



# STRATEGIC GOALS 2023-2024



## — OPERATIONAL EXCELLENCE

Provide a diverse and reliable set of financial resources

Recruit and retain highly qualified staffing

Institute appropriate processes and systems

Provide and utilize appropriate technology and equipment

Create strategic partnerships, including but not limited to: Ambulance District, Cities, Counties, Fire District, Legislative Bodies, MoDOT, Public Utilities (Missouri Public Utilities Commission), Railroad (BNSF) and more)

## — INFRASTRUCTURE AND PUBLIC FACILITIES

Pursue options regarding railroad noise reduction

Enhance thoroughfare connectivity, safety and walkability

Extend the life of infrastructure and equipment

Strategically expand (place) facilities

## — QUALITY DEVELOPMENT

Assure quality development through effective and efficient development processes

Identify and pursue development opportunities that fill quality of life gaps in the community

Promote development that is economically sustainable

## PARKS AND RECREATION

Ensure the Parks Master Plan meets current and future needs of the community in all wards

Develop a strategy to fully utilize parks for recreation programs

Prioritize parks projects for maintenance and expansion

## COMMUNICATIONS BEST PRACTICES

Use two-way communication more effectively and proactively with our community (engagement)

Fully utilize available technology for effective communications

Maximize availability of and access to information

Provide updates to strategic plans with associated goals including quarterly PACE reports

## PUBLIC SAFETY

Provide needed resources for policing a growing community

Achieve competitive benefits/salaries for a professional police force

Create community partnerships including mutual aid, regional, neighborhoods/HoAs

Retain public confidence through effectiveness, efficiency and engagement





# GOAL AREA 1: OPERATIONAL EXCELLENCE

## STRATEGY A: Provide a diverse and reliable set of financial resources

- Review and update the **SCHEDULE OF FEES** to recover full cost of City services for user fees, permits, license fees, impact fees, and developer contributions for defined enhancements such as roadway improvements and tornado sirens.
- Pursue **PARTNERSHIP OPPORTUNITIES, GRANTS AND OTHER OUTSIDE FUNDING SOURCES** for City projects and programs.
- Introduce **BALLOT MEASURES**:
  - USE TAX: 2.5%** (Infrastructure/Capital Improvements)  
If approved, develop plan to educate voters via FAQ, information and usage of funds.
  - MARIJUANA TAX: 3%**  
If above items occur, convene **CITIZEN FOCUS GROUP** for measures.
- Review the City's **FINANCIAL STATUS**. Contact Advisor and Bond Counsel on financing capacity for the **EXTENSION OF TEMPORARY TAX LEVY FOR CAPITAL NEEDS/PROJECTS**, including Public Works facilities.
- Apply for grant funding for **VETERANS MEMORIAL PROJECT**.
- Explore **OTHER FUNDING OPTIONS** for city: explore impact of Increasing City Property Tax vs. Sales Tax

# GOAL AREA 1: OPERATIONAL EXCELLENCE

## STRATEGY B: Recruit and retain highly qualified staffing

- Align citywide **COMPENSATION PACKAGE**, leading the region, to ensure a competitive pay and benefits (sick, vacation, tuition, allowances, etc.) schedule for all staff that includes internal equity.
- Utilize peer city data to update **STAFFING PLAN, SERVICE LEVELS and COMPENSATION STUDY**.
- Update **LAGERS** plan to be competitive with neighboring communities by adjusting Employee Contribution from 4% to 0%
- Update the **PERSONNEL MANUAL** to address policies related to employee retention strategies to reduce turnover, attrition and ensure employee engagement and reflect changes to pay scale, compensation plan, benefits, etc.
- Review and update Employee **INSURANCE & BENEFITS PACKAGE**.
- Review and revise **EMPLOYEE EVALUATION, INCENTIVES and PAY RAISE PROCESSES**.

## STRATEGY C: Institute appropriate processes and systems

- Explore options and plans for **COURT OPERATIONS**.
- Review/Amend/Adopt **GOVERNANCE STANDARDS** for Board of Aldermen and Staff.
- Educate public on **STEPS OF CITY PROCESSES**.

## STRATEGY D: Provide/Utilize appropriate technology and equipment

- Fully integrate/execute **ERP FINANCIAL ACCOUNTING SYSTEM** for best use of Accounting, Budgeting, Capital Development, Asset Management and Payroll Software. Utilize available systems and merge new software (Civic Clerk/Plus: Park Reservations, Permitting, 3-1-1 and more).
- Commence integration of **PARKS CAMERA SYSTEM** to enhance visibility and security.
- Research and activate **PROGRAMS TO INCREASE PRODUCTION, MEET WORK NEEDS and PROFESSIONALIZE CITY OPERATIONS** (fleet vehicle leasing, etc.)

# GOAL AREA 1: OPERATIONAL EXCELLENCE

**STRATEGY E:** Create strategic partnerships (Ambulance District, Cities, Counties, Fire District, Legislative Bodies, MoDOT, Public Utilities (Missouri Public Utilities Commission), Railroad (BNSF) and more)

- Pursue **FUNDING FOR LOCAL COST SHARE** for federal and state grants for:
  - Route 9 improvements
  - Bell Road Sidewalks (suspended for funding options)
  - Walkability
- Approach **PARKVILLE SPECIAL ROAD DISTRICT ABOUT 25% OF EXCESS FUND BALANCE** for local projects such as Bell Road.
- Pursue next steps of **COORDINATING “HOMETOWN U” BRANDING** with Park University: Education and Marketing
- Identify/Explore partnerships with citywide groups to create **PROGRAMMING OPPORTUNITIES:** Parks & Rec
- Participate in programming for World Cup 2026





# GOAL AREA 2: INFRASTRUCTURE AND PUBLIC FACILITIES

## STRATEGY A: Enhance thoroughfare safety, connectivity and walkability

- Submit a **LETTER OF INTENT** to BNSF and the Federal Railroad Administration (Quiet Zone Wayside Horns).
- Meet with regional representative with the **FEDERAL RAILROAD ADMINISTRATION (FRA) ABOUT FEASIBILITY**. If so, research project funding opportunities.
- Identify **FUNDING SOURCES** for local cost share of projects.
- Develop RFP with contractors for **ON-CALL & DESIGN/BUILD** needs.
- Develop review/report contract for **ARCHITECTURAL DESIGN STANDARDS**.
- Complete the **PARKVILLE ADA TRANSITION PLAN**.
- Update **SIDEWALK STANDARDS** to better accommodate walking and biking and connections to the trail system.
- Perform **SIDEWALK, CURB/GUTTER INFRASTRUCTURE ASSESSMENT** analysis. (Ref. Pavement Management Road report)
- Pursue and complete **TRAIL PROJECTS**, including the Brush Creek Trail: Partnerships with Platte County and Creekside Development; work with Platte County extend trail and future connection to Riverfront Trail.
- Review alternatives to widen the **MAIN STREET BRIDGE**.

# GOAL AREA 2: INFRASTRUCTURE AND PUBLIC FACILITIES

## STRATEGY B: Extend life of infrastructure & equipment

- Identify vendor and award **PAVEMENT MANAGEMENT** contract.
- Create a **VEHICLE REPLACEMENT PROGRAM (VRP)** for all departments.
- Complete a **5-YEAR STORMWATER MASTER PLAN** including an asset inventory and funding strategy and recommendations for leveraging dollars.
- Initiate **SEWER SYSTEM ANALYSIS** for future of Sewer. (Contingent upon analysis/BoA direction: Plan for **LONG TERM UPGRADES OF THE SEWER PLANT**, in coordination with Alliance Water Resources and the City Engineer.)
- Work with utility providers to **PRIORITIZE COMMUNITY INFRASTRUCTURE** including quality (underground) water, electricity reliability and high-speed fiber.

## STRATEGY C: Strategically expand (place) facilities

- Apply for Platte County Outreach Grant for Gateway Park Project and pursue construction.
- Request new, or transition existing, Platte County Partnership grant for reconstruction of the **FARMERS MARKET**.
- Prepare **RESERVE STUDY FOR MUCH NEEDED MAINTENANCE AT CITY HALL** and improvements utilizing Temporary General Fund Levy funds.
- Develop a plan and cost estimate for the development of **POLICE SATELLITE WEST LOCATION**.
- Develop a plan for **PUBLIC RESTROOMS IN DOWNTOWN PARKVILLE**.
- Complete placement of **TORNADO SIREN PLAN** (in Thousand Oaks) – ensuring coverage throughout city.





# GOAL AREA 3: QUALITY DEVELOPMENT

STRATEGY A: Assure quality development through effective and efficient development processes

- Issue an RFQ to hire qualified firm to lead the **DESIGN STANDARDS UPDATES** – Commercial and Residential Development.
- Update **DEVELOPMENT CODE** to include necessary provisions for placing new tornado sirens.

STRATEGY B: Identify and pursue development opportunities that fill quality of life gaps in the community

- Identify sites and areas of the community suitable for **REDEVELOPMENT**.
- Partner with Parkville PACE for funding opportunities to execute **HOUSING & DENSITY STUDY**.

STRATEGY C: Promote development that is economically sustainable

- Update and educate the community on **PARKVILLE'S ECONOMIC DEVELOPMENT INCENTIVE POLICY** to address new development and redevelopment.
- Review existing fees and consider new **FEES FOR THE IMPACT OF DEVELOPMENT ON INFRASTRUCTURE** outside of development itself, such as impact fees for major arterials and collectors.



# GOAL AREA 4: PARKS AND RECREATION

## STRATEGY A: Ensure Parks Master Plan meets current and future needs of the community in all wards

- Identify the community's priorities as part of the **UPDATE/REVISED 2016 PARKS MASTER PLAN**, and establish an implementation plan for the continued investment in parks.
- Prepare for new **GATEWAY PARK** conceptual plan (near the entry to Pinecrest) as trailhead and rest area.
- Pursue Land Water & Conservation Fund Grant for **CONVERSION OF FIELD 1** to another location for sports fields to accommodate Veterans Memorial.
- Integrate **PARKS MAINTENANCE AND LANDSCAPING PLAN** into updated Parks Master Plan.

## STRATEGY B: Develop a strategy to fully utilize the parks for recreation programs


- Identify partners and opportunities to **EXPAND PNR PROGRAMMING** led by the City – including new to Parkville (Parks and Nature Sanctuary).
- Enhance utilization of **BALLFIELDS, VIKINGS FIELD, SHELTERS, STAGE, USAGE and PARTNERSHIPS**.

## GOAL AREA 4: PARKS AND RECREATION

### STRATEGY C: Prioritize parks projects for maintenance and expansion

- Partner with U.S. Army Corps of Engineers for the **CONSTRUCTION OF THE WETLAND PROJECT**, including ongoing maintenance.
- Review **LONG-TERM USE OF TRAIN DEPOT** and any necessary improvements to maintain the property as viable for occupancy.





# GOAL AREA 5: COMMUNICATIONS BEST PRACTICES

STRATEGY A: Use two-way communication more effectively and proactively with our community (engagement)

- Proactively **COMMUNICATE and EDUCATE** around major city processes – **Citizen’s Academy**.
- Develop **EDUCATION GUIDELINES** including flowcharts, project updates, financial processes and more.
- **PARTNER WITH PACE** and assist with final program coordination.
- Develop **SOCIAL MEDIA STRATEGY, OBJECTIVES AND STANDARDS**.
- Proactively **PROMOTE CITY ACCOMPLISHMENTS and POSITIVE STORIES**.
- Develop and Implement a Citizen’s feedback of **CITY SERVICES SURVEY**.
- Develop and expand **COMMUNITY & NEIGHBORHOOD ENGAGEMENT MEETINGS** to accomplish community feedback wants/needs.
- Communicate, publicize and promote **CRIME DATA** demonstrating departmental excellence in safety.

# GOAL AREA 5: COMMUNICATIONS BEST PRACTICES

## STRATEGY B: Fully utilize available technology for effective communications

- Research, bid/quote, procure and install:
  - PARKS AND RECREATION RESERVATION SOFTWARE:** (possibly include volunteer management software)
  - COMMUNITY DEVELOPMENT SOFTWARE:** Permits, planning, etc.
  - PUBLIC WORKS SOFTWARE:** 3-1-1-type Software
- Research/acquire **RECORDS MANAGEMENT SOFTWARE** for city business, requests, public records including sunshine requests.
- Refresh existing **WEBSITE** with expanded content and user-friendly, streamlined improvements.

## STRATEGY C: Maximize availability of and access to information

- Publish and publicize all official **CITY MAPS**.
- Create new **CITY ROAD MAP**.
- **CONNECT WITH ALL MEMBERS OF OUR COMMUNITY** – focused on those without access to technology via services and events.
- **PROVIDE UPDATES** to strategic plans with associated goals on regular schedule.
- Provide **ECONOMIC DEVELOPMENT UPDATES**.





# GOAL AREA 6: PUBLIC SAFETY

## STRATEGY A: Provide needed resources for policing a growing community

- Prepare reporting mechanism for **ACCOUNTABILITY OF PUBLIC SAFETY SALES TAX**.
- Identify **SATELLITE POLICE LOCATION** (west) Parkville.
- Manage fleet and growth through **VEHICLE LEASING PROGRAM**.
- Expand **RECRUITMENT/RETENTION EFFORTS and STRATEGIES** – educate on benefits of a community that practices community policing.

## STRATEGY B: Achieve competitive benefits/salaries for a professional police force

- Create program to **ASSIST NEW HIRES** to offset the cost of the academy.
- Explore **INCENTIVES FOR RECRUITMENT** of new Police Officers.
- Update **BENEFITS** to ensure competitive with surrounding communities.

# GOAL AREA 5: PUBLIC SAFETY

## STRATEGY C: Create community partnerships (mutual aid, regional, neighborhoods/HoAs)

- Establish **COMMUNITY WATCH PROGRAMS** in interested neighborhoods.
- Communicate and educate about existing **MUTUAL AID AGREEMENTS** and City connections with other agencies.
- Retain/enhance **PARTNERSHIPS** with Park U Security, Park Hill School District, Regional Emergency Management.

## STRATEGY D: Retain public confidence through effectiveness, efficiency and engagement

- Recruit **COMMUNITY VOLUNTEERS** to help with festivals, parades and crowd control.
- Communicate, publicize and promote **CRIME DATA** demonstrating departmental excellence in safety.



## FUTURE IDEAS / PLANS

- Updated mapping for **ARCGIS VIEWER** – with Platte County Beacon.
- **PARKVILLE APP** for direct and specific interactions with the community and partners, Similar to 3-1-1 system.
- Complete process to expand City's **ADOPT-A-SPOT** beautification program.
- Issue debt for State Revolving Fund to pay for **SEWER IMPROVEMENT PROJECTS**.
- Update City **INFRASTRUCTURE ASSET INVENTORY**.
- **FACILITY NEEDS ASSESSMENT**.
- **ADDITIONAL POLLING LOCATION(S)**

## SUSPENDED/ON-HOLD/CONTINUATION OF OUT YEAR PROJECTS

- Consider next step actions for current Platte County Partnership grant (\$1 Mil) for Sports Field area.
  - Discussion at both the Board level and with the public. Desire and need for fields—but not at PLP;
  - Possible/find other location(s): Partner w/Park University (former quarry site?), River Bottoms area (outside PLP/ELP)
- Continuation of 9 Hwy Corridor Project.
- Bell Road: Improvements (stormwater?), walkability.



This document was created by SGR  
for the City of Parkville, Missouri.