

**CITY OF COLUMBIA**  
**STRATEGIC ACTION PLAN FY 12/13**

**GOAL I:** To increase the City's public safety ranking by 5% among similarly sized cities by increasing the City's ability to provide high quality public safety services to residents and visitors of Columbia.

- Measures:
- a. Decrease overall crime rate by 5% compared to FBI statistics as measured by total crimes per 10,000.
  - b. Decrease by 5% the number of housing stock that is rated poor or very poor.
  - c. Maintain or improve ISO ratings.
  - d. Improve by 20% the percentage of residents who rate public safety as good or excellent.

**Strategic Initiative A:** To strengthen and build internal and external partnerships that contributes to a safer community.

- Measures:
- a. The number of internal and external collaborative partnerships supporting public safety will increase by 20%.
  - b. The number of effective collaborative solutions to public safety issues will improve by 25%.

Actions and Performance Measures	Division	Target	1st Qtr	Comments
Objective: <b>Increase effective Community Policing to initiate new, and enhance existing, community partnerships.</b>				
Action Steps				
1 Conduct Community Policing roll-call training	Police Community Services	100% of sworn personnel		
2 Attend neighborhood community meetings	Police Operations Branch	Attend 104 Neighborhood meetings		
3 Conduct Citizens' Police Academy	Police Community Services	2 Citizens' Academy sessions @ 18 totaling 36 graduates		
4 Establish Neighborhood Watch organizations	Police Community Services	Establish 6 new Neighborhood Watches		
5 Conduct visits under the Assisting Columbia's Elderly (ACE) Program	Police Community Services	Conduct 120 ACE Program visits		
6 Conduct residential/business crime prevention surveys	Police Community Services	Conduct 180 crime prevention surveys		
7 Initiate Mutual Aid Agreements with other jurisdictions	Office of the Chief	Establish 25 mutual aid agreements		
Objective: <b>To increase safety in our parks through improved internal collaboration.</b>				
Action Steps				
1 Have police department presence at all required Parks & Recreation events.	Parks & Recreation	100% compliance		
2 100% Compliance with the Fire and Business License Departments regulations at required Parks and Recreation events.	Parks & Recreation	100% compliance		

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Actions and Performance Measures	Division	Target	1st Qtr	Comments
Objective: <b>Increase coordination with CPD to eradicate nuisance properties</b>				
Action Steps				
1 Conduct annual interdepartmental cross training between CPD and P&DS	Development Services	# trained	0%	
Objective: <b>To continue cooperative programs with the Columbia Police Department</b>				
Action Steps				
1 Complete renovation of offices in the Taylor Street Garage for use by the Police Department's Main Street Team	Parking Operations	By August 15, 2012	80% Completed	First floor completed, police have moved in. Need to fix ceiling leaks in upper floors.
2 To assist the Columbia Police Department in locating stolen vehicles	Parking Operations	# of vehicles located		
3 To assist the Columbia Police Department in storing seized vehicles or additional secure space for evidence storage until permanent solution is	Parking Operations	space provided	100% Completed	
Objective: <b>Expand opportunities to build relationships and partnerships that impact overall community safety</b>				
Action Steps				
1 Partner with internal and external agencies in an effort to reduce the number of abandoned houses	Community Development	# of abandoned homes		Met w/Development Services (Internal) & APD (External) to identify area w/high concentration to restore, rebuild, renew abandoned homes in Columbia.

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**Strategic Initiative B:** Municipal codes relating to public safety will be up-to-date and reflect current best practices.

- Measures:
- a. 100% of municipal codes will be reviewed to determine effectiveness in keeping the public safe.
  - b. 100% of municipal codes that are found to be not up-to-date and reflect current best practices will be updated.

Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>Improve municipal regulations relating to public safety in City parks</b>				
Action Steps					
1	Review and/or update 100% of the municipal codes that pertains to safety in our City parks.	Parks & Recreation	# of codes updated		
2	Comply with all state and local regulations relating to pools and splash pads	Parks & Recreation	100% compliance		
Objective:	<b>Review and revise regulations in the municipal code</b>				
Action Steps					
1	Review and revise zoning regulations in Chapter 17 of the municipal code.	Development Services	# revisions proposed	3	
2	Advocate for changes in state law to facilitate more effective code enforcement	Development Services	# of contacts	0	
3	Review and revise bicycle and pedestrian ordinances	Development Services	# revisions proposed	1	

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**Strategic Initiative C: To significantly improve the City's ability to effectively reduce crime.**

- Measures:
- a. The number of community based crime prevention initiatives will increase by 20%
  - b. Intelligence-based policing, using information to track, analyze and solve crime, will increase.
  - c. All public safety departments will document improved preparedness initiatives.

Actions and Performance Measures	Division	Target	1st Qtr	Comments
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Objective:	<b>Enhance Intelligence-led Policing to identify crime hotspots and chronic offenders.</b>			
Action Steps				
1	Provide access for Intelligence Analysts to databases not currently linked to CPD	Police Professional Standards	Access PPP, SCDC, DMV & Court Records	
2	Establish Strategic Tasking & Coordination Group to implement British National Intelligence Model	Police Professional Standards	Establish STCG by 7/15 and meet 12 times	
3	Establish a Tactical Tasking & Coordination Group to effectively coordinate operations	Police Professional Standards	Establish TTCG by 7/15 and meet 24 times	
4	Increase capability of Records Unit	Police Administrative Services	Add 2 Records Clerks and equipment	
5	Increase CPD users of Police Intel intranet site	Police Professional Standards	Increase number of users to 200 by 9/30	
6	Identify "Top 100 Offenders"	Police Professional Standards	Identify top 100 offenders by 9/30	
7	Identify "Top 10 Hotspots"	Police Professional Standards	Identify top 10 hotspots by 7/31	



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Objective: <b>To be adequately prepared to meet the fire prevention, education and response needs of the community.</b>				
Action Steps				
1 Maintain adequate apparatus & equipment inventories as required for maximum Fire Suppression Rating Schedule for current ISO compliance.	Fire Department Suppression	ISO Rating	2	
2 Maintain firefighting training levels through effective and efficient in-service training for maximum Fire Suppression Rating Schedule for current ISO	Fire Department Professional Services	% personnel completing training	14660	
3 Ensure compliance for maximum Public Protection Classification for current ISO.	Fire Department Professional Services	ISO Rating	2	
4 Fire companies will endeavor to maintain an average response time for the first unit on scene to five minutes and fifty seconds for structure fires in the city.	Fire Department Suppression	Avg. Response Time	5:55	
5 Conduct fire and life safety inspections of 70 percent of all high risk occupancies	Fire Department Prevention	4900	3900	
6 Coordinate the installation of 1,000 smoke detectors in high risk homes, and 1,500 mass media fire safety messages.	Fire Department Prevention	1000/1,500	58/30	
7 Promote college dorm safety through two (2) fire and life safety seminars, and partner with local College & Universities Campus Safety divisions	Fire Department Prevention	2 seminars completed	2	
8 Coordinate with local Hospitality Districts to hold two (2) fire and life safety seminars targeting nightclubs and hospitality events	Fire Department Prevention	2 seminars completed	1	

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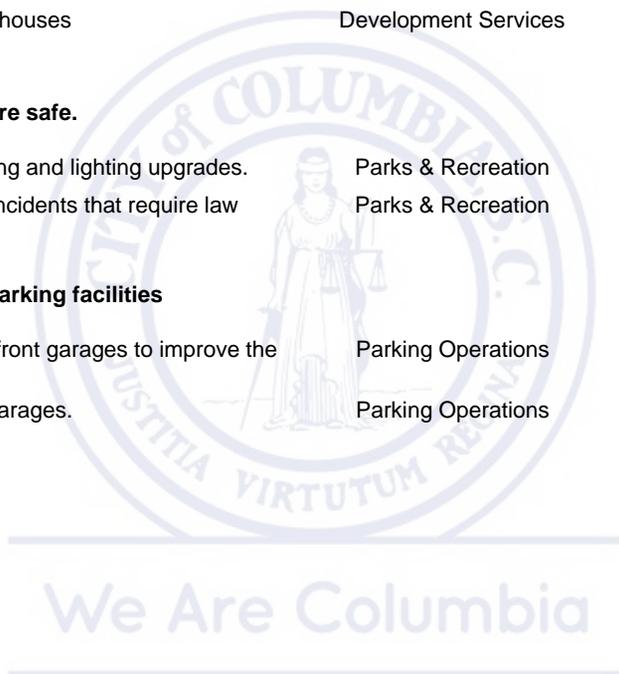
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Objective: <b>Reduce the number of nuisance properties</b>				
Action Steps				
1 Pursue demolition of substandard, abandoned houses	Development Services	# of houses demolished	8	
Objective: <b>To make our parks and recreation areas more safe.</b>				
Action Steps				
1 Increase visibility in the parks by security pruning and lighting upgrades.	Parks & Recreation	# of upgrades		
2 Implement improved procedures for reporting incidents that require law enforcement intervention.	Parks & Recreation	# of reported incidents		
Objective: <b>To improve lighting and safety features in parking facilities</b>				
Action Steps				
1 Improve lighting in the Sumter, Lady and Riverfront garages to improve the safety of those facilities	Parking Operations	# Lighting improvements	20% Completed	Two floors of Sumter and Lady garages completed.
2 Add cameras in the Sumter, Lady and Taylor garages.	Parking Operations	# of cameras installed		



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Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>Work with local neighborhoods to increase their ability to prevent and reduce crime</b>				
Action Steps					
1	Expand Community Courtesy Officer Initiative focusing on crime reduction and prevention	CHDC & ECDC	# of officers assisted	1 Officer Lease Renewed	
2	Advocate use of CDBG funding for neighborhood security	Community Development	% of dollars allocated		
3	Reduce blight by providing loans for homeowners to rehabilitate their homes.	Community Development	# of loans		
4	Support neighborhood associations' efforts to establish neighborhood crime watches, block captains, and contact phone trees.	Community Development & ECDC	# new neighborhood safety initiatives		
5	Establish safety meetings with merchants of North Main Plaza	OBO/CEZ	# of safety meetings		
6	In partnership with others, rehabilitate 1 to 5 dilapidated, single-family houses and/or construct new single-family homes in targeted neighborhoods for low- to moderate-income families	CHDC/TNDC	5 homes completed	0	
7	Create a master plan for housing replacement, rehabilitation, and low- to middle-income development in CDC target area.	Columbia Development Corporation	2nd Qtr. 2012		Working on a master plan for S. Edisto Ct.; HUD funding is available; RFQ will be published before the end of the current QY.

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**GOAL II: To strengthen business growth and investment in the community (through job creation, business location and expansion, redevelopment, and tourism)**

- Measures:
- a. The number of jobs available within the City limits will increase by 15%.
  - b. The number of business licenses awarded will increase by 20%.
  - c. The overall value of building permits awarded will increase by 15%.
  - d. The commercial tax base will increase by 15%.
  - e. Local option sales tax revenue will increase by 20%.

**Strategic Initiative A: To create standard operating policies and procedures for business development that is consistently implemented 100% of the time and that are transparent to all.**

- Measures:
- a. Standardized operating policies and procedures for all business development in the City will be created, soliciting input from stakeholders, and adopted.
  - b. Deviations to business development procedures created through the SOP will be reduced 100%; no deviations will be evident
  - c. Utilization of a City-sponsored website dedicated to business development will increase by 50% as measured by hits on the website.

Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>Improve the business licensing payment process.</b>				
Action Steps					
1	Identify needed changes to the Business License website & renewal application process	Business License	August 1st		Met with IT's Web Redesign Project team on 8/14/12 - provided all information for changes
2	Develop schedule to implement changes for both	Business License	August 15th		Web Redesign team is developing the schedule
3	Develop process to introduce changes to the public (Public Relations assistance)	Business License	Sept 1 - Sept 30		Web Redesign team is developing the schedule
4	Rollout all changes	Business License	December 1st		
Objective:	<b>Invest in the human resources necessary to grow the department.</b>				
Action Steps					
1	100% of all employees departmental will receive the revised departmental standard operation procedures.	Parks & Recreation	100% receipts		
Objective:	<b>Create and publicize standard operating policies and procedures for business development</b>				
Action Steps					
1	Create standard operating procedures for business development and recruitment for the City	Economic Development	2nd Qtr. 2012		
2	Develop specific plans to avoid duplication by economic development "partners" that are funded by the City and establish clear areas of responsibility	Economic Development	# of duplicative efforts reduced		Will be in Econ Dev. Strategic plan (due end 2nd Qtr 2012)
3	Create recommendations for implementation of Business Development Strategic Plan	Economic Development	4th Qtr 2013		

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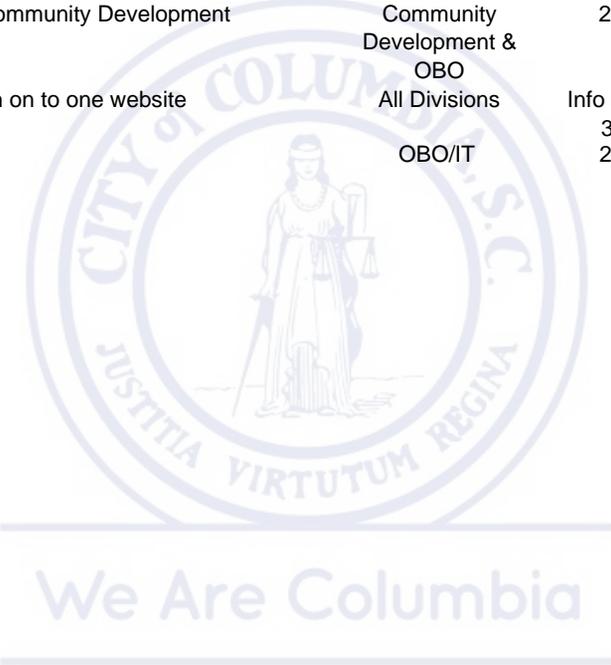
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Actions and Performance Measures	Division	Target	1st Qtr	Comments
4 Establish/update policy and procedures for the Community Development Department & OBO to include all the loan funds.	Community Development & OBO	2nd Qtr. 2012		
5 Consolidate all business development information on to one website	All Divisions	Info consolidated by 3rd Qtr. 2013		Working w/IT
6 Develop database of SMWBEs for public access	OBO/IT	2nd Qtr. 2012		



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**Strategic Initiative B: Regulatory framework for business development will be up-to-date and reflect current best practices.**

- Measures:
- a. 100% of regulations older than 10 years will be reviewed to determine effectiveness in business and community development.
  - b. 100% of regulations that are found to not be up-to-date and reflect current best practices will be updated.
  - c. The number of variances and special exceptions will be reduced by 50%.
  - d. Improve by 50% the percentage of businesses that report satisfaction with the regulatory process.

Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>Increased technical assistance in the financial reporting with Community Development and the Office of Business Opportunities relating to grants compliance.</b>				
Action Steps					
1	To reduce audit findings, accounting will provide bi-annual reporting to HUD and the US Dept. of Commerce	Accounting	# of findings from bi-annual reports		
2	Follow up on any audit findings/exceptions	Accounting	Zero audit exceptions		
3	Work with Collections, Parking Enforcement and IT to develop online ability to pay parking tickets	Collections	6/30/2013		
Objective:	<b>Review and revise, as needed, ordinances and design guidelines related to commercial properties.</b>				
Action Steps					
1	Review design guidelines to determine needed changes	Development Services	# of guidelines reviewed	0	

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Actions and Performance Measures	Division	Target	1st Qtr	Comments
Objective: <b>Review current policies for business growth within the Compliance Division and Job Tracking. LBE (Local Business Enterprise) - MPP (Mentor Protégé Program) - SOP (Subcontractor Outreach Program)</b>				
Action Steps				
1 Host at least two (2) LBE informational session to interested parties	Utilities & Engineering	# of LBE sessions	2 Completed	
2 Increase the number of LBE certified firms by 10% (6).	Utilities & Engineering	% increase	4 New LBE firms added	
3 Complete 100% of formal LBE application review within two (2) business days	Utilities & Engineering	Average # of days to complete review	100% completed	
4 Establish a fair and equitable MPP graduation timeline for Protégés. Graduate four (4) teams per year.	Utilities & Engineering	# of teams graduating	Guidelines updated for Council review and	
5 Co-host at least two (2) MPP Networking/Team Building/Training session for both Mentors and Protégés	Utilities & Engineering	# of MPP sessions	Workshop held 6/6/12 at Eau Claire Print	
6 Increase the number of MPP Teams by six (6) during the fiscal year.	Utilities & Engineering	# of MPP teams added	Two (2) teams established	
7 Host at least two (2) SOP Training session for contractors	Utilities & Engineering	# of SOP sessions	Workshop held 6/6/12	
8 Conduct the initial review and assessment of SOP packages within three (3) business days	Utilities & Engineering	Average # of days to review packages	Average of two (2) business days to conduct initial review	
9 Process 100% of SOP completed applications within one (1) week	Utilities & Engineering	% of complete SOP applications	Average of six (6) business days	

Objective: **Identify and update regulations that impact business development**

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Actions and Performance Measures		Division	Target	1st Qtr	Comments
Action Steps					
1	Review/update CRLF and façade code of laws/ guidelines for all loan committees	OBO/ Comm. Dev.	2nd Qtr. 2012		CD Rules & Regs under review by City Council.
2	Create publication to streamline the commercial loan process	OBO	2nd Qtr. 2012		

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**Strategic Initiative C:** To strengthen and build partnerships that contributes to improved quality of life within the City (i.e. arts & culture, natural resources, health).

- Measures
- a. The number of collaborative partnerships supporting overall quality of life will increase by 20%.
  - b. The number of effective collaborative solutions to improving overall quality of life will improve by 25%.
  - c. Improve by 20% the percentage of residents who rate the quality of life in Columbia as good or excellent.

Actions and Performance Measures	Division	Target	1st Qtr	Comments
<b>Objective: Strengthen Parks and Recreation enrichment programs in the community.</b>				
Action Steps				
1 Evaluate collaborative partnerships that offer enrichment programs	Parks & Recreation	Evaluation results		
2 Increase effective collaborative enrichment programs that result in increased participation	Parks & Recreation	% increase in participation		
<b>Objective: To continue to strengthen and build partnerships that contribute to improved quality of life within the City through housing and other activities that encourage improved business development.</b>				
Action Steps				
1 Implement action items for Year 2 of "Let's Move! Columbia" initiative	Office of the Mayor	Quarterly		
2 Create 2-3 new partnerships that focus on empowering residents through positive life style changes and improved standard of living in safe, sound and sanitary housing	CHDC/TNDC	# of partnerships		
3 Pursue development partnership opportunities in ECDC target area.	ECDC	# of homes & lots sold	2	MTC/Lyon St Community Partnership through P.O.W.E.R. Center grants for Quick
4 Develop four partnerships to assist with providing technical assistance to SMWBEs	OBO	3 partnerships formed		
5 Develop MOUs with measurable objectives and outcome for technical assistance partners	OBO	2 contracts completed		Too early to report progress based on date contracts executed
6 Survey partners to measure the level of satisfaction	All	% of partners reporting satisfaction		

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7 In partnership with the Congaree Coalition, return ten (10) potentially contaminated properties to active use.	Columbia Development Corporation	# of properties		Pending grant approval
8 Provide sustainable and environmental building reviews in partnership with Infinite Habitat at Innovista.	Columbia Development Corporation	# of reviews		Ongoing
9 Create a master plan for the development of a sustainability-based industrial park (ECLIPSE) and related workforce housing in Edisto Court.	Columbia Development Corporation	2nd Qtr 2012		Working on a master plan for S. Edisto Ct.; HUD funding is available; RFQ to be published before the end of the current QY.



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**Strategic Initiative D:** **Develop a strategic approach for business development in the City of Columbia.**

- Measures:
- a. A needs assessment will document priority areas within the City for business development resources.
  - b. Business development resources will be allocated 100% based on the needs assessment.
  - c. Business development will occur in a focused manner, based 100% on the needs assessment results.

Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>To provide programs and facilities which meet the demands of the parking public and which enhance economic development in the urbanized core areas.</b>				
Action Steps					
1	Develop and implement a new signage program in the Sumter, Lady and Washington garages to provide the public with clear and attractive directions	Parking Operations	By June 30, 2013	Consultant has been hired.	
2	Implement a "Parking Smart" program to physically meet with employers in the Vista, Main Street and Five Points areas to assist with employee parking needs	Parking Operations	Ongoing beginning Sept. 1, 2012		
3	Develop a merchant validation system for parking in the Taylor Street and City Center garages	Parking Operations	Ongoing beginning Sept. 1, 2012	50% Completed	
4	To continue to work closely with the City's economic development team to assist in attracting new and expanded businesses in the commercial centers	Parking Operations	Ongoing	Ongoing	
Objective:	<b>All business development in the City of Columbia will consistently be based on a strategic approach, utilizing input from a variety of stakeholders.</b>				
Action Steps					
1	Conduct a thorough economic development needs assessment, to include competitive study of the cost of doing business in the City, to ascertain business development priority needs in the City of Columbia	Economic Development	2nd Qtr. 2012		
2	Develop an Economic Development Strategic Plan, based on input from stakeholders, that results in prioritized, clear, measurable and realistic goals for recruiting, growing and starting companies. Plan include incentives and inventory of marketing materials needed.	Economic Development	2nd Qtr. 2012		

**CITY OF COLUMBIA**  
**STRATEGIC ACTION PLAN FY 12/13**

**GOAL III: To invest in the overall infrastructure necessary to grow our city.**

- Measures:
- a. Overall efficiency of municipal services will improve 20%, as measured by budget dollars per 10,000 residents.
  - b. Improve by 20% the percentage of residents who rate the quality of municipal services as good or excellent.
  - c. Improve by 25% the percentage of residents who rate overall responsiveness of customer services as good or excellent.

**Strategic Initiative A: To regularly invest and support the City's human resources.**

- Measures:
- a. Employee retention rates will improve by 15%.
  - b. 100% of employees will participate in professional development opportunities.
  - c. 75% of employee evaluation ratings will be at competent or above.

Actions and Performance Measures		Division	Target	Year 1 Actual	Comments
Objective:	<b>To streamline, modernize and automate functions in all aspects of human resource management within the City of Columbia.</b>				
Action Steps					
1	Implement Applicant On-Line for use in automating an internet based application submission and screening solution.	Human Resources			
2	Upgrading employee filing system to make employee records more organized and accessible	Human Resources			
3	Recruit and hire an Employee Relations professional to assist with investigations, complaints, and work product related to ADA, EEO/Affirmative Action and Ethics compliance.	Human Resources	12/12/2012		
4	Conduct a training needs assessment to determine professional development for employees and managers.	Human Resources			# of Dept. assessments completed
5	Create a training initiative to increase employee competence and performance.	Human Resources			
6	Support IFAS software upgrade implementation with all stakeholders	Human Resources	12/12/2012		
7	Implement a time and attendance system to automate.	Human Resources			
Objective:	<b>Ensure a well-trained Development Services staff</b>				
Action Steps					
1	In partnership with HR, reestablish training for customer service and specific job functions for Development Services personnel.	Development Services	# of employees trained.	0	
Objective:	<b>Retain a prepared and qualified staff through Training and Professional</b>				
Action Steps					
1	Utilize appropriate training opportunities for all employees; focusing on "Quality of Service", Emergency Medical Dispatch (EMD), and emerging technology.	Emergency Communications	50% EMD Certification	25% EMD Certified	

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STRATEGIC ACTION PLAN FY 12/13**

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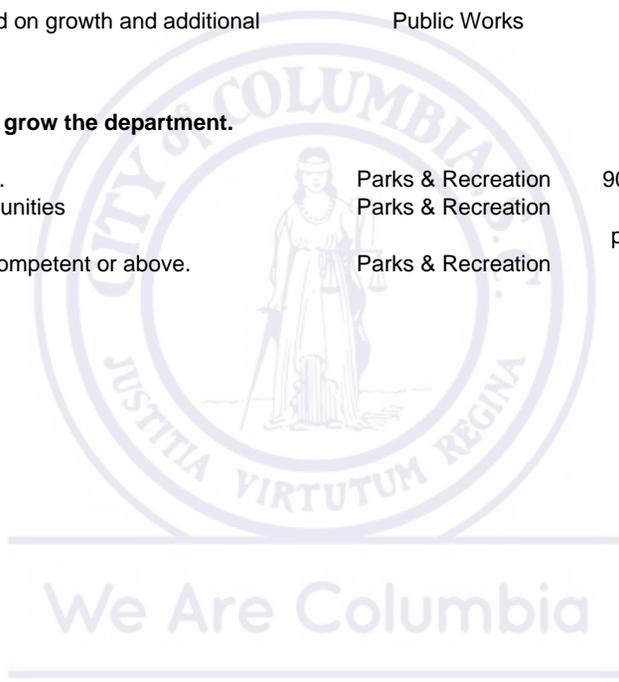
Actions and Performance Measures	Division	Target	Year 1 Actual	Comments
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Objective: **Continually assure capacity of Departmental personnel to meet and surpass goals**

Action Steps	Division	Target	Year 1 Actual	Comments
1 Evaluate future workforce capacity needs based on growth and additional workload	Public Works	3/1/2013		

Objective: **Invest in the human resources necessary to grow the department.**

Action Steps	Division	Target	Year 1 Actual	Comments
1 Employee retention rate will remain above 90%.	Parks & Recreation	90% retention		
2 Offer required professional development opportunities	Parks & Recreation	100% participation		
3 90% of employee evaluation ratings will be at competent or above.	Parks & Recreation	7/1/2012		



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**Strategic Initiative B: To provide for development and expansion of technology to support municipal services.**

- Measures:
- a. Overall response rate to citizen requests will improve by 20% (tracking method to be created).
  - b. The number of manual processes that are able to be automated will increase by 20%, based upon available funding.
  - c. The number of services available online will increase by 20%.

Actions and Performance Measures	Division	Target	1st Qtr	Comments
Objective: <b>Provide opportunities that enhance residents' ability to pay parking tickets</b>				
Action Steps				
1 Work with Collections, Parking Enforcement and IT to develop online ability to pay parking tickets	Finance Administration	6/30/2013		
Objective: <b>Expand use of available technology to provide efficient and effective emergency communication services.</b>				
Action Steps				
1 In collaboration with IT, complete integration of Automatic Vehicle Locator (AVL).	Emergency Communications	Full integration and implementation by 12/31/12		
Objective: <b>Invest in the technology necessary to grow the department</b>				
Action Steps				
1 Update and improve the use of technology to track park usage, membership, park rentals and staff.	Parks & Recreation	Tracking information		
2 Update alarm system in all park facilities.	Parks & Recreation	% updated		
Objective: <b>Complete upgrades of citywide core systems for enhancements to and</b>				
Action Steps				
1 Purchase and implement Time and Attendance software for improved and automated reporting of time and data collection of City's workforce.	IT /HR/ Payroll/ Budget	Software implemented on time and within budget.	Project Kick-off October 19, 2012, Hired	
2 Upgrade City's core financial system, IFAS and add Applicant Online module and Business Intelligence reporting capabilities.	IT Finance / Budget	Software implemented on time and within		
3 Complete statement of work for upgrade of City's utility billing system.	IT Legal	2nd Qtr		6/28/2012 Signed by all parties
4 Complete the the City's Utility Billing and Customer Service (Banner) upgrade	IT / WCS/ Engineering Parking/ SW Collections	Upgrade completed on time and within budget	Project Kick-off 9/19/12	

**CITY OF COLUMBIA**  
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Actions and Performance Measures	Division	Target	1st Qtr	Comments
5 In partnership with Richland County, implement Richland County's Court Management System (CMS) at Municipal Court	IT Municipal Court	CMS fully implemented	100%	System Live as of 7/1/12.
6 Develop a mobile computing strategy that allows staff to access resources while in the field.	IT	# of units deployed	9 units	Utility Locators are field testing a Terminal
7 Upgrade Network Core equipment and edge equipment. Upgrade connection speeds at remote locations.	IT	Upgrade completed on time and within budget	Core - 90 % LAN - 20% completed	Ongoing as time permits and obsolescence funds are
8 Purchase and implement a new storage solution in support of expanding data requirements	IT	2nd Qtr	90% Research Complete	Reviewing latest technology plan to
9 Upgrade email server.	IT	Upgrade completed on time		
10 Upgrade and augment virtual server environment	IT		Purchased RAM	
11 Implement Security cameras to include card access for city buildings and resources.	IT		5% complete	Kickoff 10/22/12
12 Implement Emergency Notificiation System	IT 911/Police Public Works		75% Complete	Plan to go live in 2nd Qtr

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**Strategic Initiative C: Provide for the orderly development and expansion of the City's physical infrastructure.**

- Measures:
- a. 100% of departments will experience improved worker safety, as measured by the number of worker compensation claims.
  - b. The percent of roads under City control rated as good or excellent in the pavement condition survey will improve 20%.
  - c. Funds invested annually in water and sewer system improvements will increase by 15%.
  - d. City buildings will document improved maintenance.
  - e. Clean water improvements and reduced negative environmental impact will be achieved measured through annual DHEC water quality report.

Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>Pursue annexation policies that encourage proper growth of the City</b>				
Action Steps					
1	Pursue annexation of City Council designated donut hole and primary area properties.	Development Services	# and acreage annexed	6 parcels/ 1.866 acres	
Objective:	<b>Improve services we provide by focusing on infrastructure needs and long term solutions</b>				
Action Steps					
1	Focus on 10,000 Tree Initiative by increasing the number of trees planted per year	Forestry	# of trees planted	1	Planting Season December - March
2	Execute the pavement management plan increasing the quality of City roadways	Street	10/12/2012	0	Bids will go out in late Winter 2013.
3	Demolish and rebuild Animal Shelter on-site residence for added security	Animal	06/30/13		Building demolished has not been replaced.
4	Increase animal adoption rates by 10%	Animal	Adoption rates	22%	10/11 was 18% 11/12 was 27%
5	Reroute existing solid waste collection routes to ensure maximum efficiency	Solid Waste	Efficacy will be measured by collection per hour/Homes collected per day.		Evaluation are currently being completed
6	Inspect and tune all 800 MHZ radios each year	Traffic	% radios inspected		Scheduled for later in the Fiscal Year
7	Develop and distribute an educational flyer notifying property owners of their Right-of-Way responsibilities	Forestry	Flyers will be posted on rights of ways that are not compliant with City Ordinances		Forestry has started using notification flyers and have had great success in compliance.
8	Increase the number of applicants that achieve/complete Green Business certification program.	Climate	% increase in completion		

**CITY OF COLUMBIA**  
**STRATEGIC ACTION PLAN FY 12/13**

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Actions and Performance Measures		Division	Target	1st Qtr	Comments
9	Complete the initial self assessment phase of the Public Works accreditation process	Public Works	12/1/2012		
<b>Objective: Assess and implement a comprehensive plan for growth of parks and</b>					
Action Steps					
1	Completion of Five Year Leisure Master Plan to include assessment of 51+ parks and green space.	Parks & Recreation	8/1/2012		
<b>Objective: Adequately meet the City's fleet and facility needs.</b>					
Action Steps					
1	Identify current facility needs	General Services	% of facility assessments completed	25%	1.)Entire City Roof Assessment is under way. 2.) Fire & Police Needs are currently being assessed. 3.) HVAC Maintenance Program started
2	Create 5 year projections to address facilities' needs.	General Services	By Dec. 30		Will be completed once initial assessments
3	Create 5 year projections to address fleet replacement needs.	General Services	By Dec. 30		Information has been gathered and are waiting to discuss with other parties

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Actions and Performance Measures	Division	Target	1st Qtr	Comments
Objective: <b>To increase parking or provide alternative programs where demand exceeds supply.</b>				
Action Steps				
1 To promote the use of parking garages in the Downtown and Vista areas with the business community.	Parking Operations	utilization rates		
2 Develop additional off-street parking in Five Points	Parking Operations	# of spaces added		
3 Promote occupancy in the newly complete City Center Garage	Parking Operations	Occupancy rates	20% leased	
4 Replace existing parking meters on Main Street with meters which take credit cards as well as SmartCards, tokens and coins	Parking Operations	% of meters replaced		RFP sent to Purchasing for single
5 Modernize control equipment in the Sumter Street Garage to provide for 24-7 automated operation	Parking Operations	By August 1, 2012		Bids sent to Purchasing for Sumter
Objective: <b>Assist with Identifying funding for City Infrastructure projects</b>				
Action Steps				
1 Advocate the use of CDBG funding for city infrastructure projects	Community Development	\$840,000		
2 Create a National Advisory Services Panel with the National Urban Land Use Institute to create recommendations to improve pedestrian and bicycle connectivity citywide.	Columbia Development Corporation	Recommendations created		Meeting series scheduled for February 2013
3 In partnership with USC and other state & local partners, improve Assembly Street pedestrian connectivity between Gervais and Blossom Streets	Gov't Affairs, CDC & U&E	Completion of Phase 1		Meeting series scheduled for February 2013

**CITY OF COLUMBIA**  
**STRATEGIC ACTION PLAN FY 12/13**

**GOAL IV: To significantly improve internal and external communication.**

- Measures:
- a. Improve by 20% the percent of citizens that report improved receipt of information in a timely manner as good or excellent.
  - b. Improve by 20% the percent of citizens that report increased knowledge of city activities.
  - c. Increase by 20% the number of opportunities for citizen input.
  - d. Improve by 20% the percent of employees that report improved internal communication.

**Strategic Initiative A: To create standard internal communication policies and procedures that are consistently implemented and that are proactive.**

- Measures:
- a. Standardized operating policies and procedures for all citywide internal communication will be created and adopted.
  - b. Deviations to internal communication procedures will be eliminated; no deviations will be evident.

Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>To streamline the agenda process internally..</b>				
Action Steps					
1	Select and implement an intuitive user friendly automated agenda management system.	City Clerk	4/15/2012		Drafting the Project Charter for review and
2	Schedule training and implementation of automated agenda management software.	City Clerk	6/1/2013		
3	Go live with agenda management software	City Clerk	7/1/2013		
Objective:	<b>To streamline, modernize and automate functions in all aspects of human resource management within the City of Columbia.</b>				
Action Steps					
1	Review and revise City Employee Handbook and HR policies especially the Progressive Disciplinary Policy and Grievance policies.	Human Resources	12/1/2012		
2	Improve the City's recruitment and retention efforts to include developing strategies to recruit applicants for hard to fill positions.	Human Resources	12/1/2012		
Objective:	<b>Build and maintain efforts to consistently communicate legal requirements internally needed by City staff</b>				
Action Steps					
1	Continually update and post the "Legal Review" guidelines on the City's intra-net for employee's information and use	Legal	# of updates		
2	Continually update and post request forms for encroachment ordinances and event resolutions are already posted on the City's web under "FAQ" for employee and public information.	Legal	# of updates		

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Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>Provide every Department with the tools needed to improve internal communication.</b>				
Action Steps					
1	Develop standard internal communication policies and procedures template and instruction guide	Public Relations	8/1/2012		
2	Create in-house training materials for internal communication planning	Public Relations	8/1/2012		
3	Conduct training for departments on template and creating internal communication plans	Public Relations		# of trainings	
Objective:	<b>Improve utilization of new Intranet site for employee access only on campus</b>				
Action Steps					
1		IT	Policies & procedures updated		
2	Review of policies and procedures for new Intranet to ensure common look and feel Unify access of common documentation via Intranet	IT		4th Qtr	

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**Strategic Initiative B: To significantly improve the ability of staff to effectively communicate and serve as city representatives.**

- Measures:
- a. The number of staff participating in professional development in all aspects of effective communication will increase by 20%.
  - b. Pre & Post testing of staff involved in professional development will document improved knowledge of effective communication methods.
  - c. 100% of staff will be informed of the standard communication procedures.

Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>Provide opportunities for city staff to improve their communication skills.</b>				
Action Steps					
1	Conduct quarterly communication training sessions	Public Relations	# of trainings		
2	Expand Toastmaster chapters or similar speaking programs in city departments	Public Relations	# of programs		
3	Increase number of staff participating in the City of Columbia Spoeakers Bureau	Public Relations	# of staff participating		
Objective:	<b>Increase public confidence in the CPD through customer service oriented service</b>				
Action Steps					
1	Conduct Customer Service training	Police Professional Standards Training Unit	100% of all personnel		

We Are Columbia

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**Strategic Initiative C: To create standard external communication policies and procedures that are consistently implemented and that are proactive.**

- Measures:
- a. Standardized operating policies and procedures for all external communication will be created and adopted.
  - b. Deviations to external communication procedures will be eliminated; no deviations will be evident.

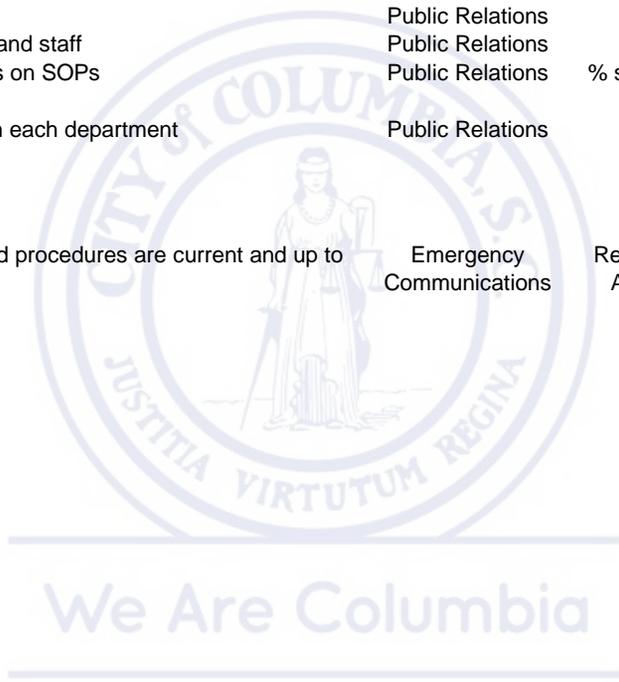
Actions and Performance Measures	Division	Target	1st Qtr	Comments
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Objective: **Provide the framework needed to assure effective external communication.**

Action Steps				
1	Identify spokesperson in City Departments	Public Relations	# identified	
2	Create SOP's and distribute to management and staff	Public Relations	8/15/2012	
3	Provide training to designated spokespersons on SOPs	Public Relations	% spokespersons trained	
4	Notify media of SOPs and primary contacts in each department	Public Relations	9/30/2012	

Objective: **Maintain C.A.L.E.A. Accreditation**

Action Steps				
1	Ensure all standardized operating policies and procedures are current and up to date, and consistently followed.	Emergency Communications	Re-Accreditation August, 2012	Assessment on 11/17/12 -



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  - d. Improve by 20% the percent of employees that report improved internal communication.

**Strategic Initiative D: To broaden and expand communication with the community, using multiple methods appropriate to the audience.**

- Measures:
- a. The availability of up-to-date technology for communication will be regularly maintained, based on available funding.
  - b. The number of hits on social media will increase by 20%.
  - c. The number of pieces of material distributed at all city functions will increase by 20%.
  - d. The City website homepage will be updated daily and the department pages will be updated monthly, at a minimum.

Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>To improve the City's ability to preserve and share significant historic photographs and records.</b>				
Action Steps					
1	Partner with USC and Richland County Public Library to digitize and catalog historic photographs and documents	City Clerk	# of records digitized		
2	Publish historic photographs and documents for public access through SC Digital Library	City Clerk	# of items published		
Objective:	<b>Expand effective communication methods with the community.</b>				
Action Steps					
1	Evaluate and select an electronic tracking system for the City's FOI requests	Public Relations	9/30/2012		
2	Collaborate with the County to increase/merge programs for channel 2.	Public Relations	12/30/2012		
3	Collaborate with City departments to make more information available on the City's network	Public Relations	ongoing		
4	Update the City's webpage daily.	Public Relations	# of daily updates		
Objective:	<b>Broaden and expand communication with the community.</b>				
Action Steps					
1	Create a plan to enhance Public Outreach and Education Program	Emergency Communications	8/1/2012		
2	Implement plan activities, including tours, special events and community meetings.	Emergency Communications	12 Community Meetings Per Quarter/ 8 Special Events Per year	8 Community Meetings/6 Special Events	

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  - c. The number of pieces of material distributed at all city functions will increase by 20%.
  - d. The City website homepage will be updated daily and the department pages will be updated monthly, at a minimum.

Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>Improve methods of communication with patrons of City parks</b>				
Action Steps					
1	Distribute material at external events to promote Parks and Recreation sponsored events.	Parks & Recreation	# pieces distributed		
2	Update Park Life Magazine to be more user friendly.	Parks & Recreation	???		
3	Expand social media networking opportunities.	Parks & Recreation	# of hits/likes		
Objective:	<b>In partnership with other City Departments, update the City's main website and bring services in-house</b>				
Action Steps					
1	Training provided to all IT staff on new Content Management System (CMS)	IT	# staff trained		
2	Set up and install new CMS	IT	CMS installed (Date?)		
3	Migrate all content from external-facing sites to new internal site	IT	Amount of content moved		
4	Provide ongoing end user training and maintenance of system	IT	# trained; ongoing maintenance		
Objective:	<b>Provide useful, interactive maps on the COC website that highlight City amenities (parks, etc.) and provide the public with information about the resources, allowing them to choose a park to visit based on proximity or amenities offered.</b>				
Action Steps					
1	Set up and configure the DMZ, web support, and GIS staff working with and setting up maps within ArcServer.	IT GIS	1st Qtr		
2	Facilitate COC staff workloads by continuing to create and maintain the GIS database.	IT GIS	# of updates		

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Actions and Performance Measures		Division	Target	1st Qtr	Comments
Objective:	<b>To increase use of City parking facilities through expanded communication with business and neighborhood groups.</b>				
Action Steps					
1	Meet regularly with neighborhood and community groups to address parking concerns	Parking Operations	% of action items addressed	Ongoing	
2	Increase publicity about available city parking	Parking Operations	% occupancy rate		
3	Develop a GIS layer showing the location of parking facilities	Parking Operations	4/1/2013		
Objective:	<b>Expand efforts to communicate with the community about programs and services using multiple methods</b>				
Action Steps					
1	Promote programs offered by the Department, utilizing collateral materials, video, the Internet, and all forms of media using a consistent message	Community Development	# of promotions		Contract signed w/PostNo Bills. 1st promotion scheduled for Nov. 2012

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