

*City of Parkville*

*Board of Aldermen*

*Strategic Planning Workshop  
Summary*

*July 18, 2016*



The City of Parkville, Missouri held a retreat on July 18, 2016. The purpose of the retreat was to refine Parkville's strategic priorities, identify specific initiatives to advance for the 2017 budget year and beyond, and strengthen the working relationships between and among the members of the governing body. Patty Gentrup of The Novak Consulting Group facilitated the discussion and started the meeting by reviewing the goals, agenda, and norms for the workshop.

## **Introductions**

All members of the governing body attended the meeting:

- Nan Johnston, Mayor
- Diane Driver, Ward 1 Alderman
- Tina Welch, Ward 1 Alderman
- Dave Rittman, Ward 2 Alderman
- Jim Werner, Ward 2 Alderman
- Robert Lock, 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
- Steve Berg, Treasurer
- Tim Blakeslee, Assistant to the City Administrator
- Matthew Chapman, Finance/Human Resources Director
- Stephen Lachky, Community Development Director
- Melissa McChesney, City Clerk
- Lauren Palmer, City Administrator

City Attorney Steve Chinn also attended.

## **Agenda**

The full agenda can be found on Page 15 of this summary.

Note: Although not reflected on the agenda, Park University Provost Douglas Fiore attended the lunch break and presented town-gown updates from the university. Several important topics and questions were raised for follow-up offline by city and university staff.

## **Opening Remarks**

The Mayor and Aldermen were asked to share reflections on participating as a member of the governing body. They were asked to complete the following questions.

- I serve my community on this governing body because...
- What I enjoy most about being on this governing body is...
- What frustrates me most about the process of governing is...
- What I contribute to the decision making process of the Board of Aldermen is...
- I think this governing body does \_\_\_\_\_ extremely well.
- I think this governing body could do a better job of \_\_\_\_\_.
- In the coming year I plan to \_\_\_\_\_ to help make this governing body be an (even more) effective body.

Their responses can be found in Attachment B on Page 19 of this summary.

## **Parkville's Brand**

David Ogilvy described a brand as “the intangible sum of a product’s attributes.” Jerry McLaughlin, a contributor to Forbes magazine says a brand is “everything the public thinks it knows about your name brand offering—both factual and emotional. Your brand name exists objectively; people can see it. It’s fixed. But your brand exists only in someone’s mind.”

Board members were then asked to reflect on what people think of when they hear the word “Parkville.” What is Parkville’s brand? Their answers appear in the following table.

Name	The Parkville Brand
<b>Greg Plumb</b>	<ul style="list-style-type: none"> <li>• City is considered as obstructive and micromanagers by some.</li> <li>• Residential areas like Riss Lake and National think of the city as ok</li> <li>• Park University</li> <li>• Quaint – maybe second to Weston but sometimes first</li> <li>• Parks</li> <li>• Golf Course</li> </ul>
<b>Jim Werner</b>	<ul style="list-style-type: none"> <li>• Inside Parkville there are multiple brands, golf upscale community, eclectic, and free thinkers.</li> <li>• Outside people are the parks—take advantage for trails, parks</li> </ul>
<b>Marc Sportsman</b>	<ul style="list-style-type: none"> <li>• Nice residential community</li> <li>• Quaint downtown</li> <li>• Nice parks</li> <li>• Allure of quaint downtown goes away after awhile</li> </ul>
<b>Dave Rittman</b>	<ul style="list-style-type: none"> <li>• New developments are changing Parkville</li> <li>• New residential areas don't view downtown as anything that needs to be done</li> <li>• Metamorphosing – what is it going to go to, how do we guide that</li> <li>• Location</li> </ul>
<b>Nan Johnston</b>	<ul style="list-style-type: none"> <li>• Progressive yet want to maintain that ambience</li> <li>• Have to be careful and deliberate</li> <li>• Opportunities</li> <li>• Awesome school district, low crime, amenities</li> <li>• Let's develop right because we don't have a choice</li> <li>• Not beige or plain</li> <li>• Think on our terms</li> <li>• Attitude</li> </ul>
<b>Tina Welch</b>	<ul style="list-style-type: none"> <li>• It's about when they drive through downtown; What makes this city Parkville is historic main street and the parks</li> <li>• Differences in all the neighborhoods</li> </ul>
<b>Doug Wylie</b>	<ul style="list-style-type: none"> <li>• Parks, friendly people, family events, and antiques</li> </ul>
<b>Bob Lock</b>	<ul style="list-style-type: none"> <li>• Park University</li> <li>• Downtown</li> <li>• Fabulous park system</li> <li>• Quality development—not selling out to big box</li> <li>• Character</li> <li>• Manage growth</li> </ul>
<b>Diane Driver</b>	<ul style="list-style-type: none"> <li>• Quality—of life, school district, main street,</li> </ul>

The board then identified the themes reflected throughout the comments. They said the Parkville brand encompassed:

- Quality
- Parks/trails
- Historic downtown
- Family events
- Schools
- Location
- Residential development

Upon further discussion, they noted that the one negative aspect of Parkville’s brand was infighting with the downtown property owners and misinformation.

### Parkville’s Progress

City Administrator Lauren Palmer provided a progress report regarding the goals established for 2016 and beyond. She focused on the following as identified in the July 2015 strategic planning workshop.

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

Based on that report, the Board determined that identifying areas to improve, such as low water crossings and constructing the trail around the dog park, could be considered accomplished and no longer needed to be on the list. However, they also added other accomplishments to those cited by Ms. Palmer, specifically noting:

- The amount of quality information provided by staff
- Long-term financing strategies related to the NID delinquencies
- Water rate reduction
- Platte Landing Park
- Hiring staff and process in the Police Department
- Entryway project
- Demolishing blighted properties
- Audit
- Budgeting process and award recognition
- Staff credentialing and certifications
- Taking advantage of opportunities that are presented
- Eagle Scout projects in nature sanctuaries
- Road repair that is more visible, orderly, and focused
- Quik Trip development
- CID at 9 and 45
- Route 9 corridor study
- Route 45 corridor study
- Development code update
- Judicial foreclosure
- FEMA storm damage reimbursement

The Board then reflected on lessons learned over the past year.

- Staff focus is assisted by strategic planning sessions
- Financial capacity is necessary to achieve goals
- Budgeting process enabled issues to be addressed earlier
- Staff throughout the organization should understand the Board priorities
- Prioritization of issues is important so that the Board has ownership

### **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.

In 2015, the Mayor and Board of Aldermen confirmed the vision statement and identified and defined the five factors critical to achieving 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**

- Basic Services
- Infrastructure
- Economic Development
- Parks
- Finances

Upon discussion, the Board confirmed that that the five critical success factors as identified were still relevant and no changes were necessary. However, the Board also contemplated the definitions of these factors and made slight revisions to the definition of basic services. The revised definitions appear as follows.

<b>Basic Services</b>
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.
<b>Infrastructure</b>
Maintain existing infrastructure and construct new facilities that support safety, standards, and aesthetics, using cost efficient and best management practices while thinking strategically.
<b>Economic Development</b>
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.
<b>Parks</b>
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.
<b>Finances</b>
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 a positioning tool for strategic partnerships, and allows us to make decisions based on long-term cost efficiencies versus short-term responses.

### The Mayor and Board of Aldermen's Priorities

The conversation then turned to emerging issues. Each was given an opportunity to write on Post-it notes new initiatives to be considered. They, along with those initiatives identified last year but not yet accomplished, were then prioritized. Each of the nine members of the governing body was given one red dot, indicating the most pressing issues; six green dots, indicating initiatives of immediate import; and six yellow dots, indicating longer term priorities. The results of those exercises are in the tables below.

2017 Priorities
Implement a viable strategy to develop Highway 45/435 Corridor
Complete/Develop Platte Landing Park and Sports Fields
Improve streets and sewers
Complete/develop trails and connections
Regularly conduct a comprehensive capital needs assessment
Review and ensure proper package of basic services, assessing value and cost
Raise low water crossing at English Landing Park
Restrooms at English Landing Park
Long-Term Priorities
Automate City functions
Develop maintenance standards for city property
Create an economic development strategy in partnership with the EDC
Streamline process for codes, permits, licenses
Create a stand-alone parks department
Increase staff resources to maintain all new park areas
Evaluate and implement new revenue sources
Assess fee-for-structure services
Be proactive about opportunities to expand broadband/high-speed internet <i>(added per Board of Aldermen action on August 16, 2016)</i>

*Note: Italicized items listed first in the tables are priorities identified for 2016 that the Board determined should remain as initiatives in 2017.*

Basic Services	Red	Green	Yellow
<i>Review and ensure proper package of basic services, assessing value and cost</i>			
<i>Automate City functions</i>			
Communication		2	3
Establish an approach and fill city attorney position	-	-	-
Police activity with residents/kids	-	-	1
Public restroom info center	-	1	1
Parkville history museum	-	2	1
Find a solution for police officer shortage	-	-	3
Consistency in communication and customer service response	-	-	-
Expand outreach through community programs and volunteers	-	-	1
Replace antiquated phone system at city hall	-	-	-
Retain and train current staff to prevent turnover and continue successes	-	-	-
Determine what the public deems as adequate basic services through a	-	-	1

community survey			
Develop a succession plan for operations division	-	-	-
Provide targeted training opportunities for support staff and laborers	-	-	-
Develop an emergency disaster program to respond during floods	-	-	1
Continuation of high standards for police, streets, and City Hall communication	-	-	1

<b>Infrastructure</b>	<b>Red</b>	<b>Green</b>	<b>Yellow</b>
<i>Regularly conduct a comprehensive capital needs assessment</i>			
<i>Develop maintenance standards for City property</i>			
Improve streets/sewers	-	8	4
Develop a plan for building maintenance and implement a plan for reserve study	-	-	-
Maintenance and revitalization for city owned property and infrastructure	-	-	-
Route 9 corridor study implementation	-	2	2
Flood control	-	1	-
Streetscape improvement project for Main Street	-	2	1
High speed internet/Google fiber	1	-	3
Develop a plan for sidewalk improvements with property owners	-	-	-
Develop a grease management plan	-	-	-

<b>Economic Development</b>	<b>Red</b>	<b>Green</b>	<b>Yellow</b>
<i>Implement viable strategy to develop Highway 45/435 Corridor</i>	8	1	
<i>Create an economic development strategy</i>			
<i>Streamline process for codes, permits, and licenses</i>			
Encourage downtown redevelopment	-	-	2
Better transparency, communication, and teamwork between staff and the Parkville EDC	-	-	-
Partner with Park University on development strategy for East Street from 1 <sup>st</sup> to 6 <sup>th</sup> streets	-	2	1
Foster development along 45 Highway	-	-	2
Flood control	-	-	1
Investigate emergency medical facility at 45/435	-	-	1
Greater emphasis on blighted areas	-	-	1
Develop local grant system where two or more property owners could apply to city to improve property	-	-	1

<b>Parks</b>	<b>Red</b>	<b>Green</b>	<b>Yellow</b>
<i>Create a standalone parks department</i>			
<i>Increase staff resources to maintain all new park areas</i>			
<i>Restrooms at English Landing Park</i>	-	2	2
Complete/develop Platte Landing Park and sports fields		6	1
Raise low water crossing at English Landing Park	-	-	-

Implement parks master plan	-	-	-
Protection of English Landing from river flooding	-	2	-
Promote park for functions to outside residents	-	-	1
Develop tree trimming/removal/planting plan for the parks	-	1	1
Revenue generation from existing park facilities	-	-	2
Expand visibility of park functions/assets through infrastructure and marketing	-	-	-
Add to the programming of our parks	-	-	2
Complete/develop trails and connections	-	6	5

Finances	Red	Green	Yellow
<i>Evaluate and implement new revenue sources</i>			
<i>Assess fee for structure services</i>			
Continue to improve budget process with quarterly planning	-	1	-
Use cost/benefit analysis to evaluate if projects and staff activities are achieving goals at a reasonable cost	-	-	-
Maintain fiscal responsibility. Continue to seek ways to reduce costs while maintaining existing or improved levels of service	-	-	-
Long-term strategic plan for emergency reserve	-	3	-
Implementation of audit recommendations	-	1	1
Half-cent capital improvement sales tax	-	1	-
Find additional private funding sources to build ball fields, encourage family foundations to contribute to pet projects	-	1	-
Stabilize financial risk for 45/435 while freeing revenue for infrastructure improvements	-	4	-
Continue seeking grant opportunities to leverage City funds and budget annually	-	3	1

The highest priority initiatives were then further defined. Board members were divided into small groups to identify the problem that needed to be solved and what success would look like once it was solved. The results of those discussions follow.

## Basic Services

### Review and ensure proper package of basic services, assessing value and cost

Problem: Need to maximize finite staff time and resources  
Success: Benchmarking other communities to find efficiencies and best practices  
Implement outsourcing as appropriate to supplement staff

### Automate City functions

Problem: 1. Paper-park-codes-events-sewer  
2. Complaint reporting  
3. Volunteer management  
Success: Program management software

### Communication

Problem: Communicate with residents who are not connected  
Success: Increase number of printed newsletters  
Online and printed "how-to city services" guide  
  
Problem: How do we connect with potential residents and businesses who do not know who we are?  
Success: Contract with the chamber, EDC, and MSPA to create a comprehensive marketing plan  
Increase Facebook exposure with paid ads; partnerships with business and nonprofits.

## Infrastructure

### Regularly conduct a comprehensive capital needs assessment

Problem: Develop a list of capital needs and prioritize with input from the public, staff, and board  
Determine available funds; schedule meetings with capital needs departments  
Success: Annual update of capital needs  
Functional/efficient operation of street, sewer/water, lights, parks  
Communicate plan to City, staff, and public

### Develop maintenance standards for city property

Problem: We tend to be reactionary with maintenance issues, which leads to deferred/major repairs and higher costs in the long term.  
Success: Regular, planned maintenance at a lower or at least more predictable cost  
Manage and communicate public expectations

### Improve streets/sewers

Problem: Constantly playing catch up (reactive)  
Success: Scheduled maintenance prior to required maintenance (failure)  
Increased funding that better reflects the city's priorities  
Less dependence on emergency allocation funds  
Fewer customer service complaints about infrastructure  
Enhanced perception of city staff and infrastructure

## Economic Development

### Implement viable strategy to develop Highway 45/435 Corridor

- Problem: Undeveloped for 10 years since NID financing  
Debt liability on the City as area remains undeveloped
- Success: Solicitation and responses to RFPs from prospective developers  
Flexible to all ideas  
Open to reasonable incentives  
Eliminate financial exposure by the City

### Create an economic development strategy in cooperation with the Parkville EDC

- Problem: Develop a list of key priorities  
Vet the listing  
Acceptability and buy-in
- Success: Current and future viability  
Consistent with long-term city goals  
Nurture future development

### Streamline process for codes, permits, and licenses

- Problem: Learn/create all needed codes  
Current processes are too manual/inconsistent  
Personnel involved in various processes  
Determining risks
- Success: Identify all codes/permits/licenses used in past year  
Consistent product to end user without excess time required of staff  
Efficient flow of personnel and automated resources  
Mitigating risk

## Parks

### Create a stand-alone parks department

- Problem: With additional amenities, we will exceed staff capacity, jeopardizing quality and shifting priorities  
Define the department and staff needs  
Identify funding needs and sources  
Evaluate user fee structure
- Success: Full-time coordinator (event organizer)  
Marketing campaign (promote amenities)  
Full usage of fields/amenities  
Additional amenities (soccer, tennis, pickle ball)  
Automated reservation system

### Increase staff resources to maintain all new park areas

- Problem: Park growth; wetlands, sports fields, recreational programming
- Success: New staffing structure

Complete/develop Platte Landing Park and Sports Fields

Problem: Lack of sports fields to meet community recreation needs  
Success: Draw potential customers downtown  
Amenity – particularly for families with kids  
Revenue stream to offset maintenance

Raise low water crossing at English Landing Park

Problem: Access to park even during high water  
Success: Funded through cooperation with other government agencies  
Make it match aesthetic of park  
Accessible for everyone  
New access point to park?  
Additional entry to park from Riverside trail

Restrooms at English Landing Park

Problem: Significant upgrades needed  
Success: Short-term improvements: functionality, cleanliness, odor, handicap accessibility, changing table, mirror  
Long-term improvements, exterior aesthetics

Complete/develop trails and connections

- Interconnected trail system to other communities
- Separation of walking/bike trails
- Additional ways to access Parkville
- Expand into neighborhoods
- Find funding mechanisms to meet needs to what we choose
- ROW access

## Finances

Evaluate and implement new revenue sources

Problem: Missed opportunities  
Success: Research for all areas of the city – parks, public works, community development, special events, business licenses  
9 Highway CID implementation  
FEMA reimbursements

Assess fee-for-structure services

Problem: Get enough income to pay for services provided  
Success: Consistent, structured outline of changes reviewed at least annually and make changes as needed  
Analyze what we spend to cover the costs  
Determine what services to charge for

**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.

**Adjourn**

The meeting adjourned at 4:15 p.m.

## Attachment A: Agenda

### City of Parkville Strategic Planning Work Session

**8:30 a.m. – 4 p.m.**  
**July 18, 2016**  
**Park University**  
**Commercial Underground – Park Distance Learning (PDL)**  
**Parkville, Missouri**

Continental breakfast will be available at 8 a.m. The session will begin promptly at 8:30 a.m.

Immediately following the work session, an informal social gathering will be held at Strong Vodka in the Park Commercial Underground.

#### Retreat Goals

- Refine Parkville’s Strategic Priorities
- Identify specific initiatives the governing body would like to advance for the 2017 budget year and beyond
- Strengthen the working relationships between and among members of the governing body

#### Preparation

Mayor and Aldermen: Please come prepared to share an “opening statement” that includes the following:

- I serve my community on this governing body because...
- What I enjoy most about being on this governing body is...
- What frustrates me most about the process of governing is...
- What I contribute to the decision making process of the Board of Aldermen is...
- I think this governing body does \_\_\_\_\_ extremely well.
- I think this governing body could do a better job of \_\_\_\_\_.
- In the coming year I plan to \_\_\_\_\_, to help make this governing body be an (even more) effective body.

#### Introductions

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

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

## Opening Remarks

The Mayor and Aldermen will share reflections on participating as a member of the governing body.

*Agenda Item Outcome: Set the stage for a productive time together*

## Parkville's Brand

What is Parkville's brand and what is the governing body's role in protecting it?

- What are we known for?
- How do we as a body protect the brand?
- What does each individual do to protect the brand and how can they improve?

*Agenda Item Outcome: Commit to Parkville's brand and our role in maintaining it.*

## Parkville's Progress

City Administrator Lauren Palmer will provide a progress report regarding the goals established for 2016.

*Agenda Item Outcome: Understand the current environment in which the City of Parkville is operating*

## 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 and identified and defined the five critical factors critical to achieving the vision. They appear on the following page.

### 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

Basic Services  
Infrastructure  
Economic Development  
Parks  
Finances

*Agenda Item Outcome: Review the critical success factors, determine whether revisions to the list of factors is necessary and refine current language regarding their definition.*

### **The Mayor and Board of Aldermen's Priorities**

- Given the Critical Success Factors that have been refined, 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 the problem to be solved and "what success looks like" when it has been achieved.

*Agenda Item Outcome: Identify the priority goals for 2017-2021.*

### **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.

## **Attachment B: Opening Statements**

Elected Official	I serve my community on this governing body because...	Enjoy most; frustrates me	What I contribute to the decision making process	What the board does well and where it could do a better job	To help the Board be more effective, I plan to...
<b>Nan Johnston</b>	Make a difference and plan for future	Learning new things, collaborating; difference skill sets and opinions; beautiful; large enough for professional staff but smaller without big city issues; Frustrated by length of time to make progress; public suspicion	Getting out in community and metro area. It's not what you know but who you know. Relay information to the board	Analyze process and procedures Get out of the weeds on some things	Do a better job of communicating
<b>Dave Rittman</b>	See full text following this table.				
<b>Jim Werner</b>	It's a responsibility; "graduated" from CLARB	Enjoy the aldermen and the staff; Frustrated by amount of time it takes to get things done	Strive to contribute balance; sometimes weigh in more quickly than had been my intent	The governing body debates well; we are professional and try to be objective. Board could reach out more	Outreach; Lend thoughts and skills to the decision making process

Elected Official	I serve my community on this governing body because...	Enjoy most; frustrates me	What I contribute to the decision making process	What the board does well and where it could do a better job	To help the Board be more effective, I plan to...
<b>Diane Driver</b>	Responsibility; "graduated" from CLARB	Results, learning process; frustrated by the amount of time and the money; sometimes held by own bureaucracy	Viewpoint	Agreeing to agree; I like who we are; Do a better job in seeing flexible solutions	Be "yes and" rather than "yes but"
<b>Doug Wylie</b>	Contribute to Parkville's continued success	Talking through issues and reaching consensus; frustration is about moving slowly although I understand why	Provide focus on basic services while looking for long-term community benefits	Makes best decisions and best fits but it just takes more time	Help more, work on long-term solutions as well as adding voice
<b>Bob Lock</b>	Served on P&Z and it was time to "graduate;" felt had something to give	Advancing the community; working from a positive perspective; impressed with city officials have in place; frustration is that it takes time	Business owner and accounting background	Impressed by the respect that board members have of one another; at end there is consensus; haven't been here long enough to know where we are failing	Better accounting controls and the financial operations
<b>Marc</b>	Originally to make a	Hearing different	Share honest and	Works well together;	Spending more time

Elected Official	I serve my community on this governing body because...	Enjoy most; frustrates me	What I contribute to the decision making process	What the board does well and where it could do a better job	To help the Board be more effective, I plan to...
<b>Sportsman</b>	difference; hoping can help participate in shaping the city's future for the good; still true today	perspectives, especially this board as compared with other boards; frustration comes from time it takes to move ball forward	open opinion without consequences; good leadership skills, expectations and benefits from having those skills	could be more fiscally conservative; believe there is extreme threat on the west side of town	with CLARB and the finance committee
<b>Tina Welch</b>	Truly love Parkville; strong connection to main street and the parks	Frustration is the process and the time	Look at things a different way; look at more fundraising; would like to feel more comfortable, bring fresh ideas and new energy; respect and trust is so important; think outside the box	Confident in everyone's ability; not sure what could do a better job of	Give more input and fresh ideas
<b>Greg Plumb</b>	Service is the culture of my family; feel have an obligation because am getting paid	The people; good working with old friends as well as new ones; Uninformed people are frustrating but that has improved	Don't have a lot of set ideas about things; only want to make a better place to live; excited about possibility of connecting trail to Riverside	Communicating with each other; know where everyone stands; we need a variety of perspectives	Be more responsive

**Dave Rittman**  
**Parkville Strategic Planning Workshop Opening Statement**  
**July 18, 2016**

**Introduction – Thank you**

Good morning. I appreciate the opportunity to be here with you all this morning to help review and develop the ongoing planning for the City over the next year. Our City is growing, and how we collectively manage this growth and plan for the future will leave a legacy for years to come. The question is in what direction we use our influence, skill sets, City funds, and staff toward achievement of the long term vision the Board has approved in the past, and in what direction should any needed adjustments be made to accomplish those goals. Said simply, who are we, how do we envision the City 10 years from now, 20 years from now...and how do we get there? Are we going to be a premium small community, or just another non-descript City without the character and ambience our vision statement makes reference to?

**Involvement**

For myself, I have been involved with the City for a number of years with the personal mindset to make a difference...to assist in the achievement of the City's long term objectives and to assist to guide the day-to-day tasks that lead up to the achievement of the City's long term vision. I don't believe one can live in a City and not contribute back to it. I view myself as a community volunteer working in a team environment on City-wide needs and tasks, rather than a political participant just representing my local Ward.

**The process of governing**

Being able to contribute in whatever ways possible toward the success of the City and achieving its ambience and operational needs is most important to me. Thus working with all the other Alderman, Mayor, and City staff to make that happen is what I appreciate and enjoy the most. Sometimes the complexity of the process and the time that takes does take a toll on us all. Trying to make the available funds and assets stretch around to do all that is desired, or needed is a struggle, of course. Being able to maintain our existing infrastructure (roads, the sewer system, City vehicles, City assets, sidewalks, etc.) to a quality standard is a high priority for me, as the deferred maintenance that I recognize needed to be done during the recession has become quite apparent. While we are making recent progress, there is much more to do along the lines of really catching up near term.

**Skill Sets & Contributions**

All the elected officers bring their own skill sets, professionalism, and experiences to the Board. From my perspective, strategic, marketing, and financial planning at both the staff and operational levels in multi major corporate settings gives me a perspective of experience that I draw on to assist the City as appropriate. Having to make a weekly payroll for the various entities I am involved with makes me sensitive to what works and what doesn't work in terms of business strategies and policies, and my commercial development experiences in the past have given me solid insight to some of the City's own development challenges and opportunities. Being first elected to the Board in 1996 – and while we all keep learning new things forever, a lot of learning experience and expertise has assimilated with this length of service.

**What works and what doesn't**

The City does so many things right that it is hard to summarize them in one brief paragraph. However the staff can be proud of the quality of employees, the depth of analysis they provide, and the dedication to getting the job done. We really are blessed to have some highly talented people within the City's organization. From the Board perspective, ensuring we don't micro manage a task, or talk something to death when we have the quality of staff that we do is important...leaving room for them to do their jobs. The same criteria could be applied to financial planning – looking at finding a way to make things happen rather than finding a way not to do

something. I believe in very prudent solid financial responsibility...but with the cash reserves well above the State recommended maximum, and solutions to some old challenges out at I-435 and Rt. 45 starting to shape up, bringing our very visible maintenance deferred infrastructure to more current status is to me more important than continuing the prior trends of building reserves to even higher levels.

**My commitment for the next year**

While I am employed full time and travel out of town extensively for work, with an anticipation of not having to be gone on business as much as I had been in recent years, I look forward to being more involved and active with the needs of the City. Being available is a key criteria toward making a difference, and I look forward to assisting as my schedule permits.