Vision Commission Report on Topic 10. Governance
April 2015

The Vision Commission began in January 2009 with the charge to track, measure and report on progress of vision implementation to the community. Beginning November of 2013, the Commission will deliver reports on one of the thirteen Vision Topics using at least three ways to track and measure progress on the Vision:

1. Report the scope of **Implementation Efforts** taken to address strategies and objectives in the Vision document.
2. Recognize **Significant Events** that could have an impact on one or more of the 13 Visions.
3. Develop a set of **Progress Indicators** that will help the community see whether the 13 Visions and their related goals are being fulfilled.

Vision: Columbia's governance is a model of transparency, efficiency and citizen participation that enjoys the strong confidence of its residents.

10.1 Responsiveness - Create a responsive integrated City system with clear access points to direct inquiries, suggestions and complaints.
10.2 Tracking - Create and implement a City customer service policy that includes a tracking system in each department.
10.3 Interdepartmental Collaboration - Enhance collaboration between City departments.
10.4 Neighborhood Associations - Enhance and facilitate the use of neighborhood associations.
10.5 Review Commissions, Boards and Task Forces - Establish a system of ongoing reviews of the activities of boards, commissions and task forces.
10.6 Increase Council - Increase the size of the City Council and provide compensation and other support to council members
10.7 Finance - Anticipate future needs and review and determine the best way to finance City operations, improvements, and infrastructure for the next 20 - 25 years.
10.8 Accountability - Increase the accountability of the City administration to the City Council and the public
10.9 City - County Collaboration - Increase collaboration and coordination between the City and County.

This report has been reviewed and commented on by:

Implementation Efforts

10.1 Responsive System	10.1.1 City creates web and phone system to educate about existing services.	City Homepage organized around services, website has director names, emails, department info
	10.1.2 City creates publicly accessible system to record, identify and track citizen requests, including who is to respond and/or act on them.	• City launched a customer contact center in 2014. The contact center provides a single point of contact for Columbia's citizens and visitors. • Contact center attempts to resolve or refer problems immediately and has service agreements with City service providers now using the contact center. • Contact center software collects and generates reports on contact data, e.g., caller, type of problem, how resolved, time to resolve.
10.2 Customer Service	10.2.1 Establish customer standards for each service provided.	Journey to Excellence Plan - http://www.gocolumbiamo.com/Journey/orderofevents.php
	10.2.2 Evaluate compliance with published service standards	Customer service agreements establish standards for specific services and are developed collaboratively between customer service representatives and City service providers.
	10.2.3 Evaluate standards twice a year	Journey to Excellence Plan - http://www.gocolumbiamo.com/Journey/orderofevents.php
	10.2.4 Each department shall establish expanded hours of service to enhance public access	Some City services are accessible and interactive 24/7: Water and Light emergency and outages; online job applications; sewer backups; some fee and bill payments; social media monitoring and engagement during storms and emergencies. This availability expands hours available without keeping buildings open during these hours.
10.3 Interdepart-mental Collaboration	10.3.1 There is a list of services that require action from multiple departments	The City adopted its first strategic plan in 2012. Priorities crossed departmental boundaries and were implemented using staff teams representing all affected service lines. http://www.gocolumbiamo.com/Council/Strategic_Plan/

	10.3.2 City departments regularly meet to coordinate work plans and needs.	City departments, at all staffing levels, communicate with each other daily to carry out shared functions, raise awareness, address complaints, respond to problems and provide internal support functions.
10.4 Neighborhood Associations	10.4.1 City or a nonprofit has created a process for neighborhood groups to communicate with each other and the city	City works with more than 80 active neighborhood associations through its Office of Neighborhood Services. This includes leadership training to promote understanding of local government and periodic neighborhood congresses to get input on broad community issues, such as comprehensive planning. http://www.gocolumbiamo.com/community_development/neighborhoods/
	10.4.2 There is a neighborhood association newsletter	The ONS website is an online resource for neighborhood-related information, including newsletters, mailing lists, neighborhood association contacts and more. At this time the Office does not host a neighborhood-administered website or provide technology to neighborhoods. Many citizens and groups maintain their own social media communications, consistent with global technology trends. http://www.gocolumbiamo.com/community_development/neighborhoods/resources/index.php
10.5 Review of Boards and commissions	10.5.1 City creates an oversight entity to review and make recommendations about communication process among council, boards/commissions and staff, to recommend and implement a task (from council, commissions and boards) tracking system, and to make recommendations about council expansion, compensation, and staff and space resources	At City Council's request, City staff completed a review of boards and commissions in 2012, recommending changes, where appropriate. All boards and commissions had opportunities to comment. At least nine inactive bodies were eliminated. New boards created since the Community Vision was adopted include: Citizens Police Review Board; Community Tree Task Force; and Youth Advisory Council.
	10.5.2 All commission and board reports are provided unedited by staff to the council. Staff comments related to reports are provided separately.	Board and commission reports are submitted upon Council request, when scheduled or required by ordinance or at the board's discretion.
	10.5.3 There is an annual verbal report from each commission/board/task force to the council	There is no scheduled, periodic review in place at this time, but City Council may consider proposed changes at any time.
10.5 Review of Boards and commissions	10.5.4 Boards, Commissions and Task Forces directly report work products to council verbally and in writing and join staff at council meetings and work sessions to respond to issues relevant to areas of responsibility	N/A
	10.5.5 A transparent tracking mechanism is in place that allows council members, staff and citizens to follow the flow of requests from council to commissions and to staff, it also tracks actions of commissions and staff in response to council requests and highlights accomplishments of both	N/A
10.6 Council	10.6.1 Oversight entity's recommendations on wards and representation are implemented	Since the Community Vision was accepted, there have been no Council initiatives or citizen petitions to increase or decrease membership.
	10.6.2 Oversight entity's recommendations on compensation, staff and space are implemented	Voters amended the City Charter in 2011 to provide annual $6,000 stipends for each Ward representative and an annual $9,000 stipend for the Mayor. Council members are supported by the City Clerk and by the City Manager, who has assigned two City Management Fellows to handle Council member complaints and research requests.
	10.6.3 The council has space and staff	City Council members have a designated office at City Hall where they may meet with groups and individuals. City staff and Council members host two Ward Check-In meetings each year, in each Ward.
10.7 Financing Future Needs	10.7.1 City creates a Comprehensive Planning Task Force	• Comprehensive Plan Task Force @ http://www.gocolumbiamo.com /Council/Commissions/complan.php • Capital Improvements Plan: http://www.gocolumbiamo.com/Finance/Services/Financial_Reports/documents/FY2015FinalCIPPlanningDocument.pdf
	10.7.2 Comprehensive Planning Task Force develops 25 year plan on financing operations, improvements, physical, social and economic infrastructure	Several task forces have assessed needs for specific infrastructures but, at this time, there is no special body conducting a comprehensive, 25-year review.
10.8 Accountability	10.8.1 Establish an independent citizen review board for the Columbia Police Department	A Citizens Police Review Board was established in 2009. http://www.gocolumbiamo.com/Council/Commissions/description.php?bcid=14
	10.8.2 City Council takes more active role in the audit process	The City Council appoints a Finance Audit and Advisory Committee and solicits its advice. An independent audit is conducted annually. http://www.gocolumbiamo.com/Council/Commissions/description.php?bcid=24
	10.8.3 City Council to take control of its own agenda, work flow, and work load	The City Manager and City Clerk administer the City Council meeting agendas. Some items require periodic, regular consideration; many items are non-controversial administrative items. Council members regularly develop proposals.

	10.8.4 Council makes itself a part of the search committee to work with the City Manager in recruiting and hiring all department heads	The City Charter allows the City Council to hire the City Clerk, City Manager and Municipal Judge. The Charter prohibits Council member interference in hiring other employees, who all report, through a supervisory chain, to the City Manager. The penalty for Council interference is forfeiture of office.
	10.8.5 Develop and implement a plan to ensure racial and ethnic diversity within City administration	An affirmative action plan was created in 2010, and updated in 2014. https://www.gocolumbiamo.com/HR/Affirmative_Action_Program/documents/FY2014Plan.pdf
	10.8.6 City Manager to solicit input from City Council members on the performance of all Department Heads as part of the City Manager's annual performance evaluation of all Department Heads	N/A
	10.8.7 Council establishes a storm water utility commission	The City's Stormwater Advisory Commission completed its work in 2012 and was disbanded. The City maintains a stormwater utility which could increase its effectiveness if voters approve a fee increase on April 7, 2015.
10.9 City - County Collaboration	10.9.1 An annual summary of high-level interactions between City and County is published	While some of the structured processes recommended in the Community Vision were not implemented, other collaborations are in place and used regularly.
	10.9.2 City and County commissions, boards and departments communicate at least quarterly	N/A
	10.9.3 There is an annual meeting and report about cooperative efforts between County and City	N/A

Significant Events in the past year

2014
April
Anti-violence task force discusses themes, public forums: http://www.columbiatribune.com/news/crime/anti-violence-task-force-discusses-themes-public-forums/article_670fe566-cdc1-11e3-bfe9-10604b9f6eda.html

Incumbent Sessions raises nearly $16,000 for school board race: http://www.columbiatribune.com/news/politics/incumbent-sessions-raises-nearly-for-school-board-race/article_5c0620e6-ba88-11e3-8701-10604b9f6eda.html

Columbia Board of Education to lose inquisitive member in Rose: http://www.columbiatribune.com/news/local/columbia-board-of-education-to-lose-inquisitive-member-in-rose/article_b76674ea-bd4e-11e3-a173-0017a43b2370.html

Voters turn out to vote on school bond issue and council, school board seats: http://www.columbiatribune.com/news/politics/voters-turn-out-to-vote-on-school-bond-issue-and/article_e3f91a76-bf47-11e3-b850-10604b9f1ff4.html

Group submits petition to overturn city council's deal with The Opus Group: http://www.columbiatribune.com/news/local/group-submits-petition-to-overturn-city-council-s-deal-with/article_79994e6e-c003-11e3-b5af-0017a43b2370.html

May
Petition to repeal Opus deal falls short by 91 signatures: http://www.columbiatribune.com/news/local/petition-to-repeal-opus-deal-falls-short-by-signatures/article_28799176-d1f9-11e3-91da-0017a43b2370.html

Barbara Hoppe suggests cutting P&Z terms from five years to three: http://www.columbiatribune.com/news/local/barbara-hoppe-suggests-cutting-p-z-terms-from-five-years/article_622036a6-d54a-11e3-bb95-10604b9ffe60.html

Columbia city leaders lay out case for infrastructure improvements at town hall meeting: http://www.columbiatribune.com/news/local/columbia-city-leaders-lay-out-case-for-infrastructure-improvements-at/article_986da624-d6d7-11e3-9cde-10604b9f6eda.html

June
Council votes to shorten P&Z terms to four years: http://www.columbiatribune.com/news/local/council-votes-to-shorten-p-z-terms-to-four-years/article_330969a2-eace-11e3-8c85-0017a43b2370.html

Attorney for repeal petitioners suggests lawsuit against city:http://www.columbiatribune.com/news/local/attorney-for-repeal-petitioners-suggests-lawsuit-against-city/article_32d13e7c-eec2-11e3-b2d1-10604b9f6eda.html

Repeal group submits second petition targeting Opus agreement: http://www.columbiatribune.com/news/local/repeal-group-submits-second-petition-targeting-opus-agreement/article_83efa844-f0c9-11e3-951b-10604b9ffe60.html

Mayor registers concerns about measure limiting TIF use: http://m.columbiatribune.com/news/local/mayor-registers-concerns-about-measure-limiting-tif-use/article_cfd0fd0c-f57a-11e3-8c52-10604b9f1ff4.html

Middle school students learn about city government: http://www.columbiatribune.com/news/education/middle-school-students-learn-about-city-government/article_dc6f0e95-6271-53c5-8812-3bbd490942e9.html

July
City clerk says Repeal 6214 is short on signatures: http://www.columbiatribune.com/news/local/city-clerk-says-repeal-is-short-on-signatures/article_bf0ad227-f2a0-5a97-bcd3-cceb5d67c59f.html

Columbia City Council considers ballot issues for November: http://www.columbiatribune.com/news/local/columbia-city-council-considers-ballot-issues-for-november/article_c84ebaa0-cc95-574b-a007-55d7bb0acda9.html

Division 5 judge candidates tout qualifications at bar association forum:
http://www.columbiatribune.com/news/politics/division-judge-candidates-tout-qualifications-at-bar-association-forum/article_2912c9de-0f2c-5224-8bd1-6549a656f477.html

Boone County fairground, parks tax goes to voters on Aug. 5: http://www.columbiatribune.com/news/perspectives/boone-county-fairground-parks-tax-goes-to-voters-on-aug/article_a659d94a-a0c9-5179-9082-375636eac183.html

Co-workers vie for recorder of deeds post: http://www.columbiatribune.com/news/politics/co-workers-vie-for-recorder-of-deeds-post/article_3597e2c2-cadd-5ba9-ac3e-ca9e9ca2b2dc.html

Local farmers weigh in on "right to farm" amendment: http://www.komu.com/news/local-farmers-weigh-in-on-right-to-farm-amendment/

August
Zoning consultant to host public forum: http://www.columbiatribune.com/news/local/zoning-consultant-to-host-public-forum/article_697657b7-dcf2-5c36-aaa2-d064e8023f23.html

Council votes to put tax increase, development fees on November ballot:
http://www.columbiatribune.com/news/local/council-votes-to-put-tax-increase-development-fees-on-november/article_c4a93511-fa09-5091-bddf-cb63fecf8186.html

Voters defeat Proposition EPIC sales tax proposal: http://www.columbiatribune.com/news/politics/voters-defeat-proposition-epic-sales-tax-proposal/article_d79ab349-a527-5592-8121-e2e10de0d2a4.html

Columbia tax, fee proposals face 'fatigue' challenge: http://www.columbiatribune.com/news/local/columbia-tax-fee-proposals-face-fatigue-challenge/article_5d640d50-b3b1-536e-9486-4f6689e927b7.html

Neighborhood Congress event set for September: http://www.columbiatribune.com/news/local/neighborhood-congress-event-set-for-september/article_e9bbbb0f-2349-5874-b272-78a7e7ba9172.html

September
Taxpayers experience the city planning process: http://www.komu.com/news/taxpayers-experience-the-city-planning-process/

Residents can now make development decisions: http://www.komu.com/news/residents-can-now-make-development-decisions/

Council reaches consensus on trash bag vouchers, CAT funding: http://www.columbiatribune.com/news/local/council-reaches-consensus-on-trash-bag-vouchers-cat-funding/article_59461d7c-98e3-5bb6-83c5-0cad8a6dbe6b.html

City schedules First Ward check-in meeting: http://www.columbiatribune.com/news/local/city-schedules-first-ward-check-in-meeting/article_67b6edfe-c4c3-5fe8-a2d1-8d61a54b56de.html

Police review board sends misconduct complaint back to police chief: http://www.columbiatribune.com/news/crime/police-review-board-sends-misconduct-complaint-back-to-police-chief/article_236660fc-78b5-5729-8d2e-0d47c85df061.html

October
Convenience stores group opposes tobacco proposals: http://www.columbiatribune.com/news/local/convenience-stores-group-opposes-tobacco-proposals/article_cc3cd96d-0ba9-5ed5-ad3f-4253018400c0.html

Force multiplier: Columbia asks voters to approve property tax increase for public safety: http://www.columbiatribune.com/news/perspectives/force-multiplier-columbia-asks-voters-to-approve-property-tax-increase/article_8479f125-9c37-5588-bccc-1d726abba0dc.html

Group raises $70,000 to fight development fee measure: http://www.columbiatribune.com/news/local/group-raises-to-fight-development-fee-measure/article_a8e066f8-15d0-571d-830f-04059be5bf5d.html

November
Columbia events to draw political activists looking toward 2016: http://www.columbiatribune.com/news/politics/columbia-events-to-draw-political-activists-looking-toward/article_e64ec298-127e-58d2-9fac-310c53b22cb2.html

City council approves Gerbes gas station, tables 'ban the box': http://www.columbiatribune.com/news/local/city-council-approves-gerbes-gas-station-tables-ban-the-box/article_45a45dc0-0fb2-5ef1-ae5e-298482104ffa.html

Mayor proposes using more cash reserves for pensions: http://www.columbiatribune.com/news/local/mayor-proposes-using-more-cash-reserves-for-pensions/article_19db1daa-c803-5408-a615-982e16cd2ac6.html

County plans $85 million budget for 2015: http://www.columbiatribune.com/news/local/county-plans-million-budget-for/article_e43f5705-5981-580c-ab6e-52b26dd74288.html

December
Progressives work to revive political fortunes at Columbia meeting: http://www.columbiatribune.com/news/politics/progressives-work-to-revive-political-fortunes-at-columbia-meeting/article_a454b5de-e6e5-59de-98dd-c852981393ce.html

Groups submit petition to recall Columbia councilwoman: http://www.columbiatribune.com/news/local/groups-submit-petition-to-recall-columbia-councilwoman/article_23cf86c9-6d5b-5285-86af-9500a2f72702.html

Ward 5 check-in will focus on capital improvement projects: http://www.columbiatribune.com/news/local/ward-check-in-will-focus-on-capital-improvement-projects/article_d2a1c48a-540d-58c2-9943-bd4f6c24e026.html

2015
January
Candidate field grows for open First Ward seat: http://www.columbiatribune.com/news/politics/candidate-field-grows-for-open-first-ward-seat/article_721c2236-0e19-5fee-b3a2-b265352e0cab.html

Contested race assured for Columbia Board of Education election: http://www.columbiatribune.com/news/politics/progressives-work-to-revive-political-fortunes-at-columbia-meeting/article_a454b5de-e6e5-59de-98dd-c852981393ce.html

February

Stormwater fee increase would pay for repairs, upgrades:
http://www.columbiatribune.com/news/politics/elections/stormwater-fee-increase-would-pay-for-repairs-upgrades/article_2a29f9a9-e480-5097-b7ad-ec34ccc2a817.html

City staff to ask for delay on plastic bag ban vote: http://www.columbiatribune.com/news/politics/city-staff-to-ask-for-delay-on-plastic-bag-ban/article_ed794dff-51e9-56bf-86ba-02ef5ef56d2a.html

Former lawmaker leads campaign for Columbia ballot measure: http://www.columbiatribune.com/news/politics/former-lawmaker-leads-campaign-for-columbia-ballot-measure/article_d72e5d0a-4ca1-5ea1-b279-c21a59fce006.html

March

First Ward candidates debate workers' rights, council salaries: http://www.columbiatribune.com/news/local/first-ward-candidates-debate-workers-rights-council-salaries/article_3957d32a-8bf5-517a-a294-2b1a106674b2.html

Daniel Boone, Centralia libraries urge Nixon to release money: http://www.columbiatribune.com/news/politics/daniel-boone-centralia-libraries-urge-nixon-to-release-money/article_11f882ca-603d-5fc9-8431-fb5d1384a0a7.html
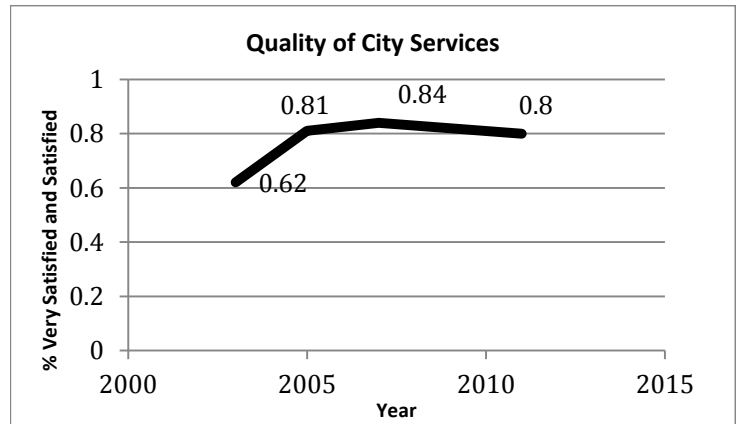
School board candidates debate boundary changes, dropout rates:
http://www.columbiatribune.com/news/education/school-board-candidates-debate-boundary-changes-dropout-rates/article_4a57e32e-cacf-5ecc-b1a2-c169cba6de19.html

Satisfaction with Quality of City Services

City of Columbia Departments
Photo: City of Columbia

Satisfaction with Quality of City Services
Rationale – The general population's satisfaction is an indicator of public perception of government's efficiency.
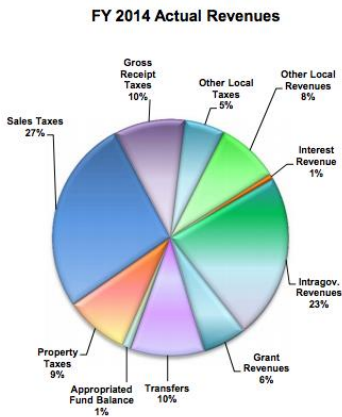Data Explanation – The data are the percentage of people who were very satisfied plus the percentage who were satisfied when surveyed about the quality of city services.
Data Source – Columbia's Citizen Survey/Direction Finder, with polling conducted by the ETC Institute.
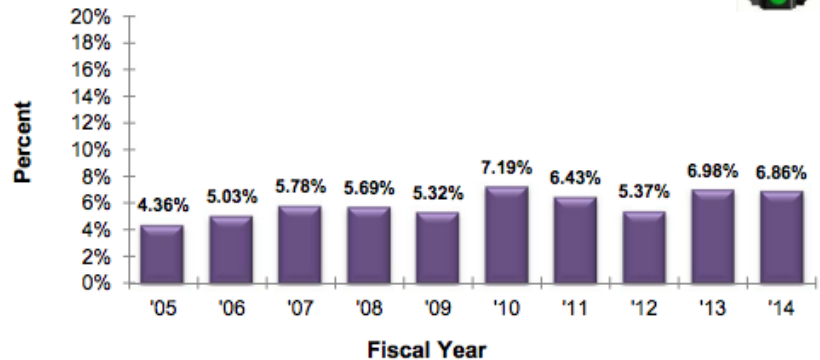http://www.gocolumbiamo.com/Feedback/
Cautions - Survey submissions are voluntary and may not capture all segments of population

Fiscal Responsibility and Accountability

2014 Actual Revenues
Photo: City of Columbia

Current Liabilities General Fund
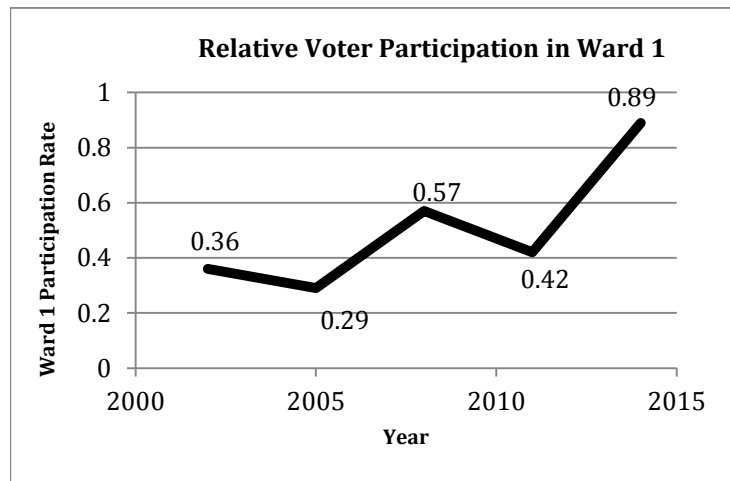**Rationale –** Current liabilities as a percentage of operating revenues have remained below 7.5% for the ten year period shown. Although FY 2010 increased to 7.19% it still fell below 7.5%. There is no debt obligations outstanding for the general fund. There is no warning trend observed for this indicator.
Data Explanation – Current liabilities are defined as the sum of all liabilities which come due within a one-year period. Current liabilities could include short-term debt, the current portion of long-term debt, accounts payable, accrued payroll and other current liabilities
Data Source – Trends Manual - http://www.gocolumbiamo.com/Finance/Services/Financial_Reports/documents/FY2005-FY2014TenYearTrendManual.pdf
Cautions – This is only one indicator of a community's fiscal health

Voter Participation

Relative Voter Participation in Ward 1

(Ward 1 Participation Rate by Year)

0.36, 0.29, 0.57, 0.42, 0.89

Ratio of Ward 1/Ward 5 Voters
Rationale – This is a measure of how well the city engages the historically least engaged group of citizens and of their belief in their power to shape their government.
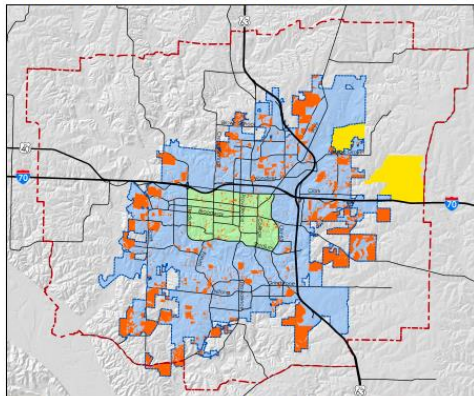**Data Explanation** – (ward 1 voters/ward 1 pop) / (ward 5 voters/ward 5 pop) for April elections when wards 1 and 5 elect council members
Data Source – Boone Co. Clerk Historic Voting Records http://www.showmeboone.com/CLERK/ and census data
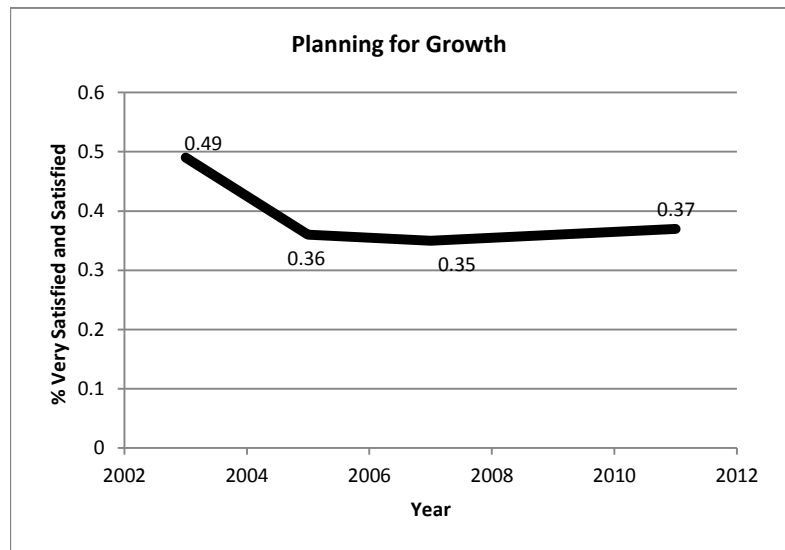**Cautions** – None

Planning for Growth

Trend Buildout Scenario

In Existing City Limits: **5,105 ac**
Outside Existing City Limits: **2,200 ac**

Photo: Columbia Imagined

Planning for Growth

(% Very Satisfied and Satisfied by Year)

0.49, 0.36, 0.35, 0.37

Rationale – This may be the single greatest source of conflict among city residents, therefore perception about how the city is handling the issue reflects concerns about governance, transparency and fairness.
Data Explanation – The data are the percentage of people who were very satisfied plus satisfied when surveyed about the city's planning for growth.
Data Source –– Columbia's Citizen Survey/Direction Finder, with polling conducted by the ETC Institute.
http://www.gocolumbiamo.com/Feedback/
Cautions – Survey results is based on a broad question that may make determining reasons for satisfaction with City Planning hard to determine.