

# Strategic Plan

## Annual Report

### 2016

The City of Columbia envisions a community where everyone can thrive. Adopted by City Council in September 2015, the City of Columbia 2016-2019 Strategic Plan focuses on the mission, vision, values and priorities of the City. Over the past year, the City has been striving towards the goals as set out in the areas of economy, social equity, public safety, infrastructure and operational excellence.



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# 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

# INTRODUCTION



The City of Columbia 2016-2019 Strategic Plan adopted by City Council on Sept. 21, 2015 directs the City and its employees to collaborate with community partners and others to achieve the vision of Columbia as the best place for everyone to live, work, learn and play.

The Strategic Plan identifies five strategic priority areas: public safety, infrastructure, operational excellence, economy and social equity. It is these strategic priorities the City will leverage to reach its vision which includes a local economy with more living wage jobs; stronger neighborhoods that contribute to the family success; greater satisfaction with public safety services; safe and reliable City infrastructure; and higher-performing City employees.

Input and participation by Columbia residents in three focus neighborhoods identified during the strategic planning process helped determine specific actions that contribute to the success in those areas. To date, the City has held two public input meetings in the Central Neighborhood and one public input meeting in the North Neighborhood. A second meeting in the North Neighborhood and meetings in the East Neighborhood will be planned for the near future.

The City continues to intensify its focus on strengthening neighborhoods. Through the efforts of our Strategic Plan partners, they are working in collaboration with all City departments to affect positive change and improve quality of life for all residents. To date, more than 70 assessments have been completed. An analysis of the assessment results is included. In addition to the assessment data, each strategic priority team has provided an update on their accomplishments to date and what lies ahead. Also, included in this report are individualized scorecards for each of the priority areas. You will notice the scorecards vary depending on the type of information being measured.

This annual report provides an overview of the accomplishments made during the first year of the plan implementation. I hope you find this information helpful.

Carol Rhodes  
Assistant City Manager

For additional information regarding the Strategic Plan, please visit [CoMo.gov/Strategic-Plan](http://CoMo.gov/Strategic-Plan)

## Strategic Priority: Economy...Jobs that Support Families

Strategic Question: How do we create more living wage jobs?

### Outcome Objectives and Actions

1. Establish a baseline of current living wage jobs, and increase the number of living wage jobs until baseline is established (number currently undetermined).
  - Attract new businesses and expand existing businesses that pay a living wage
  - Expand air service and build a new terminal
  - Align REDI incubator program with strategic plan
  - Implement City-wide gigabyte service
  - Make the city friendlier to disadvantaged business enterprises
2. Reduce the median wage gap between white and minority households in Columbia by 5 percent in three years.
  - Financial literacy training (household budgeting) available for all City employees
  - Explore living wage strategies
  - Increase City workforce jobs that pay a living wage
3. Reduce the skills gap in the labor market by 10 percent in three years.
  - Certified “work ready” community created
  - Create a larger pool of trained workforce by partnering and/or funding programs such as Project Lead the Way, Job Point, C.A.R.E. and Cradle to Career
  - Increase number of under-represented groups in City STARS and LADDERS training

### Performance Measures

- Personal income per capita, by race
- Living Wage Calculator from Economic Policy Institute
- Annual median household income, by race
- Poverty rate, by race
- Child and family poverty rate
- Percentage of City jobs with living wages
- Labor, supply and demand graphs or measurements
- Qualified candidate graphs
- Four-year high school graduation rate
- Kindergarten readiness programs
- Develop tracking for minorities in City STARS and LADDERS program
- Employment data over time
- Incubator clients, by race
- Map actual gigabyte availability over time

# ECONOMY

Jobs that support families:

How do we create more living wage jobs?

## WHAT WE'VE DONE:

- Local Expansion: Dana Light Axle Products is creating 135 new jobs; average wage of \$31,400
- National Career Readiness Certification Program (NCRC): To date, 98 percent of goal achieved
- Mechatronics Program: To date, all graduates have been placed in local companies
- MWBE: Conducted networking meeting for 110 attendees; marketing/certification workshop for 46 attendees; construction contractor meeting for 17 businesses. Compiled database and created online directory listing of over 135 businesses. Assisted two individuals with prior felonies in obtaining business licenses
- City of Columbia Apprenticeship Program – added three positions in City departments
- City of Columbia CDL Program - In September, five were tested, four passed
- City of Columbia Financial Literacy Training - Trained 80 employees in Solid Waste
- City of Columbia LADDERS Program - Since January, 85 employees enrolled



## WHAT LIES AHEAD:

- Achieve 100 percent of goal for National Career Readiness Certification Program
- Conduct additional MWBE and DBE workshops; assist businesses in obtaining certification
- Promote new MWBE online business directory, market businesses and add new businesses
- Continue REDI's "attract" and "expand" strategies to create new living wage jobs
- Graduate and place the 61 Mechatronics students enrolled in the fall 2016 semester
- Finalize and present the City of Columbia's new Supplier Diversity Program
- Improve opportunities for MWBEs to obtain certification; revise City's procurement processes
- City of Columbia employee programs - Enroll additional employees in the LADDERS and CDL Programs; obtain more CDL certifications; and, facilitate employee training in Financial Literacy

# City of Columbia Strategic Plan 2016-2019

**Strategic Priority:** Economy – Jobs that support families

**Strategic Question:** How do we create more living wage jobs?

**\*New Proxy Question:** How do we increase the number of people in Columbia with income above 200% of the federal poverty level?

**Baseline:** 59.8% (Source: U.S. Census Bureau 2010-2014)

## LEAD Indicators/Description

**Indicator:** Community Certification Programs

**Description:** Mechatronics, Information Technology, Job Point

**Mechatronics** is hands-on training to design, install, repair and maintain electrical systems, hydraulics, pneumatics, and Programmable Logic Controllers. Local manufacturing firms are in need of mechatronics technicians to keep production moving forward at peak capacity. The program is offered by Moberly Area Community College (MACC). Certificates can be earned after 16-18 hours, and 32 hours. An AAS Degree can be earned with 68 hours.

An **Information Technology** training program is being developed and will focus on youth and young adults between the ages of 17-29 that have barriers to training and employment. This program will be developed by MACC. All training may start with entry-level training, but must include career pathways leading to middle- and high-skilled occupations in IT.

**Job Point** is a non-profit organization that provides career training and job placement to individuals with disabilities, or individuals who have economical or educational obstacles. Job Point provides certificate courses that allows students to earn credentialled certificates in the following fields: Office Technology, Construction Trades, and Health Care Occupations.

## Scoring/Outcomes

**Mechatronics Scoring:** The goal is to increase the number of students enrolled in the Mechatronics program each semester, based on MAACC's capacity to grow. Currently there are 35 declared Mechatronics majors in the Spring 2016 class, and this will be the baseline. The goal will be to have 90% of all graduates from Mechatronics be employed in their field.

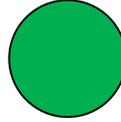
**Mechatronics Reporting Period Outcomes - September:** All Mechatronics graduates that have remained in the region have received employment with firms such as 3M, Kraft, JM Eagle, Spartan Light Metal. The number of students has increased each semester since the program started in Spring 2014 with six students, to 35 students enrolled in the Spring 2016 semester, and 61 enrolled in Fall of 2016.

**IT Scoring:** Goals for the grant funding for this program will require that 325 participants are served over a four-year period, or an average of 80 trainees each year. Progress will be measured each year by comparing actual number of participants against the goal. The baseline is zero since federal funding for this program has not yet been received.

**IT Reporting Period Outcomes - September:** A local steering committee was formed, and a grant application for \$3 million was submitted to the Department of Labor. This application was not funded so MAACC is currently looking for other funding sources.

**Job Point Scoring:** Office Technology – 67% Placement Rate; Construction Trades – 65% Placement Rate; and, Health Care Occupations – 86% Placement Rate.

**Job Point Reporting Period Outcomes – September:** For the fiscal year ending September 2015, Job Point served 432 people with job seekers entering employment at an average hourly wage of \$10.42. Seventy-three percent of adults maintained employment for at least 90 days. Reporting period outcomes for fiscal year ending September 2016 is pending.



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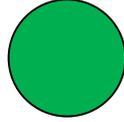
**Indicator: City of Columbia Employee Programs**

**Description: Financial Literacy, CDL, LADDERS**

**Financial Literacy** is training offered to all City employees by utilizing the FDIC Money Smart program that is a comprehensive financial education curriculum designed to help low and moderate income individuals outside the financial mainstream enhance their financial skills and create positive banking relationships.

**CDL:** The City of Columbia is certified by the State of Missouri as a third party commercial driver license administrator authorized to train, test and administer the State's CDL testing program.

**LADDERS** is a City of Columbia training program that develops internal talent for future leadership opportunities.



**Financial Literacy Scoring:** Goal is to increase the number of City employees that receive financial literacy training and segment by salary and race. Baseline is currently zero. Program is being created and will come online in Fall 2016.

**Financial Literacy Reporting Period Outcomes – September:** 80 employees in Solid Waste obtained Financial Literacy Training (data is currently being segmented).

**CDL Scoring:** Goal is to increase the number of employees that successfully complete the commercial driver license examination and receive CDL license. Track the number of employees tested, number of employees that obtain CDL, rate of pay before license and rate of pay six months after achieving CDL license. The baseline is currently zero.

**CDL Reporting Period Outcomes – September:** Five individuals were tested and four passed and received CDL license.

**LADDERS Scoring:** Goal is to increase the number of employees that participate in and complete LADDERS program by tracking the number of employees that complete and the number of employees that promote during or within six months of completion and segment by race. Baseline is 182 (.05% Black/African American) non-supervisory employees enrolled in LADDERS program with nine graduating. Of the 182 participants, 14 have been promoted to supervisory positions within the City, including three (.02% Black/African American) employees.

**LADDERS Reporting Period Outcomes – September:** Since January, 85 employees have enrolled in LADDERS. Six of the 85 self-identified as Black/African American or Hispanic. This is an increase in the overall total participation rate from .05 to .056%. This number was calculated based on the total number of minority participants (15) from inception divided by total number of participants since inception (267).

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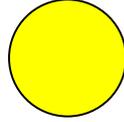
## LEAD Indicators/Description

### Indicator: Cradle to Career Roadmap

**Description:** The Cradle to Career Alliance is a coalition of community leaders working to improve children's success by aligning the efforts of schools and community organizations to reduce educational disparities. <http://www.cradletocareeralliance.org/>

Following are the six revised Cradle to Career Alliance indicators:

1. Kindergarten Readiness
2. 3<sup>rd</sup> Grade Reading Proficiency
3. Successful Transition into Middle School
4. Successful Transition Out of Middle School
5. Graduation from High School College or Career Ready
6. Enrollment and Completion of College or Career Training



## Scoring/Outcomes

**Cradle to Career Scoring:** The information contained in the interim Cradle to Career Alliance Summer 2016 Report Card will serve as the baseline data for this lead indicator. Thereafter, the annual C2CA annual report card, to be issued in the Fall of each year, will be utilized for reporting purposes.

**Cradle to Career Reporting Period Outcomes - September:** The Cradle to Career Alliance data team met for their quarterly meeting. There are no C2CA staff at this time so one of the tri-chairs is currently preparing the C2CA report card. The data team will be incorporating the C2CA indicators and report card into the Boone Indicators Dashboard, but that project won't be fully up and running until next fall.

# City of Columbia Strategic Plan 2016-2019

**Strategic Priority:** Economy – Jobs that support families

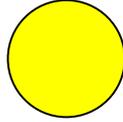
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## Indicator: Boone County Average Wage

**Description:** REDI Programs and strategies are focused on attracting, expanding, and growing jobs that pay above the current Boone County Average Wage. County average wages are determined by MERIC, and represent an average for all industries, both public and private. Average annual wage is calculated by dividing total wages by average employment across all industries.



**Boone County Average Wage Scoring:** The progress in this area will be measured by comparing the Boone County Average Wage against the Statewide Average Wage. The current Boone County Average Wage of \$36,284 is 79.5% of the Statewide Average Wage of \$45,654. The goal is to move the County Average Wage to 82.5% (example: \$37,664 for 2015) of the Statewide Average Wage by 2019.

**Boone County Average Wage Reporting Period Outcomes - September:** The County Average Wages posted by MERIC in May 2015 will be used as the base year. Indicator will change to green with an increase or red with a decrease as the Boone County percentage changes in relation to the Statewide Average. As background, the Boone County Average Wage for July 1, 2015, was \$34,808.

There have been no updates to the County Average Wage data from DED for 2016. Therefore, 2015 data is still being used and reported.

# City of Columbia Strategic Plan 2016-2019

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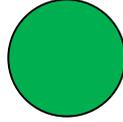
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## **Indicator: National Career Readiness Certification (NCRC)**

**Description:** The NCRC Program is a work skills credential developed by ACT. The three Work Keys assessments are in applied math, reading for information, and locating information. Certificate levels are Bronze (level 3), Silver (level 4), Gold (level 5) and Platinum (level 6). As an example, individuals with a Silver NCRC have the essential foundational skills needed for 67% of jobs in ACT's database of occupational profiles.



**National Career Readiness Certification Scoring:** The Boone County goals for the number of NCRC's required by Emerging (student), Transitioning (unemployed), and Current Workforce are determined by ACT and DED. The dashboard is at: <http://workreadycommunities.org/MO/019>

**National Career Readiness Certification Reporting Period Outcomes - September:** Testing results are updated monthly. As of August 31, 2016, Boone County is 98% toward the goals established by ACT and DED.

## Strategic Priority: Social Equity...Improving the Odds for Success

Strategic Question: How can we strengthen our community so all individuals thrive?

### Outcome Objectives and Actions

1. Strengthen three low-to-moderate income neighborhoods by increasing neighborhood activities.
  - Identify criteria for selecting three neighborhoods
  - Conduct neighborhood needs assessment using surveys and focus groups
  - Develop plan to work with neighborhoods based on needs and interests
  - Based on neighborhood needs, increase the number of existing neighborhood building programs in areas
  - Based on neighborhood needs, work with community partners to explore possible use of violence interruption programs
  
2. Strengthen three low-to-moderate income neighborhoods by increasing healthy eating and active living.
  - Identify criteria for selecting three neighborhoods
  - Conduct neighborhood needs assessment using surveys and focus groups
  - Develop plan to address neighborhoods' needs for healthy eating and active living
  - Based on neighborhood needs, identify and coordinate with key partners (faith community, neighborhood associations, businesses, etc.)
  - Review and revise plan annually to be consistent with changing community needs
  
3. Strengthen three low-to-moderate income neighborhoods by increasing access to health care.
  - Identify criteria for selecting three neighborhoods
  - Conduct neighborhood needs assessment using surveys and focus groups
  - Develop plan to address neighborhood needs related to access to health care
  - Coordinate with key partners to reduce barriers to access to health care
  - Review and revise plan annually to be consistent with changing community needs
  
4. Strengthen three low-to-moderate income neighborhoods by increasing participation in outdoor and cultural activities.
  - Identify criteria for selecting three neighborhoods
  - Establish baseline and pre/post-evaluation tool; increase participation in neighborhoods
  
5. Help 50 low-to-moderate income, first-time homebuyers achieve home ownership.
  - Increase funding for Home Buyer's programs
  - Increase awareness of program

## Strategic Priority: Social Equity...Improving the Odds for Success (cont.)

6. Increase the stock of affordable energy efficient, universal design homes in Columbia.
  - Increase funding for current program
  - Add 12 homes by redeveloping vacant lots
  - Inventory housing stock and acquire funds to purchase identified properties
  - Create more lots for redevelopment by purchasing and demolishing three vacant or dilapidated properties
  - Explore policies to create incentives for building affordable homes that are energy efficient and feature universal design
7. Reduce carbon footprint, with emphasis on reducing residential energy consumption.
  - Increase participation in home energy efficiency programs
  - Create cost share programs for energy efficiency in rental properties
  - Explore policies to increase energy efficiency in housing units
  - Help eligible City employees participate in energy efficiency programs

### Performance Measures

- Create measurement tool to develop a baseline of existing levels of neighborhood services
- Activities include: neighborhood associations; Neighborhood Watch groups; neighborhood clean-ups; citizen-driven code enforcement and compliance activities; neighborhood social activities; community gardens; neighborhood-based health living activities, like walking groups
- Create measurement tool to develop a baseline of existing neighborhood levels of access to healthy eating and active living opportunities
- Create measurement tool to develop a baseline level of residents who have limited access to health care
- Create measurement tool to develop a baseline of existing neighborhood levels of participation in outdoor and cultural activities
- Number of minority and low-to-moderate income persons participating in selected Parks and Recreation and Office of Cultural Affairs programs
- Number of low-to-moderate income, first-time home buyers
- Number of affordable housing units
- Number vacant/dilapidated homes acquired and redeveloped
- Emissions inventory
- Number of participants in energy efficiency programs
- Residential energy consumption per capita

# SOCIAL EQUITY

Improving the odds for success:

How can we strengthen our community so all individuals thrive?

## WHAT WE'VE DONE:

- Safe and Secure: 5,100 positive interactions with Columbia Police and citizens living in the Strategic Plan Neighborhoods
- Connecting Neighbors: 240 programs services through Parks and Recreation And Office of Neighborhood Services
- Healthy Living: Medicaid for 355 pregnant women; 12 people with health providers; two "Move Smart" child care centers
- Affordable Housing: 100 in homebuyer's classes; 30 first time, low-mod buyers; three projects meet energy standards; 770 energy assessments



## WHAT LIES AHEAD:

- Engage neighbors in planning and decision-making
- Strengthen trust, reliability and neighborhood advocacy
- Work toward outcomes, not just numbers
- Citizen survey this fall

# Social Equity Scorecard

## Lead Measure Report

Lead Measure and Leverages	Leverages that Affect Lead Measures	Goal	Performance as of 7/20/2016	Performance as of 8/19/2016	Performance as of 9/16/2016	Performance as of Mid-October 2016
Sustain a viable Community Outreach Unit	Number of positive contacts <ul style="list-style-type: none"> <li>• Central</li> <li>• North</li> <li>• East</li> </ul> Number of events offered <ul style="list-style-type: none"> <li>• Central</li> <li>• North</li> <li>• East</li> </ul>	482 437 408	434 458 151 COU sponsored	1,552 518 1,004 COU sponsored/attended	2,279 674 1,366	2,543 999 1,573
Create more neighborhood cultural and outdoor activities	Days of P&R facility operations P&R programs P&R special events ONS activities/events ONS clean-ups	187 150 55 5 8	79 151 20 No data No data	115 181 30 4 6	194 197 34 4 6	
Increase percentage of people who can get medical care	Number of people helped to get coverage Number of people helped to find a medical home	350 Contact 80 30 find med home	295 pregnant women got Medicaid 39 contacted Just started - no data at this time	328 58 12	380- FINAL ENDED- APPROACH DID NOT WORK	
Increase percentage of people eating fruits or vegetables four or more times a day	Number of summer food program lunches served Number of child care centers contacted and working toward EatSmart, MoveSmart and gardens	5,320 kids 2 EatSmart Centers 4 MoveSmart Centers	2,265 Just started - no data	5,055 Holding off until new funds available	5,822- FINAL 0	2

## Social Equity Scorecard

Lead Measure and Leverages	Leverages that Affect Lead Measures	Goal	Performance as of 7/20/2016	Performance as of 8/19/2016	Performance as of 9/16/2016	Performance as of Mid-October 2016
Help 50 low to moderate income first-time homebuyers own homes	Number of people at homebuyer classes	50	94	109	109	138
	Number of low to moderate, first-timers assisted	35	24	29	30	38
Increase stock of affordable, energy-efficient, universal design homes	# awarded projects that meet UD and City energy efficiency standards	5	0 – awards to be made in November	0 – awards to be made in November	1	
	# completed projects meeting UD and energy efficiency projects	3	2	3	3	
Reduce carbon footprint through home energy savings	# households initial energy assessments	877	614 (70% of goal)	710 (80% of goal)	767 (87% of goal)	877 (100% of goal)
	# post-assessments	730	474 (65% of goal)	550 (75% of goal)	573 (78% of goal)	713 (98% of goal)

## Strategic Priority: Public Safety...Safe Wherever you Live, Work, Learn and Play

Strategic Question: How can we improve citizen satisfaction with public safety?

### Outcome Objectives and Actions

1. Increase citizen satisfaction with overall quality of police services by 6 percent by 2019.
  - Achieve CALEA accreditation
  - Conduct optimization study and seek innovative methods to decrease officer workload and increase officer discretionary time in order to implement and support geographic-based community policing plan
  - Implement needs assessment recommendations to construct police facilities in geographically strategic areas to decrease response times and increase opportunities for more frequent, positive interactions between officers and the community they serve
  - Seek sales tax ballot initiative to increase staffing by 70 officers within three years to fully implement geographic-based community policing programs
2. Increase citizen perception of safety by 6 percent by 2019.
  - Continue positive, proactive communications between the community and the Police Department via social media
  - Conduct “crime trends” press conferences and regularly scheduled media Q&A sessions
  - Target “hot spot” areas by analyzing potential changes to physical or other environments that may improve crime rates, crime prevention and feelings of safety
3. Increase the coverage area in order to decrease the percentage of calls outside the four minute travel time for the Fire Department by 6 percent by 2019.
  - Evaluate and implement recommendations to construct fire facilities in geographically strategic locations in order to reduce travel time
  - Explore non-traditional methods to expand service coverage area and decrease travel time
  - Seek sales tax ballot to increase firefighter staffing by 30 within the next three years

### Performance Measures

- Citizen satisfaction – annual citizen survey
- Citizen perception of safety – annual citizen survey
- Percentage of incidents that occur in areas outside four minute travel time, according to Fire Department data

# PUBLIC SAFETY

Safe wherever you live, work, learn and play:

How can we improve citizen satisfaction with public safety?

## WHAT WE'VE DONE:

- Signed CALEA accreditation contract
- Located suitable property for North Police Precinct
- Increased social media presence: 4,000 new Facebook likes in 12 months and 400 new Twitter followers in three months
- Began using Facebook Live and Periscope to live stream press conferences
- Produced 26 videos for YouTube in 12 months and increased viewership by over 6,000
- Facilitated an Internal Affairs press conference
- Conducted quarterly open forums between media and command staff
- Created and implemented the Community Outreach Unit – Recorded positive interactions: Nearly 3,000 in the Central Neighborhood, over 1,000 in the North Neighborhood, nearly 2,000 in the East Neighborhood
- Conducted monthly MANAGER's meeting presentations by staff assigned to hotspot areas



## WHAT LIES AHEAD:

- Self-assessment for CALEA accreditation
- Implement a 10-hour shift schedule as requested by patrol officers
- Adopt a design on the North Police Precinct and seek financing opportunities to expedite construction
- Form committee to research ballot proposal options
- Select ballot date prior to 2017 election cycle deadlines
- Continue increasing social media following
- Conduct bi-annual press conferences
- Continue quarterly open forums between media and command staff
- Create 3-4 formalized POP projects utilizing the SARA model in areas of focus
- Continue monthly MANAGER's meeting presentations by staff assigned to hotspot areas

## Public Safety Scorecard



Increase Citizen Satisfaction with Overall Quality of Police Services by Six Percent by 2019		
<b>Achieve CALEA accreditation</b>		
Sign Contract by 3/31/2016	Currently being reviewed by legal	<span style="color: yellow;">●</span>
First site assessment	To be determined	<span style="color: red;">●</span>
Complete Process by 09/2019		<span style="color: red;">●</span>
<b>Conduct optimization study and seek innovative methods to decrease officer workload and increase officer discretionary time in order implement and support geographic based community policing plan</b>		
Sign vendor contract by 09/01/2015	Completed	<span style="color: green;">●</span>
Complete Vendor Visits by 11/01/2015	Completed	<span style="color: green;">●</span>
Choose schedule alternative by 01/01/2016	Completed	<span style="color: green;">●</span>
Implement schedule alternative by 03/01/2016	Completed	<span style="color: green;">●</span>
<b>Implement needs assessment recommendations to construct police facilities in geographically strategic areas to decrease response times and increase opportunities for more frequent, positive interactions between officers and the community they serve</b>		
Locate suitable properties by 11/30/2015	Completed	<span style="color: green;">●</span>
Complete purchase of property by 04/01/2016	Unknown if contract is signed with bank	<span style="color: green;">●</span>
Coordinate RFP process with public works and post by 5/15/2016	RFP closed on 03/25/2016	<span style="color: green;">●</span>
Choose architect and adopt design by 10/01/2016	First meeting with architect is scheduled on 06/17/2016	<span style="color: yellow;">●</span>
Seek financing opportunities to expedite construction		<span style="color: red;">●</span>
<b>Seek sales tax ballot initiative to increase staffing to 70 officers within three years to fully implement geographic based community policing programs</b>		
Form committee to research ballot proposal options by 10/01/2016		<span style="color: red;">●</span>
Select ballot date prior to 2017 election cycle deadlines		<span style="color: red;">●</span>

## Public Safety Scorecard



Increase Citizen Perception of Safety by Six Percent by 2019		
<b>Continue positive, proactive communications between the community and the police department via social media</b>		
Monitor increase in “followers” on police department social media accounts (percent per year)	<b>PR Unit working on method to measure monthly activity</b>	<span style="color: orange;">●</span>
Create and distribute four YouTube videos per year on timely topics	<b>Completed</b>	<span style="color: green;">●</span>
<b>Conduct crime trends press conference and regularly scheduled media Q&amp;A sessions</b>		
Conduct bi-annual press conferences	<b>Completed</b>	<span style="color: green;">●</span>
Conduct press conference on IA stats in Q1 each year	<b>Completed on 02/29/2016</b>	<span style="color: green;">●</span>
Conduct a media Q&A with command staff quarterly	<b>Completed on 06/08/2016 and 09/29/2016</b>	<span style="color: green;">●</span>
<b>Target “hot- spot” areas by analyzing potential changes to physical or other environments that may improve crime rates, crime prevention and other feelings of safety</b>		
Create community policing unit to concentrate services in the three strategic neighborhoods	<b>Officers selected and placed in areas by 03/15/2016</b>	<span style="color: green;">●</span>
Ensure application of community policing principles through various feedback methods (targeted surveys, consultant interviews, etc.)	<b>Methods are currently being determined</b>	<span style="color: red;">●</span>
Create 3-4 formalized POP projects utilizing SARA model in areas of focus	<b>Problem locations being identified</b>	<span style="color: orange;">●</span>
Monthly manager’s meeting presentations by staff assigned to hotspot areas	<b>Currently scheduled for 2016</b>	<span style="color: yellow;">●</span>

## Strategic Priority: Infrastructure...Connecting the Community

Strategic Question: How can we build the future today?

### Outcome Objectives and Actions

1. Improve transit ridership through focus of resources on key geographic areas.
  - Evaluate and implement recommendations from transit consultant
  - Partner with Social Equity and Public Safety strategy teams to identify three key areas
2. Improve roadway corridor by implementing a complete streets policy within identified neighborhoods.
  - Partner with Social Equity and Public Safety strategy teams to identify three key areas
3. Maintain current rate of acres of natural areas with diverse habitats per 1,000 persons.
  - Use land acquisition matrix that prioritizes and evaluates diverse habitats
  - Work with City staff, land owners and developers to identify potential natural areas

### Performance Measures

- Ridership per vehicle miles traveled
- Number of roadways with increased road condition index ratings
- Reduction of sidewalk gaps, increase in number of crosswalks and ADA-compliant ramps
- Increased accessibility to transit
- Lower incidence of storm water complaints and work toward elimination of sewer back-ups
- Percentage increase in natural area within the City of Columbia
- Comparative research showing diverse habitat preservation

# INFRASTRUCTURE

Connecting the community:  
How can we build the future today?

## WHAT WE'VE DONE:

- Increased public transit opportunities: gave residents 60 booklets containing 25 single trip bus passes and 262 annual bus passes donated by employees
- Acquired 65 acres of natural area and completed McKee Park sidewalks
- Auburn Hills Park: trail improvements, installed fencing and tree maintenance
- Redevelopment Sexton, Garth, Oak and Lynn: sidewalks, crosswalks/countdown timers, ADA improvements, bus shelters, undergrounded electric lines, street lights, sewer relining, storm water basins and green space
- Operation Clean Street: Indian Hills neighborhood and Garth Avenue
- Street maintenance: Lincoln, Meadowvale, Oakland Gravel, Mohawk and Highview
- Lined approximately 30,000 feet of sewer lines

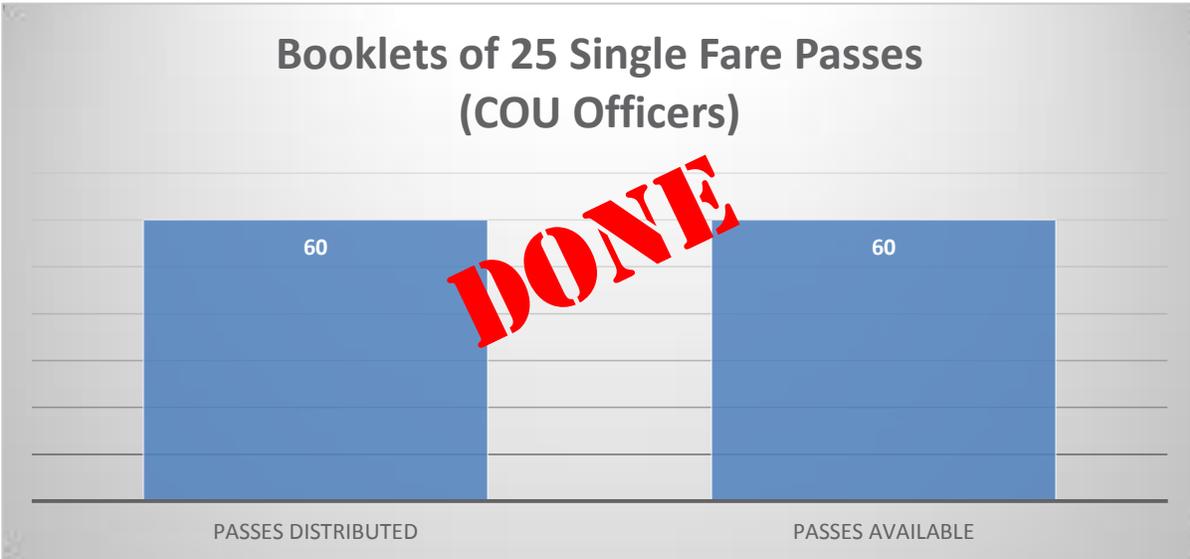


## WHAT LIES AHEAD:

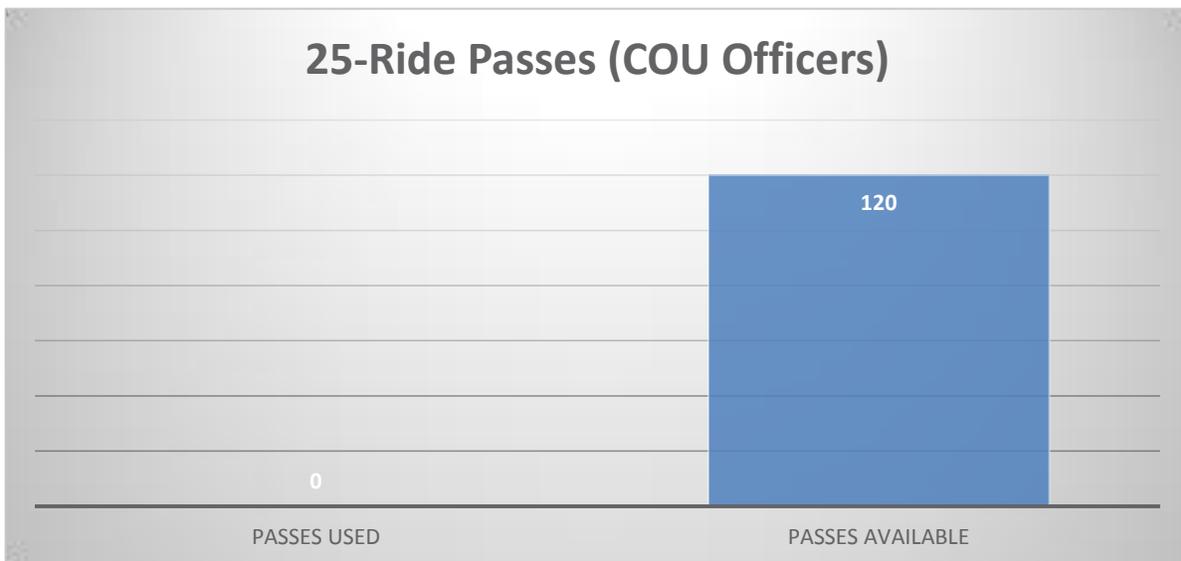
- Continue to increase transit daily ridership and give away additional bus passes
- Add bus shelters: Worley (at Garth, Oak and Woodlawn), others to be determined
- Water main replacements and upgrades
- Pedestrian upgrades
- Bike Boulevards: Forest and Madison
- Route PP shoulder widening
- Traffic calming: Rice/Kelsey and Sexton (engineering has started)
- Evaluate and acquire land to preserve open spaces and protect the environment
- Revise list of projects according to feedback from neighborhoods

## Infrastructure Scorecard

### Transit Ridership Scorecards

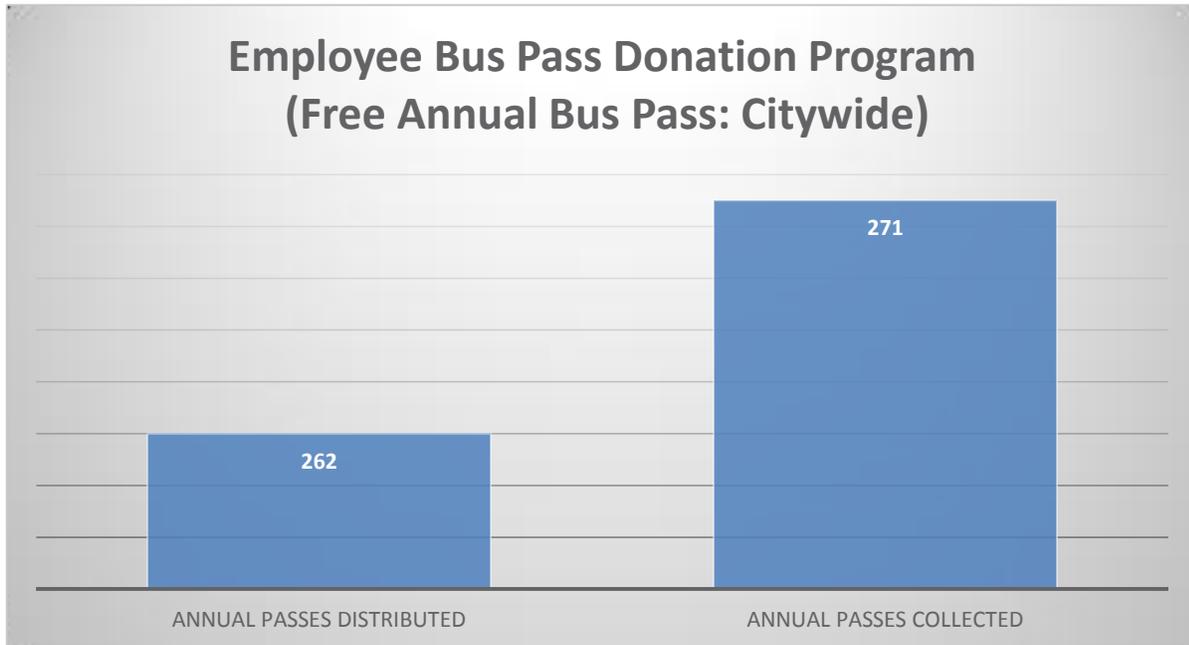


As part of the effort to increase ridership in the three Strategic Plan Neighborhoods, the Infrastructure Team partnered with COU Officers to have them distribute 60 booklets of 25 single fare passes to residents in the neighborhoods.



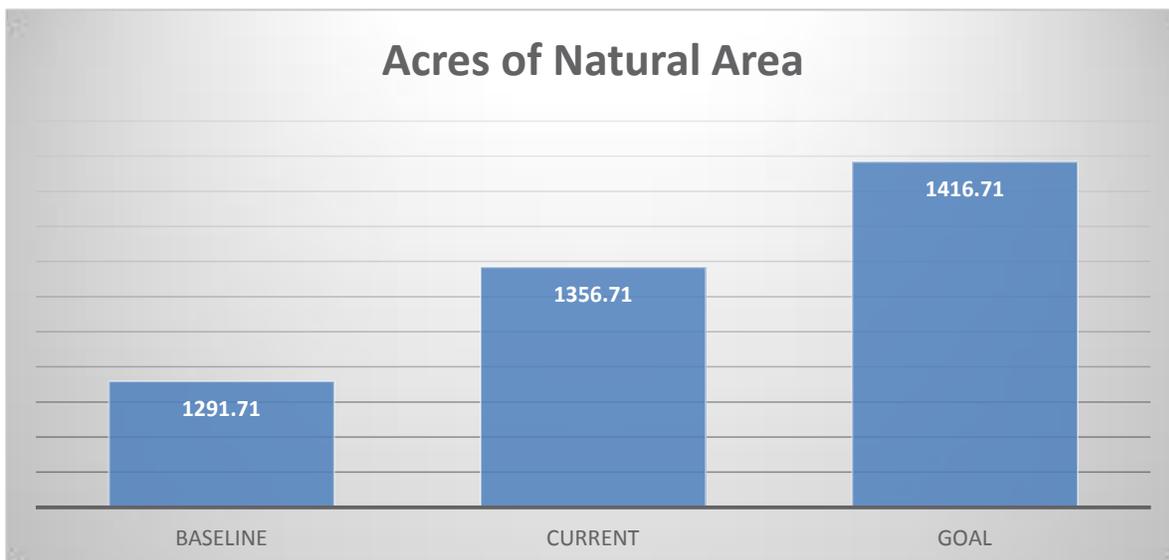
To continue the effort to increase ridership in the neighborhoods, the Infrastructure Team partnered with COU Officers to have them distribute 25-ride passes to residents in the neighborhoods. This is a recent initiative that does yet have data providing the number of passes that have been used.

## Infrastructure Scorecard



As part of an effort to increase ridership citywide, the Infrastructure Team implemented a program for employees to donate back annual bus passes received with employee parking garage spaces. We partnered with CMCA to distribute these passes to low-income residents citywide. Of the 262 passes provided to date: 20 are in the Central Neighborhood; four are in the East Neighborhood; and two are in the North Neighborhood. There is a tracked average usage among *all* distributed passes of 32 rides per pass.

### Natural Area Scorecards

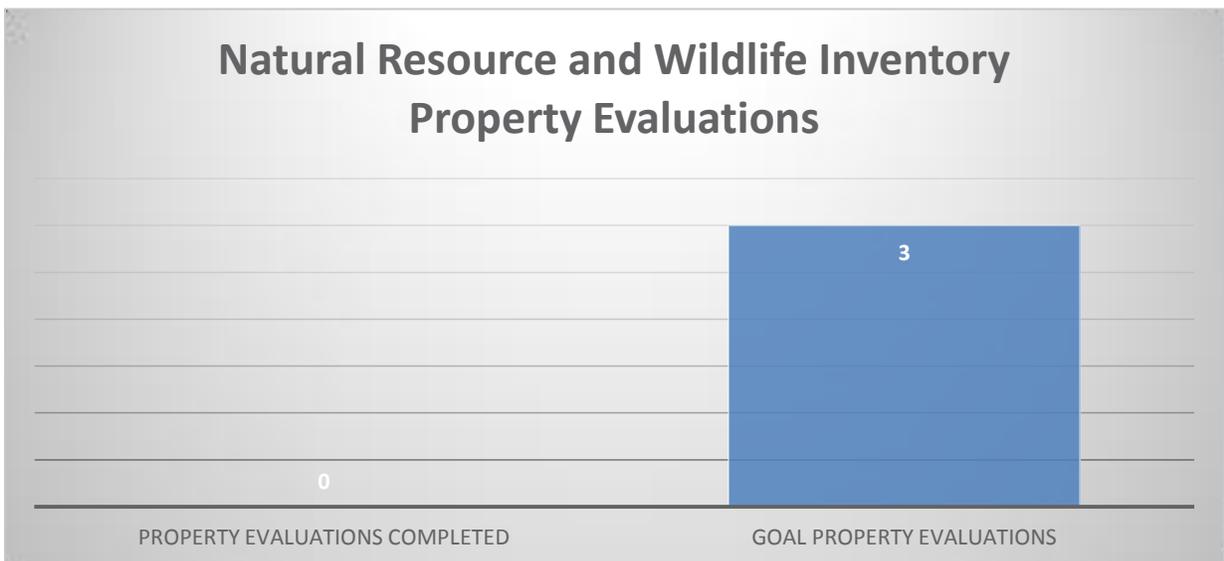


During the 2016-2019 Strategic Plan, the City of Columbia set a goal to increase the total acreage of natural/preserved land within the city limits by 125 acres.

## Infrastructure Scorecard



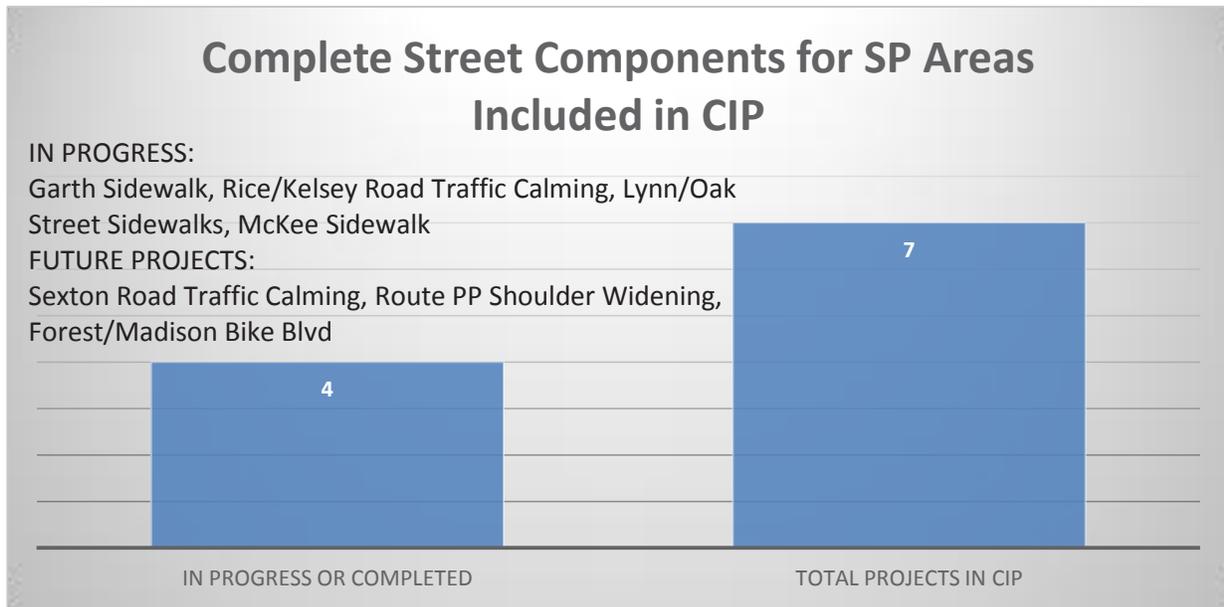
The City of Columbia and Greenbelt Land Trust of Mid-Missouri have completed an annual analysis and ranking of potential properties within the city limits of Columbia to be considered for potential additions to the existing inventory of natural areas preserved in Columbia.



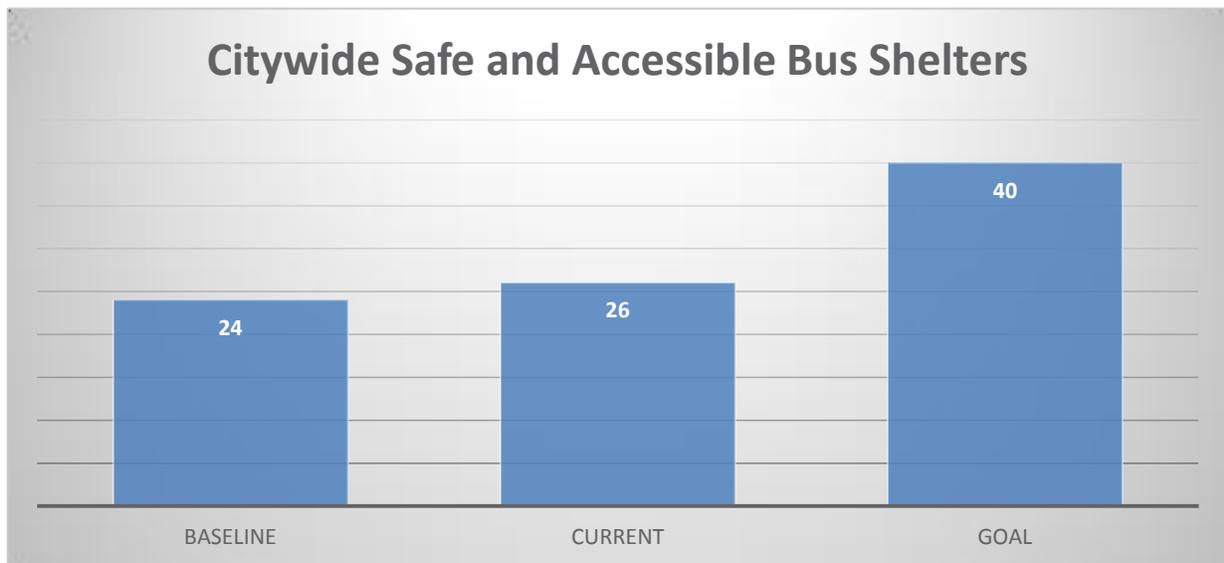
As part of the 2016-2019 Strategic Plan, Columbia Parks and Recreation will evaluate three existing park properties to establish natural resource and wildlife inventories to create an index of existing trees, landscaping, acres of turf and wildlife present within the park property.

# Infrastructure Scorecard

## Complete Streets and Bus Shelter Scorecards

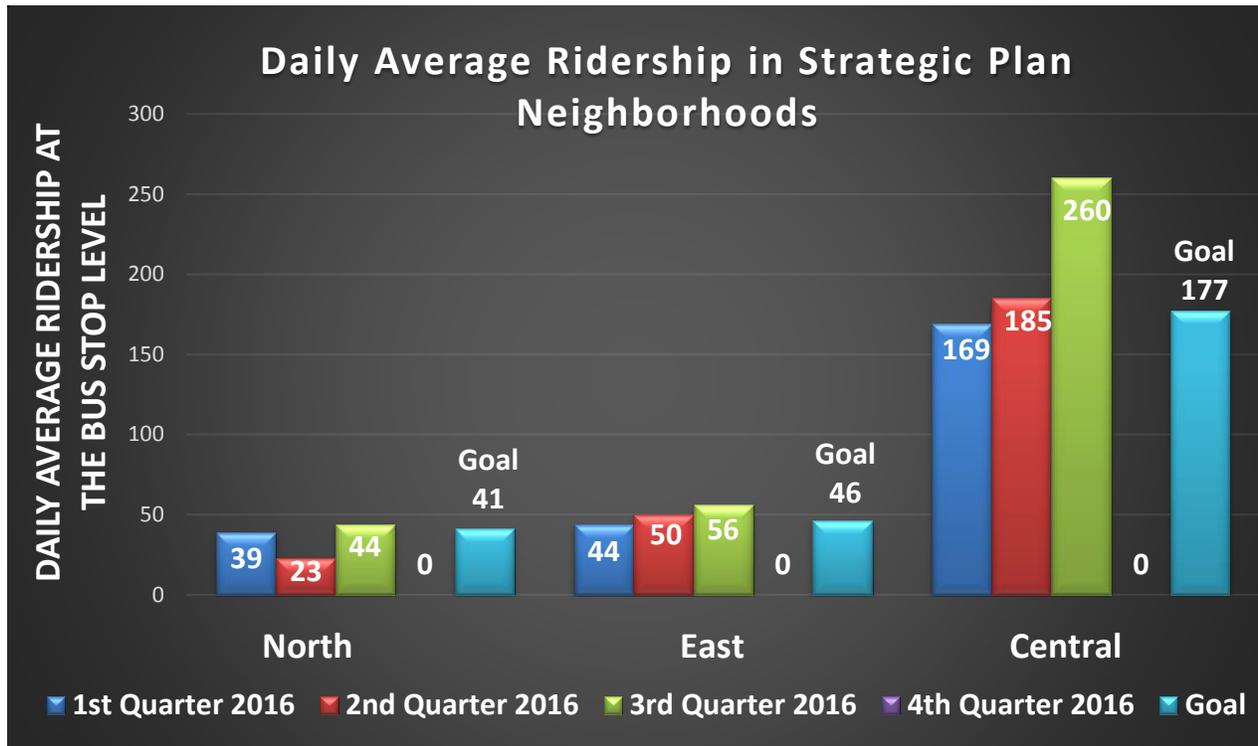


As part of the 2016-2019 Strategic Plan, the Infrastructure Team plans to increase complete streets components in the three neighborhoods. This chart identifies projects in the CIP that are, or will, occur in the three neighborhoods. To see additional projects going on in these neighborhoods, please see the document on page 27 titled "**Infrastructure Projects Identified in Strategic Plan Neighborhoods.**"

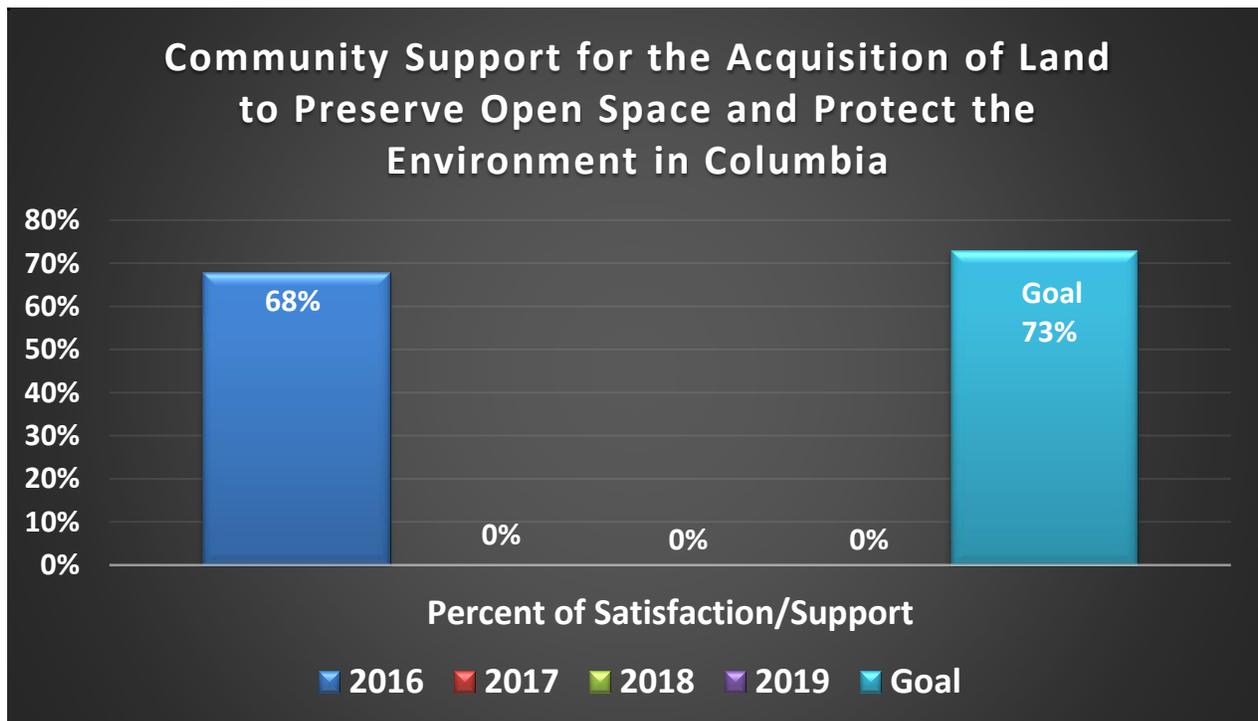


The goal of 40 shelters is citywide and is expected to be accomplished by the end of the Strategic Plan time frame (2019). The Central Neighborhood currently has two shelters with plans to add one. The East Neighborhood has no stops with plans to add two. The North Neighborhood has no stops with plans to add one.

## Infrastructure Scorecard



Source: Transit Data for Onboarding and Offboarding



Source: Parks and Recreation Community Interest and Opinion Survey

## Infrastructure Scorecard

<b>Infrastructure Projects Identified in Strategic Plan Neighborhoods</b>						
Date(s) Service Performed	Ward 1 (Central)	Ward 2 (North)	Ward 3 (East)	Service Performed	Department/Division that Performed the Service	CIP Number (if applicable)
April 22, 2016			X	Operation Clean Street-Indian Hills neighborhood & park (curb/gutter cleaning, litter control, vegetation control, painting, mulching)	PW Street Operations & City Volunteers	N/A
May 2016	X			Constructed Garth Avenue Sidewalk, east side between Worley & Sexton, a crosswalk across east leg of Garth Ave and Worley intersection w/pedestrian push buttons and countdown timers & reconstructed 6 driveways to meet ADA requirements	PW-Bid through Purchasing GBH Builders	C00602 / CDBG
			X	Rice Road Traffic Calming	PW Traffic Division	C00655
	X			Sexton Road Traffic Calming	PW Traffic Division	
Aug/Sept. 2016			X	McKee Sidewalk Project	PW Engineering / Parks & Rec	C00652
			X	Rte PP Shoulder Widening	PW Engineering	C00642
	X			Lynn/Oak Street Sidewalks	PW Engineering and CDBG Office	N/A
	X			Forest/Madison Bike Blvd	PW Engineering	N/A
	X			Bus Shelters-Worley at Garth, Worley at Oak,Worley at Woodlawn	PW Engineering/Transit	N/A
July 2016	X			Chipseal Lincoln Drive from Oak St to McBaine Av	PW Street Division	N/A
July 2016			X	Chipseal Meadowvale Ct from Rice Road to south end	PW Street Division	N/A
July 2016		X		Chipseal Oakland Gravel Rd from Brown School Rd to Smiley Ln	PW Street Division	N/A
April 2016			X	Overlay Mohawk Ct from Aztec to end	Contractor - APAC	N/A
	X			Water Main Replacement/Upgrade	W&L	WT0281
September 2016	X			In-house overlay on Highview Ave. from Jefferson St to Garth A	PW Street Division	N/A
Pre FY2017	X			29,173 feet of sewer mains with CIPP liner installed. (\$875,190)	Utilities Sewer	N/A
October 7, 2016	X			Operation Clean Street-Garth Avenue from Business Loop 70 to Broadway	PW Street Operations & City Volunteers	N/A
July 2016		X		Auburn Hills Park - Tree clearing, trail improvements and fencing installation	Parks & Recreation	N/A

## Strategic Priority: Operational Excellence...High-Level Service from Engaged Employees

Strategic Question: How can we improve workforce performance, engagement and satisfaction?

### Outcome Objectives and Actions

1. Increase the City of Columbia's ability to recognize and address bias in its operations.
  - Evaluate internal processes, practices, and policies for systemic and racial biases that contribute to inequity
  - Develop a plan to evaluate proposed policies that considers the needs of both dominant and minority groups
  - Implement an inclusion and diversity training program as a professional development priority
2. Increase City employee engagement and satisfaction by 3 percent.
  - Create an employee engagement and satisfaction strategy
  - Create City employee satisfaction survey
  - Analyze and act on employee engagement and satisfaction surveys
  - Compensation Philosophy implementation
  - Continue Employee Reward and Recognition Program
3. Develop a baseline of Continuous Improvement (CI) opportunities in 2016.
  - Define and quantify CI opportunities
  - Create CI metrics
  - Adopt City-wide process improvement system
  - Integrate CI opportunities into performance evaluation and goals
4. Increase percentage of citizens who know who to contact for City services by 6 percent by 2019.
  - Public launch of Contact Center telephone number by 2018
  - City communication plan for internal and external audiences
5. Accredite as many departments as possible.

### Performance Measures

- Number of staff trained in inclusion and diversity
- City employee surveys results
- Continuous Improvement metric
- Citizen survey results

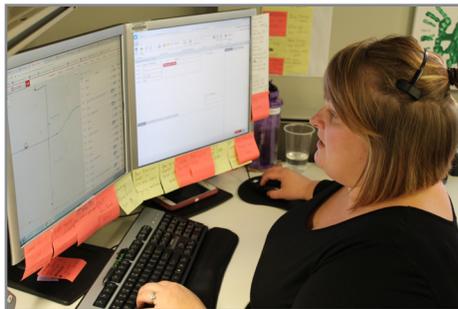
# OPERATIONAL EXCELLENCE

High-level service from engaged employees:

How can we improve workforce performance, engagement and satisfaction?

## WHAT WE'VE DONE:

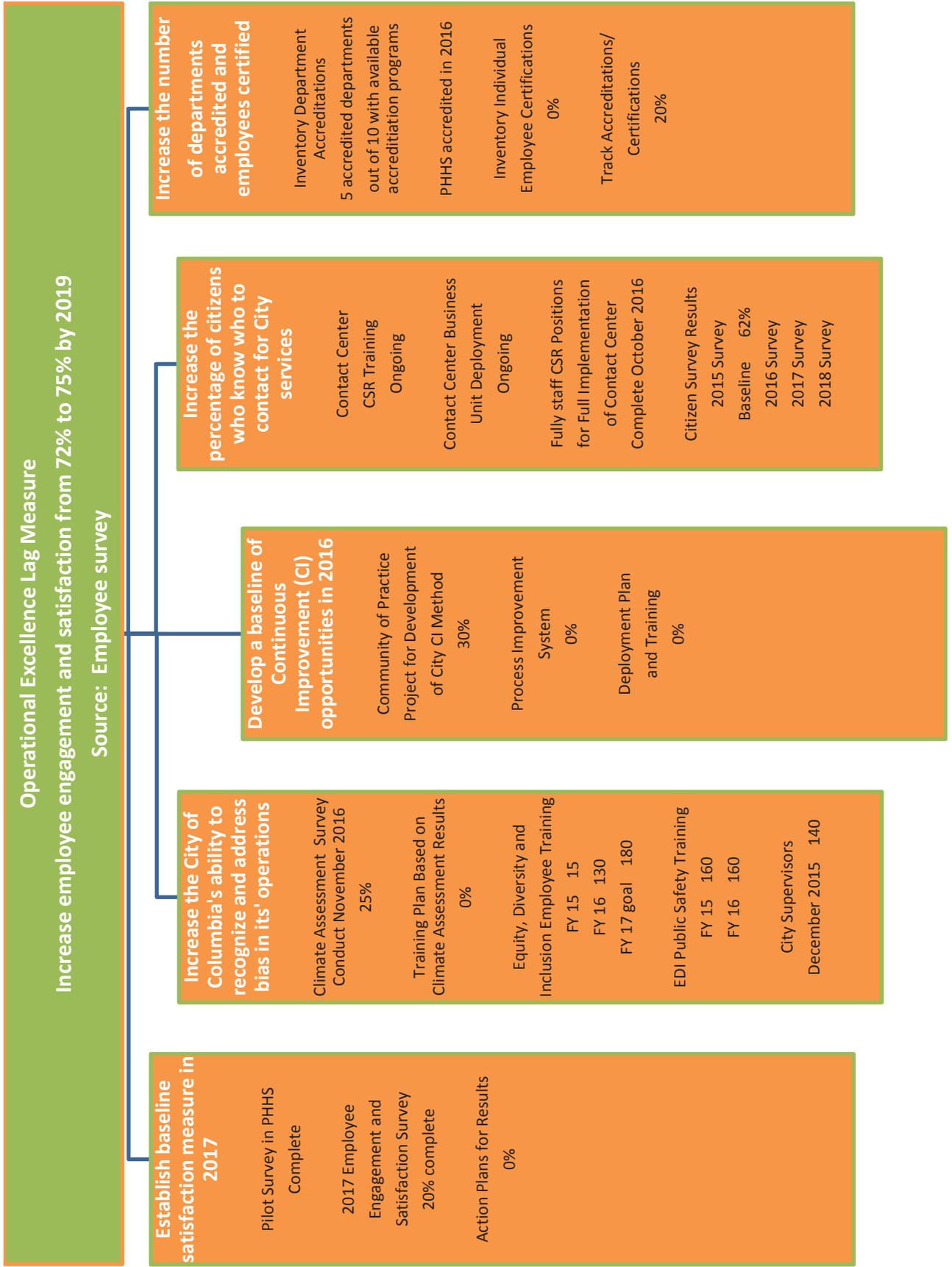
- Four employees certified to teach equity, diversity and inclusion courses through NCCJ
- 130 employees attended Building Inclusive Communities workshop or advanced training
- 140 managers and supervisors attended Diversity Awareness Partnership (DAP) workshop on diversity and inclusion
- All sworn CPD officers completed courses on racial profiling/fair and impartial policing
- Contact Center - reduced the number of City telephone numbers from 154 to 70. Added CSR positions to accommodate additional call volume
- Baseline established (62 percent) for citizens who know who to contact at the City
- Accreditation - seven City departments/divisions accredited prior to 2016. Public Health and Human Services accredited in 2016
- Piloted employee engagement and satisfaction survey using Gallup in Public Health and Human Services, and researched other survey options
- Continuous improvement project underway to develop systematic continuous improvement model employees can use to improve processes



## WHAT LIES AHEAD:

- Conduct employee climate assessment survey in November 2016 in partnership with DAP
- Use DAP survey results to revise and develop employee diversity and inclusion training programs, and revise new employee orientation
- Contact Center expansion - consolidate to have three public numbers by 2018
- Accreditation - Police and Fire Departments beginning the accreditation process. Focus on professional certifications where department/division accreditation does not exist
- Select instrument and launch revised employee engagement and satisfaction survey in 2017, and then conduct the survey annually. Results will inform future employee communication methods, training gaps, and any other areas of concern
- Deploy continuous improvement model to all employees, and track process improvement initiatives

# Operational Excellence Scorecard



# COMMUNITY OUTREACH

Glenn Cobbins and Judy Hubbard are serving as neighborhood outreach specialists to go door-to-door in the Strategic Plan Focus Neighborhoods and make contact with residents. They conduct neighborhood surveys and needs referrals to connect residents with resources in order to increase their ability to thrive.

## WHAT WE'VE DONE:

- Conducted 72 door-to-door assessments (reaching 171 citizens) between spring and fall of 2016 in Central (52 assessments) and North (20 assessments) neighborhoods
- The Public Health and Human Services Department reached out to those who completed assessments and had 41 successful follow-up contacts which resulted in 36 referrals
- Departments follow-up on information from residents about ways to improve their neighborhoods
- In addition to trackable data, Glenn and Judy have made a difference in the lives of many through their outreach efforts



## WHAT LIES AHEAD:

- Continue to conduct assessments in the three Focus Neighborhoods
- Analysis of the assessment data organized into key themes for prioritization and presentation at future community meetings

# City of Columbia 2016-2019 Strategic Plan Neighborhood Survey

**OPEN RECORD: DO NOT REPORT IDENTIFIABLE INFORMATION OF INDIVIDUALS**



Neighborhood (Check one): Central \_\_\_\_\_ North \_\_\_\_\_ East \_\_\_\_\_

## Household member information

Age							
Sex							
Race							
Hispanic Yes/No							
Education Level							

How long have you lived in this neighborhood?

Do you have a home of your own?  Yes  No Comment:

Do you rent or own?  Rent  Own Comment:

Do you struggle to pay your rent or mortgage?  Yes  No Comment:

Can you afford your utilities?  Yes  No Comment:

Do you feel safe in your neighborhood?  Yes  No Comment:

Do you have good lighting in your neighborhood?  Yes  No Comment:

Do you feel safe letting your kids play outside in your neighborhood?  Yes  No Comment:

Do you know your neighbors?  Yes  No Comment:

Do you or would you like to attend neighborhood activities like dinners, picnics, or fun things for kids?  
 Yes  No Comment:

Do you have health insurance?  Yes  No Comment:

Do you have a regular doctor?  Yes  No Comment:

Do you exercise or visit parks?  Yes  No Comment:

Do you eat 5 servings of fruit and vegetables each day?  Yes  No Comment:

Are you registered to vote?  Yes  No Comment:

Have you met your City councilperson or attended a City Council meeting?  Yes  No Comment:

How do you get around town?  Walk  Car  Bike  Bus  Taxi  Friend Comment:

Do you ever use public transit?  Yes  No Why or why not?

Do you have good sidewalks in your neighborhood?  Yes  No Comment:

Is it safe to cross the streets in your neighborhood?  Yes  No Comment:

Who do you call when you want to talk to someone in City government?

Do you have a job?  Yes  No Comment:

Are you looking for a job?  Yes  No Comment:

Are you able to meet your basic needs?  Yes  No Comment:

Do you think you are poor?  Yes  No

What is your definition of poor?

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Do you and your family have what you need to thrive and succeed in Columbia?  Yes  No

If "no," what do you need?

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What would make your neighborhood a better place to live?

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How can City government help you?

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For office use:

Survey collected by:

Date:

# City of Columbia Needs Referral

I (print name) \_\_\_\_\_ give my permission to refer my needs to the appropriate provider(s).

Signature \_\_\_\_\_ Date \_\_\_\_\_

Contact information: \_\_\_\_\_

Email: \_\_\_\_\_

How would you like to be contacted? Phone Text Email

Is there a particular time of day you would like to be contacted? \_\_\_\_\_

Due to a lack of financial resources, I and/or my family have the following needs:

## HEALTH

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Health Insurance   | <input type="checkbox"/> Substance Abuse Treatment     | <input type="checkbox"/> Tobacco Cessation        |
| <input type="checkbox"/> Primary Care   | <input type="checkbox"/> Dental                        | <input type="checkbox"/> Nutrition/Healthy Eating |
| <input type="checkbox"/> Reproductive Health<br>(Women's Health, Family Planning,<br>STD Testing/Treatment) | <input type="checkbox"/> Medication Assistance         | <input type="checkbox"/> Breastfeeding support    |
| <input type="checkbox"/> Mental Health  | <input type="checkbox"/> Medical Supplies/Equipment    |   |
|   | <input type="checkbox"/> Vision/Optical                |   |
|   | <input type="checkbox"/> Pregnancy Testing and Support |   |

## HUMAN SERVICES

### Children/Youth Resources

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Child Care                    | <input type="checkbox"/> After-School Programs | <input type="checkbox"/> Respite/Crisis Care                    |
| <input type="checkbox"/> Pre-school                    | <input type="checkbox"/> Summer Programs       | <input type="checkbox"/> Sports/Arts/Recreational<br>Activities |
| <input type="checkbox"/> Child Safety (Car Seat/Cribs) | <input type="checkbox"/> Youth Employment      |   |
| <input type="checkbox"/> Parenting Support             | <input type="checkbox"/> Mentoring             |   |

### Aging and Disability Services

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Case Management         | <input type="checkbox"/> Snow Shoveling            | <input type="checkbox"/> Home Healthcare |
| <input type="checkbox"/> Home Repair/Maintenance | <input type="checkbox"/> Home Delivered Meals/Food | <input type="checkbox"/> Personal Care   |

## BASIC NEEDS

- Clothing
- Food

## HOUSING

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Utility Assistance                | <input type="checkbox"/> Home Repair                                 | <input type="checkbox"/> Home Energy Efficiency<br>Improvements |
| <input type="checkbox"/> Rent Assistance                   | <input type="checkbox"/> Home Ownership Assistance                   |   |
| <input type="checkbox"/> Emergency/Transitional<br>Shelter | <input type="checkbox"/> Affordable Housing<br>(e.g. Public Housing) |   |

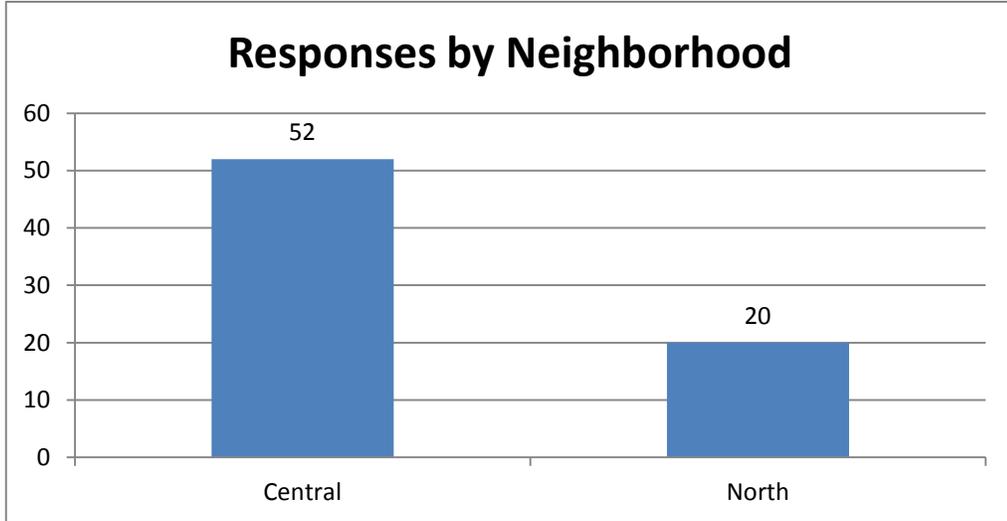
## OTHER

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Legal Services                          | <input type="checkbox"/> Employment Services                 | <input type="checkbox"/> Veteran Services  |
| <input type="checkbox"/> Human/Civil Rights                      | <input type="checkbox"/> Refugee and Immigration<br>Services | <input type="checkbox"/> Re-Entry Services |
| <input type="checkbox"/> Adult Literacy/Education                | <input type="checkbox"/> Tax Assistance                      |  |
| <input type="checkbox"/> Financial/Budget Counseling             | <input type="checkbox"/> Transportation                      |  |
| <input type="checkbox"/> Domestic and Sexual<br>Violence Support |  |  |

# Strategic Plan Neighborhood Survey Data

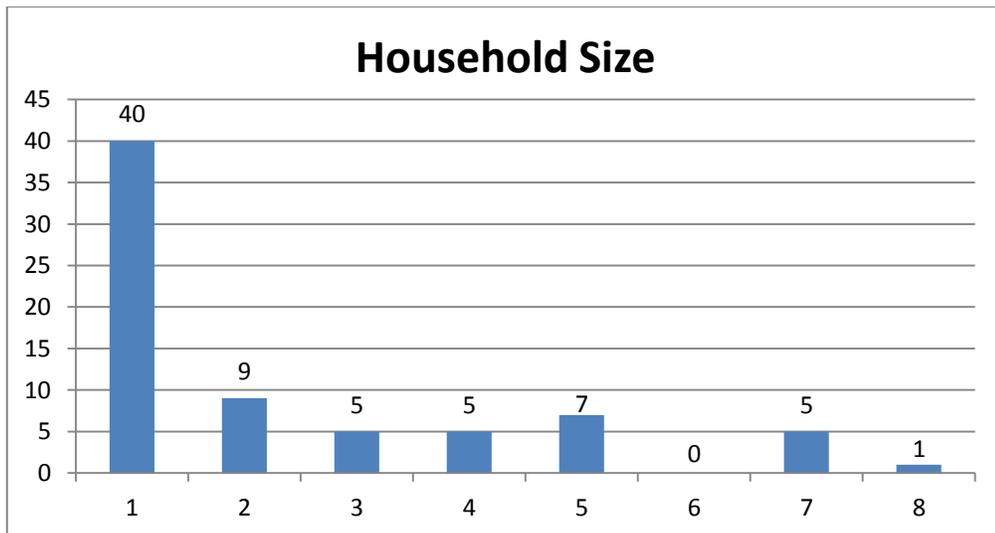
## Responses by Neighborhood:

The majority of these responses are from the Central Neighborhood with 52 responses. The North Neighborhood has 20 responses calculated into these findings.



## Household Makeup

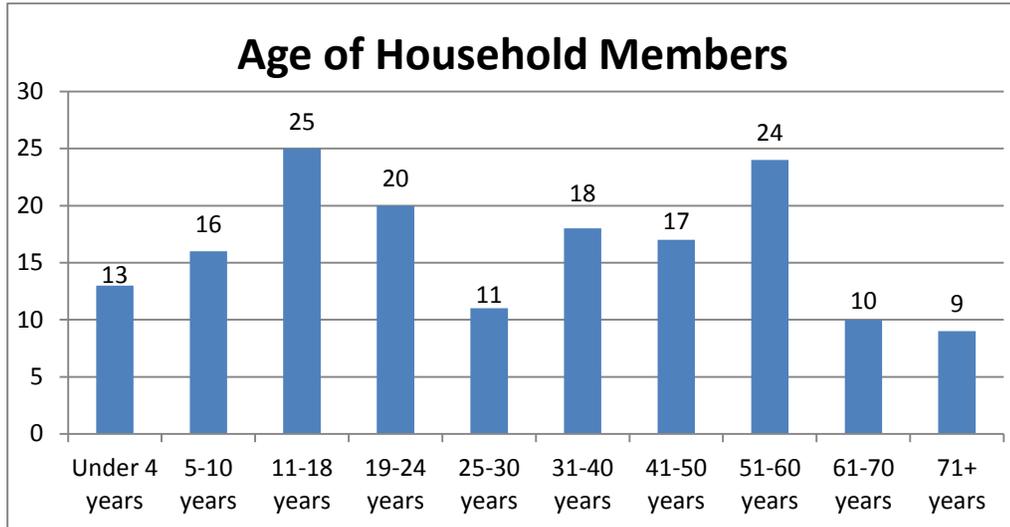
Seventy two households have been surveyed, totaling 171 members of these neighborhoods. The most common household size is one member, totaling 40. Two member households made up nine responses. A total of seven, five member households were recorded. Three member, four member and seven member households each had five responses. There is one household recorded with eight members.



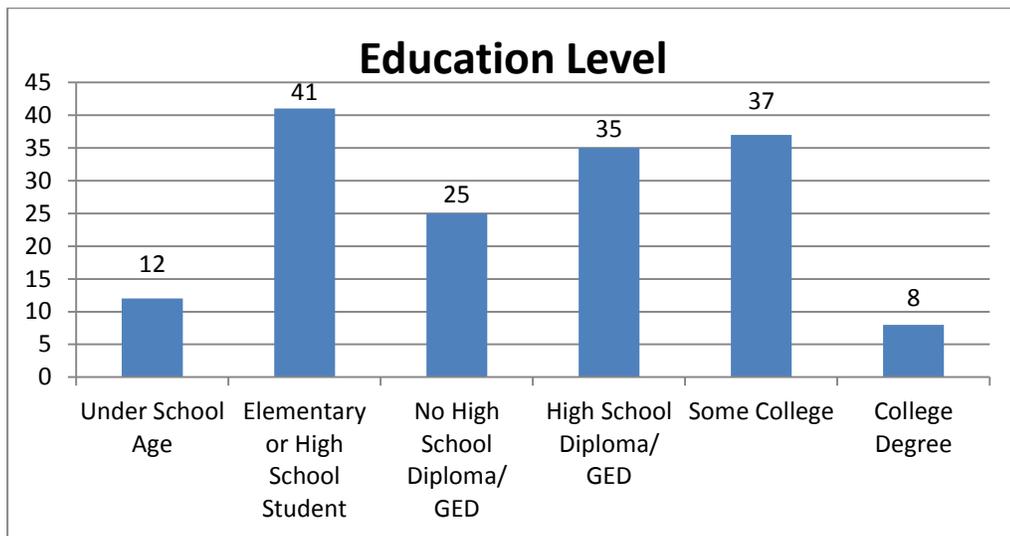
## Strategic Plan Neighborhood Survey Data

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The largest age group, with 25 members, was 11-18 year olds. The second largest age group, with 24 members, was 51-60 year olds. Twenty members were 19-24 years old. Eighteen members were 31-40 years old and 41-50 year olds had 17 members. 16 members were 5-10 years old. Thirteen members were under 4 years old. 11 members were 25-30 years old and 61- 70 year olds had 10 members. Nine members were 71 years old or older. Eight members did not record their age.

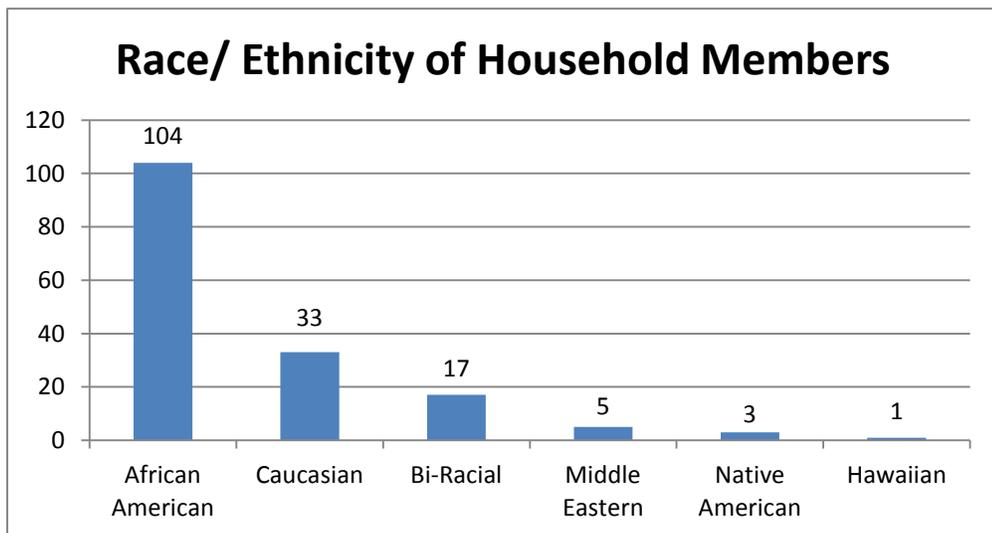
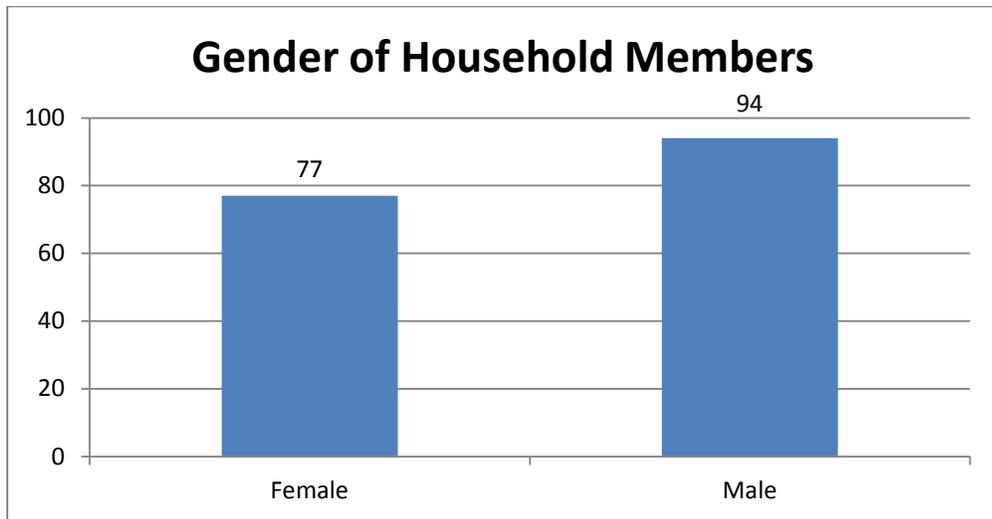


Forty one members of the households surveyed were enrolled as students in elementary or high school. Thirty seven had some college and 35 had high school diplomas. Twenty five had no high school diploma or GED. Twelve members were children who are under school age and eight respondents had a Bachelor's or more advanced college degrees. Thirteen respondents did not record their education attainment levels.



## Strategic Plan Neighborhood Survey Data

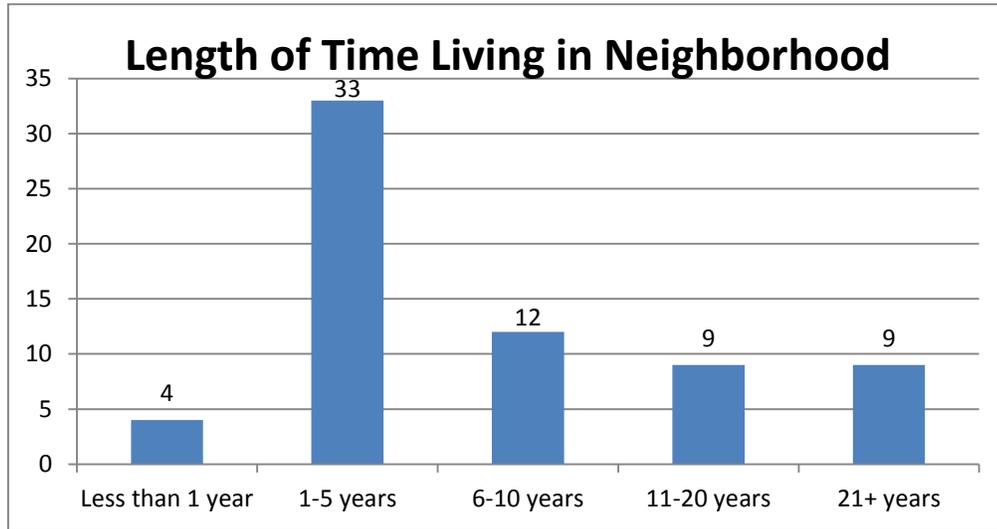
Seventy seven of the recorded household members were female and 94 were male. 104 household members identified as African American. Thirty three household members identified as Caucasian. Seventeen members identified as bi-racial (African American, Caucasian, Native American or Hispanic). Five household members identified as Middle Eastern, three as Native American and one as Hawaiian. Eight members did not identify their race.



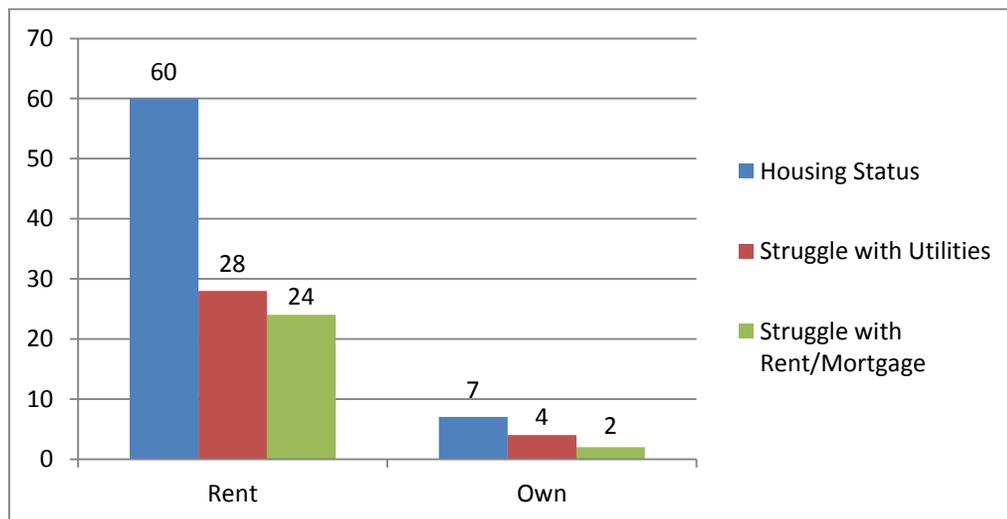
# Strategic Plan Neighborhood Survey Data

## Housing

Thirty three respondents have lived in their neighborhood for 1-5 years. Twelve respondents have lived in their neighborhood for 6-10 years. Nine respondents have lived in the neighborhood 11-20 years and nine respondents have lived in the neighborhood more than 20 years. Four respondents have lived in the neighborhood less than a year and five respondents did not answer the question.



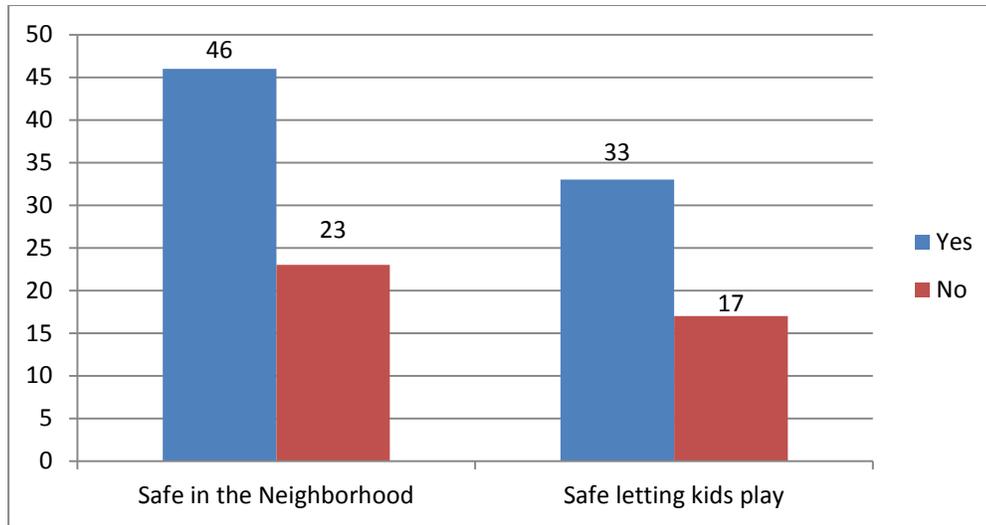
Of the 72 households surveyed, 60 respondents rent and seven respondents own. Five respondents of the survey reported being homeless. Of the respondents, 26 struggled to pay their mortgage or rent, 39 did not, two did not answer and five reported being homeless. Two of the seven homeowners struggled to pay their mortgage and 24 or the 60 renters struggled to pay their rent. Thirty two total households also struggled to pay their utilities; while 33 households did not. Two respondents did not answer and five reported being homeless. Of the seven homeowners, four struggled to afford their utilities. Twenty eight out of 60 renters struggled to afford their utilities.



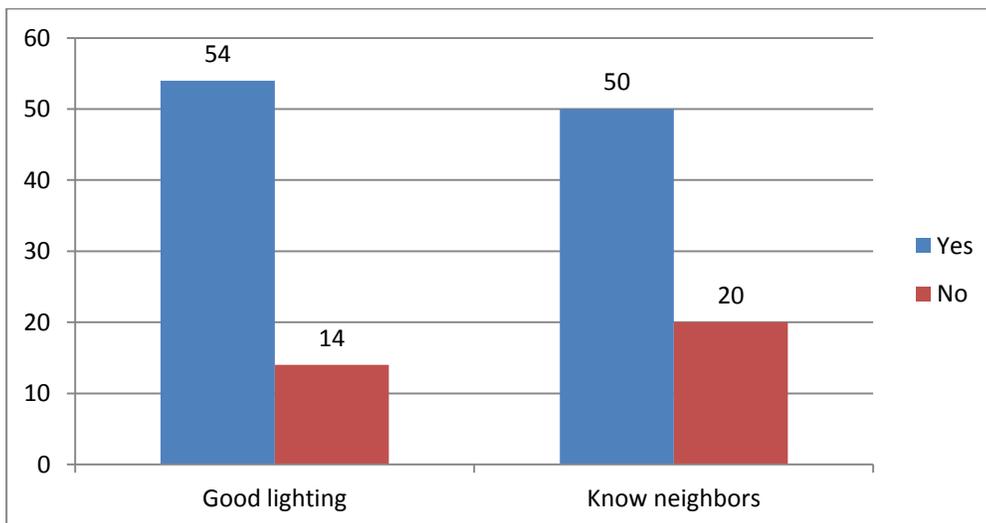
# Strategic Plan Neighborhood Survey Data

## Safety

Forty six households surveyed feel safe within their neighborhood while 23 do not. Three households did not answer. The Fourth of July, homes not being secure and gun violence were all cited as reasons why respondents did not feel safe. Thirty three households feel safe letting their kids play outside while 17 do not. Gun violence and speeding were both cited as reasons why parents did not feel safe allowing children to play outside. Twenty two households did not answer or did not have children.

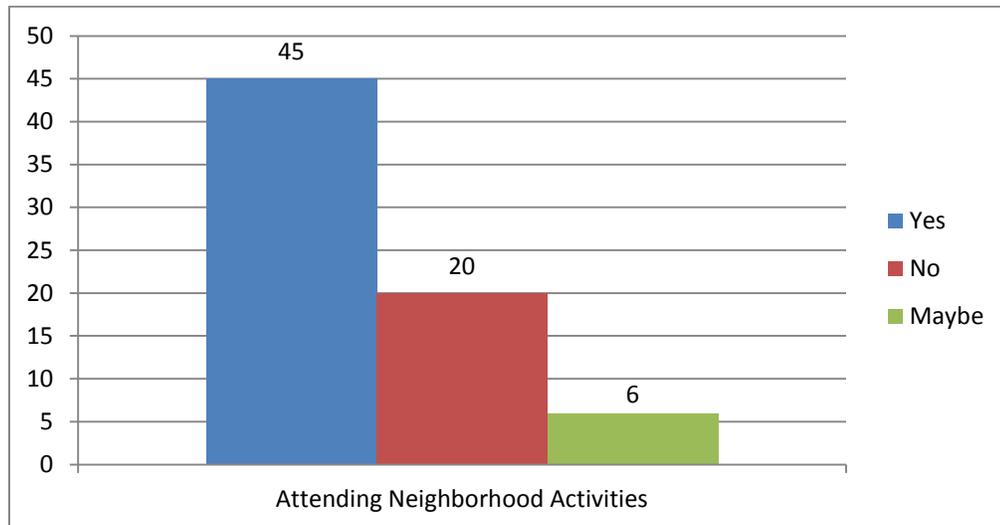


Fifty four households felt they had good lighting in their neighborhood while 14 did not or that it could be improved. Four did not respond to the question. Fifty households knew their neighbors while 20 did not. Two did not respond. Forty four households who felt safe in their neighborhood also reported yes to good lighting and/or knowing their neighbors. Nine households who reported good lighting and knowing their neighbors did not feel safe in their neighborhood.



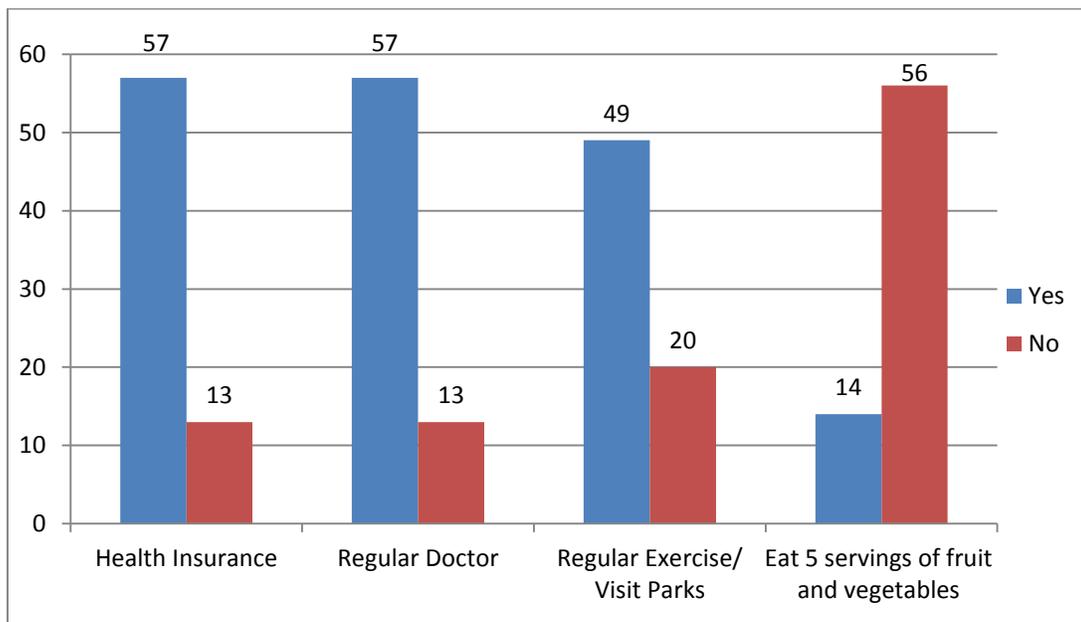
## Strategic Plan Neighborhood Survey Data

Forty five households would like to attend neighborhood activities while 20 would not. Six stated they may attend depending on various factors such as personal funds, safety and accessibility. One household did not respond. Of the 51 households who would like to attend or would possibly attend neighborhood activities, 15 had children under the age of 18 in their household.



### Health

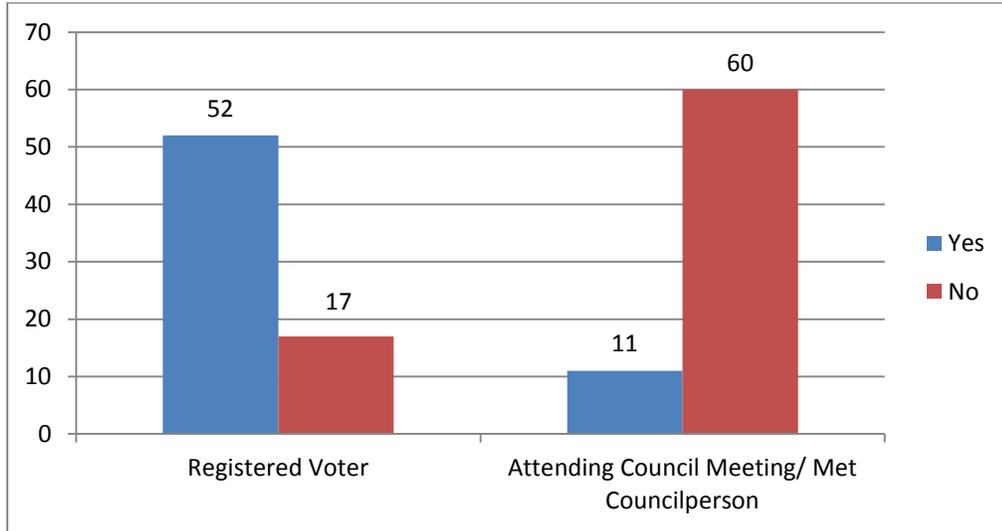
Fifty seven households have health insurance and a regular doctor, 13 do not. Two did not answer these questions. Forty nine households exercise or visit parks regularly and 20 households do not. Three did not answer the question. Fifty six households do not eat five servings of fruit and vegetables each day and 14 do. Two did not answer the question. Households did express interest in eating more fruits and vegetables but stated they could not afford it. Six of the 72 households reported yes to having insurance, a regular doctor, exercising or visiting parks and eating five servings of fruits and vegetables a day.



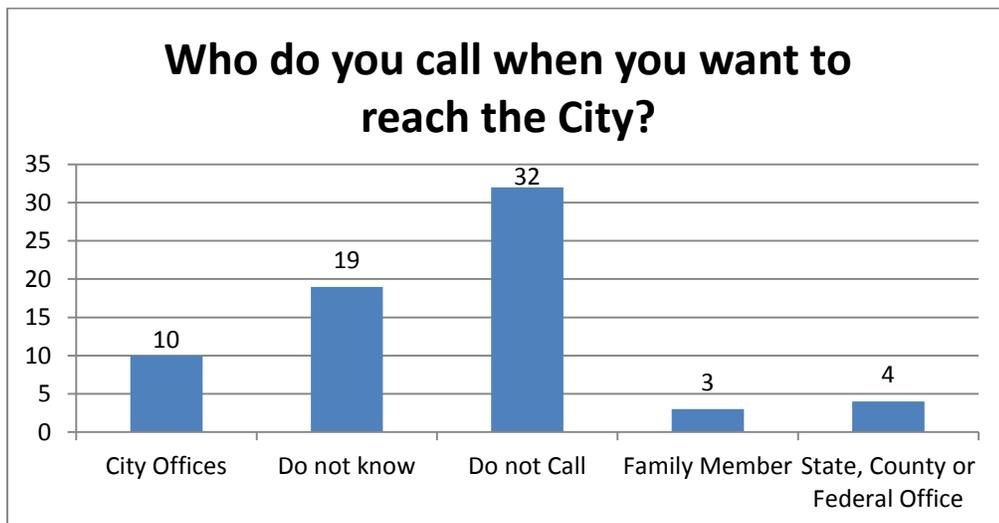
# Strategic Plan Neighborhood Survey Data

## Government Participation

Fifty two households are registered voters, 17 are not. Three did not answer the question. Sixty households have not attended a city council meeting or met their councilperson. Eleven respondents reported doing one or both and one did not respond. Of the 52 registered voters, nine had also attended a council meeting or met their councilperson.



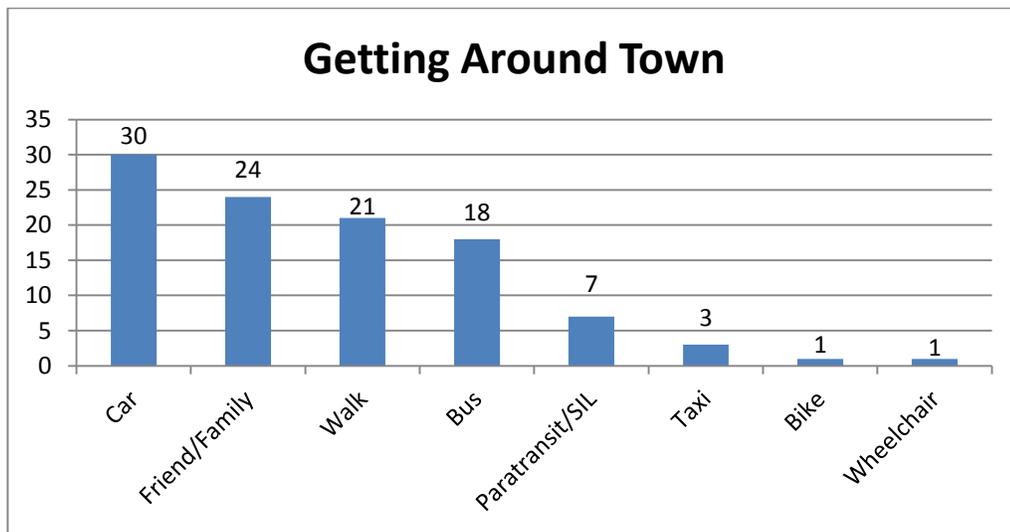
Nineteen households did not know who to contact to reach the city. Thirty two households stated they do not call. Ten responded with various city offices including utilities, clerk's office and police. Three listed family members and four listed various state, county and federal offices. Four did not respond to the question.



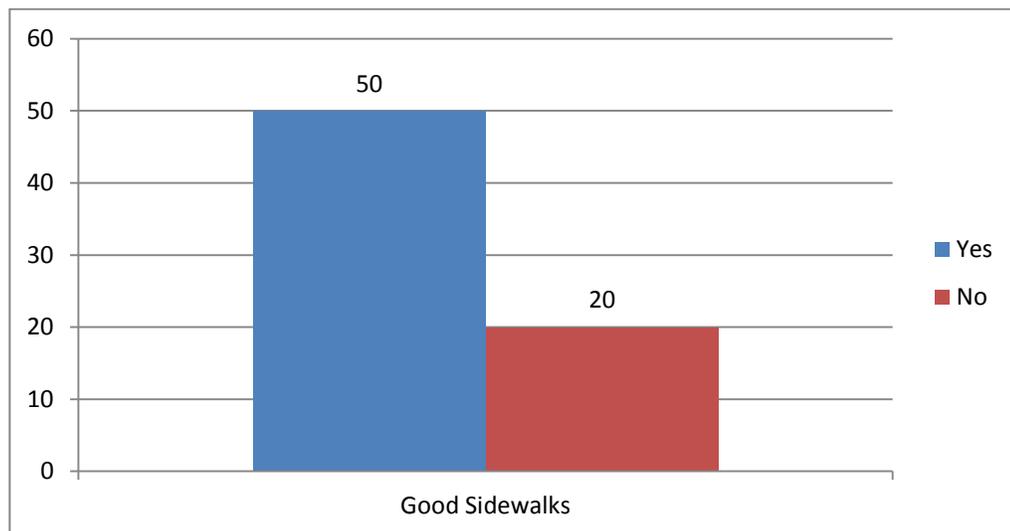
# Strategic Plan Neighborhood Survey Data

## Transportation

Thirty households use a car to get around town, while 24 households use a family member or friend. Twenty one households walk, one uses a bike and one uses a wheelchair. Eighteen households use the bus, three households use a taxi and seven households use paratransit or SIL. Participants were able to make more than one selection when answering this question, therefore totaling more than the 72 households. Thirty six households responded that they do use public transportation. This was not reflected in all of the answers for how the household got around town. The most common complaints when using public transportation was that it took too long and was too expensive.



Fifty households felt that there were good sidewalks in the neighborhood, 20 did not and two did not answer. Fourteen of the households who reported walking to get around town also reported having good sidewalks in their neighborhood, while seven did not. The most common complaints were that there were not any sidewalks in the neighborhood or that the sidewalks were in disrepair.



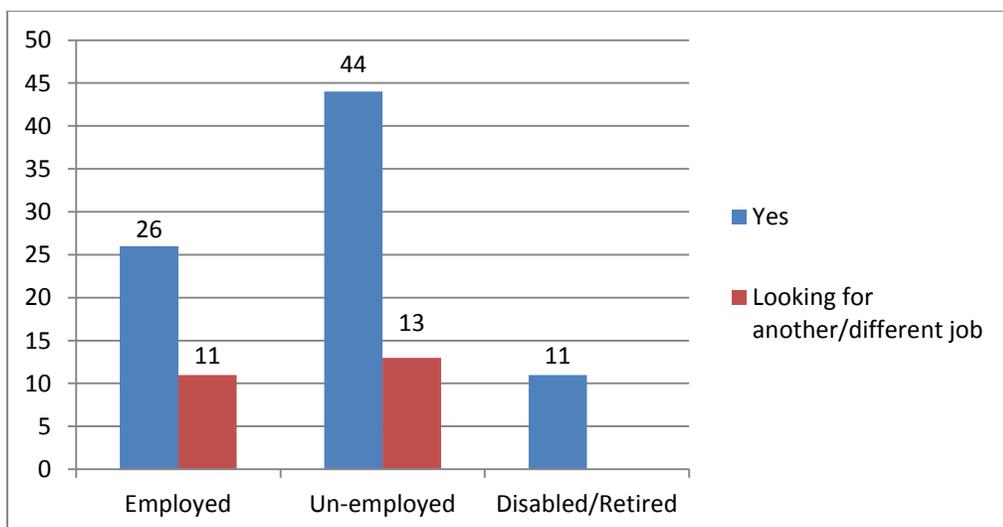
## Strategic Plan Neighborhood Survey Data

Twenty eight households responded that it was only sometimes or not safe to cross the street in their neighborhood. Forty two households felt that it was safe to cross the street and two did not respond. Only 13 of the households who felt that it was safe to cross the street also reported walking to get around town. The most common complaint was speeding.



### Employment

Forty four of 72 households did not report having a job. Of these 44 households, who did not have a job, 13 reported looking for a job and 11 were on disability/retired. Twenty six of 72 households reported having a job and two did not answer. Of these 26 who had jobs, 11 were looking for additional or different employment. Twenty households were both unemployed and not looking for employment.



## Strategic Plan Neighborhood Survey Data

Twenty four households reported they could not meet their basic needs. Most comments mentioned the struggle of food security and utilizing the food bank, the cost of medical bills and the need for insurance or struggling sometimes based on month to month circumstances. Forty six households were able to meet their basic needs and two did not answer.

Forty nine households felt that they were poor. Twenty two felt that they were not poor and one did not answer. Comments in the survey stated that residents believed the definition of poor involved someone who was living paycheck to paycheck, with no money for extras, having to rely on assistance to meet needs or could not meet their needs.

Thirty five households were not able to thrive and succeed currently. The most common requests to solve this problem were money, jobs, housing, food, education, transportation and resources in general. Other requests were related to home repairs, doctors or insurance. Thirty five households felt that they could thrive and succeed currently and two did not answer.

