

To: Columbia City Council
From: Columbia Vision Commission

January 19, 2010

Please find attached the Columbia Vision Commission Report 2009.

Thank you for the opportunity to present the report at this evening's work session.

If you have any questions, please don't hesitate to contact us.

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2009 Columbia Vision Commission Report

Introduction

The Columbia Vision Commission (CVC) was established by Council resolution on Oct. 6, 2008 for the purpose of tracking and monitoring and otherwise assisting with the implementation of visioning.

Our guiding principles are to:

- 1) Maximize public involvement
- 2) Develop a process that is positive
- 3) Ensure that the vision is truly community-driven
- 4) Involve key institutions
- 5) The Final Vision Report topic and sub-topic groups' goals will be our touchstones
- 6) Ensure equity and inclusion
- 7) Reach out for expertise
- 8) Develop indicators to track both actions and outcomes

(Full text of our guiding principles can be found in Appendix I of this report.)

This report includes 1. an executive summary (with recommended actions); 2. the development of our Performance and Outcome Measures for tracking, monitoring and otherwise assisting with the vision; 3. the progress on Performance Measures "at a glance"; 4. The 13 Topic Group Reports with their Performance and Outcome Measures and 5. conclusion and recommended actions (in more detail).

Respectfully Submitted, January 19, 2010

Columbia Vision Commission

Dan Goldstein - Chair
Tracy Greever-Rice - Vice Chair
Jan Weaver - Secretary
Dee Dokken
Lee Henson
Phil Peters
Pat Smith

Acknowledgments and Thanks

The Commission would like to thank Paula Hertwig Hopkins for guiding us through the initial establishment of the Commission and for helping us to focus on our work; Sarah Read and David Overfelt for their inventory of existing efforts and of new resources needed; and John Clark, Mike Lynch, Jo Sapp, Nick Peckham, Tom Vernon, Dave Overfelt, Sarah Read, Darin Preis, Steve Spellman, Phil Steinhaus and Sally Beth Lyons for providing feedback on the process and on measurable indicators (comments appended) and previous commissioners Jeff Williams, Dianne Drainer, Lorenzo Lawson, Julio Lorio, and Jay Lindner for their suggestions and ideas in the initial stages of developing our work plan.

Section 1. Executive Summary

The Columbia Vision Commission developed preliminary performance and outcome measures for each of the 13 vision topics and 49 subtopic goals of the Vision Report (referred to as the Vision throughout the report). Performance measures are steps the community has taken to implement the Vision. Outcome measures are things we will track over time to see if the Vision is being accomplished. It is important to remember that the Vision, like a community, is a **work in progress**.

We gathered at least some data on beginning or completion of more than 130 performance measures for 45 of the 49 subtopic goals. Based on this preliminary information, the community is:

- making good progress (>75% started or completed steps) on Arts & Culture (1), Community Services & Facilities (3), and Health, Social Services, & Affordable Housing (11);
- making adequate progress (25-74% started or completed steps) on Community Character (2), Development (5), Downtown (6), Environment (9) and Governance (1);
- making little or no progress (< 25% started or completed steps) on Education (8).
- We have not gathered enough data on Community Pride and Human Relations (4), Economic Development (7) or Parks, Recreation, Greenways and Trails (12) to evaluate their progress

We identified more than 140 possible outcome measures that could be used to track the community's progress on the Vision. **No single outcome measure is adequate to record progress**. Our challenge is to pick the outcome measures that would be most representative of progress. In the Topic Groups Report section we have provided a list of the possible measures that could be used and data for an **arbitrarily** selected outcome measure to illustrate how progress on the Vision might be tracked. Below is a list of those measures.

1. Arts & Culture - **Arts Employment** - *going down*
2. Community Character - **Housing Standards Compliance** - *2009 data only*
3. Community Facilities and Services - **Satisfaction with Snow Removal** - *going down*
4. Community Pride and Human Relations - **Teenage STDs** - *going up*
5. Development - **DNR notification letters** - *reliable data for 2009 only*
6. Downtown - no example
7. Economic Development - **Emplanements** - *going down*
8. Education - **3rd Grade Communication Arts MAP Scores** - *going down*
9. Environment - **Bird Species/Vol Hour in the Xmas Bird Count** - *holding steady*
10. Governance - no example
11. Health, Social Services & Affordable Housing - **Diabetes-related Deaths** - *going up*
12. Parks, Recreation, Greenways and Trails - **Volunteer Hours in Park Programs** - *going up*
13. Transportation - no example

Our goals for the coming year are to:

- refine the list of performance and outcome measures with community input and expertise, including identifying and addressing overlapping and conflicting goals;
- assist with increasing the number of performance measures that are checked off as done;
- encourage a greater diversity of the community to participate in accomplishing the Vision; and
- build a higher level of community ownership of the Vision using a more structured outreach and education plan.

Recommendations to the Council:

- Require city staff to complete the transition to using the 13 Citizen Topic Groups instead of the goal groupings of the Draft Implementation Report in all Vision reporting.
- Require city staff to include dollar estimates of the cost of any Vision initiative the Council is considering so that Council members can make informed decisions about tradeoffs and equitable allocation of city resources.
- Establish neighborhood districts as recommended in the Metro 2020 plan so that it is easier to track allocation of resources based on geography within the city.
- Include items in the next Bi-annual Citizen Survey that address Vision outcome measures.

For the next year, we respectfully request a budget of \$1000 for outreach efforts, such as printing and copying presentation materials and possibly developing an interactive website.

Section 2. How We Developed Our Performance and Outcome Measures

We determined that we needed to track *two* sets of measures to monitor implementation of visioning.

Performance measures are *actions taken* by individuals, groups, departments, organizations, agencies and businesses to make the Vision happen. They either happen or they don't: ordinances are passed, booklets are published, groups are convened, centers are built, etc.

Outcome measures are the quantitative *changes in the community* indicators that would show our progress towards achieving a goal of the Vision. They are data on the community that are followed over time such as high school graduation rates, public satisfaction with snow removal, diabetes-related death rates, etc.

We decided to use a standard strategic planning tool called a "logic model" to organize the development of performance and outcome measures. A logic model is a table with columns or boxes for strategies, short-term results, mid-term results (collectively our **performance measures**), ultimate goals (our **outcome measures**), and additional boxes to capture and organize information about context, priorities, assumptions and external factors. (<http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>)

Using the Vision document, we set up a modified logic model for each of the 49 Goals in the 13 Vision Statements. We pasted the visioning strategies for each goal (149 total) and the related jumpstarts (short-term results) into the first two columns in our model. Then we added a column for medium-term results and a column for ultimate impacts - outcome measures we can track to ensure that we are accomplishing goals related to the Vision.

In the medium term results column we included things like having funding for a project, implementing a finished plan, passing an ordinance, or doing education.

In the **outcome-measures** column we went back to the Vision and Goal statements to figure out what change Columbians expected to see if the Vision or goal was accomplished. Then we tried to figure out what part of the change could be measured using existing or proposed sets of data like census data, tax revenues, usage information, school scores, community report cards, or surveys. Table 1 is an example of a generic logic model.

Major Commission Actions & Decisions

December 2008 - Commission appointed

January 2009 - Commission introduced to responsibilities; officers elected

February 2009 - Draft Visioning Implementation Report introduced; commission requests extension of comment deadline on "Next Steps"

March 2009 - Chair resigns, Vice Chair becomes acting Chair; Logic Model selected as a way to develop indicators

April 2009 - New replacement commissioner appointed; outreach and communication plan worked on; timetable developed

May 2009 - No meeting

June 2009 - New commissioner appointed; reported on logic models progress; developed plan for sharing logic models with boards and commissions; re-assigned topics

July 2009 - No meeting

August 2009 - Responded to Downtown Leadership Council letter; elected new officers; assessed logic model progress

September 2009 - Two commissioners resigned; completed models for 1,2,3,5,8,9,10,12; worked on 4 and 11

October 2009 - New commissioner appointed; recommended staff use topic group numbers instead of goal groups and add financial information in Vision Impact statements provided to council; attended "Keys to the City"

November 2009 - Commissioner formally removed; reviewed feedback on logic models; sought ways to get more feedback; reviewed ECAP; requested rescheduling of January meeting; email accounts for commission chairs

December 2009 - Participated in CPS World Café; reviewed Performance and Outcome Measures drafted from logic models; sent a letter to council requesting that recommendations of the Draft Implementation Report not be confused with the Final Vision Report

January 2010 - Worked on annual report; 19 meetings total

Table 1. Generic Logic Model. Shaded sections are from Vision Document, open sections were developed by the Vision Commission. To see the draft logic models for the 13 Vision Topics go to <http://web.missouri.edu/~umcsnresiwww/cvc.html>

VISION # From the Visioning Process - 13 Total			
GOAL ## From the Visioning Process - 49 Total			
STRATEGIES (150 Total)	JUMPSTARTS	MEDIUM-TERM RESULTS (policies, funding, education)	ULTIMATE IMPACTS (outcome measures)
### From the Visioning Process	From the Visioning Process		
GOAL ## From the Visioning Process			
STRATEGIES	JUMPSTARTS	MEDIUM-TERM RESULTS (policies, funding, education)	ULTIMATE IMPACTS (outcome measures)
### From the Visioning Process	From the Visioning Process		

With respect to the logic models' situation, priorities, assumptions and external factors boxes, similar issues appeared in some form in multiple vision statements, goals or strategies, so we consolidated that part of the logic model. These issues guided our selection of measurable indicators. Table 2 shows the situation, priorities, assumptions and external factors we identified.

Table 2. Context, Priorities, Assumptions and External Factors for Columbia's Vision

Context - perceptions about what needs fixing, level of stakeholder engagement	Priorities - values, mandates, local dynamics, collaborators, competitors	Assumptions - beliefs we have about the goal, people involved, and context; and the way we think the program will work	External Factors - the variety of external factors that interact with and influence the goal's success
<ul style="list-style-type: none"> • There is unequal access to power and an unequal allocation of public resources to public needs • There is lack of transparency and accountability in governmental decision making • There are too many barriers to economic growth • There is not enough control of the impact of growth and development on the environment and community character 	<ul style="list-style-type: none"> • Equity and fairness in access to power and allocation of costs, resources and services to all citizens • Transparency and accountability in all decision making • Achieving a healthy balance between economic growth and development and environmental quality and community character 	<ul style="list-style-type: none"> • The people involved in the visioning process care a lot about Columbia • They have different views (sometimes strikingly different) about what the problems are and what is best for the city • Continued citizen involvement will depend heavily on their perception that their input is being used and that there is progress on <i>their</i> vision • City government is primarily responsible for success of the process 	<ul style="list-style-type: none"> • The state and national economy and their contribution to the local economy • Effect of migration and population growth on the city's size and diversity • Change in natural resources due to depletion and/or climate change • Change in the city's state and national political influence

Section 3. Progress on Performance Measures "At a Glance"

This table shows our understanding of which performance measures have happened or are happening. Our goal was to provide a quick assessment of how rapidly the different Visions were moving forward. The key below explains what the different symbols mean for each of the different performance measures. Details on the status of each performance measure are in each of the 13 Topic Group Reports.

● -completed or nearly completed ▶-steps started or planned ○-no progress ?-unknown

The shaded sections to the right mean there are no more performance measures for that Subgoal

The percentages under each Vision Topic are the number of performance measures started or completed divided by the number of steps for which we have information, it doesn't include question marks.

Vision	Sub-goal	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Arts	1.1 Means	▶	▶												
75%	1.2 Ends	○	●												
2. Character	2.1 Appearance	○	○	○	▶	?	●	?	●						
55%	2.2 Preservation	?	○	▶											
	2.3 Revitalization	●	●	○											
3. Services	3.1 Library	?													
75%	3.2 Law Enforce.	▶	▶												
	3.3 Safety	▶	●	●	○	○	○								
	3.4 Public Works	●	●	●	●										
4. Pride/Relations	4.1 Youth	●	?	●	▶	○	●								
insufficient info	4.2 Diversity	?	?	?	▶										
	4.3 Community	●	▶	?											
5. Development	5.1 Infrastructure	●	?	?											
50%	5.2 Land Preserv.	○	○	○											
	5.3 Neighborhoods	○	●	○											
	5.4 Plan & Manage	▶	○	?	▶	○	▶	▶	▶	○	●	○	▶	○	▶
6. Downtown	6.1 Investments	▶	●	?	○										
57%	6.2 Housing	○	○	▶	?	▶									
	6.3 Mobility	?													
7. Economy	7.1 Business	○	●	?	○	?	●								
26%	7.2 Airport	○	●	●	○	○	○	○							
	7.3 Jobs/Training	○	○												
	7.4 Science/Tech.	○	○	○	○	●	○								
8. Education	8.1 Facilities	○													
10%	8.2 Resources	?	○	▶											
	8.3 Curriculum	?	○	○	?	○	○	○	○	○					
9. Environment	9.1 Quality	○	○	?	○										
43%	9.2 Conservation	○	○	▶	▶	○	?								
	9.3 Energy	●	?	▶	○	▶	?	○	●						

Continued on next page

Vision	Subgoal	1	2	3	4	5	6	7	8	9	10	11	12	13	14
10. Governance	10.1 Responsive	▶	○												
35%	10.2 Customer Serv	○	○	○	○										
	10.3 Depart Collab.	○	?												
	10.4 Neighborhoods	▶	▶												
	10.5 Review Comm.	○	▶	▶	○	○									
	10.6 Council	○	○	▶											
	10.7 Finance	●	○												
	10.8 Accountability	●	○	○	○	○	○	▶							
	10.9 County Collab.	○	○	▶											
11. Health, SS, Housing	11.1 Social Serv.	▶	?												
100%	11.2 Housing	▶	▶	▶											
	11.3 Health	?	▶	?	▶										
12. Parks etc.	12.1 Parks	▶	?	○	▶										
insufficient info	12.2 Recreation	?	?	?											
	12.3 Greenways	●	?												
	12.4 Trails	●	●	?											
13. Transportation	13.1 Non-motorized	▶	●	▶	▶										
insufficient info	13.2 Adv Plan. Dev	▶	?	?	?										
	13.3 Network	▶	●	?	?										
	13.4 Public/Human	○	?	?											

Summary

Arts and Culture (1), Community Services and Facilities (3), and Health, Social Services, and Affordable Housing (11) have started or completed 75% or more of the performance measures we derived from the Final Vision Report.

Community Character (2), Development (5), Downtown (6), Economic Development (7), Environment (9) and Governance (1) have started or completed between 25% and 74% of the performance measures we derived from the Final Vision Report

Education (8) has started or completed less than 25% of the performance measures we derived from the Final Vision Report

We have not gathered enough data on Community Pride and Human Relations (4), or Parks, Recreation, Greenways and Trails (12) to evaluate the proportion of performance measures started or completed.

The rate of progress on any given vision topic at this point does not necessarily reflect community commitment to that vision topic or actual progress on the vision. Some steps are easier to take than others; they may require more planning, or more community buy in or resources. However, this information can help guide us in determining if we have the right performance measures and if we need to involve more stakeholders or change the way the community allocates resources towards fulfilling the vision.

Section 4. The 13 Citizen Topic Group Reports

Description and Explanation of These Reports

1. Topic Group

Vision: The vision statement from the Final Report

1.1 Goal A - The goal statement from the Final Report

1.2 Goal B - The goal statement from the Final Report

Performance Measures

Each report has a table with a column for the Subtopic **Goal**, the **Performance Measures**, the **Progress** of each measure and an **Explanation** or Source of Information for items that are completed or started.

completed = Yes

in progress, in process, some action = Started

nothing happening as far as we know = No

we don't know if anything is happening or not at this point = ?

Goal	Performance Measures	Progress	Explanation
1.1 Goal A	1.1.1 X happens	No	
	1.1.2 Y happens	?	
	1.1.3 Z happens	Yes	Something is operational @ http://www.?.&%
1.2 Goal B	1.2.1 X happens	Started	Some people are talking about it

Outcome Measures

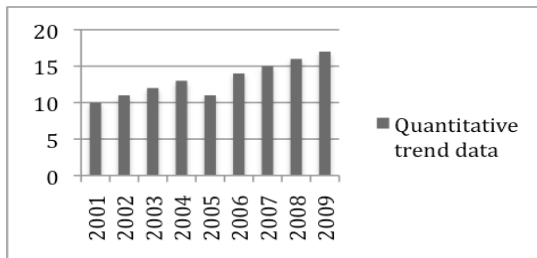
The second section lists proposed outcome measures for each of the goals. We also graphed the trend of a potential outcome measure and graded it based on how steady it was and its rate of progress in the desired direction. The selected measure may or may not be used to show progress on outcomes, but it did help focus our work and we hope it will help generate greater community involvement in the Vision.

Goal A

- change in m
- change in n

Goal B

change in p



Quantitative
Trend Data
Grade B+

steady **and** rapid trend in the right direction = A

steady **or** rapid trend in the right direction = B

no change = C

steady **or** rapid trend in the wrong direction = D

steady **and** rapid trend in the wrong direction = F

1. Arts and Culture

Vision: Arts & culture resources, artists, and institutions are accessible to all, are supported by the community and provide a rich network of creative opportunities

1.1. Means - Columbia will both sustain and creatively expand its foundation for arts and culture in our community.

1.2 Realize the Ends - Arts and culture will be central to daily life and accessible to all equally in Columbia.

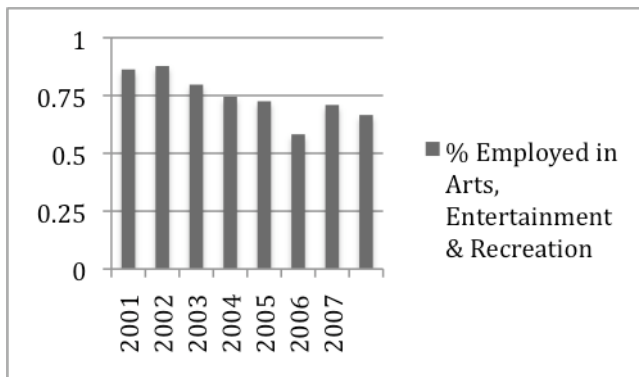
Progress on Performance Measures

Goal	Performance Measure	Progress	Explanation
1.1 Means	1.1.1 City Office of Cultural Affairs creates Arts Alliance	Started	Commission on Cultural Affairs, 2nd Mondays, 4:15, contact OCA for location @ http://www.gocolumbiamo.com/Arts/
	1.1.2 Arts Alliance finds funding and creates new outreach programs	Started	Commission on Cultural Affairs, 2nd Mondays, 4:15, contact OCA for location @ http://www.gocolumbiamo.com/Arts/
1.2 Ends	1.2.1 Arts Alliance assesses needs	No	
	1.2.3 There is a marketing strategy with a reliable funding stream	Yes	Columbia Office of Cultural Affairs - website, calendar, registry, newsletter, grants, 1% for art @ http://www.gocolumbiamo.com/Arts/

Proposed Outcome Measures

Means

The number of self-identified full and part time artists (of all kinds) increases on a per capita basis



Arts
Employment
Grade D

MERIC private arts entertainment and recreation
<http://www.missourieconomy.org/indicators/lehd/index.stm>

Other Possible Measures

- The number of economically viable galleries and venues increases
- The amount of publicity given to arts and culture events - newspapers, KBIA, lheartcolumbia.org, etc.

Ends

- There are more programs per capita, more venues for different demographics - checking community calendars?
- As measured by community surveys, the number of people (total and by age and income group) participating in art activities (events, classes, purchases, making) increases

2. Community Character

Vision: Columbia protects and encourages the expression of its historic and natural character, uniting the community with sustainable, healthy planning and design, beautifying the streets and lives of its citizens.

2.1. Appearance - Columbia will preserve its existing character and enhance the city's natural and man-made aesthetics.

2.2. Preservation - Historic areas will be identified, valued and preserved through education, enforcement and incentives.

2.3. Revitalization - Columbia will utilize, encourage, reward and enforce urban planning designs to promote walking and visiting, to screen for noise and lights, to preserve and restore historic areas both green and civic, and to increase a spirit of community. Columbia will provide and advertise incentives for building and retrofitting homes and businesses for energy efficiency and tailored renewable energy sources, and for restoring neighborhoods with abandoned and substandard structures.

Progress on Performance Measures

Goal	Performance Measures	Progress	Explanation
2.1 Appearance	2.1.1 City creates a Landscape Board that drafts a streetscape plan preserving existing character or look of neighborhoods	No	
	2.1.2 Billboards are regulated	No	
	2.1.3 Utilities are underground	No	
	2.1.4 Business Loop and Providence are "cleaned up"	Started	CATSO 2008 6.4.8 p39 - There is a plan for burying utilities and adding sidewalks on Bus 70 @ www.gocolumbiamo.com/Planning/Documents/LRTPFinalCorrectVersionoappendicesWebPage062008.pdf
	2.1.5 There is a gateway plan	?	
	2.1.6 There is assistance for homeowners (to make their properties more attractive?)	Yes	Owner Occupied Housing Rehabilitation Program and Code Deficiency Abatement Program - www.gocolumbiamo.com/Planning/Housing_Programs/#frontyard
	2.1.7 Sustainable and edible plantings are promoted	?	
	2.1.8 There is outreach and education (about appearance?)	Yes	Planning Department's HomeWorks Home Maintenance Training - www.gocolumbiamo.com/Planning/Forms/home-works-training.php
2.2 Preservation	2.2.1 City identifies someone to find resources for preservation who helps property owners preserve historic property	?	
	2.2.2 City appoints a Historic Preservation Board to find funding	No	

	2.2.3 City creates a webpage and informational pamphlets to educate neighborhoods about their historic importance and available incentives	Started	Historic Preservation Commission @ http://www.gocolumbiamo.com/Planning/Commissions/HPC/
2.3 Revitalization	2.3.1 City enforces and/or enacts stronger ordinances against absentee or irresponsible landlords	Yes	Neighborhood Response Team in Central City, Rental Compliance Law, Dilapidated Building Removal Program, Substantial Rental Rehabilitation Program, Crime Free Programs - www.gocolumbiamo.com/Police/Programs/Crime_Prevention/Crime_Free/index.php , Chronic Nuisance Ordinance, Office of Neighborhood Services - www.gocolumbiamo.com/Neighborhoods/
	2.3.2 City provides and advertises incentives for efficient building and retrofitting, MU advises homeowners about opportunities	Yes	Planning Department's HomeWorks Home Maintenance Training - http://www.gocolumbiamo.com/Planning/Forms/home-works-training.php
	2.3.3 City adopts more mixed-use zoning to encourage walkability, screening, preservation, sense of community	No	

Proposed Outcome Measures

Appearance

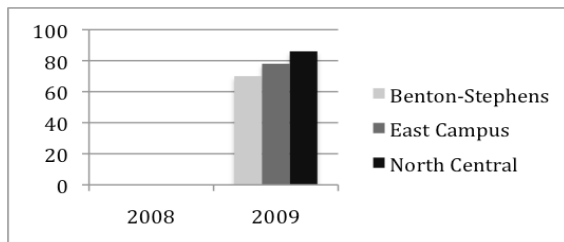
- All areas of the city will be part of a distinctive, attractive and healthy neighborhood
- The proportion of underground utilities in the city goes up

Preservation

Fewer historic structures are abandoned or destroyed, and the proportion of historic structures preserved and used for businesses or homes increases - Historic Preservation Commission

Revitalization

The number of dilapidated or substandard structures in the city goes down - Office of Neighborhood Services



Housing Standards Compliance Grade I

Benton-Stephens NRT % housing in compliance: <http://www.gocolumbiamo.com/Neighborhoods/NRT/>
 East Campus NRT % housing in compliance: <http://www.gocolumbiamo.com/Neighborhoods/NRT/>
 North Central NRT % housing in compliance: <http://www.gocolumbiamo.com/Neighborhoods/NRT/>

3. Community Facilities and Services

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

3.1 Library - Access to library services, facilities and community meeting spaces will be increased.

3.2 Law Enforcement - The relationship between the Columbia Police Department and the community will be positive and mutually respectful.

3.3 Public Safety - Community members will be safe and secure.

3.4 Public Works - City services will be efficient, effective and expanded.

Progress on Performance Measures

Goal	Performance Measure	Status	Explanation
3.1 Library	3.1.2 Library has a mechanism for gathering and considering on-going public input	?	
3.2 Law Enforcement	3.2.1 Police Depart has Citizen Review System utilizing Dr. Thompson's recommendations	Started	Citizens Police Review Board - http://www.gocolumbiamo.com/Council/Commissions/Citizen_Review_Board/index.php
	3.2.2 Police Department has equitable allocation of staff	Started	See 3.3.1
3.3 Public Safety	3.3.1 Police Department has equitable allocation of staff to reduce crime and substance abuse throughout the city -	Started	Geographic Policing is implemented - Teleserve, online reporting implemented for Priority 3; 5 sectors instead of 14 beats for more effective responses to Priority 1 & 2 calls http://www.gocolumbiamo.com/Police/Department/Patrol_Division/beatassignments.php
	3.3.2 There is a public education program on personal and home safety and on community policing challenges	Yes	Crime Free Programs - http://www.gocolumbiamo.com/Police/Programs/Crime_Prevention/Crime_Free/index.php , Commercial and Residential Security Evaluations - http://www.gocolumbiamo.com/Police/Programs/securityevaluations.php , Neighborhood Watch Programs - http://www.gocolumbiamo.com/Police/Programs/Neigh_Watch/index.php
	3.3.3 There are technological, staffing and education programs to reduce traffic violations	Yes	Red Light Cameras - http://www.gocolumbiamo.com/Police/Red_Light_Cameras/index.php , Geographic Policing - in Nov 2009 CPD Strategic Plan
	3.3.4 Planned outreach on emergency services to new developments, college students and other new residents	No	

	3.3.5 Plan for handling cell phone 911 calls that don't id place and increased use of 911 registration	No	
	3.3.6 Plan for outreach to minorities and people with disabilities	No	
3.4 Public Works	3.4.2 Public works has information on services in a useful and understandable (graphic?) format	Yes	Report Problems site @ http://www.gocolumbiamo.com/problem_reporting.php ; http://www.gocolumbiamo.com/PublicWorks/ ; http://www.gocolumbiamo.com/Neighborhoods/index.php
3.4 Public Works	3.4.3 Public works has more snowplows	Yes	Snow Removal Policy, Priority Streets Map (2007) - http://www.gocolumbiamo.com/PublicWorks/Streets/index.ph ; since 2007, replaced smaller pickups with three 1 ton pickups to which plows can be attached.
3.4 Public Works	3.4.4 Citizen snow removal from sidewalks, and removal of vehicles from snow routes is mandatory	Yes	Ordinance Chapter 24 Article 1 Section 24-12 for snow removal from sidewalks
3.4 Public Works	3.4.5 City plans and implements improvement of city services along with education about services	Yes	Bi Annual Citizen Survey is used to guide decisions about efforts @ http://www.gocolumbiamo.com/Feedback/6_15_07survey07.php

Proposed Outcome Measures

Library

- Library has an increasing number of services and locations
- On a per-capita basis, more people in all socioeconomic, race and geographic categories will use library services- <http://www.dbri.org/about/statistics>
- Frequency of use of library meeting rooms and similar facilities increases in their use by organizations representing Columbia's diversity

Law Enforcement

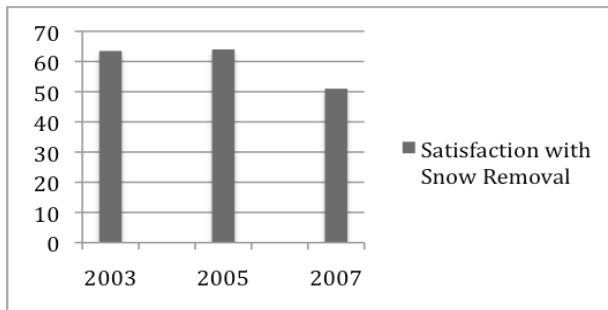
- Representative citizen surveys show a high level of satisfaction with law enforcement and a strong perception of fairness - satisfaction with law enforcement stays high Bi-Annual Direction Finder Reports - http://www.gocolumbiamo.com/Feedback/6_15_07survey07.php
- Objective comparisons with similar cities that are models of fairness are favorable
- Police feel welcome in all neighborhoods - survey officer satisfaction?

Public Safety

- Overall crime rate same in every neighborhood district same as or lower than similar cities that are models of good prevention (safest cities 100,000 to 499,999 <http://www.morganquitno.com/cit04pop.htm>) + crime rates in the Crime Reports Map - <http://www.gocolumbiamo.com/Police/crimereports.php>, MO Uniform Crime Reporting Statistics - http://www.mshp.dps.mo.gov/MSHPWeb/SAC/data_and_statistics_ucr_query%20-%20backup.html
- Substance abuse in every neighborhood is same as or lower than similar cities that are models of substance abuse prevention - alcohol and substance abuse ER admissions by neighborhood district
- Car accident rate is same as or lower than similar cities that are models of safe driving
- Number of substance abuse incidents in elementary and secondary schools decreases
- Decrease in frequency of drug and alcohol abuse in all sectors of the public

Public Works

Satisfaction with snow removal increases @ Bi-Annual Direction Finder Reports - http://www.gocolumbiamo.com/Feedback/6_15_07survey07.php



Satisfaction
with Snow
Removal
Grade D

Snow removal on major city streets: % satisfied + % very satisfied Bi-Annual Citizen Survey (Direction Finder) - http://www.gocolumbiamo.com/Feedback/6_15_07survey07.php

Other possible measures

- Everyone in the city has access to high speed internet in their homes or businesses
- The number of city wireless sites increases
- Overall satisfaction with city services increases: Bi-Annual Direction Finder Reports - http://www.gocolumbiamo.com/Feedback/6_15_07survey07.php
- Citizens have a higher level of knowledge and understanding of city services and responsibilities - % of don't know responses goes down in the Bi-Annual Direction Finder Reports - http://www.gocolumbiamo.com/Feedback/6_15_07survey07.php

4. Community Pride and Human Relations

Vision: Our vision of Columbia's future is one where we embrace and help create a welcoming, just, responsive, proactive, understanding, and respectful environment for residents and visitors alike - celebrating, rather than denigrating our collective diversity.

4.1 Youth- Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people.

4.2 Diversity/Inclusion - Columbia will be an inclusive community where people from all walks of life hear, appreciate, understand, respect, and trust each other, and where positive relationships are fostered and human rights are advanced.

4.3 Sense of Community - Connections between families, neighborhoods, and the community at large will be actively promoted through events, through broad, effective and all-inclusive communication, and through interactive and fun community challenges.

Progress on Performance Measures

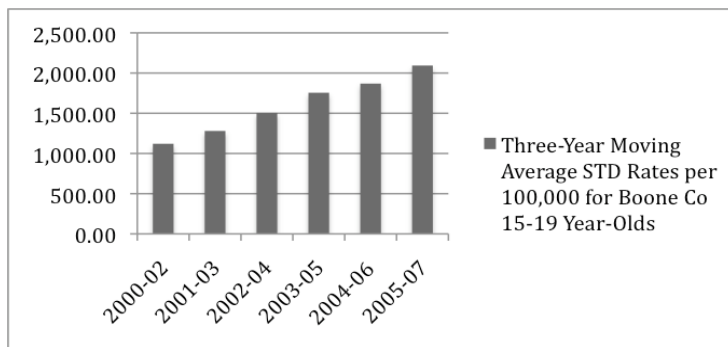
Goal	Performance Measure	Status	Explanation
4.1 Youth	4.1.1 Youth organization leaders meet regularly to coordinate efforts	Yes	Youth Community Coalition on facebook @ http://www.facebook.com/pages/Youth-Community-Coalition-YC2/139161041497?ref=mf ; and @ http://www.columbiaha.com/other/YC2.asp and http://columbiayc2.blogspot.com/ ; meetings 3rd Thursday, 3:30 Columbia Housing Authority, 201 Switzler
	4.1.2 Youth organization leaders define "responsible citizenship"	?	
	4.1.3 City creates Youth Services Director to coordinate services and communication	Yes	YC2 (Columbia Housing Authority) @ http://www.columbiaha.com/other/YC2.asp
	4.1.4 There is a web page and booklet on Columbia's youth services	Started	web pages - blog spot @ http://columbiayc2.blogspot.com/ and facebook @ http://columbiayc2.blogspot.com/
	4.1.5 There is a plan for shared youth facility	No	
	4.1.6 There is a youth champion	?	
4.2 Diversity/Inclusion	4.2.1 Human Rights Commission is reorganized and expanded to review city policies and suggest revisions	?	
	4.2.2 City policies revised and ordinances passed per HRC recommendations	?	
	4.2.3 City employees will undergo training to raise understanding and appreciation of others	?	Affirmative Action website is from 2004 @ http://www.gocolumbiamo.com/HR/Affirmative_Action_Program/index.php

	4.2.4 There will be an intercultural council to create events to foster inclusiveness	Started	Human Rights Enhancement Program http://www.gocolumbiamo.com/Community_Services/Programs/Human_Rights/hrcfund.php ; MU Diversity program @ http://diversity.missouri.edu/news/ ; Columbia Values Diversity Committee @ http://www.gocolumbiamo.com/Community_Services/Commissions/CVDC/ ; Columbia College Unity in Community resource manual @ http://www.ccis.edu/offices/StudentDevelopment/unityinthecommunity/
4.3 Sense of Community	4.3.1 There is a community champion	Yes	Mayor Darwin Hindman
	4.3.2 There is a community calendar that people use	Started	city website of local calendars @ http://www.gocolumbiamo.com/About_Columbia/things-to-do.php#festivals
	4.3.3 Several times a year there are events like Spark in the Park or Trading Places	?	

Proposed Outcome Measures

Youth

Columbia's youth exhibit responsible citizenship as defined by youth organizations - sexually transmitted diseases go down - Columbia Boone County Health Assessment - <http://www.gocolumbiamo.com/Health/> and <http://www.dhss.mo.gov/CommunityDataProfiles/>



Teenage
STDs
Grade D-

STD ages 15-19 -

<http://www.dhss.mo.gov/ASPsChildHealth/Main.php?cnty=019>

Other Possible Measures

- High School graduation rates - Columbia Public Schools
- Juvenile law violations - Columbia Boone County Health Assessment
- Violent deaths among teens - Columbia Boone County Health Assessment
- Teenage pregnancy rates - Columbia Boone County Health Assessment
- Initiating smoking - Columbia Boone County Health Assessment

Diversity and Inclusion

- Differences in graduation rates among racial and ethnic groups goes down - African American H. S. graduation rates - White H.S. graduation rates - Boone County Health Assessment @- <http://www.gocolumbiamo.com/Health/>
- The proportion of community members in all subgroups participating in community wide events and decision-making forums is equal to their proportion in the community at large
- The representation of women and minorities in various city job classifications is proportional to their numbers in the population - EEOC reports

Sense of Community

- The proportion of Columbians in all socioeconomic groups and from all areas of town participating in community events increases over time - surveys at community events? question in Bi-annual Citizen Survey?

5. Development

Vision: Columbia, Boone County and the surrounding region protect and preserve the natural environment, agricultural areas, and cultural resources; provide adequate infrastructure; include diverse, mixed-use, walkable and bicycle-friendly neighborhoods; and develop in ways that positively contribute to and sustain community culture, heritage and character. Our community accomplishes these ends through an open, inclusive, transparent, predictable and accountable planning process with fair allocation of costs.

5.1 Infrastructure - We envision a community with a well planned, proactive growth strategy that addresses the manner in which infrastructure (including, but not limited to roads, utilities, and other common facilities used by the community) is developed and maintained, that offers a fair and balanced approach regarding how payment for infrastructure is shared, that offers flexibility to accommodate change, and that provides coordination among all potential stakeholders

5.2 Land Preservation - Land will be preserved throughout Columbia and Boone County to protect farmland, scenic views, natural topographies, rural atmosphere, watersheds, healthy streams, natural areas, native species, and unique environmentally sensitive areas, thereby enhancing quality of life.

5.3 Neighborhoods - Columbians will live in well maintained, environmentally sound neighborhoods that include a range of housing options and prices; that are within walking distance of amenities such as schools, places of worship, shopping and recreation facilities; and that are supported by citywide bicycle, pedestrian and transit systems.

5.4 Plan and Manage Growth - We envision a community with an open, transparent, inclusive planning process that values and manages growth, that protects the environment and the city character, and that is beneficial and equitable to all.

Progress on Performance Measures

Goal	Performance Measures	Progress	Explanation
5.1 Infra-structure	5.1.1 City creates a task force to develop a 20 year plan to be implemented by 2010	Yes	Comprehensive Plan Task Force @ http://www.gocolumbiamo.com/Council/Commissions/complan.php
	5.1.2 Planning and Zoning is redefined to ensure alignment with task force recommendations	?	
	5.1.3 There is a formula for determining fair cost allocations among stakeholder groups	?	
5.2 Land Preservation	5.2.1 City establishes a land preservation authority with county to develop plan, recommend laws and regulations, acquire land or development rights	No	
	5.2.2 Categories and characteristics of land to be preserved are identified in the operational area	No	
	5.2.3 Funding is identified and accumulated for land purchases	No	
5.3 Neighbor-hoods	5.3.1 City has identified and rated neighborhood districts according to 13 policies in Chapter 4 of Metro 2020	No	

	5.3.2 City has identified a person to handle all neighborhood complaints and work with police on enforcement of ordinances	Yes	Office of Neighborhood Services @ http://www.gocolumbiamo.com/Neighborhoods/
	5.3.3 City has policy to allocate resources based on ratings, & to encourage rehab over new construct	No	
5.4 Plan and Manage Growth	5.4.1 City has inventoried natural and cultural resources and has worked with community to develop preservation plan	Started	Natural Resources Inventory
	5.4.2 City has passed a form-based ordinance	No	
	5.4.3 REDI has a regularly updated list of infill and redevelopment sites on its website	?	REDI list of sites, no emphasis on infill and redevelopment @ http://www.columbiaredi.com/sites/index.php
	5.4.4 There is a plan for educating the public about benefits of infill and redevelopment	Started	Comprehensive Plan Task Force @ http://www.gocolumbiamo.com/Council/Commissions/complan.php ; annual forums on pattern, pace, metrics of growth
	5.4.5 There are incentives in place for infill development	No	
	5.4.6 There is a plan for educating public about growth management - owner packet, adult ed class on city, P&Z notices easier to understand, segment on city channel	Started	Comprehensive Plan Task Force @ http://www.gocolumbiamo.com/Council/Commissions/complan.php ; ECAP stakeholders meeting, annual forums on pattern, pace and metrics of growth
	5.4.7 P&Z ordinance revised to streamline review and approval	Started	Comprehensive Plan Task Force @ http://www.gocolumbiamo.com/Council/Commissions/complan.php
	5.4.8 City and county planners meet regularly	Started	
	5.4.9 Mandatory referral implemented and tax revenue implications available for P&Z, council, commission	No	
	5.4.10 City council gets visioning impact statements for all actions	Yes	Need to follow Final Vision Report
	5.4.11 There is an incentive program for buildings that meet LEED standards	No	
	5.4.12 There is a comprehensive infrastructure plan (roads, sewers, other)	Started	Comprehensive Plan Task Force @ http://www.gocolumbiamo.com/Council/Commissions/complan.php ; ECAP
	5.4.13 There is an empowered joint city/county planning commission	Started	City Council & Boone Co Comm ask respective P&Z Commissions to develop subarea plans
	5.4.14 There is working definition of heritage and uniqueness	No	

Proposed Outcome Measures

Infrastructure

- Growth follows infrastructure - tracking of requests to the planning department, P&Z, BoA (maybe) planning dept, public works, water & light records, plans, etc.
- Planning decisions are timely - univariates on development requests through planning department planning department records
- The public knows what is going on - survey
- The percentage of times the Council overrides P&Z recommendations declines -tracking of P&Z/Council votes by item, planning department, P&Z, Council minutes
- All neighborhoods have the same quantity and quality of city and community infrastructure services - baseline analysis of infrastructure, annual tracking of upgrades, improvements, baseline of existing plans & timelines - planning dept, public works, water & light records, plans, etc.

Land Preservation

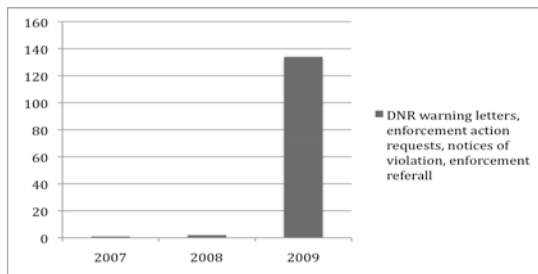
- The acres of land in categories of use deemed desirable remain proportional or increase relative to the urbanized area in the region - calculate that ratio!, land use &/or zoning maps/documents
- The acres of viable farmland in and around the city remains proportional to the total area of the city - calculate that ratio! land use &/or zoning maps/documents

Neighborhoods

- There are few or no differences among Metro 2020 Chapter 4 ratings of all neighborhood districts in the city over time - track ratings

Plan and Manage Growth

Environmental indicators of air and water quality improve - DNR/EPA letters



DNR Letters
Grade I

Other Possible Measures

- Proportion of identified cultural resources (relative to area or population) go up - map/track cultural resources, planning dept/public works, art & recreation groups, historic society
- The aesthetic consistency of neighborhoods increases - neighborhood district data
- The proportion of infill and redevelopment acreage relative to new development acres increases - track requests that come through Planning dept by location of requests, planning department records
- The number of people, issues, objections, etcetera, to projects *first* appearing at a city council meeting go down, attendance/comments at public hearings, P&Z, Council minutes
- The average amount of time the council spends on each project goes down tracking of Council votes by item, from Council minutes
- The proportion of buildings in the city that meet LEED standards increases - annual tracking of LEED certifications/LEED inspection requests
- People in every neighborhood have two or more ways to reach the city center from the center of their neighborhood - traffic count, GIS mapping data
- The percentage of locally owned businesses stays constant or increases baseline & annual tracking of business licenses

6. Downtown

Vision: Downtown Columbia is a hip and vibrant district with a diversity of easily accessible businesses, residences, attractions and institutions; it is an exciting gathering place for all types of people.

6.1 Investments - Significant investments in the physical, community and business environment, as well as the tools to leverage economic strength will bring vibrancy and diversity of culture, professions and businesses, and lead to major attractions and exciting destinations.

6.2 Housing - Downtown Columbia will have a variety of safe housing options, including new and revitalized units, for all age groups and income levels with easy access to desirable amenities. Development and design guidelines will be instituted.

6.3 Mobility - People and vehicles will have easy access to downtown businesses and services and enhanced movement within and through the downtown area.

Progress on Performance Measures

Goal	Performance Measures	Progress	Explanation
6.1 Investments	6.1.1 There is a plan for the entire downtown (including the other 322 acres) that directs future public and private investment	Started	Downtown Leadership Council Interim Report, May 2009
	6.1.2 There is a Downtown Leadership Council and a Downtown Columbia Development Partnership	Yes	http://www.gocolumbia.mo.com/Council/Commissions/DLC/index.php
	6.1.3 There is an economic development plan being implemented	?	
	6.1.4 City commits to a cohesive development package - incentives, design guidelines, etc.	No	
6.2 Housing	6.2.1 City, MU and Stephens have created a governing board for MODESA	No	
	6.2.2 There is an inventory of land and buildings to be purchased and/or redeveloped	No	
	6.2.3 City has identified or created incentives, credits, grants, rebates, etc. for redevelopment	Started	
	6.2.4 City has aligned goals with existing rules and ordinances to reduce barriers	?	
	6.2.5 Parking structures have been redesigned to improve streetscape	Started	New garage has a streetscape plan
6.3 Mobility	6.3.1 There is a baseline of existing traffic information that was used to create a comprehensive research-based mobility plan	?	

Proposed Outcome Measures

Investments

- Public and private cultural attractions increase- business openings & closings review of business licenses
- Attendance at venues increases - ticket sales/attendance counts, this will require contact with providers/venues to do data collection/collation

- Jobs and businesses increase and business closures decrease - 1) job survey,2) business openings & closings, 1) Survey of downtown business owners,2) review of business licenses
- Hotel and motel rooms increase - 1) business licenses, 2) occupancy permits
- Violent and property crime goes down (in proportion to the population) - complaint, arrest, and closed data by category of crime, CPD

Housing

- Downtown development preserves historic buildings and districts and is aesthetically consistent and/or complementary to historic structures - 1) additions to recognized historic properties lists, Historic Preservation Commission, 2) establishment of historic/cultural districts, state/national historic preservation awards/documentation 3)annual documentation of significant* changes to existing downtown structures, need working definition of renovations/infill, DLC, SBD, Historic Preservation Commission 4) annual documentation of infill/new downtown structures, windshield survey, photo-documentation DLC, SBD, Historic Preservation Commission
- Housing stock across income categories increases 1) occupancy permits for residential housing increase, occupancy permits, 2) building permits (including renovations), building permits, 3) real property sales, records, real property sales records, + Board of Realtors to determine sales/rental values
- There are goods and services outlets to support a stable residential population (grocery, drug store etc.) - business license/establishments by NAICs codes, City for business license, MERIC/BEA for establishments

Mobility

- Surface parking lots go down - count of public/private surface lots,SBD? City/county for public lots, windshield survey for private?
- Garage usage goes up - fees, parking tickets, counts, City, MU
- Pedestrian use goes up (people park on fringe and walk in) - disaggregated analysis of parking garage use

7. Economic Development

Vision: Columbia will attract, retain and encourage business growth by establishing a business-friendly climate, enhancing regional economic partnerships, and fostering a digital infrastructure.

7.1 Economic Development - Columbia will attract, retain and encourage the growth of new businesses by establishing a business-friendly climate, enhancing regional economic partnerships, and promoting reciprocal business relationships.

7.2 Airport - In the future, it will be possible to efficiently and cost effectively fly into and out of Columbia to save time and money.

7.3 Jobs and Job Training - In the future, Columbia will have an employment base that is trained and qualified to work in a variety of industries. Employers will provide "decent" wages with benefits that provide opportunities for professional development, further education, good health, and quality of life.

7.4 Science and Technology - By 2020, Columbia and Boone County will be known internationally as a leader of science and technology innovation, having produced more than 25 successful new high-technology business start ups in Boone County.

Progress on Performance Measures

Goal	Performance Measures	Progress	Explanation
7.1 Business Growth	7.1.1 City modernizes ordinances (no specifics)	No	
	7.1.2 City passes resolution supporting use of incentives like TIFF, TDD	Yes	TIF board established 2009
	7.1.3 City has a fast-track procedure for approval of new economic development projects	?	
	7.1.4 There are arguments for economic development that respect Columbian's values	No	
	7.1.5 Columbia and MU are promoted as part of biotech research corridor	?	
	7.1.6 There is a funded life sciences business incubator	Yes	MU Life Sciences Business Incubator at Monsanto Place - http://missouriinnovation.com/
7.2 Airport	7.2.1 The runway is extended	No	
	7.2.2 A marketing plan for the airport is implemented	Yes	http://www.flymidmo.com/marketing/info.html
	7.2.3 There is a passenger bill of rights	Yes	Federal 2009
	7.2.4 There is a new terminal	No	
	7.2.5 There is an additional airline and destination city	No	St. Louis and KC (MCI) dropped, Memphis added August 2008
	7.2.6 There is a travel bank	No	
	7.2.7 There is a regional Airport Authority with a different name than Airport Advisory Board	No	
7.3 Jobs and Job Training	7.3.1 A "decent wage" and benefits are defined and a plan for accomplishing them is implemented	No	

	7.3.2 There is a clearing house for tracking and promoting targeted training opportunities	No	
7.4 Science & Technology	7.4.1 There is a Regional Science and Technology Network that has identified business and technical competencies needed launch high tech businesses (a springboard program)	No	
	7.4.2 There is a springboard program in place	No	
	7.4.3 There are criteria for comparing the I70 corridor to other research areas	No	
	7.4.4 There is a high tech high school	No	
	7.4.5 There is a high tech business park	Yes	Discovery Ridge
	7.4.6 Economic, infrastructure, governmental or community impediments to business start ups have been identified and removed	No	

Proposed Outcome Measures

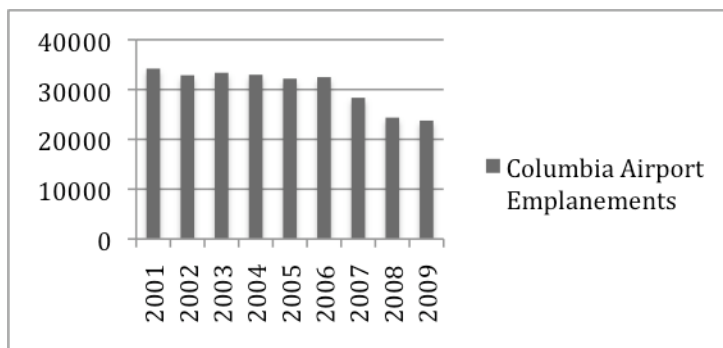
Economic Development

Business Growth

- Existing businesses will grow in both productivity and employment - employment security data/NAICs, MERIC/Bureau of Economic Analysis
- Business establishments will grow at a faster rate than population-employment security data/NAICs US Census Bureau pop estimates, MERIC/Bureau of Economic Analysis/MCDC
- Start-up businesses will increase on an annual basis - business license/establishments by NAICs codes, City for business license, MERIC/BEA for establishments
- The percentage of "Columbia-born" businesses goes up - business license/establishments by NAICs codes, City for business license, MERIC/BEA for establishments
- Start-ups persisting through the first five years goes up - business license/establishments by NAICs codes, City for business license, MERIC/BEA for establishments

Airport

Number of seats sold/booked goes up - *Emplanements at the Airport should increase over time*



Airport Use
Grade D

Emplanements - <http://www.flymidmo.com/statistics.html>

Other Possible Measures

- Number of flights goes up - Columbia Regional, City/Columbia Regional Airport
- Columbia airport users as a percentage of population increases - Columbia Regional + pop estimates
- City/Columbia Regional/MCDC

Jobs and Job Training

- Percentage of households with incomes above 100, 185 and 200 percent of the poverty level decrease on an annual basis - US Census Bureau, American Community Survey
- Percentage of jobs that are benefits eligible increases - employment security data, MERIC/BEA
- The employment base increases its level of educational attainment (HS grad rate, 2 year college/tech school rate) and decreases its HS drop out rate - US Census Bureau, American Community Survey data on adults 25 and older educational attainment by employment status

Science and Technology

- There are 25 new start-ups by 2020 (or a number proportional to growth) - business license/establishments by NAICs codes, City for business license, MERIC/BEA for establishments
- Existing businesses expand the number of employees and profitability - business license/establishments by NAICs codes, City for business license, MERIC/BEA for establishments
- Business closures go down - business license/establishments by NAICs codes, City for business license, MERIC/BEA for establishments
- By identified criteria, the I-70 corridor matches other research areas
- The amount and proportion of venture capital in the community goes up - data source to be determined

8. Education

Vision: Excellent education programs and facilities are available to students of all ages in a variety of programs that both support each individual's goals and address the diverse social, economic and environmental needs of the community.

8.1 Facilities - Educational facilities in Columbia will benefit and meet the current and long range needs of the entire community through plans for shared usage and focused attention to technology, the environment and energy efficiency.

8.2 Resource Allocation - The community and all its public and private entities will work together to ensure that resources for education are allocated effectively through all life stages.

8.3 Curriculum and Programs - Columbia will provide a continuum of high quality educational opportunities that enable students of all ages and abilities to achieve individualized learning and training goals that ultimately improve quality of life.

Progress on Performance Measures

Goal	Performance Measures	Progress	Explanation
8.1 Facilities	8.1.1 City, County and Board of Education create a Community Educational Facilities Commission to inventory existing resources, plan for 25 years, estimate costs, examine fundraising options, id opportunities for shared use, encourage energy efficiency	No	
8.2 Resource Allocation	8.2.1 The agencies look for synergies and expand their collaboration	?	
	8.2.2 City, County create a coordinator (of educational resources) to inventory existing resources, convene providers once a week, identify overlaps and gaps, and determine public perceptions	No	
	8.2.3 The community creates programs to fill educational gaps	Started	Citizen's Task Force, Jerry Wade
8.3 Curriculum & Programs	8.3.1 CPS assesses school readiness of kindergartners, including subgroups	?	
	8.3.2 City creates a "front door" to early education and there is better coordination of services	No	
	8.3.3 There is a needs assessment of at-risk kids and their access to high quality programs	No	
	8.3.4 There are more high-quality early education providers, programs for parent education and capacity for special needs kids	?	
	8.3.5 There is publicly funded voluntary pre-K	No	
	8.3.6 There is a task force to review and support adoption of research-based curriculum and methods aligned with grade level standards across all learning communities	No	
	8.3.7 There is a coordinating coalition organized by City's Volunteer Coordinator that organizes an annual conference for all educators to share information	No	
	8.3.8 Coordinating coalition creates additional volunteer opportunities	No	
	8.3.9 CPS makes volunteering or service learning mandatory	No	

Proposed Outcome Measures

Facilities

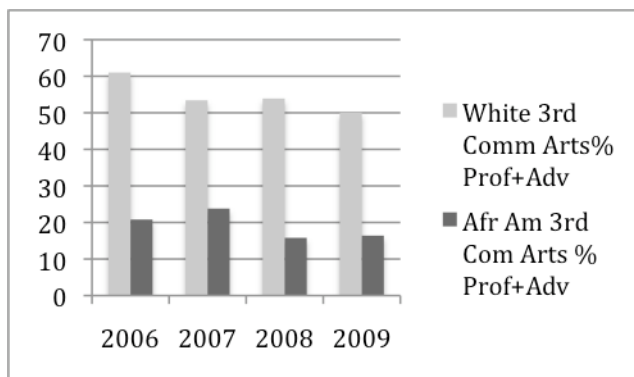
- The number of classes held in trailers goes down
- The number and proportion of students who have air conditioning goes up
- The per-capita energy use of students goes down

Resource Allocation

- Gaps in community education services identified by resource coordinator and educational institutions are filled

Curriculum and Programs

Third and fourth grade MAP scores improve annually across all subgroups - Columbia Public Schools MAP data



3rd Grade Scores in Comm Arts *Grade D*

Columbia MAP scores for Communication Arts, 3rd Grade
<http://dese.mo.gov/planning/profile/DA010093.html>

- More students arrive at school ready to succeed in school and in life - K-readiness assessment
- The readiness gap for poor and minority students is reduced annually - K-readiness assessment
- More parents participate in parent education programs (like Parents as Teachers) - PaT data, DESE
- All children in families eligible for price-reduced lunches are offered publicly funded voluntary preschool - CPS, DESE, Head Start data (CMAAA)
- Research-based curriculum, programs and instruction are provided by every educational entity
- 3rd and 4th grade MAP scores improve annually across all subgroups - DESE
- IEP diagnoses decrease annually (for the right reason) - DESE
- Information is shared among all providers, leading to high-quality educational opportunities for students
- More volunteer opportunities exist and more volunteers exist -CPS, DESE MSIP
- More K-12 service learning opportunities exist and more students use them - CPS
- More college service learning opportunities exist and more students use them - CBHE, MU, Stephens, Columbia College institutional research

9. Environment

Vision: Columbia residents and businesses conserve all the community's natural resources, work cooperatively to apply best-planning practices, model energy efficiency, transition to renewable energy, and approach zero waste generation.

9.1 Environmental Quality - Columbia and neighboring communities will be a place where air, water, land and natural aesthetic qualities are protected.

9.2 Resource Conservation - Columbia will be a model community that approaches zero waste of all primary and secondary forms of energy and goods, and that implements best management practices in order to protect and conserve its natural resources and intrinsic beauty for future generations.

9.3 Energy Efficiency - Columbia will work toward achieving maximum energy efficiency and transition to renewable energy sources.

Progress on Performance Measures

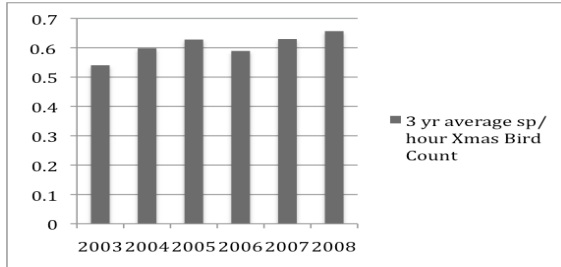
Goal	Performance Measures	Progress	Explanation
9.1 Environmental Quality	9.1.1 Environmental Plan for Columbia and neighboring communities	No	
	9.1.2 ICMA (International City/County Management Association) Conference for developers	No	
	9.1.3 ICMA ideas incorporated into ordinances, codes and policies	?	
	9.1.4 Natural Resources Committee that prepares an annual report on air, water, land and aesthetic qualities	No	
9.2 Resource Conservation	9.2.1 Environmental curriculum & educational campaign has been implemented	No	
	9.2.2 Annual reports on natural resources	No	
	9.2.3 Incentives for recycling, disincentives for trash, the city uses bins instead of bags	Started	City is piloting bins on 2 routes
	9.2.4 Recycling downtown, for rental properties, other communities in county	Started	Bins at 28 apartment complexes @ http://www.gocolumbiamo.com/PublicWorks/Solidwaste/apartmentrecyclingprogram.php
	9.2.5 Ordinance requiring bars and restaurants to recycle	No	
	9.2.6 Incentives for environmentally based businesses	?	
9.3 Energy Efficiency	9.3.1 Public benefits fund to implement energy efficiency measures	Yes	City:energy audits, super saver loans, rebates for high efficiency ac, heat pump rates, solar rebate and net metering @ http://www.gocolumbiamo.com/WaterandLight/Conservation/

	9.3.2 Chamber uses Annual Econ Outlook conference to educate on energy use	?	
	9.3.3 CPS incorporates energy into curriculum	Started	7th Grade Energy Choices curriculum with Columbia Power and Light @ http://www.gocolumbiamo.com/WaterandLight/About_Us/Choices.php
	9.3.4 City-wide education program on energy for all sectors	No	
	9.3.5 City creates Department of Energy to coordinate public and private sector programs	Started	Office of Sustainability set up, initial funding \$1million grant @ http://www.gocolumbiamo.com/Public_Comm/Public_Information/Press_Releases/2009_dec31_year.php
	9.3.6 Green building ordinance, model energy code ordinance, time of sale ordinance,	?	1301.1.2 p. 12, Chap 6: R-2, R-3, R-4 and N1101.2 p 43 Chap 11: 1 and 2 family homes, insulation standards, sealed joints, vapor barrier, window U value .55 - Chapter 11 @ http://www.gocolumbiamo.com/Council/Code_of_Ordinances_PDF/index.php
	9.3.7 City mandates LEED Silver or higher for city buildings	No	
	9.3.8 City adopts 2006 International Energy Conservation Code, life cycle accounting for all purchases	Yes	1301.1.2 p. 12, Chap 6: R-2, R-3, R-4 and N1101.2 p 43 Chap 11: 1 and 2 family homes, insulation standards, sealed joints, vapor barrier, window U value .55 - Chapter 11 @ http://www.gocolumbiamo.com/Council/Code_of_Ordinances_PDF/index.php

Proposed Outcome Measures

Environmental Quality

Biodiversity increases - The moving 3-year average species/hour of volunteer effort for the annual Audubon Christmas Bird Count increases or at least stays the same



Bird Species in
Xmas Bird Count
Grade C+

http://audubon2.org/cbchist/count_table.html; the data were averaged over three years to reduce the influence of year to year variability on long term trends

Other possible measures

- Air quality is maintained or improved - not currently tracked by DNR
- The number of streams with "sensitive" aquatic invertebrates increases - Volunteer Water Quality Monitoring data not currently adequate
- There is no evidence of soil erosion on land or in streams - DNR notices go down (134 letters of warning, enforcement action requests, notices of violation, referral to enforcement in 2009)
- Tree and native plant cover increases throughout city - Natural Resources Inventory Acreage and economic viability of farmland in the metropolitan service area is maintained or increases - Boone County profile in Census of Agriculture Also Sustainable Farms and Families, MU Extension or USDA National Agricultural Statistics Service in Columbia

Resource Conservation

- Volunteers and participants in programs like CARP, Tree Keepers, Master Naturalists, FoRB, increase

Other possible measures

- Recycling rates increase - Columbia Solid Waste
- Energy conservation increases - *per capita energy use goes down* - Water and Light Annual report
- Community supports stream protection, land preservation, etc. ordinances and taxes
- Per capita trash (by weight or volume) decreases each year
- A significant percentage of Columbia/Boone County businesses are in the environment sector

Energy Efficiency

- Total and per capita fossil fuel energy use (and related pollutant production) will decrease in line with local, state and or national goals

10. Governance and Decision Making

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.

Progress on Performance Measures

Goal	Performance Measures	Progress	Explanation
10.1 Responsive System	10.1.1 City creates web and phone system to educate about existing services.	Started	City Website and Document System
	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.	No	
10.2 Customer Service	10.2.1 Establish customer standards for each service provided.	No	
	10.2.2 Evaluate compliance with published service standards.	No	
	10.2.3 Evaluate standards twice a year	No	
	10.2.4 Each department shall establish expanded hours of service to enhance public access	No	
10.3 Interdepartmental Collaboration	10.3.1 There is a list of services that require action from multiple departments	No	
	10.3.2 City departments regularly meet to coordinate work plans, needs...?	?	
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	Started	Office of Neighborhood Services
	10.4.2 There is a neighborhood association newsletter	Started	but stopped

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	No	
	10.5.2 All commission and board reports are provided unedited by staff to the council. Staff comments related to reports are provided separately.	Started	
	10.5.3 There is an annual verbal report from each commission/board/task force to the council	Started	Some Boards and Commissions report annually
	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	No	
	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	No	
10.6 Council	10.6.1 Oversight entity's recommendations on wards and representation are implemented	No	
	10.6.2 Oversight entity's recommendations on compensation, staff and space are implemented	No	
	10.6.3 The council has space and staff	Started	Shared space, no independent staff
10.7 Financing Future Needs	10.7.1 City creates a Comprehensive Planning Task Force	Yes	Comprehensive Plan Task Force @ http://www.gocolumbiamo.com/Council/Commissions/complan.php
	10.7.2 Comprehensive Planning Task Force develops 25 year plan on financing operations, improvements, physical, social and economic infrastructure	No	Comprehensive Plan Task Force @ http://www.gocolumbiamo.com/Council/Commissions/complan.php
10.8 Accountability	10.8.1 Establish an independent citizen review board for the Columbia Police Department	Yes	
	10.8.2 City Council takes more active role in the audit process	No	
	10.8.3 City Council to take control of its	No	

	own agenda, work flow, and work load		
	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	No	
	10.8.5 Develop and implement a plan to ensure racial and ethnic diversity within City administration	No	
	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	No	
	10.8.7 Council establishes a storm water utility commission	Started	
10.9 City - County Collaboration	10.9.1 An annual summary of high-level interactions between City and County is published	No	
	10.9.2 City and County commissions, boards and departments communicate at least quarterly	No	percentage meeting at least quarterly
	10.9.3 There is an annual meeting and report about cooperative efforts between County and City	Started	annual fiscal report from the city manager

Proposed Outcome Measures

General

- Columbia/Boone County citizens have increasing confidence in governance in area of transparency SURVEY - Bi-Annual Direction Finder Reports
- Columbia/Boone County citizens have increasing confidence in governance in area of efficiency SURVEY - Bi-Annual Direction Finder Reports
- Columbia/Boone County citizens in all areas of the City and County have increasing confidence in governance - voter registration and participation in local races by precinct - same percentage of voters in each precinct, Bi-Annual Citizen Survey

Responsive System

- Public awareness of government services increases - Bi-Annual Citizen Survey

Customer Service

- Citizens know where to go to get information and services - Bi-Annual Citizen Survey
- Citizens know how to track current status of requests - Bi-Annual Citizen Survey

Neighborhood Associations

- The number of active neighborhood associations grows - Office of Neighborhood Services
- Attendance at neighborhood association events increases - Office of Neighborhood Services

Review of Commissions and Boards

- Satisfaction of board and commission members - can you give tangible examples of how your work was integrated into council decisions, did it happen without filtering, what percent of work products get a tracking number
- Number of people applying for board and commission positions increases

- Number of people who serve more than one term on a board or a commission - review commission and board membership list

City - County Collaboration

- The number of times the County Commission decides differently than the City Council decreases for certain classes of developments - Survey of development actions, possibly request from Boone County Smart Growth Coalition or other not-for-profit

11. Health, Social Services and Affordable Housing

Vision: 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.

11.1 Social Services - Columbia will support quality points of entry to access information for high-quality and affordable social services to support children, adults, senior, persons with disabilities, and people with cultural barriers. All social services will be sufficiently funded to work toward the elimination of poverty.

11.2 Affordable Housing - A diversity of housing choices will be dispersed throughout the community to achieve an adequate supply of affordable, energy efficient, and accessible housing.

11.3 Health - 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.

Progress on Performance Measures

Goal	Performance Measures	Progress	Explanation
11.1 Social Services	11.1.1 There is a Community Foundation to fund social services and other community needs with private dollars	Started	New Century Fund Initiative - Columbia Trust: Restricted (if council approved) or unrestricted gifts to city for program, department or capital needs @ http://www.gocolumbiamo.com/Trust/ . Share the Light: Donations can be made through monthly utility bills to support art, beautification, youth recreation, public health, fire prevention and education and crime prevention @ http://www.gocolumbiamo.com/Trust/share.php#what
	11.1.2 Community services programs must meet publicly approved standards of accountability, must undergo annual program review, and must incorporate participant feedback in future planning	?	
11.2 Affordable Housing	11.2.1 City and CHA create a Housing Trust Fund with dedicated revenues	Started	2010-2014 Consolidated Plan @ http://www.gocolumbiamo.com/Planning/ConsolidatedandHousingDevelopmentPlan.php
	11.2.2 Council revises Comprehensive Planning and Zoning ordinance to include affordable housing and policies for implementing it	Started	Comprehensive P & Z Commission established to make recommendations to council

	11.2.3 There is a private nonprofit organization that is developing affordable housing projects	Started	Community Housing Options formed in April 2008 to provide affordable accessible housing. Also Habitat for Humanity and Central Missouri Community Action
11.3 Health	11.3.1 There is an Assertive Community Treatment program in place	?	
	11.3.2 There is an annual health report card with a gap analysis guiding short and long term recommendations	Started	Boone County Community Assessment - http://www.gocolumbiamo.com/Health/
	11.3.3 There is a Diabetes education and prevention program in place	?	
	11.3.4 There is a health literacy campaign in place	Started	Central Missouri Community Action operates plan for Head Start Families, Centro Latino has a project

Proposed Outcome Measures

Social Services

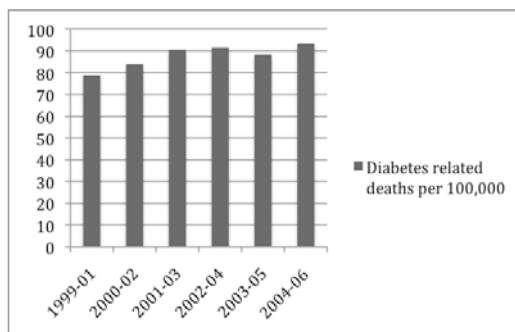
- There are high-quality and affordable social services to support children, youth, adults, seniors, persons with disabilities, people with cultural barriers
- Poverty goes down

Affordable Housing

- The proportion of affordable, energy efficient and accessible housing in every neighborhood district goes up - need to establish neighborhood districts

Health

- Columbian's Health Report Card scores improve in these areas: physical, mental, oral, substance abuse, vision, preventable child hospitalizations, total and by race, emergency alcohol and drug hospitalizations : Columbia Boone County Health Assessment - <http://www.gocolumbiamo.com/Health/>
- Times to get access to health care services go down - % saying time



Diabetes-related
death rates
Grade D

Diabetes as underlying or contributing cause of death - Boone County Community Assessment - <http://www.gocolumbiamo.com/Health/>

12. Parks, Recreation, Greenways and Trails

Vision: A network of attractive and safe parks and recreational amenities are connected by trails and greenways that provide area residents with access to nature, recreation, and facilities for active play, both indoors and out.

12.1 Parks - A variety of attractive, well maintained parks throughout Columbia, including neighborhood parks, regional parks, nature parks and urban parks will ensure all residents have access to a full range of outdoor and indoor recreational opportunities.

12.2 Recreation - Columbia's recreation needs and desires will be met through effective public and private partnerships that provide outstanding, exciting and diverse recreational facilities such as, but not limited to, an ice skating rink, golf courses, tennis courts, soccer fields, ball fields, ball parks and swimming pools. These will be placed appropriately throughout the city to allow easy access for everyone.

12.3 Greenways - An extensive network of greenways will play a significant role in providing transportation options, protecting wildlife corridors, watersheds and floodplains and increasing public access to natural and open spaces.

12.4 Trails - An extensive, safe network of trails will accommodate a variety of users ranging from recreational to non-motorized travelers. This network may include roadway and public transportation infrastructure to connect parks, neighborhoods, schools and businesses.

Progress on Performance Measures

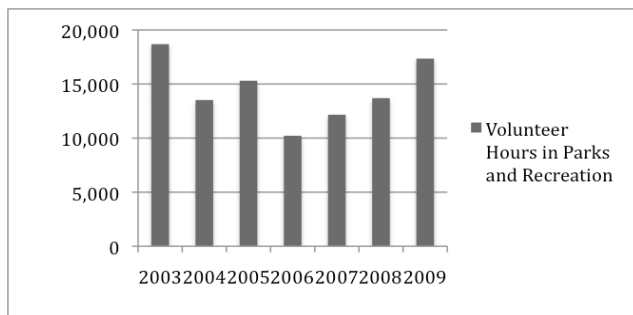
Goal	Performance Measures	Progress	Explanation
12.1 Parks	12.1.1 There is plan that identifies gaps in different kinds of parks in existing network	Yes	Needs analysis is conducted @ http://www.gocolumbiamo.com/ParksandRec/Parks_and_Facilities/planning_steps.php ; Master Plan 2002 & updates @ http://www.gocolumbiamo.com/ParksandRec/Master_Plan/
	12.1.2 There is a public-private group to find funding for parks	?	
	12.1.3 The Council has considered a land dedication ordinance or other ordinances for cost effective property management	Started	Parks and Recreation Commission has had Land Dedication Ordinance on its agenda, but nothing in council materials
	12.1.4 Parks Commission has incorporated recommendations of Vision into its planning	?	
12.2 Recreation	12.1.1 There is an ice skating rink	?	
	12.1.2 There is a public golf course	?	
	12.1.3 There is a public private group to find funding for park facilities	?	
12.3 Greenways	12.2.1 The Parks and Recreation master plan includes multi-purpose greenways	Yes	http://www.gocolumbiamo.com/ParksandRec/Master_Plan/

	12.2.2 There is an acquisitions agent to facilitate acquisitions of green space and parks	?	
12.4 Trails	12.4.1 There is a plan for multi-use trails with projects prioritized (especially to achieve connectivity with new and existing developments)	Yes	http://www.gocolumbiamo.com/ParksandRec/Master_Plan/
	12.4.2 There is a committee to recommend ordinances on proactive, cost-effective acquisition of properties	Yes	Parks and Recreation Commission
	12.4.3 There is funding for additional trails	?	

Proposed Outcome Measures

Parks

More people volunteer in park's programs over time - the number of volunteer hours goes up



Columbia Volunteer Program Data

Volunteer Hours in the Park's Program
Grade C+

Other Possible Measures

- All neighborhood districts have the same or similar access to parks
- The percentage of residents using parks goes up across all subgroups
- More people volunteer in parks' programs - Columbia Volunteer Program

Recreation

- The number of different kinds of recreational venues keeps pace with population growth
- The number of different kinds of recreational venues are distributed in proportion to neighborhood district populations

Greenways

- The city maintains a constant or rising ratio of miles of greenway per population and/or square miles of urbanization
- Greenways will be used for transportation or access to natural and open space (miles per person?)
- Independent evaluations confirm greenways are protecting wildlife, watersheds and floodplains

Trails

- People increasingly use trails to travel to parks, neighborhoods, schools and businesses
- People increasingly use trails for recreation
- The proportion of injuries per mile use goes down

13. Transportation

Vision: Columbia and central Missouri, a growing urban community, will have a modern transportation system, which allows its citizens to move about freely within the region using whatever means are desired - automobile, bus, bicycle, walking - and to do so safely, within a reasonable time frame, and without encountering needless congestion.

13.1 Non-motorized Transportation - Columbia will enjoy a safe, interconnected, non-motorized transportation (NMTN) network. It will be culturally supported by the citizens as it will encourage social interaction and healthy lifestyles. The roadway, sidewalk, public transit and trail systems will all tie together into an effective integrated transportation network.

13.2 Advance Planning and Development - Columbia will have diverse travel options that allow for safe and efficient travel to and through destination points. Travel options will be compatible with adjacent land uses and coordinated with the transportation timing needs of the community.

13.3 Road Network and Traffic Management - A network of safe roadways in and around the city will provide sustainable, efficient mobility to vehicular travel and other modes in a complementary manner.

13.4 Public and Human Services Transportation - An efficient, innovative, accessible public and human services transportation system will be fully integrated with all other forms of transportation in Columbia and surrounding communities. It will be possible for all residents to live easily in Columbia without a vehicle.

Progress on Performance Measures

Goal	Performance Measures	Progress	Explanation
13.1 Non-motorized	13.1.1 There is a Transportation Authority Board to make recommendations to Council, P&Z and other Public Bodies	Started	Public Transportation Advisory Commission - established Dec. 21,2009, Council Bill B368-09
	13.1.2 There is an ongoing public education and information plan	Yes	Get About Columbia
	13.1.3 There is a sidewalk improvement plan and it is being implemented	Started	Planning Department
	13.1.4 There is a protocol for grading streets on NMT friendliness, streets have been graded, and are being improved	Started	GetAbout and PedNet
13.2 Advance Planning and Development	13.2.1 There is a Transportation Authority Board to make recommendations to Council, P&Z and other Public Bodies	Started	Public Transportation Advisory Commission - established Dec. 21,2009, Council Bill B368-09
	13.2.2 There is a plan and funding to preserve rights of way and improve existing intersections to improve safety and capacity	?	
	13.2.3 All transportation, sanitary sewer and utilities projects are coordinated to reduce future utility conflicts	?	
	13.2.4 Large traffic generators are identified and a plan for minimizing impacts on flow is implemented	?	

13.3 Road Network and Advance Planning	13.3.1 There is a Transportation Authority Board to make recommendations to Council, P&Z and other public bodies	Started	Public Transportation Advisory Commission - established Dec. 21,2009, Council Bill B368-09
	13.3.2 There is an area-wide roadway plan and it has been adopted	Yes	CATSO
	13.3.3 There is a city-county partnership to identify a comprehensive list of funds and to secure funds for transportation systems	?	
	13.3.4 There is a plan for optimizing signaling, intersection improvements, turn lanes, etc, and it has been implemented	?	
13.4 Public and Human Services Transportation	13.4.1 There is a Transportation Authority Board to make recommendations to Council, P&Z and other public bodies, with a subcommittee focused on public and human services transportation	No	
	13.4.2 There is a protocol for evaluating connections and gaps in services and the information is incorporated into decision making	?	
	13.4.3 The service needs of people using and not using public transit are incorporated into planning	?	

Proposed Outcome Measures

Non-motorized Transportation

- The proportion of people using non-motorized transportation goes up - PedNet/GetAbout, Quarterly Census data. Steve Sayers at MU, contact with data.

Advance Planning and Development

- The average transit time for various modes of transportation declines relative to Columbia's population density

Road Network and Advance Planning

- There are at least two safe ways to reach every "destination node" (towns, neighborhood centers) in the area
- Alternative transportation system traffic to "destination nodes" increases over time

Public and Human Services Transportation

- The per capita number of automobiles in Columbia decreases relative to average annual income
- How many people ride bus. Survey to capture rider demographics.
- The percent of people using public transit increases - 16% in 05, 30% in 07 citizen survey
- Satisfaction with availability of city sidewalks -49% in 2005 46% in 2007

Section 5. Conclusions and Recommended Actions

The community vision is alive and flourishing. Evidence of that is clear in the actions taken by individuals, by the city and by community organizations and agencies.

One of the most exciting things happening with the vision is the launch of the City's comprehensive planning process. This process will develop a plan to carry out many of the Visioning ideas, and to impact progress in Development, Economic Development, Environment and Transportation. We are delighted to see that the city departments are relying on the Vision to develop work plans. Other key steps include

- establishment of the City's Office of Neighborhood Services
- creation of the Downtown Leadership Council
- initiation of geographic policing methods to balance allocation of police services

Columbia Vision Commission goals for 2010

Over the next year the CVC will continue to work on tracking and monitoring and otherwise assisting with the implementation of visioning. Our plan is to:

- refine the list of Performance and Outcome Measures with community input and expertise, including identifying and addressing overlapping and conflicting goals;
- assist with increasing the number of performance measures that are checked off as done;
- encourage a greater diversity of the community to participate in accomplishing the vision; and
- build a higher level of community ownership of the vision using a more structured outreach and education plan.

Recommendations to Council

1. Require city staff to complete the transition to using the 13 Citizen Topic Groups instead of the goal groupings of the Draft Implementation Report in all Vision reporting.
2. Require city staff to include dollar estimates of the cost of any Vision step the Council is considering so that Council members can make informed decisions about tradeoffs and equitable allocation of city resources
3. Establish neighborhood districts as recommended in the Metro 2020 plan so that it is easier to track allocation of resources based on geography within the city.
4. Include items in the next Bi-annual Citizen Survey that address Vision outcome measures.

Appendix I: Guiding Principals

In any process it is important to define a set of guiding principals. To start with we have the original 4 guiding principals set out in the final visioning report:

- 1) Maximize public involvement so that all community members, including minorities, low-income, youth, and traditionally underrepresented groups can get involved in a meaningful way.
- 2) Develop a process that is positive in focus, safe, creative, and fun so that differences and tensions that exist in the community today can be bridged and shared common values can be discovered.
- 3) Ensure that the vision is truly community-driven so that all key decisions about the future of Columbia are arrived at through constructive city-wide dialogue.
- 4) Involve key institutions (such as the city and county, institutions of higher education, the printed and electronic media, the business community, and individual property owners and developers) to encourage intergovernmental and public-private collaboration at city, county and regional levels.

Specific to our task we add the following principals:

- 5) The Final Vision Report topic and sub-topic group's goals will be our touchstones:

The Final Visioning Report and the visioning goals within it are our touchstones to always be faithful to the community in first tracking and reporting on the implementation for the vision and in the future recommending visioning implementation steps. As the distance of time passes between the citizen topic group meetings that developed the vision report and the implementation effort there will be times when the topic group strategies are superseded by events in the community. When this is determined to be the case, by the CVC with input from expert commissions and the community, the spirit of the vision must be preserved in the community goals laid out in the visioning report.

- 6) Equity and Inclusion: We will always judge the overall visioning implementation process by asking: Are the citizens of the Columbia and Boone county community equitably benefitting from the vision as it is implemented?
- 7) Expertise: We will always understand that the CVC does not have the expertise on all aspects of the visioning, and as such we will reach out to experts on commissions, boards and in the community.
- 8) We will develop indicators to track both actions and outcomes. The citizens of Columbia created goals, which encompass a desired outcome. While an important part of reaching those goals is education and outreach, the CVC will track and measure substantive steps in the form of fiscal, social and programmatic policy and quality of life changes for Columbia and Boone county citizens that show progress toward attaining the visioning goals.

Appendix II : Comments on Performance and Outcome Measures

John Clark, June 24, 2009 (notes from a Commission Meeting)

1. Be careful of making assumptions about goals in indicators
2. Keep assumptions etc. in logic model
3. Do one model thoroughly first so we have a good feeling about issues and have a really good process
4. Get together with community development folks at MU
5. Most amazing disagreement about work that boards and commissions can do separate from staff work
6. Metro 2020 originally a community structure plan, not just land use - transportation, land use, facilities (parks and recreation) community appearance a fourth thing - use community structure plan to group topics

Mike Lynch, November 5, 2009

The measurable goals for Science and Technology are consistent with what the original committee developed, and still seem achievable in my opinion. You can consolidate the internet goals and the educational goals for the workforce with other areas.

Jo Sapp November 12, 2009

I've looked over Vision 10, Governance, and have a few comments.

Goal 10.3, Interdepartmental Collaboration, needs further thought in order to be useful.

The Governmental Affairs Commission appears to be crucial to several of the goals, including Goal 10.9, City and County Collaboration, which might present problems if it were to be formed exclusively by the city council. At some point we'll have to address the specifics of forming such a commission.

Goal 10.6 Council, contains a couple of typos:

- a. line 2 of "Ultimate Impacts," _convent_ should be _convenient._
- b. line 3 _there_ should be _their

_I appreciate the thought and effort the committee has put into this document. It can't be easy to try to reconstruct the thinking behind the documents you're working with.

Jo Sapp

Nick Peckham November 24, 2009

After printing out and reading the document, I am uncertain what you are asking me to do.

Statements, goals, strategies, indicators...simply not clear. For example, it says the grayed areas are done, or are part of the original vision - but some 'grayed' jumpstarts are not done as far as I can tell. Also, this approach to implementation is not an integrated approach. So, as chair of a Vision sub-group, and chair of The Downtown Leadership Council, I request further guidance.

The motto of the Vision ought be, "Don't tell me about your dreams, tell me about your accomplishments."

David Vernon December 1, 2009

I assume you've seen the "Draft Visioning Implementation Report" by The Communications Center (12/31/2009).

I like this report because simplifies and reduces the visioning material in a way that makes it more likely to be read by the general Columbia population. For example, it reduces the number of visioning groups from 13 to 7. Also it places the Land Preservation subgroup in the Environment group (along with Conservation and Energy Efficiency) rather than the Development group where it makes no particular sense.

Perhaps more to your point it emphasizes the Land Preservation Authority needs to be a collaboration between the city and the county. This was a part of the original Land Preservation report and seems to have disappeared entirely.

Sarah Read and Dave Overfelt December 9, 2009

Jan, as requested, Sarah and I have reviewed the measurable indicators (the far right column in your logic model draft) for the Development Topic group and offer the following three comments.

First, it is unclear how many of the indicators will be measured. For example, how and who will decide that "planning decisions are timely", "the public knows what's going on", or "the aesthetic consistency of neighborhoods increases"? Although you asked us to focus only on development, this observation is true for other topic groups as well. For instance, in the Environment topic group, some of the indicators are "Air is clean" and "Energy conservation increases". In considering what types of alternatives might be available for measurable indicators we looked at Baltimore's website, which is a good resource (www.bnia.org) and you can also find a list of other places that are working on community indicators here: www.communityindicators.net/INDICATOR.EFFORTS.html.

Second, although the indicators for development generally appear consistent with the strategies and action steps, some of the reasoning behind the indicators doesn't appear to reflect existing efforts and the concurrent need for adjustment in strategies to keep pace. This was recommended in the original vision report (page S-2). Such existing efforts, for example, would include the comprehensive planning process that is already underway, the recent stakeholders' meeting for the East Columbia Area Plan, and the planned annual forums on the pattern, pace and metrics of growth.

Third, the document is rather difficult to understand. On the front of the logic model, you asked for comments on where two or more goals, strategies, or measurable indicators were the same in order to help consolidate statements. We agree that any effort to eliminate significant overlaps and simplify reporting would be useful to the public. As you know, the original vision committee recommended that goal groups be developed (page S-3) and the need for simplification was an ongoing comment we got from the public during the process for preparing the Draft Implementation Report. The grouping proposed in the final draft report received some positive comments from the community (See Appendix D). That grouping reflects our observations on where such overlaps occur and is set forth in Section 2 of the implementation report, which we have attached.

Thank you for the opportunity to comment. As we have previously discussed, either or both of us would be happy to sit down and discuss this further with you or others.

Sally Beth Lyons January 12, 2010

A quick comparison of the language of the "performance measures" below and the original vision document raises questions on my part as to the alignment of the subsequent work of the Vision Commission with the original intent of the vision document. For instance, both the spirit and specific language of the vision regarding Education - Resource Allocation was to foster collaboration and communication between educational institutions, social service providers, philanthropies, etc. in order to make services more transparent to each other and to families so that referrals and coordination of programs result in improved services. While a city coordinator might provide such coordination (not likely in this budget climate), the intent of the strategy is for that person to "look for possible synergies" and "expand current collaboration and support families..." The language of the "performance measure" below speaks to directive actions - inventorying, convening weekly, creating programs.

The fact is - and the Education Sub-Committee recognized this - the services provided by educational institutions, not-for-profits, city agencies, philanthropies, etc. are by definition a loose coalition of separate providers. They each have separate governance structures, funding

sources, and missions. The spirit (and again, language) of the vision is to better coordinate their collaborative efforts, not to edict new programs or weekly meetings.

Does this make sense?

Darin Preis January 14, 2010

Draft Performance Measures

11. Health, Social Services and Affordable Housing

11.1 Social Services

11.1.1 There is a Community Foundation to fund social services and other community needs with private dollars : there is a group of people working on this. Steve knows more.

11.1.2 Community services programs must meet publicly approved standards of accountability, must undergo annual program review, and must incorporate participant feedback in future **planning unknown**

11.2 Affordable Housing

11.2.1 City and CHA create a Housing Trust Fund with dedicated revenues unknown I don't think there has been any movement on this

11.2.2 Council revises Comprehensive Planning and Zoning ordinance to include affordable housing and policies for implementing it unknown

11.2.3 There is a private nonprofit organization that is developing affordable housing projects **unknown**

CMCA and Habitat for Humanities both fit this description though we don't have any currently in progress (we're working on a transitional housing for homeless youth project with Rainbow House).

11.3 Health

11.3.1 There is an Assertive Community Treatment program in place unknown

11.3.2 There is an annual health report card with a gap analysis guiding short and long term recommendations unknown

11.3.3 There is a Diabetes education and prevention program in place unknown

11.3.4 There is a health literacy campaign in place unknown

CMCA operates a health literacy program for Head Start families. [Centro Latino also has a grant, I think]

Draft Outcome Indicators

11. Health, Social Services and Affordable Housing

11.1 Social Services

11.1.1 There are quality points of entry to access social service information

11.1.2 There are high-quality and affordable social services to support children, youth, adults, seniors, persons with disabilities, people with cultural barriers

11.1.3 All social services will be sufficiently funded to work toward the elimination of poverty

This is a great outcome but it's not happening.

11.2 Affordable Housing

11.2.1 Every neighborhood has an adequate supply of affordable, energy efficient and accessible housing

CMCA is implementing an expanded weatherization program to make the homes of low income homeowners and tenants more energy efficient.

11.3 Health

11.3.1 Columbian's Health Report Card scores improve in these areas: physical, mental, oral, substance abuse, vision

11.3.2 Times to get access to health care services go down

The MU med school operates MedZou, a free health clinic that picks up overflow from the Family Health Center.

Phil Steinhaus, January 18, 2010

The statements below (CVC performance and outcome measures) are so lacking and not reflective of the work done by our affordable housing committee that I can only guess that the health and human service information is sorely lacking as well.

The Health Report Card Project has been defunct for at least 8-10 years. The performance measures and outcome indicators are vague at best and don't begin to address the full scope of issues that were discussed or reflect even a simple inventory of health, social service, or affordable housing assets in our community.

I just don't know where to start or what to do to assist you with this process. I will admit that demands on my time have kept me from participating in the visioning process during the past year or so but I and many others put a lot of time into it in the beginning. I have copied a few other key people who were directly involved in this process and perhaps they can help or know more about how the list below was developed.

As far as affordable housing goes, the report issued last year by the Mayor's Affordable Housing Task Force included all of the recommendations that came up in the Affordable Housing Visioning subcommittee as many of the members of the subcommittee also served on the Mayor's Task Force. These recommendations were also incorporated into the City of Columbia's annual and five year Consolidated Plan that was developed this year through the leadership of the City Department of Planning and Development (Tim Teddy and Tom Lata) and adopted by the Columbia City Council.

Perhaps Tim or Tom could provide you with a key list of these recommendations or put them in the format you need for the report.

I would start with Stephanie Browning, Steve Hollis, Tim Rich and Cindy Mustard for the health and human services information. Perhaps they know what happened to the committee recommendations.

Good luck!

Appendix III - List of Communications with Council:

- | | |
|----------------|---|
| Feb, 12, 2009 | Motions on ownership of draft visioning implementation report and request for extension of comment period. |
| Sept. 15, 2009 | Requested input on Downtown leadership council report. |
| Dec. 11, 2009 | Budget Worksheet Vision Implementation Plan March 21, 2009, and updated 2009-2011 Implementation Tasks document in 2009 mini retreat packet, and FISCAL and VISION NOTES. |
| Dec 15, 2009 | E-mail communication with Boards and Commissions |
| Jan 5, 2010 | Consultants report versus original Final Vision Report |

Mayor Darwin Hindman,

In my role as Chairman, I plan to keep members of the City Council aware of the decisions made as the Columbia Vision Commission proceeds with the task of monitoring implementation of the Vision. On February 12, 2009, members of the Columbia Vision Commission voted on the following motions:

Motion 2: Made by Ms. Dianne Drainer-Seconded by Dr. Jan Weaver

The Columbia Vision Commission wishes to make it clear that the proposed draft of the Vision Implementation Report, prepared by a consultant engaged by the city, is not a product of the Vision Commission.

Motion 3: Made by Ms. Dianne Drainer-Seconded by Mr. Lorenzo Lawson

The Columbia Visioning Commission wishes to request that the City Council extend the deadline for public comment on the proposed draft of the Vision Implementation Report from February 27 to March 27, 2009. This will permit a more thorough engagement of boards, commissions, citizen-centered groups and individuals who may be directly impacted, particularly with regard to the action items presented in Section 3, entitled, "Next Steps for Fiscal Years 2010 and 2011."

The first motion clearly requires no action. The Vision Commission simply wants this to be duly noted by members of the Council. With regard to the second motion, however, we would appreciate a prompt reply from the Council. Please inform me of the Council's decision in writing as soon as possible.

Sincerely,

Jeffrey R. Williams, Ph. D.
Chairman, Columbia Vision Commission

To: Nick Peckham, Chair Downtown Leadership Council and
Tony St Romaine
From: Dan Goldstein, Chair Columbia Visioning Commission
Date: Sept. 15, 2009

cc: Mayor, City Council Members

The Columbia Visioning Commission (CVC) would like to commend the work done by the Downtown Leadership Council (DLC), and City Staff in producing their Interim Report. The DLC report contains many great things that are supported in the Imagine Columbia's Future, City of Columbia Vision and Action Plan. Specifically the CVC was impressed with the comments and suggestions on Energy Efficiency in future downtown development.

The CVC is concerned though about the effect that "capturing" tax revenue for one project, such as downtown re-development, has on the totality of goals that the citizens of Columbia expressed in the visioning report. We ask for caution and careful scrutiny for any project using "captured" tax revenue with regard to the effect this lost future tax revenue will have on other entities in the community. In the case of Tax Increment Financing (TIF's), recommended for downtown re-development, the "captured" tax revenue for the downtown area is lost revenue for the school system, in the form of frozen assessed property rates on TIF projects. While downtown re-development was a subject of a citizens topic group in visioning, so was education whose vision statement reads:

“Excellent education programs and facilities are available to students of all ages in a variety of programs that both support each individual's goals and address the diverse social, economic, and environmental needs of the community.”

We request that the DLC and Council consider how "capturing" of tax revenue for downtown or other projects in the short term could reduce funding for other important parts of our community's vision in the long term.

Dan Goldstein
Chair Columbia Visioning Commission

To: Mayor, Members of Council December 11, 2009
Cc: City Clerk, City Manager
From: Columbia Visioning Commission
Subject: Budget Worksheet Vision Implementation Plan March 21, 2009, and updated
2009-2011 Implementation Tasks document in 2009 mini retreat packet, and
FISCAL and VISION NOTES.

Dear Mayor and Members of Council,

The Columbia Visioning Commission (CVC) has reviewed the Budget Worksheet Vision Implementation Plan March 21, 2009, and as chair I have reviewed the updated 2009-2011 Implementation Tasks document in the 2009 mini retreat packet. The CVC had two concerns with this document. First the CVC feels that a column should be added to reflect the connection of each item with the Goals and Strategies in the original citizens City of Columbia Vision and Action Plan Report.

Second, the CVC would like to express its concern at the lack of budget numbers on this budget document. While it is understood that this document reflects some long range projects for which it is hard to assess costs, currently out of 46 items it seems that only 9 have budget estimates attached to them. Of particular concern are potentially large budget items that do not include a clear budget estimate. One item of potential concern is task 25: "Secure three shovel-ready sites, with one certified in FY 2010, and one filled by FY 2011", for which the budget is listed as: "City sponsored but no direct cost to city." In the packet of materials for the 2009 mini retreat, for the session on Economic Development, real costs are shown for purchasing property for shovel ready sites. In the letter to a Mr. Henrikson the purchase of a site for 4 million dollars is discussed, where the buyer is listed as: "The buyer which I represent, the City of Columbia, MO, and it's City Manager in particular... ". Another example of concern is the uncalculated possible cost for infrastructure provided to shovel ready sites. In the 2010 CIP plan the "North Grindstone Outfall Extension Phase III" project, with an estimated cost of 1.3 million dollars, appears to terminate at the CAJF property listed as being purchased as a shovel ready site. While it not clear what costs are being taken on by the City general fund, utility contingency funds, or other entities, at the very least this lack of accounting for potentially large City budget costs on a budget report could raise concerns and potentially engender a lack of trust amongst a segment of the population in the Visioning process. For this reason the CVC requests a more thorough and careful listing of estimated budget costs in this list of Visioning implementation tasks.

One final item, the CVC has discussed with staff the inclusion of the Goals and Strategies from the original citizens City of Columbia Vision and Action Plan Report in the "FISCAL and VISION NOTES" cover page to council. The CVC appreciates that a box for both a primary and secondary goal and strategy items has been added along with the goal groupings from the staffs visioning implementation report. On the question of including the goal groupings, the CVC commissioners had a mixed response in discussions. The consensus being that as long as the Goals and Strategies from the original citizens City of Columbia Vision and Action Plan Report were reported, the CVC is ok with the goal groupings either being included, or not being included. One idea that was discussed was the possible inclusion of a box that lists any visioning goal or strategy that was in conflict with a proposed action item. The Vision report is large in scope and includes potentially conflicting strategies. This is to be expected and by listing potential conflicts a greater sense of transparency will be achieved, and possibly conflicts will then be easier to resolve.

Finally the CVC would like to thank the staff and the City Council for their active support of the ongoing Visioning process.

Dan Goldstein
Chair Columbia Visioning Commission

To: Mayor, Members of Council December 15, 2009
Cc: City Clerk, City Manager
From: Columbia Visioning Commission
Subject: E-mail communication with Boards and Commissions

Dear Mayor and Members of Council,

To facilitate better communication with and between, boards and commissions the Columbia Visioning Commission voted and passed a resolution at it's regularly scheduled November meeting to request that the following motions be discussed and voted upon at the next regularly scheduled council meeting.

REQUESTED COUNCIL MOTIONS:

The Columbia City Council so moves to direct the appropriate staff to create a unique e-mail account for each city board and commission.

Each of these e-mail accounts is to be named in such a way as to reflect the name of the board or commission, not any specific board or commission member.

For illustration the e-mail for the Columbia Water and Light Board could be named Chair_CWLB@gocolumbiamo.com

The Columbia City Council so moves that the acting chairperson of each City Board or Commission be charged with reading the e-mail account assigned to him or her, on a regular basis.

The Columbia City Council so moves that provisions for forwarding commission chair addressed e-mails to personal accounts for more timely response will be provided, along with provisions for providing e-mails to commission chairs not able to read e-mail on a regular basis due to physical or personal reasons.

End Requested Motions

The CVC is aware of the city web site interface that allows messages typed into a web page to be forwarded through a staff member to a board or commission. After discussion with staff it was felt that this method of communication through a staff member and using a web site interface severely limits communications. Direct e-mail addresses would allow Council members, Commissioners and the general public to have a clear point for open transparent communication with the Boards and Commissions.

Thank you very much for your timely action on this important matter.

Dan Goldstein
Chair, Columbia Visioning Committee

January 5, 2010

Columbia Vision Commission

Dear Mayor, Members of Council and City Manager,

The Vision Commission feels it is important to distinguish between the consultant's report (the Draft Visioning Implementation Report prepared by the Communications Center Inc. January 23, 2009) which is the product of collaboration between the consultant and the City staff, and which by ordinance was overseen by City administration, and the original Final Vision Report, especially Chapter 4 - Goals, Strategies and Action Plans, which was crafted by citizen work groups.

We feel it is important to keep consideration of the documents separate because the consultant's report adds ingredients that are not found in the original Final Vision Report and which may unintentionally favor one interest or strategy over another in a manner not sanctioned by the original Final Vision Report. For example, consider the recent confusion over the source of the recommendation to support creation of "shovel-ready sites", which appears nowhere in the Final Vision Report, that was made at the Council mini-retreat. As a result, it is inappropriate, in our view, to treat the consultant's report as an expression of the wishes of the citizen's groups who drafted the 13 Vision Statements. By ordinance, it is the City Manager's report (Section 2-533 (a)) and expresses staff's perspective. It was not written by a citizen's group or public commission tasked to oversee the project.

We therefore recommend that the Council and Staff keep this distinction in the forefront to avoid public confusion and rely on the Final Vision Report and its 13 Vision statements, (with their goals and strategies) as their touchstone.

Given the original Vision Committee's concerns about inequitable access to City administration, we feel it is important to preserve a clear distinction between the two reports and thereby, remain faithful to the original citizen driven process.

Sincerely,

The Columbia Vision Commission