

City of Parkville

Board of Aldermen

Strategic Planning Workshop Summary

July 20, 2015



Executive Summary

The Mayor and Board of Alderman of the City of Parkville gathered for a retreat on July 20, 2015 at Engaged Companies in Parkville. The goals for the retreat were to:

- Strengthen the working relationships among members of the governing body and staff
- Identify critical success factors for the City of Parkville
- Identify goals for 2016-2020 to move the City closer to its vision

A full summary of the discussion can be found beginning on Page 5 of this document. The full agenda is under Attachment A on Page 16.

Vision Statement

The Mayor and Board of Aldermen reviewed and affirmed the vision as follows:

Vision Statement

Parkville will offer an exceptional quality of life for residents and visitors by embracing opportunities to enhance commerce and economic activity, while preserving the community's historic charm, attractive character and unique natural environments.

Critical Success Factors and Priorities

The Mayor and Board of Aldermen identified the critical success factors—the things that must go well—to achieve the City's vision. They also identified preliminary priorities and engaged in a priority setting exercise. The first two table on the following page list the priorities for 2016 and long-term. Subsequent tables separate the priorities according to the five critical success factors.

Priorities for 2016 and Beyond

2016 Priorities
Identify areas to improve, such as low-water crossings in English Landing Park/Crooked Road
Regularly conduct a comprehensive capital needs assessment
Implement viable strategy to develop the Highway 45/I-435 Corridor
Finish English Landing Restrooms
Raise low-water crossing in English Landing Park
Construct trail around perimeter of dog park
Review and ensure proper package of basic services, assessing value and cost
Long-Term Priorities
Streamline process for codes, permits, licenses
Automate City functions
Develop maintenance standards
Create an economic development strategy
Create a stand-alone parks department
Increase staff resources to maintain all new park areas
Evaluate and implement new revenue sources
Assess the fee-for-service structure

Critical Success Factors and Priorities

The following five tables organize the aforementioned 2016 and long-term priorities according to the critical success factors identified by the Board of Aldermen.

Basic Services
In five years, Parkville will be a role model for delivery of City services and will meet citizens on their level with customer service that consistently exceeds expectations.
Long-Term Priorities
Streamline process for codes, permits, licenses
Automate City functions

Infrastructure
Maintain existing infrastructure and construct new facilities that support the safety, standards, and aesthetics, using cost efficient and best management practices while thinking strategically.
2016 Priorities
Identify areas to improve, such as the low-water crossing in English Landing Park and Crooked Road
Regularly conduct a comprehensive capital needs assessment
Long-Term Priorities
Develop maintenance standards

Economic Development
Parkville employs an economic development strategy that supports community and market needs, provides diverse quality development opportunities, makes strategic use of incentives and encompasses all areas of the community.
2016 Priorities
Implement viable strategy to develop the Highway 45/I-435 Corridor
Long-Term Priorities
Create an economic development strategy

Parks
Our parks are regionally recognized for diverse use and quality facilities that provide residents and visitors an outdoor destination. All neighborhoods will be connected by trail to each other, the City, and regional park systems.
2016 Priorities
Finish English Landing Restrooms
Raise low-water crossing in English Landing Park
Construct trail around perimeter of dog park
Long-Term Priorities
Create a stand-alone parks department
Increase staff resources to maintain all new park areas

Finances
Stable finances give us a road map for future priorities while guiding staff's allocation of time and resources. Although a finite resource, it emphasizes the need for quality economic development, serves as positioning tool for strategic partnerships, and allows us to make decisions based on long-term cost efficiencies versus short-term responses.
2016 Priorities
Review and ensure proper package of basic services, assessing value and cost
Long-Term Priorities
Evaluate and implement new revenue sources
Assess the fee-for-service structure

Complete Workshop Summary

Introductions

All members of the governing body attended the meeting. They are:

- Nan Johnston, Mayor
- Diane Driver, Ward 1 Alderman
- Kari Lamer, Ward 1 Alderman
- Dave Rittman, Ward 2 Alderman
- Jim Werner, Ward 2 Alderman
- David Jones, Ward 3 Alderman
- Douglas Wylie, Ward 3 Alderman
- Greg Plumb, Ward 4 Alderman
- Marc Sportsman, Ward 4 Alderman

The following staff were present:

- Alysen Abel, Public Works Director
- Sean Ackerson, Assistant City Administrator/Community Development Director
- Steve Berg, Treasurer
- Matthew Chapman, Finance/Human Resources Director
- Tim Blakeslee, Assistant to the City Administrator
- Kevin Chrisman, Police Chief
- Melissa McChesney, City Clerk
- Lauren Palmer, City Administrator

City Attorney Steve Chinn and Parkville Economic Development Director Mike Kellam also attended.

Patty Gentrup of The Novak Consulting Group facilitated the discussion.

Goals, Agenda, and Norms for the Workshop

The facilitator began by reviewing the goals, agenda, and norms for the workshop.

Goals

- Strengthen the working relationships among members of the governing body and staff
- Identify critical success factors for the City of Parkville
- Identify goals for 2016-2020 to move the City closer to its vision

Agenda

The full agenda can be found on Page 16 of this summary.

Norms

The governing body agreed to abide by the following norms for the retreat.

- Listen with respect
 - Let others finish before you start talking
 - Be attentive to the speaker
 - Disagree agreeably
- Be:
 - positive and realistic
 - candid and honest
 - patient and respectful
 - engaged and fully present
- Look for opportunities to agree
- Strive for consensus
- Practice “yes, and” rather than “yes/no, but”
- Have fun!

Community Building

The governing body was asked to participate in a community building project. The participants were separated into three groups, were given identical materials to build a structure, 20 minutes to plan how they would use the materials; and 20 minutes to actually build it. Their structures were to be judged on height and creativity.

Each group built what can best be described as a tower. They were asked to explain how they worked together in the planning process, if the plans changed, and to explain what their structure symbolized.

Understanding the Current Environment

Ms. Palmer reviewed a quarterly report regarding the Board of Aldermen’s goals for 2015. Highlights of that report follow.

- The City will about double its code enforcement efforts.
- While the focus for development is on the area of Route 45 and Interstate 435, development is occurring throughout the community.
- The Highway 9 study will be completed by the end of the year.
- The special events policy was revised.
- A donation program for the parks has begun.
- While some funding for a park master plan was identified, there have not been enough staff resources to devote to it. The City is also hoping that the County will financially support the plan.
- The City entered into a partnership with Park University for a sign to recognize the university’s volleyball teams.

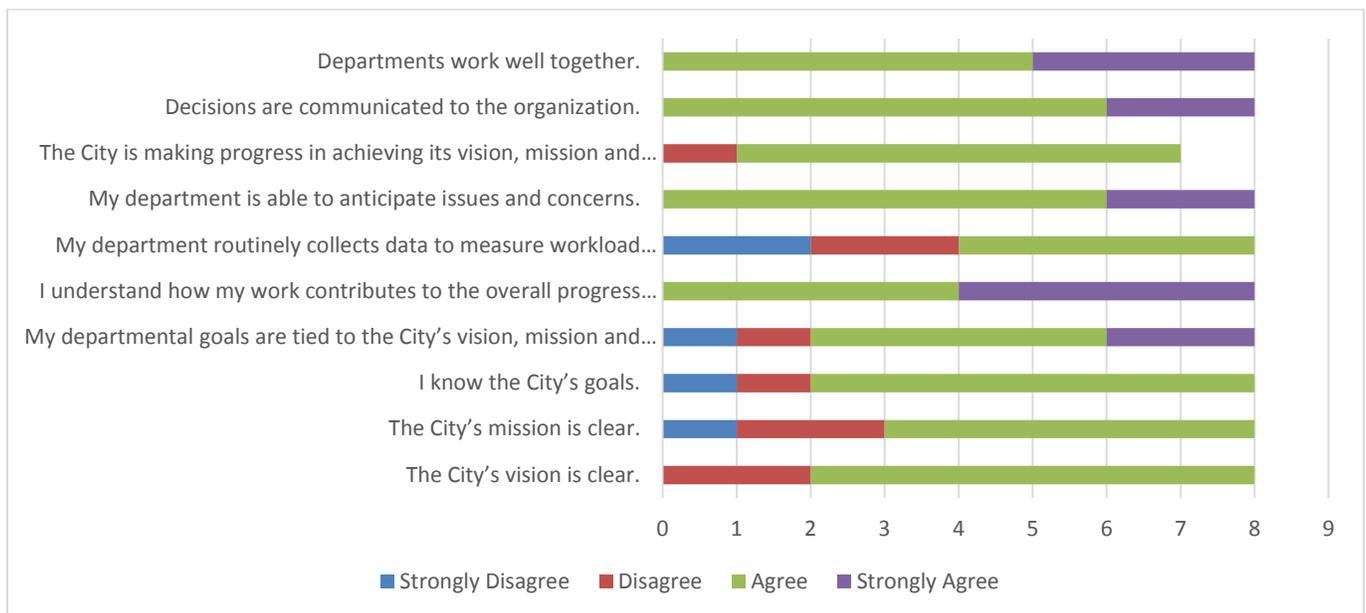
Ms. Palmer indicated that while progress had been made, there is still much to accomplish.

In general, the governing body indicated that it was pleased with the progress that had been made in the first six months of the year. They also recognized that while it is important to establish goals, opportunities might occur at any given time that require the City to address issues it might not have originally identified as a goal.

Ms. Gentrup then reviewed the results of the pre-workshop survey administered to the City staff. The survey was designed to gauge the perceptions of staff regarding strengths, weaknesses, opportunities, challenges, and priority issues facing the City. The questions and a summary of the responses follow.

Question 1: Provide your level of agreement with the following statements about the City’s vision, mission, goals, and performance, with "1" being strongly disagree and "4" being strongly agree.

In general terms, as is illustrated in the chart below, staff indicates that departments work well together; communication is good within the organization; and that issues are anticipated and not just reacted to. However, there are some staff members who are unsure of the City’s vision mission and goals, how their work contributes to achieving those, and using data to measure workload.



Question 2: List two or three distinctive strengths for which you think the City of Parkville government is currently known.

Respondents indicate that Parkville is known for its quality leadership, professional staff, and responsive city services.

Question 3: Name two or three areas of weakness in which the City of Parkville government has room to improve.

While there are numerous responses to this, the common themes are focused around communication, community engagement, and setting priorities. One respondent says, “Although we are accessible and ready to serve, we have not valued regularly engaging the community in priority setting beyond specific projects.” Another says, “The City has taken great strides toward establishing and implementing priorities through goal setting, budgeting, capital improvement plan, the master plan and other similar efforts, but the public is not generally aware of these priorities or where their personal interests fall.”

Question 4: List two or three distinctive strengths or attributes for which you'd like the City of Parkville to be known 5-10 years in the future.

Staff has big ideas for Parkville's future, from a thriving downtown, to a beautiful riverfront, and quality services. One item that received several comments was developing and maintaining relationships with a variety of partners: Park University, MARC, other cities, and among community leaders.

Question 5: List three to five specific projects or programs that you would you like to see the City pursue.

While the Mayor and Board of Aldermen indicated in phone conversations and staff survey results show a sense that staff is stretched thin, staff also has a significant list of priority projects they would like to pursue. Those most mentioned included development along 435/45, redevelopment in the downtown area, improvements to Platte Landing parks, and even software improvements.

Question 6: What is the "next big thing" in Parkville?

Of the seven responses to this question, six focused on development of some kind. The seventh mentioned expansion of the City's park system.

Question 7: Provide any other comments regarding the good things on which Parkville should build; areas for improvement; or possibilities for the future.

Of the seven responses to this question, three respondents referenced the limited staff resources and need for more.

Critical Success Factors and Governing Body Priorities

The building blocks of Strategic Planning are a vision for the future, a clear mission for the organization that is executed with common values, and an understanding of the "Critical Success Factors," those things that must go well to achieve the vision. The vision is best articulated by the governing body, the mission statement (who we are, what we do and how we do it) works best when owned by the organization, and values are often a shared statement between the governing body and the organization.

Last year, the Mayor and Board of Aldermen confirmed the vision statement.

Vision Statement

Parkville will offer an exceptional quality of life for residents and visitors by embracing opportunities to enhance commerce and economic activity, while preserving the community's historic charm, attractive character and unique natural environments.

The governing body was asked to consider the vision statement and then identify the critical success factors—the things that must go well—to achieve the vision. The initial list of critical success factors was:

- Basic services
- Providing necessary tools to the “experts”
- Infrastructure
- Quality future development
- Parks
- Customer service/communication
- Finances
- Inclusiveness
- Partnerships
- Economic development
- Maintaining what we have: City assets, neighborhoods, amenities
- Staff development
- Resources
- Operational efficiencies

Upon considerable discussion that included whether ‘basic services’ was too broad to identify as a critical success factor because that is what the City is in the business of providing; the value of a variety of partnerships; the need for internal and external communication; and developing performance measures for City services, the Board determined that there were five factors critical to achieve its vision for the community. They are:

1. Basic services
2. Infrastructure
3. Economic Development
4. Parks
5. Finances

The governing body then identified what success would look like for each of the critical success factors developing, in effect, vision statements for each of them; brainstormed goals to achieve that success; and prioritized the preliminary priorities. Each participant was given one red dot to identify the single most important initiative for 2016; one green dot to identify the most important long-term priority; six blue dots to indicate other goals for 2016; and six yellow dots to indicate other long-term goals. The results of those activities are reflected in the following tables.

Basic Services				
In five years, Parkville will be a role model for delivery of City services and will meet citizens on their level with customer service that consistently exceeds expectations.				
Preliminary Priorities	Red	Green	Blue	Yellow
Customer service training for all staff and government officials				1
Streamline processes for codes, permits, licenses, etc.		1	3	2
Update ordinances			2	
Purchase and maintain proper equipment for needed services				
Automate functions when possible; re-evaluate business processes to maximize technology; don't fall behind with technology, one time set up for sewer auto pay; automate customer service requests on website				7
Develop communication strategy that highlights available services				1
Review fee structure with development fees				
Possible outsourcing of services				
Configuration of City Hall for efficiency				1
Review and ensure proper package of basic services – should we add or subtract?			2	

Infrastructure				
Maintain existing infrastructure and construct new facilities that support the safety, standards, and aesthetics, using cost efficient and best management practices while thinking strategically.				
Preliminary Priorities	Red	Green	Blue	Yellow
Horse-trading for streets/snow plowing with neighboring governments				
Adopt a stormwater utility tax				
Identify areas to improve such as low water crossings in Park/Crooked Road			3	
Research options for creative cost effective street maintenance that exceeds the lifecycle of pavement			1	
Provide a combined public works/public safety facility in remove area				
Develop transportation tax for impacts to development				
Conduct a comprehensive assessment to identify needs on a regular schedule		1	3	1
Develop criteria and prioritize needs			1	
Adopt a capital improvements sales tax				
Determine what improvements are not ours to maintain; develop an exit strategy for sidewalk maintenance; convey ROW to property owners			1	
Extensive community engagement in review of priorities and maintenance policies and schedules of maintenance				
Develop maintenance standards			1	3
New amenities are constructed with long-term maintenance in mind				
Apply the right treatment-interim and long-term strategies based on resources				

Economic Development				
Parkville employs an economic development strategy that supports community and market needs, provides diverse quality development opportunities, makes strategic use of incentives and encompasses all areas of the community.				
Preliminary Priorities	Red	Green	Blue	Yellow
Resolve issues with NID special assessment	1		1	
Create an economic development incentive strategy				3
Complete development code update				
Resolve downtown CID issues				
Develop viable strategy to develop the Hwy 45/I-435 corridor	5		2	
Develop consistent building strategies for quality development that is regionally consistent				
Implement a redevelopment/revitalization plan for the downtown area		1	2	
Complete and implement the Highway 9 corridor strategy				1
Improve partnership with Parkville/Platte County EDC and other economic partners				
Identify potential opportunities and successfully compete for local/regional grant opportunities				
Foster development of downtown community association that oversees enhancements to the downtown (outside of MSPA/CID)				
Support business retention/expansion activities with PEDC and PCEDC				
Develop consistent approval process and timelines for economic development incentives/agreements				
Review ordinances that detract from river-related commercialization			1	
Review possibility of "dog friendly" zone in downtown				

Parks				
Our parks are regionally recognized for diverse use and quality facilities that provide residents and visitors an outdoor destination. All neighborhoods will be connected by trail to each other, the City, and regional park systems.				
Preliminary Priorities	Red	Green	Blue	Yellow
Finish English Landing restrooms			3	
Close ranks with Phases 2 and 3				1
Ensure ongoing maintenance funding			2	
Certify 10K course and market to running/event community				
Continuing to streamline event guidelines				
Market parks for events March through October, consider dedicated staff				1
Active "recreation" department				1
Market parks donation program			2	
Spin off a parks department		2		3
Evaluate privatization/partnerships for program delivery				
Develop cross-marketing strategy with MSPA and/or downtown merchants to ensure parks programming drives customers downtown				
Ice skating rink				
Raise low-water crossing in ELP			4	1
Construct trail around perimeter of dog park			3	1
Increase staff resources to maintain all new park areas				3
Outsource City Hall maintenance and other areas outside of park area				
Market and support nature sanctuary				1
Farmers' Market structure reconstruction			2	1
More parking areas in the park				2

Finances				
Stable finances give us a road map for future priorities while guiding staff's allocation of time and resources. Although a finite resource, it emphasizes the need for quality economic development, serves as positioning tool for strategic partnerships, and allows us to make decisions based on long-term cost efficiencies versus short-term responses.				
Preliminary Priorities	Red	Green	Blue	Yellow
Provide an approved list of licensed vendors for City inspections, testing, engineering, contractors, paid for by the developer, not the City				1
Discourage non-revenue/revenue neutral developments			1	1
Evaluate new revenue sources, including city v county parks tax; preservation of use tax; e.g., CIP or stormwater sales tax; stormwater utility; road district funding			1	4
Expand donation programs, naming rights, estate planning				
Exclusive vendor rights for Parkville businesses during events				
Provide longer-term cost efficiencies v. short-term responses		1		1
Maintain/grow tax base through quality development and sales tax generating businesses				
Assess/modify services for value v. cost	1	1	3	
Fee structure assessment				3
More grant requests				1
Become more involved in organizing revenue producing city/park events				
Evaluate third-party providers for City services		1	1	1
Evaluate in-house v. contract City attorney and engineer			1	
Arbitration text for contracts and employee hiring	1			

Next Steps

A complete summary of the Board's discussion will be prepared. Ms. Gentrup recommended that it be formally accepted by the Board to provide policy direction to the staff.

Parting Thoughts/Adjourn

As the retreat comes to a close, participants were given the opportunity to share parting thoughts about the day's work.

Ms. Palmer said that she was surprised that code enforcement was not listed as a priority but understood that would be an ongoing initiative. In addition, she said that she was surprised there was support to develop a stand-alone parks department. One thing she said she is struggling with is the desire to both maintain the City's current assets but also develop the park system.

Mr. Werner suggested that the City consider what it would do with the excess reserve should the NID issue be resolved. He said a contingent list should be developed.

Mr. Sportsman said the City should continue to develop the budget in austere manner. Once development occurs, priorities can be evaluated.

Mr. Rittman said the day workshop was well done and productive.

Ms. Johnston indicated that time was well spent and thanked everyone for their participation.

Attachment A: Agenda

City of Parkville Strategic Planning Retreat

**8 a.m. – 4 p.m.
July 20, 2015**

**Engaged Companies
10812 NW Highway 45
Parkville, Missouri**

Norms for the Retreat

- Listen with respect
 - Let others finish before you start talking
 - Be attentive to the speaker
 - Disagree agreeably
- Be:
 - positive and realistic
 - candid and honest
 - patient and respectful
 - engaged and fully present
- Look for opportunities to agree
- Strive for consensus
- Practice “yes, and” rather than “yes/no, but”
- Have fun!

Retreat Goals

- Strengthen the working relationships among members of the governing body and staff
- Identify critical success factors for the City of Parkville
- Identify goals for 2016-2020 to move the City closer to its vision

Introductions

- Welcome and Introductions
- Agenda Review
- Norms and Expectations for the retreat

Agenda Item Outcome: Create a safe environment for honest exchange of ideas.

Community Building

Agenda Item Outcome: Develop a shared understanding of what it means to plan for Parkville’s future

Understanding the Current Environment

- Provide a progress report regarding the goals established for 2015
- Share results of pre-retreat survey of City staff and City Administrator

Agenda Item Outcome: Understand the current environment in which the City of Parkville is operating in and hear the perceptions of staff regarding Strengths, Weaknesses, Opportunities and Challenges and priority issues facing the City.

Vision and Critical Success Factors

The building blocks of Strategic Planning are a vision for the future, a clear mission for the organization that is executed with common values, and an understanding of the "Critical Success Factors," those things that must go well to achieve the vision. The vision is best articulated by the governing body, the mission statement (who we are, what we do and how we do it) works best when owned by the organization, and values are often a shared statement between the governing body and the organization.

Last year, the Mayor and Board of Aldermen confirmed the vision statement.

Vision Statement

Parkville will offer an exceptional quality of life for residents and visitors by embracing opportunities to enhance commerce and economic activity, while preserving the community's historic charm, attractive character and unique natural environments.

Agenda Item Outcome: Agree on critical success factors--those things that must go right to secure a positive future for the City of Parkville.

The Mayor and Board of Aldermen's Priorities

- Given the Critical Success Factors that have been identified, what priority policy issues ensure the City moves in the right direction?
- Generate and agree on what this governing body would like to accomplish - including a clear understanding of "what success looks like" and what resources will be necessary to accomplish the priority objectives.

Agenda Item Outcome: Identify the Mayor and Council's priority work plan (goals) for 2016-2020.

Next Steps

- Identify what support the Mayor and Board of Aldermen need from staff to maintain focus on their priority issues.

Agenda Item Outcome: Clarity regarding the path forward

Parting Thoughts/Adjourn

As the retreat comes to a close, each participant will be asked to share a parting thought on how they feel about the work done during the retreat.