think it is important for the City to offer training opportunities of this nature so people can realize there is so much more out there," Gotcher said. "The world is made up of so many people and we can learn so much from everyone's experiences and they can learn from us."

"City employees who attend BIC training gain an awareness of their role in equity and inclusion issues, as well as their role in combating oppression, therefore creating opportunities to make a difference in the community."

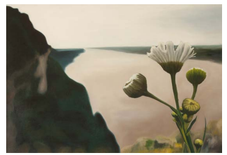
Winner - 2015 City of Columbia Commemorative Poster Competition

David Spear, *Tribute to Blind Boone*, Oil on board, 2015

David Spear received his BFA from the University of Missouri-St. Louis and his MFA in painting from University of Missouri-Columbia. As a resident of Columbia since 2000, Spear has works on display throughout the city and has previously collaborated with the Office of Cultural Affairs on works such as the Wabash Bus Station, Jefferson Middle School, and the traffic box on Ninth and Broadway along with educational projects at the Fun City Youth Academy. Spear currently works on commissions and illustrations for a variety of clients and is an instructor in the Fine Arts Department at the University of Missouri-Columbia.

Commemorative Poster Competition: Honorable Mentions

Lawrence Rugolo, *UMCyber Campus*, Screenprint, 1995



Ken Nichols, *Eagle Bluffs*, Oil on Canvas, 2013

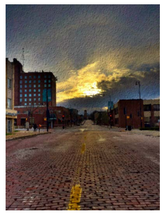
Lampo Leong, *Snow Storm*, Ink on Paper, 2014

Chad Hill, *New Beginning*, Photography, 2015

Lisa Bartlett, *Missouri Fiddle Player*, Acrylic, 2015

Dennis Smarr, *Weather the Storm*, Photography, 2014

Rodney Burlingame, *Friday on 9th Street*, Acrylic on board, 2015



Chad Hill, *District Light*, Photography, 2015

Lisa Barlett, *Missouri Blues Shouters*, Acrylic, 2012

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Columbia Missouri Public Works	@pub_works	573-874-2489
Columbia Water & Light	@CoMoWaterLight	573-874-2489 after hours: 875-2555
Columbia/Boone County Department of Public Health and Human Services	@CoMo_HealthDept	573-874-7355
Columbia, MO Fire Department	@CoMoFire_PIO	573-874-7446
Columbia Parks and Recreation	@CoMoParksandRec	573-874-7460
City of Columbia- Office of Cultural Affairs	@comoarts	573-874-6386
COMOConnectTransit	@COMOConnect	573-874-7282
Visit Columbia MO	@Columbia MOCVB	573-875-1231
Columbia Regional Airport-FlyMidMo	@FLYFROMCOU	573-874-7508

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City Channel:
youtube.com/columbiacitychannel

All city published videos including council meetings, tourist attractions and news reports can be found here!

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Strategic Plan - Accreditation

A priority of the 2016-2019 Strategic Plan is to have City departments become accredited. The City has already celebrated the success of several departments in achieving that goal. Here are the departments that have achieved accreditation and which entity they are accredited through:

- *Columbia Convention and Visitors Bureau was accredited in July 2015 by the Board of Directors for the Destination Marketing Accreditation Program*
- *Columbia Public Works Department, Community Development and Water & Light were accredited in May 2016 by the American Public Works Assocation*
- *Columbia/Boone County Department of Public Health and Human Services was accredited in May 2016 by the Public Health Accreditation Board*

Departments currently working on their accreditation:

- *Columbia Police Department*
- *Columbia Fire Department*

Making Columbia the best place for everyone to live, work, learn and play.