

K. Health, Social Services, and Affordable Housing

This chapter details the Vision Statement, goal, and strategies developed by the Health, Social Services, and Affordable Housing Citizen Topic Group. They looked at three specific subtopics:

- Subtopic: Social Services
- Subtopic: Affordable Housing
- Subtopic: Health

The Health, Social Services, and Affordable Housing Vision Statement is as follows:

“Columbia is a supportive, compassionate, healthy community with high quality social services, a first-rate health care system, and safe, quality affordable housing that are accessible to all.”

Social Services

Goal:
 Columbia will support quality points of entry to access information for high quality and affordable social services to support children, youth, adults, seniors, persons with disabilities, and people with cultural barriers. All social services will be sufficiently funded to work toward the elimination of poverty.

Strategies and Action Plans

Strategy 1: Establish a community foundation funded by private dollars to fund social services and other community needs.

Action Plan

Who should take the lead: The Mayor and City Council; take lead in promoting idea and identifying community benefits	
Who else should be involved:	Potential roles:
Coalition of banks and investment firms	Seed money and expertise
How to jumpstart implementation:	Other recommended action steps:
	<ul style="list-style-type: none"> • Bring in representatives from other cities who have established successful community foundations • Gather interested parties (i.e. the arts, environment, etc., organizations and community leaders capable of leading the effort)

Strategy 2: Raise standards of performance and measurements of accountability for all community services throughout the city and county. Include mechanisms for annual program review, participant feedback, and determining unmet needs.

Action Plan

Who should take the lead: City, County and United Way	
Who else should be involved:	Potential roles:
Boone Electric Trust Advisory Committee	Provide input and develop standards and measures
Office of Social and Economic Analysis	Provide input and develop standards and measures
Boone County Family Resources	Provide input and develop standards and measures
Other groups providing funding who have established funding guidelines	Provide input and develop standards and measures
How to jumpstart implementation:	Other recommended action steps:
	<ul style="list-style-type: none"> • Gather group, identify leadership, and determine goals and timelines

Affordable Housing

Goal:
A diversity of housing choices will be dispersed throughout the community to achieve an adequate supply of affordable, energy efficient, and accessible housing.

Strategies and Action Plans

Strategy 1: Establish a locally administered Housing Trust Fund with a dedicated revenue source.

Action Plan

Who should take the lead: Columbia City Council and Columbia Housing Authority	
Who else should be involved:	Potential roles:
Columbia City Council	Establish a fund by legislation, ordinance or resolution to receive dedicated public revenues such as taxes, fees or loan repayments
Columbia Housing Authority	Appoint and manage a board of local community members to provide advice and represent the community; the CHA would also provide decision-making responsibilities for distribution
How to jumpstart implementation:	Other recommended action steps:
The City and Columbia Housing Authority should meet to discuss the goals of the Trust Fund. Responsibilities for creating the board and determining management of the Fund should be discussed, as well as other responsibilities associated with the Fund, including possible revenue streams for the Fund. The City should then take action to create legislative/ordinance authority for creating the Trust Fund	<ul style="list-style-type: none"> The Columbia City Council will establish the fund and provide legislation and ordinances to collect revenue such as through property tax, sales tax, use tax, developer fees, city-owned parking revenues, condominium conversion fees, sale of city owned land, etc. The Columbia Housing Authority will create and manage a board from the community such as: representatives of housing community, realtors, banks, developers, religious organizations & low-income residents. The board will act as advisory system for the fund. The City Council or CHA would have final say over the direction of the fund and the awards made, but the board would bring representation from the community

Strategy 2: Implement incentive zoning that encourages residential developers to provide a percentage of affordable units within newly constructed communities.

Action Plan

Who should take the lead: The Columbia City Council; initiate revisions of its Comprehensive Plan and Zoning Ordinance. The revised Comprehensive Plan should include a Housing Element that defines the need for more affordable housing and policies tht the city will implement to respond to the problem,	
Who else should be involved:	Potential roles:
Mayor’s Housing Policy Committee	Support for the City’s effort regarding the need for revisions to the Comprehensive Plan and Zoning Ordinance
Planning Office	Implement the process of revising the documents
How to jumpstart implementation:	Other recommended action steps:
With the completion of the Visioning Process, the citizens of Columbia should encourage the members of the Columbia City Council to initiate a complete review and revision of its planning and zoning documents	<ul style="list-style-type: none"> The Columbia City Council should initiate a comprehensive review and revision of its Comprehensive Plan and Zoning Ordinance The revised Comprehensive Plan should include a Housing Element that defines the need for more affordable housing and policies that the City will implement to respond to the need. The Mayor’s Housing Policy Committee has already done considerable work defining the need for more affordable housing. Once the re-write of the Comprehensive Plan is completed, the Zoning Ordinance and Subdivision Regulations should be reviewed and revised

Strategy 3: Create a private non-profit organization that will develop, purchase, and manage affordable housing units in Columbia.

Action Plan

Who should take the lead:	
Who else should be involved:	Potential roles:
There are two possible models. In the first scenario the Columbia Housing Authority would enlarge its mission to include the aggressive development of new and existing units for the City affordable housing stock. The CHA, as it is currently constituted could take on this new mission.	
A second model involves the creation of an independent private non-profit organization. Volunteers from the community would incorporate an organization and complete the Federal and State of Missouri requirements for incorporation. Once the legal requirements were fulfilled the Board of Directors would employ staff. Key players on the governing board should include persons with experience in development, finance, tax policies, and community needs. This group should lead an aggressive program to create affordable housing in Columbia	
How to jumpstart implementation:	Other recommended action steps:
A key group, the CHA, City Council, or a coalition of private groups should convene a meeting to discuss the creation of an affordable housing corporation. The agenda should include discussion of why such an organization is important, how it would operate, and who would be important to serve on its Board of Directors. The outcome of this meeting should be a commitment on the part of specific individuals to incorporate a private non-profit corporation	<ul style="list-style-type: none"> • After incorporation, the constitution of a Board of Directors, and hiring a staff, a specific project should be identified for development or purchase. Private, governmental, and charitable funding sources must be identified. An initial project must be completed which can provide leverage for continuing activity

Health

Goal:
Columbia will be a healthy community. All residents will have timely access to appropriate health care. Effective prevention initiatives will contribute to a healthy community.

Strategies and Action Plans

Strategy 1: Identify and establish effective, readily available comprehensive health services (physical, mental, oral, substance abuse, vision) for all. Develop a strategic plan for Assertive Community Treatment in Columbia, focused on Mental Health. Document primary health care access needs and barriers.

Action Plan ***Note: For further information, please see Appendix F for a highly detailed report regarding Health, Strategy 1.*

Who should take the lead: Boone County Mental Health Board of Trustees and Health Care Subcommittee Family Health Center and Health Care Subcommittee; convener and community engagement	
Who else should be involved:	Potential roles:
Health Department	Expertise and program development
Health Care Providers	Expertise and program development
Mental Health Providers	Expertise and program development
How to jumpstart implementation:	Other recommended action steps:
By December 2007, convene a summit of key participants to assess strategic directions for expansion of Assertive Community Treatment including national expertise By November 2007, reconvene the Boone County Health Report Card Subcommittee on Health Care	<ul style="list-style-type: none"> By November 2007, conduct a local stakeholder analysis of current and potential ACT partners, funding organizations and advisory groups By December 2007, convene a summit of key participants to assess strategic directions for expansion of ACT including local and national expertise By March 2008, finalize the strategic plan for a strong ACT program and advocate for implementation Reconvene and restructure as part of the visioning process the Boone County Health Report Card Subcommittee on Health Care engaging all key stakeholders Conduct a "GAP Analysis" assessing the degree to which a gap exists between the primary health care needs presenting at the Family Health Center and the community capacity to respond in a timely way to such needs Assess the extent to which recent changes in Missouri Medicaid have closed the access gap including specifically the use of health care promoters Based on the results of the "GAP analysis" and Medicaid review formulate short-term and long-term recommendations to address unmet needs

Strategy 2: Use health care promoters to educate people and help them obtain appropriate care. The focus will be on Diabetes education and prevention.

Action Plan ***Note: For further information, please see Appendix F for a highly detailed report regarding Health, Strategy 2.*

Who should take the lead: City/County Health Department and The Family Health Center; conveners and public engagement	
Who else should be involved:	Potential roles:
Private and public health promotion programs	Expertise, program development and support

MU Extension and Office of Social and Economic Data Analysis	Expertise, program development and support
Health Care Subcommittee	Expertise, program development and support
American Diabetes Association, Cosmopolitan International Diabetes Center and local health providers	Expertise, program development and support
How to jumpstart implementation:	Other recommended action steps:
By February 2008, convene a diabetes reduction task force including health promotion programs and community organizations, especially among the minority community	<ul style="list-style-type: none"> • By December 2007, identify all programs (stakeholder analysis) operating in Columbia that use health promoters and coaches as well as programs concerned with reducing the incidence of diabetes • By February 2008, convene a diabetes reduction task force including health promotion programs and community organizations, especially among the minority community • By April 2008, expand the visibility of health promotion programs by planning and implementing a broad based program focused on the reduction of the incidence of diabetes in Boone County • Build the capacity to sustain these efforts and to monitor the impact of programming on the incidence of diabetes in Boone County

Strategy 3: Foster health literacy by strengthening inter-organizational and community relationships. Design and deliver a coordinated, creative multi-media communications program, focused initially on diabetes.

Action Plan ***Note: For further information, please see Appendix F for a highly detailed report regarding Health, Strategy 3.*

Who should take the lead: City/County Health Department; convener and public engagement	
Who else should be involved:	Potential roles:
American Diabetes Association, Cosmopolitan International Diabetes Center and local health providers	Support or prevention programming
Service organizations especially among the minority community and local media representatives	Expertise in program development and support
MU Digital Media Programs, MU Extension, Office of Social and Economic Data Analysis and the Health Care Subcommittee	Expertise in program development and support
How to jumpstart implementation:	Other recommended action steps:
By December 2007, convene a health literacy media task force focused on diabetes.	<ul style="list-style-type: none"> • By December 2007, convene a media task force focused on health literacy engaging traditional media, new digital media and key organizational channels (internal communications used by community businesses and institutions) • By January 2008, work with health promoters to design a multi-media campaign focused on the reduction of diabetes in Boone County with particular emphasis upon the minority population where the incidence of diabetes is particularly high • By March 2008, launch, sustain and measure the campaign