

CITY OF KIRKWOOD

Strategic Plan: 2009-2013

Last revised 1/29/09.

MISSION

The City of Kirkwood strives to provide quality services responsibly and ethically, honoring our heritage, encouraging citizen involvement, respecting all views, supporting thriving neighborhoods and successful businesses, and promoting a sustainable environment.

VISION

The City of Kirkwood will continue to be a premier community with a distinctive historic setting in an ever-changing world.

CORE VALUES

Responsiveness

–We provide services that address our citizens’ wishes and needs.

Stewardship

–We prudently and efficiently manage financial and human resources while promoting a sustainable environment.

Family

–We design services and facilities that enhance a family atmosphere.

Tradition

–We honor our community’s historic past and build upon it for the future.

Involvement

–We involve our citizens in local government activities.

Respect

–We value the contributions and needs of all members of our community.

Integrity

–We foster the highest ethical standards.

GOALS

- A. *Strengthen relationships among and between City departments, City Council and staff, and citizens through better communication and greater emphasis on trust, cooperation, and civility.*
- B. *Improve City government responsiveness to citizens needs by identifying what is most important to the community and encouraging active participation in decision making.*
- C. *Invigorate economic development with more targeted planning that assists existing businesses and attracts industrial and commercial development.*
- D. *Maintain City revenues and reserves sufficient for providing quality services.*
- E. *Improve aging public infrastructure with a plan that sets priorities, identifies funding options, and provides an implementation schedule.*
- F. *Increase City service efficiency through identifying more efficient methods for providing services, sharing costs, contracting services, enhancing technology, and promoting innovation.*

ACTION PLAN #1

Goal: A (Relationships)

What Is To Be Done?

Communicate City Council priorities and Chief Administrative Officer goals to City departments.

How Will It Be Accomplished?

The City Council and Chief Administrative Officer will agree on annual goals. The Chief Administrative Officer will communicate those goals and related tasks to department heads. The Chief Administrative Officer will meet with each department head at least quarterly to monitor progress.

Who Will Be Responsible for Accomplishing the Action Plan?

Chief Administrative Officer.

When Will It Be Accomplished?

Annually.

How Will One Know If It Has Been Accomplished?

Semi-annual reports to City Council by Chief Administrative Officer.

ACTION PLAN #2

Goal: A (Relationships)

What Is To Be Done?

Use web-based message boards to improve communication with residents and City staff.

How Will It Be Accomplished?

Investigate web-based communication options including blogs by Mayor or Chief Administrative Officer. Gather information on how other municipalities have used web technology for these purposes. Based on information gathered, make recommendations to City Council.

Who Will Be Responsible for Accomplishing the Action Plan?

Public Information Officer and Director of Management Information Systems.

When Will Be Accomplished?

Fiscal Year 2009/2010.

How Will One Know If It Has Been Accomplished?

Recommendations made to City Council.

ACTION PLAN #3

Goal: A (Relationships)

What Is To Be Done?

Improve communication and cooperation between city departments.

How Will It Be Accomplished?

Strategic city issues will be chosen to be addressed through teams made up from multiple departments.

Who Will Be Responsible for Accomplishing the Action Plan?

Chief Administrative Officer

When Will It Be Accomplished?

Ongoing.

How Will One Know If It Has Been Accomplished?

Teams are put in place to work on selected issues. Levels of satisfaction with interdepartmental cooperation is surveyed.

ACTION PLAN #4

Goals: A (Relationships) and B (Responsiveness)

What Is To Be Done?

Redesign City web site to create a new web platform that would be more interactive, easier to use, and easier to maintain.

How Will It Be Accomplished?

Use \$30,000 capital budget (FY 2009/2010) allocation. Establish ad hoc committee including the Public Information Officer, the Director of Management Information Systems, and the Recreation Supervisor to work with the Department of Purchasing to prepare criteria for choosing a consultant. With the consultant's assistance, evaluate new online capabilities, address deficiencies, choose and purchase a new system, and train employees on maintaining/updating system.

Who Will Be Responsible for Accomplishing the Action Plan?

Public Information Officer and Director of Management Information Systems.

When Will It Be Accomplished?

Fiscal Year 2009/2010.

How Will One Know If It Has Been Accomplished?

Consultant selected, web site updated, and staff trained.

ACTION PLAN #5

Goals: A (Relationships) and B (Responsiveness)

What Is To Be Done?

Determine Kirkwood citizens' wants and needs through on-line and hard copy surveys. For critical issues use statistically valid telephone polling.

How Will It Be Accomplished?

Mount on-line survey on redesigned web site. Include information on surveys in *Eye on Kirkwood* and hard copies of survey in City's utility bill mailings. For issues the council deems necessary, hire a professional pollster to do a statistically valid telephone survey.

Who Will Be Responsible for Accomplishing the Action Plan?

Assistant Chief Administrative Officer, Public Information Officer, and Director of Management Information Systems.

When Will It Be Accomplished?

Fiscal Year 2009/2010.

How Will One Know If It Has Been Accomplished?

Surveys drafted, results compiled and analyzed, findings disseminated to City Council and appropriate departments.

ACTION PLAN #6

Goals: A (Relationships) and B (Responsiveness)

What Is To Be Done?

Develop plan for full utilization of utility billing inserts.

How Will It Be Accomplished?

Develop a month-by-month schedule with deadlines and printing dates for a full year specifying insert content for each month. Schedule will be approved by the Assistant Chief Administrative Officer.

Who Will Be Responsible for Accomplishing the Action Plan?

Public Information Officer.

When Will It Be Accomplished?

Annually.

How Will One Know If It Has Been Accomplished?

Schedule completed and approved. Inserts mailed.

ACTION PLAN #7

Goals: A (Relationships) and B (Responsiveness)

What Is To Be Done?

Survey board and commission members and city staff about their communication issues and training preferences.

How Will It Be Accomplished?

Prepare and administer survey. Compile and analyze results. Prepare training plan that addresses their issues.

Who Will Be Responsible for Accomplishing the Action Plan?

Assistant Chief Administrative Officer and Public Information Officer.

When Will It Be Accomplished?

Fiscal Year 2009/2010.

How Will One Know If It Has Been Accomplished?

Training plan developed.

ACTION PLAN #8

Goal: C (Economic Development)

What Is To Be Done?

Prepare economic development plan to assist existing local businesses and attract industrial and commercial development.

How Will It Be Accomplished?

Conduct strengths/weaknesses/opportunities/threats analysis of Kirkwood business environment. Hire firm with competence in economic development strategies for mature communities. Identify missed opportunities, potential best use of commercial properties as well as selected public properties. Prepare recommendations for supporting, promoting, and enhancing existing businesses. Recommendations should have a sustainable financial strategy that contributes positively to the City's life style and tax base. Prepare recommendations for attracting investment and funding plan execution. The plan components should also contribute to the City's quality of life and support the Special Business District and Chamber of Commerce efforts.

Who Will Be Responsible for Accomplishing the Action Plan?

An economic development team with representation from the City Council, City staff, Industrial Development Authority, and the business community.

When Will It Be Accomplished?

Assemble task force, evaluate current conditions, and initiate consultant search by Spring 2009. Select consultant and begin evaluation by Summer 2009. Consultant recommendations due Fall 2009. Economic development team review/revise/approve recommendations by December 2009. Plan finalized by February 2010. Plan shared with stakeholders Spring 2010. Plan implemented between Spring 2010 and Spring 2012. Plan evaluated in Spring 2012.

How Will One Know If It Has Been Accomplished?

Plan developed, implemented, and evaluated.

ACTION PLAN #9

Goal: C (Economic Development)

What Is To Be Done?

Review construction/renovation/building/rezoning process to determine whether it can be more efficient and make these processes more stream-lined and user friendly.

How Will It Be Accomplished?

Investigate promising practices in other communities. Seek input from all stakeholders. Examine role of appropriate City boards and commissions and the Department of Public Works.

Who Will Be Responsible for Accomplishing the Action Plan?

Director of Public Works.

When Will It Be Accomplished?

Fiscal Year 2009/2010.

How Will One Know If It Has Been Accomplished?

Investigation completed, input obtained and analyzed, appropriate recommendations made, needed City Council action(s) taken.

ACTION PLAN #10

Goal: D (Revenue)

What Is To Be Done?

Review options for maintaining adequate revenue and reserves.

How Will It Be Accomplished?

Establish a team with representation from the City Council, City staff, and the Citizen Finance Committee. Team will review past revenue studies, make near-term projections of revenues and expenditures, and make recommendations on actions.

Who Will Be Responsible for Accomplishing the Action Plan?

The Director of Finance.

When Will It Be Accomplished?

By July 31, 2009.

How Will One Know If It Has Been Accomplished?

Report with recommendations submitted to the City Council.

ACTION PLAN #11

Goal: E (Infrastructure)

What Is To Be Done?

Identify repair and maintenance needs of infrastructure (buildings, water mains, electric transmission, roads, bridges). Set priorities. Determine available funding sources. Develop plan for additional financing if needed.

How Will It Be Accomplished?

Department heads determine repair/maintenance needs and set priorities within their units. Develop financing plans for enterprise funds and general fund. Also consider grant funding, rate increases, and bonds.

Who Will Be Responsible for Accomplishing the Action Plan?

Director of Finance.

When Will It Be Accomplished?

Fiscal Year 2009/2010.

How Will One Know If It Has Been Accomplished?

Department heads submit plans and update them annually. Financing mechanisms identified and approved by City Council. Ultimately, funds generated and improvements made.

ACTION PLAN #12

Goal: F (Service Efficiency)

What Is To Be Done?

Conduct an in-depth study of provision of sanitation services and recycling center.

How Will It Be Accomplished?

Study should investigate alternatives such as changing to once-a-week service, adding curbside recycling, and automating collection. Use consultant assistance. Consider possible ballot measures for November 2010.

Who Will Be Responsible for Accomplishing the Action Plan?

Director of Public Works.

When Will It Be Accomplished?

Fiscal Year 2009/2010.

How Will One Know If It Has Been Accomplished?

Study completed, recommendations made to City Council, and—if necessary—changes approved by the voters.

ACTION PLAN #13

Goal: F (Service Efficiency)

What Is To Be Done?

Study joint dispatching options.

How Will It Be Accomplished?

Convene discussions with other communities that respond to 911 calls. Examine methodology for cost sharing, discuss levels of service, and determine other necessary components of possible agreements. Also investigate option to contract dispatching with St. Louis County or other entities.

Who Will Be Responsible for Accomplishing the Action Plan?

Chief of Police.

When Will It Be Accomplished?

Fiscal Year 2009/2010.

How Will One Know If It Has Been Accomplished?

Report submitted to the Chief Administrative Officer.

ACTION PLAN #14

Goal: F (Service Efficiency)

What Is To Be Done?

Evaluate the advantages/disadvantages of contracting out or sharing street sweeping services.

How Will It Be Accomplished?

Conduct research on the cost of retaining the service versus the cost of contracting for the service.

Who Will Be Responsible for Accomplishing the Action Plan?

Director of Public Works and the Director of Purchasing.

When Will It Be Accomplished?

FY 2009/10

How Will One Know If It Has Been Accomplished?

Recommendation(s) submitted to the Chief Administrative Officer.

ACTION PLAN #16

Goal: F (Service Efficiency)

What Is To Be Done?

Prepare a position statement affirming the desire and need to operate utilities as a private enterprise.

How Will It Be Accomplished?

A document will be prepared by the Chief Administrative Officer, Electric Director, and the Water Director addressing the enterprise issues in detail for submission to the City Council for adoption.

Who Will Be Responsible for Accomplishing the Action Plan?

Chief Administrative Officer, Electric Director, Water Director.

When Will It Be Accomplished?

Within 90 days from the adoption of the strategic plan by the City Council.

How Will One Know If It Has Been Accomplished?

A position paper will be presented to the City Council for their consideration to adopt, reject, or modify the contents.