

**2008**

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# **A CHANGE IN DIRECTION ON FAMILY AND YOUTH ISSUES FOR THE CITY OF COLUMBIA, MISSOURI**

HISTORICAL DATA AND SUGGESTIONS FOR THE IMPLEMENTATION OF POLICIES AIMED AT THE  
REDUCTION OF CRIME AND INCREASED OPPORTUNITIES FOR OUR FAMILIES AND CHILDREN.  
(POLICY RECOMMENDATIONS PRESENTED TO THE CITY COUNCIL ON APRIL 21, 2008)

Crime has always been an issue of public policy decisions for government officials. Over the years society has looked to enforcement as a primary deterrent to criminal activities. With the breakdown of the family, the increased availability of drugs and alcohol, the influence of pop culture and the ongoing effects of peer pressure our children are at greater risk of becoming involved in criminal behaviors. We all know that criminal behavior will never be eliminated. However, communities such as Columbia can successfully reduce the rate of occurrence with proper leadership and community support.

At the national level, arrests for juveniles (persons under the age of 18) increased in 2006 3.4% for murder and 18.9% for robbery as compared to 2005 arrest data. In addition, 2006 arrest data shows that 76.3% of all juveniles arrested were male and 82.2% of violent crimes were committed by males. (FBI, 2007).

National statistics for dropout rates show that between October 2004 and October 2005, four (4) out of every one-hundred (100) students dropped out of school. Encouraging news is that since 1972 the trend in national dropout rates had decreased from 6.1% to 3.8% in 2005. However, while the overall trend has moved downward, the racial/ethnic dropout rates show that Blacks and Hispanics have a higher dropout rate of 7.3% and 5.0% , respectively, as compared with a rate of 2.8% for Whites and 1.6% Asian/Pacific Islanders.

One contributing factor in the dropout rate of students is the families' income. Statistics show that students considered living in low income homes or homes earning wages at the bottom twenty (20%) percent of all family income, had a dropout rate of 8.9% during the study period of October 2004 to October 2005, as compared to 1.5% for students living in high income families which are families earning incomes at the top twenty (20%) percent. (National Center for Educational Statistics, 2007)

As there is a connection between crime and dropout rates it is important to know that of those individuals currently in the U.S. corrections system approximately 30% of federal inmates, 40% of state prison inmates, and 50% of death row inmates are high school dropouts. (U.S. Census Bureau, 1998)

In 2007 crime rates hit an all time high in the city of Columbia with violent crime such as assaults, robbery and rape topping the list. One only needs to pick up a daily newspaper to read about drug arrests, fights involving large groups of people with weapons in parking lots, home invasions, etc. What is more concerning, according to statistics provided by the Columbia Police Department is the vast majority of these crimes were committed by persons 29 years of age and younger.

An outward and visible sign that our community is suffering from increased crime is the increased visibility of graffiti. On March 10<sup>th</sup>, 2008 I drove through the downtown area of Columbia and within 30 minutes I discovered eight (8) sites and photographed over twenty (20) pictures of graffiti. While it is widely known that there are many gangs in the United States, many people do not think about such activity within our own state, let alone our community.

While there is not a complete list of gangs in Missouri or elsewhere as localized groups are in existence, a partial list of known national gangs within the state of Missouri consists of the following groups: *Aryan Brotherhood, Asian Boyz, Black Gangster Disciples, Bloods, Crips, Gangster Disciples, La Familia, Latin Kings, Mexican Mafia, Skinheads, Surenos 13 and Vice Lords*. (Gangs Or Us) Recently, an article in the Columbia Daily Tribune discussed several gangs operating here in Columbia; the recognized names of these gangs are: *The Mississippians, Louie Bound and The Cut Throat*. As quoted in the paper these gangs are described as follows: "The Mississippians,(...), are a group of about [a]dozen or so family members and friends who came to Columbia years ago from down South. Louie Bound is a collection of St. Louis natives who now call Columbia home. The Cut Throats are Columbia born and bred, [and consist of]a group of young black men who grew up together in the central city. (Kravitz, 2008)

In addition to the trend in crime rates, the high school dropout rate in Columbia has averaged 211 students a year since 2003. Currently the dropout rates in Columbia are high in comparison with other Missouri schools of similar size. According to current data, the Columbia Public School District ranks as the 4<sup>th</sup> highest in dropout rates among the school districts used as benchmark communities by the Columbia school district. The data is compiled in the following table.

#### Comparison of High School Dropout Rates for Columbia Public School vs. Benchmark Communities

School Name	Total enrollment	% of Minority Students	% of Free/Reduced Lunch	Dropout rate	Ranking
Ferguson/Florissant	12,231	77.4%	60.3%	1.8%	9
Parkway	18,432	29.3%	16.6%	1.7%	10
<b>Columbia</b>	<b>16,648</b>	<b>31.2%</b>	<b>31.1%</b>	<b>3.6%</b>	<b>4</b>
Independence	10,718	20.3%	45.7%	5.8%	1
North Kansas City	17,553	26.7%	37.2%	4.5%	3
Lee's Summit	16,742	16.7%	12.9%	2.1%	8/tie
Francis Howell	18,124	9.5%	10.3%	2.5%	6
Hazelwood	19,297	69.2%	45.4%	4.9%	2
Blue Springs	13,502	17.2%	16.4%	1.3%	11
Rockwood	22,245	17%	13.1%	.09%	12
Fort Zumwalt	18,776	9.9%	12.9%	2.1%	8/tie
St. Joseph	11,513	15.4%	53.6%	3.4%	5
Mehlville	11,143	14.3%	20.3%	2.6%	7

(Heavin, 2008)

Currently it is estimated that every 26 seconds a student drops out of high school in the United States. In 2005 the national dropout rate was 3.8% and the dropout rate for the Columbia Public School District was 4.6 %. Encouraging news is that the yearly dropout rate in Columbia *decreased* during the 2006 and 2007 school years to 3.8% and 3.3%, respectively. Comparison of the Columbia Public School District dropout rates and the national dropout rates are not available at this time as the national statistics are not available for the 2006 and 2007 school years at the time this report was compiled.

Recently Forbes.com ranked Columbia as the eleventh “Smartest Cities” in the country. While Columbia is extremely fortunate to have the University of Missouri-Columbia, Columbia College and Stephens College, all nationally recognized institutions of higher learning in addition to several other quality colleges located within our community, we continue to have several silent underlying issues. These issues include, but are not limited to: 1) our community has one of the highest dropout rates among Missouri schools of similar size (Heavin, 2008); 2) approximately 27% of our workforce is underemployed; 3) approximately 12% of our workforce has not earned a high school diploma; 4) we have an emerging labor shortage in the skilled trades (Donovan, 2007) and finally, our median household income is \$42,163.00 which is below the national median of \$48,201.00. ***While these trends could be considered a liability they should be viewed a baseline towards improvement as well as an example as to why we need to re-focus our public policy decisions on youth and family issues.***

To effectively tackle the growing trend of youth crime in our community the city must institute a shift in community priorities and funding. Currently, the City of Columbia fiscal year 2008 operating budget is \$367,711.935.00. Funding for the Office of Community Services- Social Assistance programming is allocated at \$903,743.00 which includes funding for: 1) Elderly and Disabled Services, 2) Counseling and Rehabilitation Services, 3) Basic Needs, Emergency and Employment Services, and 4) At-Risk Youth Services. Total funding for the at-risk youth services totaled \$292,623.00, or 32% of the Office of Community Services budget.

The Parks and Recreation Department 2008 fiscal year budget is \$12,512,565.00. The revenue for the department consists of \$6,062,200.00 sales tax revenue, recreation fees in the amount of \$4,177,969.00 and the balance of approximately \$2,272,396.00 from General funds. From the overall Parks and Recreation budget, \$409,057.00 is allocated to the Career Awareness and Related Experience Program (C.A.R.E) and \$349,546.00 is allocated to the Community Recreation Section of the Department's Recreation Services. These funds support the majority of recreation programs for at-risk youth as identified in the December 10, 2008 Council report. These programs are offered at the Armory, Douglass School Gym, and Douglass Park.

In addition to the fiscal year 2008 community funding for at-risk youth services, Columbia received Title V funding from the State of Missouri Department of Public Safety- Office of Juvenile Justice and Delinquency Prevention in the amount of \$66,450.63 for at-risk youth

programs administered through the Office of Community Services. The city also receives annual funding and grants for social services, youth, family and community needs through the Department of Housing and Urban Development and Community Development Block Grants that are not reflected in this report as these funds are primarily used for infrastructure and housing needs.

While approximately \$1,051,226.00 from the fiscal year 2008 budget were allocated towards at risk youth programs it should be noted that only \$384,970.00 was budgeted for economic development. To demonstrate why our community needs to shift our priorities the following table illustrates the ten (10) year funding history of the Parks and Recreation Department, the Office of Community Services and the Office of Economic Development. **It should be noted that this IS NOT a complete breakdown of funding for each department. The information compiled in this table was obtained from the published yearly budgets for fiscal years 1999 through 2008. These figures may not account for any changes made throughout any given year. These figures do not account for any state or federal grant funding or spending. This information is only a representation of how our community allocates total budget resources by department independent of the funding source(s).**

10 YEAR BUDGET COMPARISON: PARKS AND RECREATION, SOCIAL SERVICES AND ECONOMIC DEVELOPMENT

Year	Parks and Recreation Department	Community Services total budget/ Social Assistance	Economic Development
1999	\$7,088,183.00	\$1,014,026.00/ \$723,675.00	\$280,948.00
2000	\$7,348,310.00	\$1,052,216.00/ \$745,400.00	\$309,118.00
2001	\$8,201,828.00	\$1,090,907.00/ \$780,300.00	\$319,451.00
2002	\$15,279,461.00	\$1,097,810.00/ \$783,100.00	\$310,546.00
2003	\$10,426,769.00	\$1,149,822.00/ \$805,300.00	\$321,750.00
2004	\$11,002,585.00	\$1,167,049.00/ \$821,800.00	\$315,799.00
2005	\$10,459,802.00	\$1,210,980.00/ \$847,360.00	\$326,276.00
2006	\$11,344,831.00	\$1,247,728.00/ \$868,650.00	\$348,431.00
2007	\$12,181,827.00	\$1,339,824.00/ \$906,023.00	\$366,290.00
2008	\$12,512,565.00	\$1,255,081.00/ \$903,743.00	\$384,970.00
Totals	\$106,296,161.00* \$30,073,218.00 of funding received from the Parks sales tax since 2001 AND \$35,359,808.00 received from Recreational Fees	\$11,625,443.00/ \$8,185,351.00	\$3,283,579.00

- Note: Parks and Recreation Department annually budgets funding programs for at risk youth such as the C.A.R.E. program in addition to funding parks, trails and operational/maintenance costs. These programs are not individually included in the above numbers. These figures represent the total budgetary allocation to each department for the fiscal year as indicated.

If this community is going to continue to thrive and provide the necessary infrastructure and opportunities for success to our citizen's, especially our youth, we must have adequate employment opportunities. The citizens of Columbia must not continually rely upon the top five employers in our city to provide new job growth. According to data in the fiscal year 2008

Columbia budget, the top five employers based on the number of full time employees consist of the University of Missouri-Columbia, University Hospitals and Clinics, the Columbia School District, Boone Hospital Center and the City of Columbia. It is important to note that all of the top employers are government agencies.

For economic activity to add to a community's economic growth, outside capital investment must be generated. The University of Missouri –Columbia, University Hospitals and Clinics, and Boone Hospital Center bring in outside economic funding through the expenditures of non-Columbia resident students and patients who utilize these facilities along with the public and private grants that supplement the University of Missouri-Columbia. The City of Columbia and the Columbia School District for the most part, have no new economic impact on our economic vitality as the majority of the operating income for these government agencies is just a redistribution of community income through taxation used to support needed community infrastructure.

Not only do we need to actively promote economic development in our community through the creation of high tech jobs, we need to address the need for job creation in the skilled labor market and job opportunities that offer potential for those individuals who do not attend college. In conjunction with economic development, our community must address the high school dropout rate in order to provide resources and opportunities to those individuals that do not fit into the traditional learning environment.

According to the Center for Benefit-Cost Studies of Education, "The U.S. Taxpayer could reap \$45 billion annually if the number of high school dropouts were cut in half". This savings would be achieved by the reduction in tax revenue expenditures in public health, welfare and criminal justice. Not only would public expenditures be reduced there would be a direct increase in private economic benefits to the individual. The community at large would see public benefits through increased tax revenues and economic stimulus.

According to economic data published by the Missouri Department of Economic Development, "Missouri's fastest growing occupations in the next ten years are those that require education and/or training beyond high school". Not only will jobs that require college education grow the fastest they will be among the highest paying. (Missouri Department of Economic Development). Over one half (1/2) of the careers in Missouri's central region will require some level of college education. While a person who has achieved a Bachelor's degree will average between \$33,904.00 for entry positions to an estimated high wage of \$52,813.00, the prospects for an individual without a college degree or limited formal education is considerably less. The estimated economic factors for an individual living in Missouri who has not graduated high school is indicated by the following educational and economic figures (Missouri Dept of Elementary and Secondary Education)

**National Median Income based on Educational Attainment**

<b><i>Education Level</i></b>	<b><i>Weekly Wages</i></b>
High school dropout	\$409.00
High school graduate, no college	\$583.00
Some college or Associate's degree	\$670.00
Bachelor's Degree or higher	\$1013.00

Source: U.S. Department of Labor (2006)

**Missouri Self-Sufficiency Standards**

<b><i>Marital Status</i></b>	<b><i>Minimum Weekly Income Needed for Self-Sufficiency</i></b>
Single, no children	\$260.00
Single with infant	\$480.00
Married with two children	\$716.00
Married with two children, uninsured	\$922.00

Source: Missouri Department of Economic Development (2007)

Median income based on the median county of Moniteau County. Missouri self-sufficiency requirements are based on minimal housing, childcare, food, transportation, health care, taxes and telephone expenses. Weekly expenses are based on 12 four-week months per year.

If this community is going to appropriately address the issue of youth crime, we must begin to focus on family issues, economic stability and growth. Our strategy should incorporate a three pronged approach of proactive measures, intervention and strong enforcement policies.

The first step that the City of Columbia should embrace is a commitment to shift our focus to family issues; "Strong cities are built on the foundation of strong families" (National League of Cities, YEF). This commitment should focus on and include the "Five Promises for America" which provide the following resources – *caring adults, safe places, a healthy start, effective education and opportunities to help others*. According to information provided by the America's Promise Alliance, "Children who receive at least four of the Five Promises are much more likely than those who experience only one or zero Promises to succeed academically, socially and civically. They are more likely to avoid violence, contribute to their communities and achieve high grades in school". (America's Promise Alliance)

The city's commitment to our youth and families should be made through a public proclamation/resolution issued by the Mayor and city council through the formal adoption of

the National League of Cities “A City Platform for Strengthening Families and Improving Outcomes for Children and Youth”.

This platform calls for a two part process. The first process of the platform is to develop the essential “infrastructure”, more specifically the structure or process for carrying out the following critical tasks that strengthen families. These four items include: 1) *Identifying needs, opportunities, and priorities for future actions*; 2) *Promote effective city-school collaboration*; 3) *Encourage and support youth voice, engagement and leadership* and 4) *Measure progress*. The National League of Cities defines these measures as follows:

- 1) ***Identify needs, opportunities, and priorities for future actions*** through a city commission, mayor’s task force, or other group that brings together leaders from the public, private, and non-profit sectors as well as parents and other community residents.
- 2) ***Promote effective city-school collaboration*** through regular meetings between the mayor and/or city council, school board and school superintendent that focus on shared priorities and the development of joint plans of action.
- 3) ***Encourage and support youth voice, engagement, and leadership*** through a mayor’s youth council, appointment of youth to municipal boards and committees, and/or community wide youth summits.
- 4) ***Measure progress over time*** through the use of a community “scorecard” or a set of benchmarks that tracks key outcomes and places them within the context of a broader report on the status of children, youth and families. (National League of Cities, YEF)

The second part of the platform process is for the city leaders to take specific action steps in the following areas: 1) *early childhood development*; 2) *youth development*; 3) *education and afterschool*; 4) *health and safety*; 5) *youth in transition*; 6) *family economic success* and 7) *neighborhoods and community*.

The **Imagine Columbia’s Future** final vision report indicated a community consensus for supporting and promoting positive youth, educational and economic activities as indicated by the following stated goals:

1. *Columbia will develop and promote a central resource (and possibly place), creating environments that will cultivate responsible citizenship among young people.* (Committee, 2007, p. 35)
2. *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.* (Committee, 2007, pp. 68-71)

3. *Columbia will support quality points of entry to access information for high quality and affordable social services to support children, youth, adults, seniors, persons with disabilities, and people with cultural barriers. All social services will be sufficiently funded to work toward the elimination of poverty. (Committee, 2007, p. 87)*
4. *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. (Committee, 2007, p. 58)*
5. *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. (Committee, 2007, p. 62)*

In order to adequately focus on family and youth issues, this community must simultaneously work on improving greater opportunities in education, such as early childhood education, alternative high schools and an increased availability of technical vocation schools while addressing our economic development activities. If we are to compete in the new global market, we must begin to re-evaluate our policies and provide adequate funding to effectively compete.

There are many ideas and programs that have been successful across this country. In order to address this challenge we need to first understand that these are long term solutions that will take years to show measurable outcomes. In order to move forward, I suggest that we first begin focusing on the following issues. These are items that can be implemented in a relatively short period of time (one to two year budget cycle), they are fiscally achievable (provided that our priorities are shifted), they promote a strong community voice against crime and they will lend creditability to our commitment to address this important issue. These items are not listed by rank of importance as they are all equally important.

**PROACTIVE MEASURES:**

1. Make the long term commitment and adopt the National League of Cities "A City Platform for Strengthening Families and Improving Outcomes for Children and Youth".
2. Implement a Mayor's task force to address and make policy recommendations for both short term and long term solutions for family and youth issues.
3. Institute a Youth Advisory Council or Committee to get youth involved in government policy decisions and action plans.
4. Evaluate our current programs for effectiveness and focus on only those that show results.

5. Set short term goals for Family, Youth, Crime prevention and Economic Development priorities.
6. Increase funding for short term priorities, especially in the areas of crime prevention and economic development. We should not wait until a task force makes long term recommendations.
7. Admit that we have an emerging or growing gang problem. Implement a graffiti ordinance to deal with the proliferation of this community problem. We should not tolerate the defacing of our community.
8. Increase/implement a community policing philosophy.
9. Implement a Nuisance Business Ordinance to effectively deal with places in our community that tend to require increased police intervention and actions.
10. Work with the Columbia School District and other governmental agencies to implement a supplemental school curriculum aimed at deterring criminal behavior through powerful presentations aimed at the effects of criminal behaviors and actions. This could include, required reading of books, such as "Lost Innocence" by Christopher Bowers, et al, which details his life story and the stories of several other Missouri inmates, sponsored trips to the city, county and state prison system, etc.
11. Work with the Columbia School District and other agencies to increase the availability of quality afterschool programs.

**INTERVENTION AND ENFORCEMENT MEASURES:**

1. In order to intervene, we must ADMIT that we have an emerging/growing problem in criminal activity in our community.
2. Develop a permanent violent crime task force to. Add two to four police officers and vehicles as needed. This unit must also address the growing gang problem in our community.
3. Work with the Columbia School District to implement a Truancy Program. Add two truancy officers and sufficient vehicles to implement the program. Look at Albany, NY, St Louis, MO and Springfield, MO, Kansas City, MO for policy direction
4. Re-visit a curfew ordinance.
5. Increase positive police involvement with the youth (mentoring, tutoring, etc)
6. Work with state and federal officials to promote greater accountability in bonding and sentencing requirements.

In conclusion, if this community is going to adequately address the challenges we currently face we must increase our focus and efforts on family and youth issues. This focus needs to be a comprehensive approach that includes all sectors of the community from local governments, business, faith based, charitable organizations and most important, our youth. We MUST

approach the issue through measures that are proactive, provide adequate interventions and strongly enforce the laws we impose. We MUST streamline our programs and focus on those that reach the greatest number of persons in need and provide the highest level of measurable outcomes. We MUST increase our funding levels to support the most effective agencies and programs. We MUST work to decrease the number of high school dropouts in our community. Finally, we MUST work to promote growth in economic development. Without adequate local employment opportunities most of our future efforts will be in the realm of increased police enforcement and inmate facilities. Finally, WE MUST look at this as a long term commitment for the betterment of our community.

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## POLICY GOALS AND DESIRED OUTCOMES:

GOALS	OUTCOMES
<p>1) <b>ACKNOWLEDGE THAT WE HAVE EMERGING ISSUES AND CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Youth – dropout rates, crime</li> <li>• Educational opportunities</li> <li>• Shortage and/or decline in quality, high paying job opportunities</li> <li>• Increase in crime rates</li> <li>• Emerging and/or growing gang problems</li> </ul>	<p><b><i>WE CAN NOT SOLVE PROBLEMS THAT WE FAIL TO ADMIT WE HAVE</i></b></p>
<p>2) <b>ADOPT BY POLICY RESOLUTION THE NLC “A CITY PLATFORM FOR STRENGTHENING FAMILIES AND IMPROVING OUTCOMES FOR CHILDREN AND YOUTH”</b></p>	<p><b>SETS THE AGENDA FOR POLICY GUIDANCE AND ESTABLISHES A PLATFORM FOR ACTION</b></p>
<p>3) <b>CREATE A MAYOR’S TASK FORCE</b></p> <ul style="list-style-type: none"> <li>• Advisory committee to mayor and council for policy initiatives</li> </ul>	<p><b>STAKEHOLDERS IN CITY GOVERNMENT, BUSINESS, EDUCATION, COUNTY, JUVENILE JUSTICE, COURTS, PRIVATE, ETC. DEVELOP STRUCTURE AND METHOD FOR IMPLEMENTATION OF POLICIES</b></p>
<p>4) <b>UTILIZE THE COMMUNITY INPUT AS PROVIDED IN THE REPORT DATED MARCH 17, 2008 FROM THE “LET’S TALK COLUMBIA 2008 – AMERICA’S PROMISE” HELD ON FEBRUARY 22 &amp; 23, 2008.</b></p>	<p><b>IMPLEMENTS THE COMMUNITY’S AND YOUTH IDEAS. DEMONSTRATES TO OUR CITY’S CHILDREN THE GOVERNMENT IS RESPONSIVE TO THEIR NEEDS AND IDEAS. BRINGS OWNERSHIP OF THE ISSUE TO THE COMMUNITY WHICH WILL CREATE A COMMITMENT TO SOLVE THE PROBLEMS.</b></p>
<p>5) <b>IMPLEMENT THE POLICY RECOMMENDATIONS AS PRESENTED IN THE 2008 FINAL VISIONING REPORT TITLED: “IMAGINE COLUMBIA’S FUTURE”.</b></p>	<p><b>IMPLEMENTS THE COMMUNITIES IDEAS. DEMONSTRATES THE ELECTED OFFICIALS COMMITMENT TO THE VISIONING PROCESS. BRINGS OWNERSHIP OF THE ISSUE TO THE COMMUNITY. CREATES A COMMUNITY COMMITMENT TO SOLVE THE PROBLEM.</b></p>
<p>6) <b>CREATE NEW CITY DEPARTMENT ON YOUTH, EDUCATION AND FAMILIES.</b></p> <ul style="list-style-type: none"> <li>• Moves all programs under one department.</li> <li>• Easier to evaluate program effectiveness</li> <li>• Provides greater transparency in funding levels</li> </ul>	<p><b>MOVES ALL CITY OUTREACH PROGRAMS UNDER ONE DEPARTMENT. CREATES A MORE EFFICIENT UTILIZATION OF CITY FUNDS AS ALL EFFORTS ARE UNDER THE LEADERSHIP OF ONE DIRECTOR. ALLOWS THE CITY TO BETTER COORDINATE WITH THE COMMUNITY PARTHERS AND OTHER GOVERNMENTAL ORGANIZATIONS.</b></p>

<p>7) RE-EVALUATE CITY BUDGET AND FUNDING PRIORITIES</p> <ul style="list-style-type: none"> <li>• Increase Social Assistance programming</li> <li>• Implement outcomes based funding measures for social service funding</li> <li>• Increase yearly economic development budget to at least \$1-2 million</li> </ul>	<p>INCREASE THE AVAILABILITY OF EFFECTIVE PROGRAMING TO THOSE IN NEED. FOCUSING ON ECONOMIC DEVELOPMENT WILL CREATE NEW JOBS, INCREASE TAX REVENUE AND CONTINUE TO ALLOW COLUMBIA TO FUND AMENTITIES SUCH AS PARKS, TRAILS, CULTURAL VENUES, ETC.</p>
<p>8) INCREASE WORKFORCE TRAINING AND TRANISTIONAL JOBS</p> <ul style="list-style-type: none"> <li>• Assist in providing skilled job training for youth, ex-offenders, and persons moving from welfare</li> </ul>	<p>HIGHER WAGES/ MORE OPPORTUNITIES</p>
<p>9) INCREASED LITERACY TRAINING</p> <ul style="list-style-type: none"> <li>• Set goal to increase outreach to those who cannot read</li> </ul>	<p>HIGHER WAGES/MORE OPPORTUNITIES</p>
<p>10) INCREASED G.E.D. COMPLETIONS</p> <ul style="list-style-type: none"> <li>• Set goal to increase GED completion of adults and youth who have dropped out of school</li> </ul>	<p>HIGHER WAGES/MORE OPPORTUNITIES PROVIDES OPPORTUNITIES TO THOSE PERSONS WHO HAVE DROPPED OUT OF HIGH SCHOOL.</p>
<p>11) FINANCIAL SUCCESS</p> <ul style="list-style-type: none"> <li>• Work with schools to incorporate financial literacy into curriculum</li> <li>• Increase community adult classes on financial issues</li> </ul>	<p>PROVIDES A FOUNDATION TO ENCOURAGE SAVINGS, FINANCIAL PLANNING, ETC. ASSIST PEOPLE WITH BAD CREDIT. EMPOWER PEOPLE TO HELP THEMSELVES.</p>
<p>12) INCREASE MENTORING</p>	<p>POSITIVE ROLE MODELS, NEW RELATIONSHIPS</p>
<p>13) ALTERNATIVE HIGH SCHOOLS</p> <ul style="list-style-type: none"> <li>• Partner with local school district and community colleges</li> <li>• Public/Private Partnerships</li> </ul>	<p>KEEP MORE KIDS IN SCHOOL. INCREASED EARNING POTENTIAL AND WORKFORCE DEVELOPMENT</p>
<p>14) WORK WITH COLUMBIA SCHOOLS TO DEVELOP SPECIAL CURRICULUM AIMED AT SHOWING YOUTH THE LONG TERM NEGATIVE EFFECTS OF CRIMINAL BEHAVIOR.</p> <ul style="list-style-type: none"> <li>• Sponsored visits to the city and county jail and state facilities</li> <li>• Required reading assignments</li> <li>• Sponsored presentations from ex-offenders who describe their life and the effects of their bad choices</li> </ul>	<p>GIVES YOUTH FIRST HAND KNOWLEDGE OF HOW CRIMINAL BEHAVIOR OR BAD PERSONAL CHOICES CAN CREATE LONG TERM OBSTACLES AND HARDSHIPS TO THEMSELVES AND OTHERS.</p>

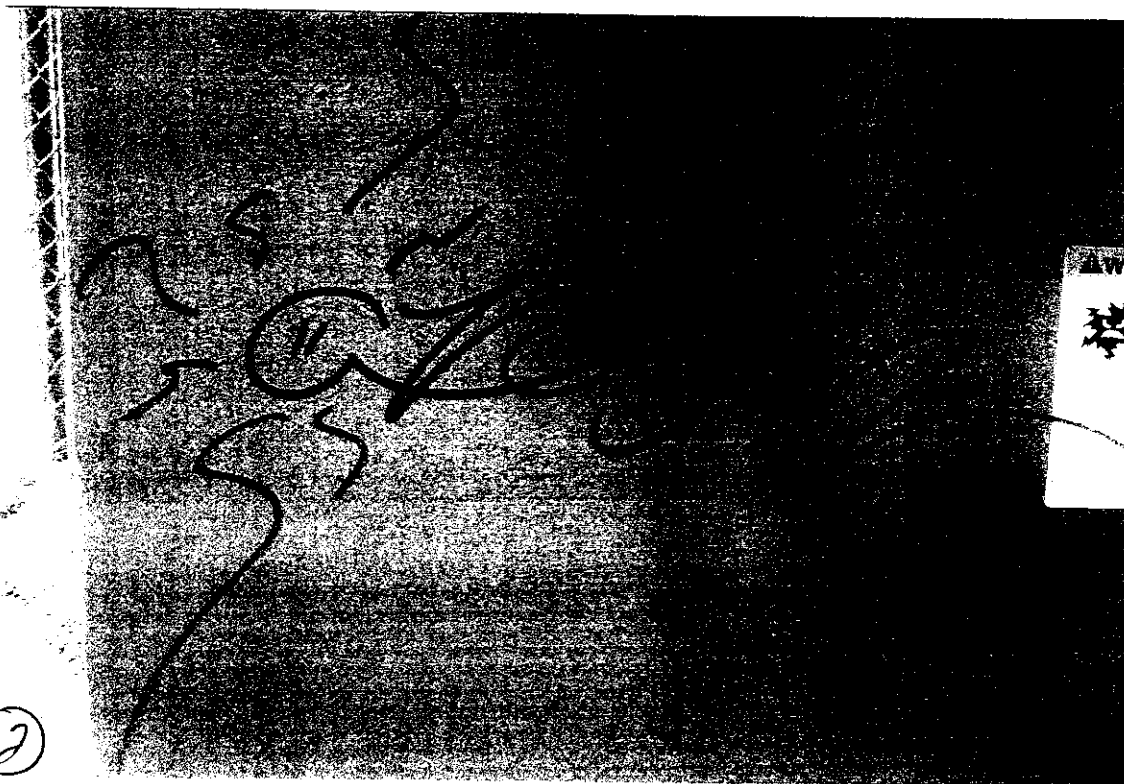
15) INCREASE YOUTH PARTICIPATION <ul style="list-style-type: none"> <li>• Youth Advisory Committee</li> <li>• Yearly or Semi Annual Youth Initiative Symposium</li> <li>• Government officials need to hear from the youth... what is important to them</li> <li>• Annual youth community circles</li> </ul>	PROMOTE CIVIC INVOLVEMENT AND EMPOWERMENT. ASSIST IN CITY EFFORTS TO DEVELOP EFFECTIVE PROGRAMS AIMED AT YOUTH.
16) DEVELOP STRONGER NEIGHBORHOODS <ul style="list-style-type: none"> <li>• Continue to increase code compliance through proactive and enforcement measures</li> <li>• Increase Neighborhood Watch Programs</li> <li>• Increase positive interaction of police department and other city offices with neighborhoods.</li> </ul>	NEIGHBORS LOOKING OUT FOR EACH OTHER. COMMUNITY PRIDE. GREATER TRUST IN GOVERNMENT.
17) INCREASE LEVEL OF SAFE AND FUN RECREATIONAL OPPORTUNITIES FOR TEENS <ul style="list-style-type: none"> <li>• Partner with youth council to develop their ideas</li> <li>• These can be one-time events or long term programs</li> </ul>	PROVIDES TEENS WITH A SAFE PLACE TO INTERACT WITH PEERS. OPPORTUNITY FOR PUBLIC /PRIVATE COOPERATION AND FUNDING.
18) INVEST IN EARLY CHILDHOOD EDUCATION	KEEPS KIDS IN SCHOOL BY REDUCING THE EDUCATION GAP. FOR EVERY \$1 SPENT APPROX \$4-7 IN RETURN ON INVESTMENT
19) QUALITY AFTER SCHOOL PROGRAMS	ALLOWS KIDS TO REMAIN IN A SAFE ENVIRONMENT. INCREASED EXPOSURE TO TUTORING AND HOMEWORK ASSISTANCE.
20) NEIGHBORHOOD PROGRAMS FOR SCHOOL CHILDREN <ul style="list-style-type: none"> <li>• Outreach centers. Needs for positive activities are not only in the central city they are apparent in all areas of the community.</li> </ul>	TARGET PROGRAMS IN SPECIFIC AREAS OF THE COMMUNITY FOR AFTER SCHOOL, SPORTS, ETC. INCREASES THE AVAILABILITY OF PARTICIPATION, ESPECIALLY THE AT-RISK CHILDREN
21) NUISANCE BUSINESS ORDINANCES <ul style="list-style-type: none"> <li>• Move the responsibility for the revocation or denial of a business or liquor license to an established Board.</li> </ul>	ESTABLISHES SET CRITERIA TO DEAL WITH PROBLEM BARS AND BUSINESSES. NO LONGER SUBJECTIVE TO STAFF.
22) ALTERNATIVE JUVENILE TREATMENT FACILITIES <ul style="list-style-type: none"> <li>• See Montgomery City, MO juvenile facility</li> </ul>	REDUCES RECIDIVISM RATES. PROVIDES A MORE NORMALIZING ENVIRONMENT. REDUCES OVERALL PER CAPITA COST BY UP TO TWO THIRDS.

<p>23) GRAFFITI REMOVAL ORDINANCE</p> <ul style="list-style-type: none"> <li>• If not addressed, the proliferation of graffiti and gang activity will continue to grow.</li> <li>• Areas displaying graffiti can become dangerous areas for citizens</li> </ul>	<p>REQUIRES BOTH PRIVATE OWNERS AND CITY GOVERNMENT TO REMOVE GRAFFITI IN A TIMELY MANNER. REMOVES THE "BULLETIN BOARD" FOR GANG ACTIVITY.</p>
<p>24) TRUANCY ORDINANCE</p> <ul style="list-style-type: none"> <li>• Add 2 new positions</li> <li>• Increase vehicles</li> </ul>	<p>ENFORCES THE STATE LAW. TRUANCY OFFICERS CAN ASSIST FAMILY AND CHILDREN WITH OTHER ISSUES. HOLD PARENTS AND CHILDREN ACCOUNTABLE</p>
<p>25) CURFEW ORDINANCE</p>	<p>GIVES POLICE THE ABILITY TO APPROACH YOUTHS WHO ARE OUT PAST CURFEW. GIVES PARENTS AN ALTERNATIVE TOOL TO DEAL WITH CHILDREN. HOLDS FAMILIES ACCOUNTABLE</p>
<p>26) INCREASE COMMUNITY POLICING</p> <ul style="list-style-type: none"> <li>• Need to get more involved with neighborhoods and youth to promote trust and cooperation</li> </ul>	<p>PROMOTE AND SUPPORT STRATEGIES THROUGH PROBLEM SOLVING AND COMMUNITY PARTNERSHIPS</p>
<p>27) CREATE A SPECIAL POLICE UNIT TO CONCENTRATE ON VIOLENT CRIME</p> <ul style="list-style-type: none"> <li>• We need to adopt a tougher stance on crime</li> <li>• Increase police force by 2-4 officers</li> <li>• Increase vehicles</li> <li>• Continue to partner with other agencies on a yearly basis</li> </ul>	<p>DEAL WITH DRUG CRIMES, GANG ACTIVITY, ASSIST OTHER DEPARTMENTS IN INVESTIGATIONS, ETC.</p>
<p>28) PROMOTE THE "211" SYSTEM</p>	<p>DIRECTS PEOPLE TO THE APPROPRIATE SERVICE AGENCY</p>

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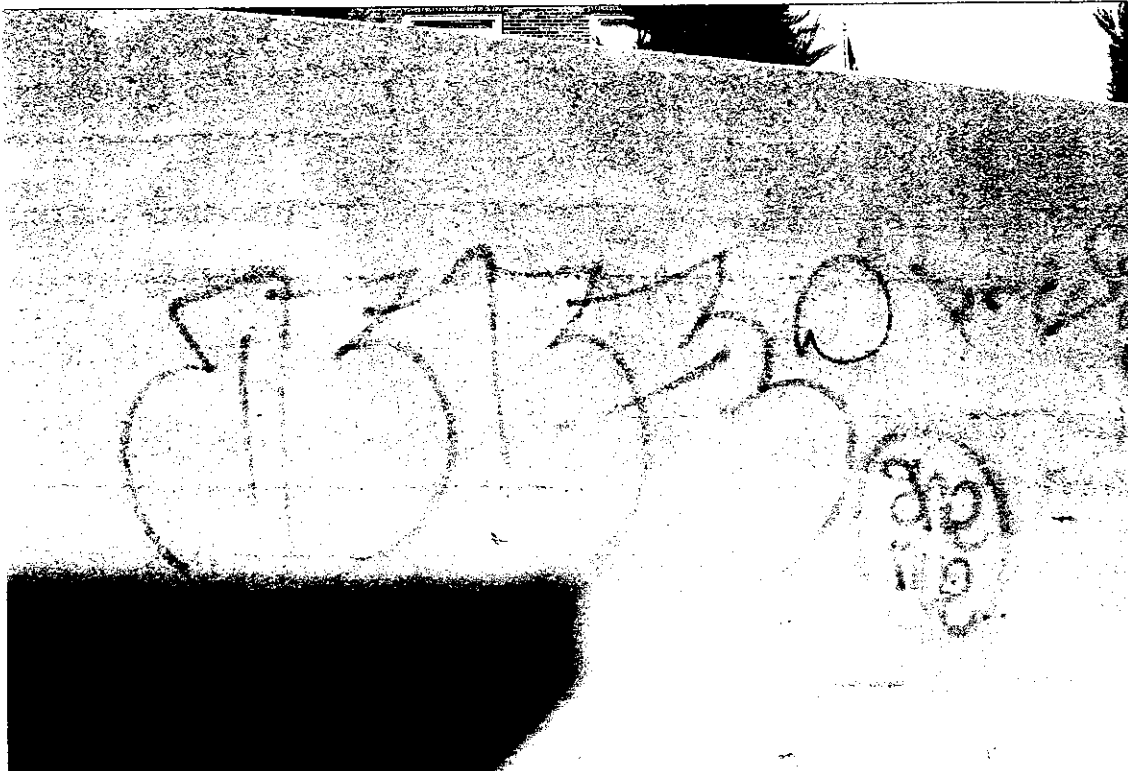




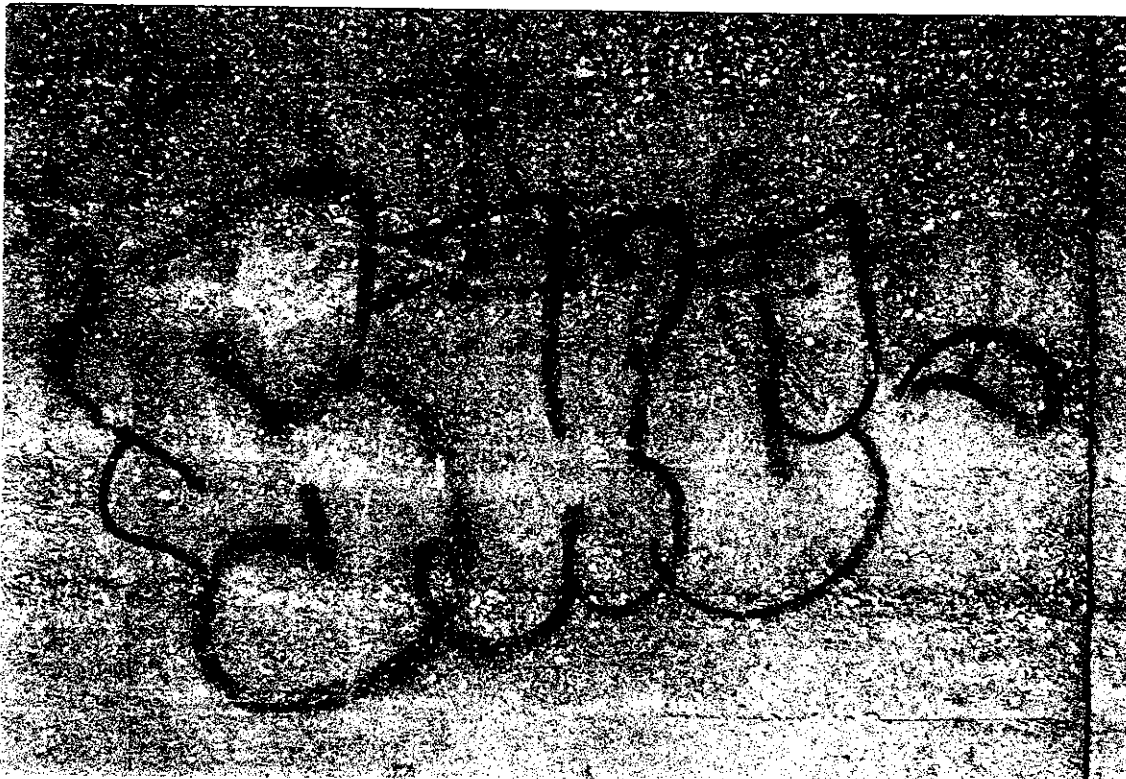
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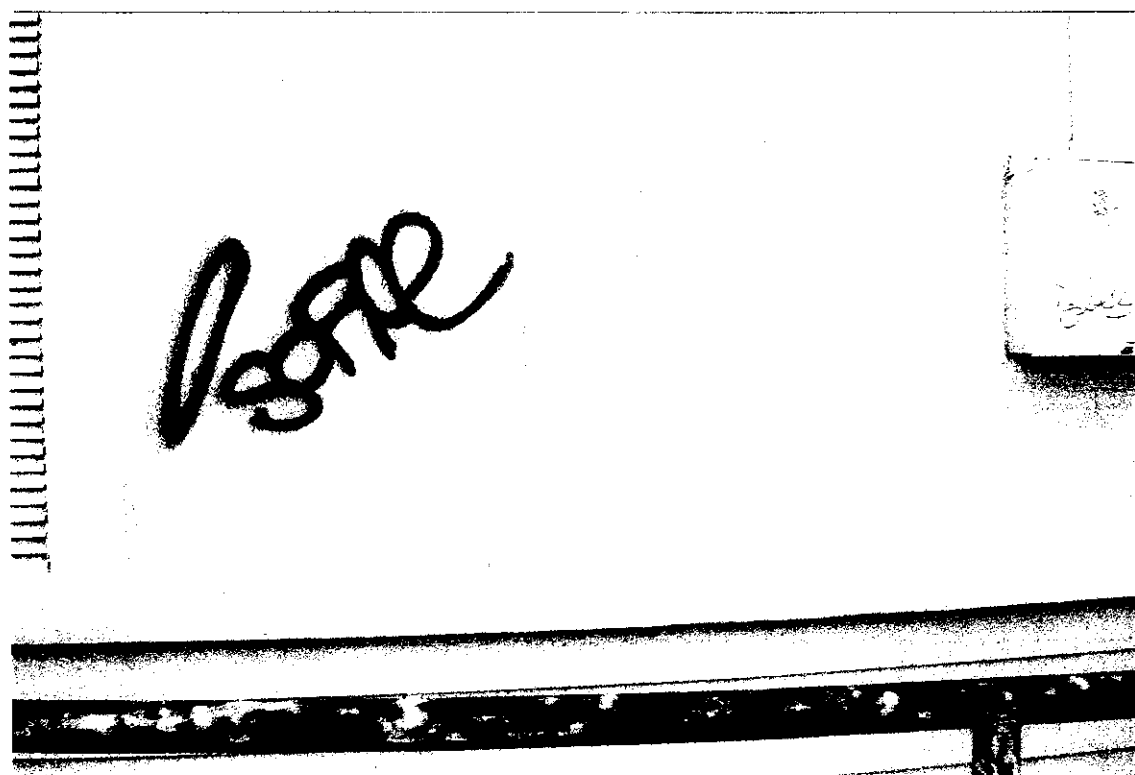
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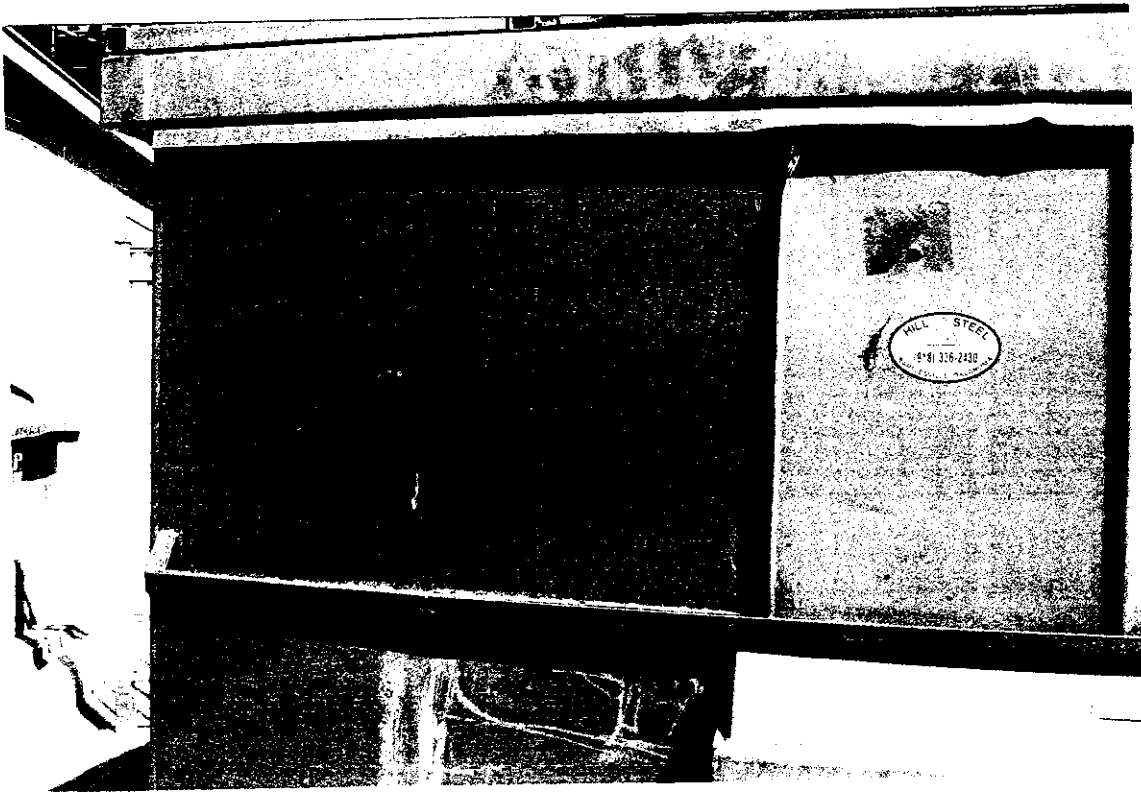
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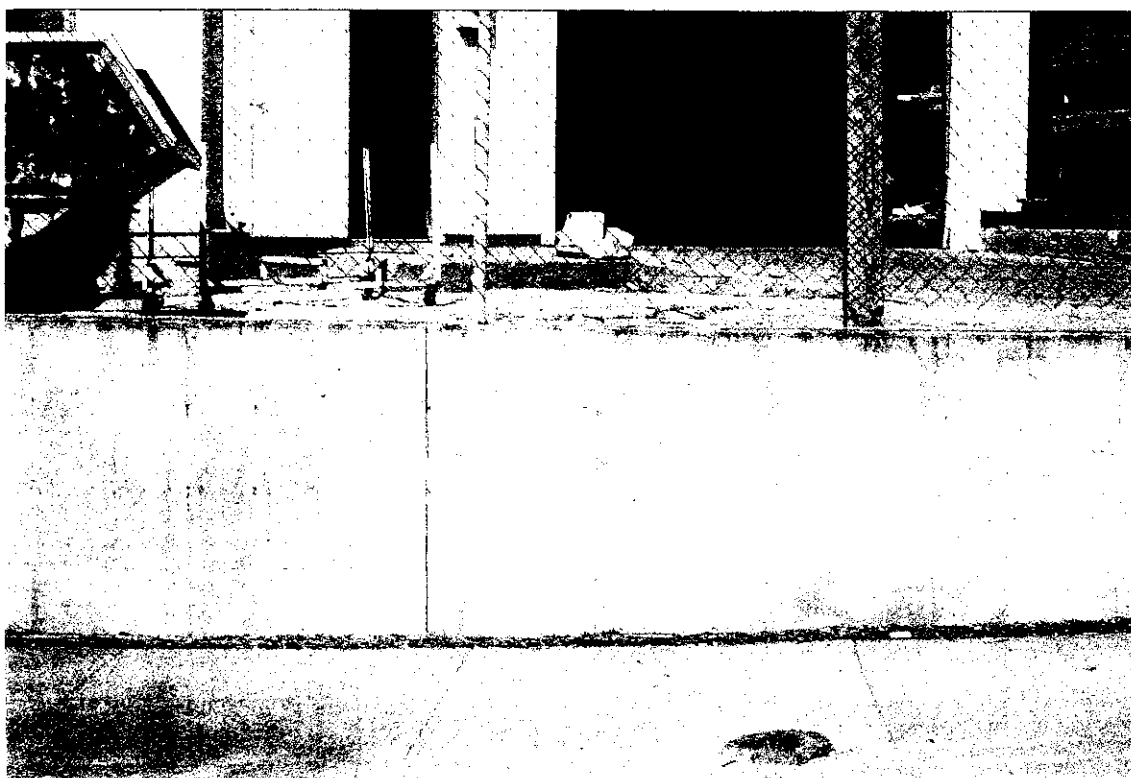


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