



**KIRKWOOD
MISSOURI**

STRATEGIC PLAN

March 11, 2022

ACKNOWLEDGEMENTS

Mayor Tim Griffin

COUNCIL MEMBERS

Maggie Duwe

Liz Gibbons

Bob Sears

Wallace Ward

Kara Wurtz

Mark Zimmer

STAFF

Russ Hawes, Chief Administrative Officer

David Weidler, Assistant Chief Administrative Officer

Laurie Asche, City Clerk

Bill Bensing, Public Services Director

Freddy Doss, Communications Manager

Kyle Henke, Parks and Recreation Director

Mollie LeBlanc, Human Resources Manager

Brian Mullady, Procurement Director

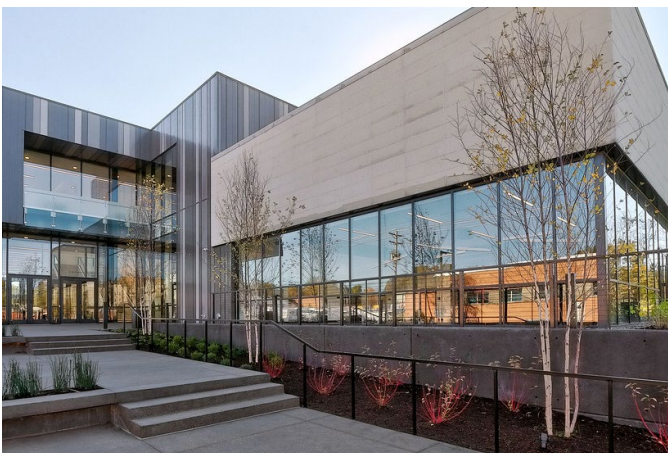
Brian Murphy, Police Chief

Mark Petty, Electric Director

Jonathan Raiche, Planning and Development Services Director

James Silvernail, Fire Chief

Sandy Stephens, Finance Director



VISION

**Kirkwood will be a livable, connected community with heart.
Our strong neighborhoods, historic charm, and vibrant businesses attract residents and visitors. Love of community keeps people here.**

A city for people.

Relationships and people are what make a set of buildings and streets a place. Life is what happens between the buildings. City government can play a role in connecting people physically and socially.

How we live matters.

We can easily connect to places and people without a lot of time spent in the car. There are desirable places to be and things to do throughout our community.

All are welcome.

Diversity is celebrated. Inclusion is actively sought.

VALUES

We serve the community.

We provide services of the highest quality. Our customer-service exceeds expectations. Our interactions with the public are respectful, professional, and demonstrate our commitment to public service. We keep the community safe.

We act with integrity.

We are honest, ethical, and transparent in everything we do and deeply respect the public's trust in us.

We innovate to shape our future.

We honor our community's historic past and build upon it for the future, proactively adapting to meet today's challenges.

We put people first.

We care about people and their well-being. We consider how decisions directly and indirectly impact our residents, businesses, and employees.

We embrace inclusion.

We work intentionally to foster a culture within city government and within our community that encourages collaboration, flexibility, and fairness to enable everyone to contribute to their full potential.

We are good stewards.

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

We value City of Kirkwood employees.

We appreciate and respect our city employees. We recognize their knowledge, their experience, and their commitment to service.

ECONOMIC VITALITY

Goal 1:

Kirkwood will use its unique attractions to catalyze development that adds to the quality of life for residents and attracts visitors.

Objective 1

Promote commercial development in appropriate areas

Strategy A

Promote redevelopment around the Performing Arts Center

Strategy B

Continue to monitor vacant property Downtown and promote it to potential buyers

Strategy C

Promote quality development along principle arterials (Big Bend, Kirkwood Road, Manchester)

Strategy D

Monitor infrastructure to ensure accommodation of future growth

Objective 2

Promote the City as a tourist destination

Strategy A

Use restoration of Train Station as a means to promote tourism

Strategy B

Implement more place-making (fountains, streetscape, seating areas, public art) Downtown

Strategy C

Attract more people to Downtown through events, especially encouraging evening activity

Strategy D

Expand and develop wayfinding system

Objective 3

Continue to implement the Downtown Master Plan

Strategy A

Attract Downtown hotel

Strategy B

Require KirkWalk and other pedestrian and place-making features from the Downtown Master Plan in private development

Strategy C

Continue to encourage mixed-use development Downtown

Objective 1

Promote commercial development in appropriate areas

A Strategy Promote redevelopment around the Performing Arts Center

Assigned to: Director of Public Services and Director of Planning and Development Services

Action	Why	Year
Develop a Request for Proposal (RFP) to provide a complete market analysis and feasibility study of all potential redevelopment opportunities for the KPAC immediate environs.	With the completion of the Performing Arts Center the Public Works Facility is apt for redevelopment into a higher and better use for economic development.	FY 24

Metrics: RFP is developed and issued, results evaluated and potential developer selected

B Strategy Continue to monitor vacant property Downtown and promote it to potential buyers

Assigned to: Director of Planning and Development Services in partnership with the Special Business District (SBD) and Chamber of Commerce

Action	Why	Year
The SBD will continue to list available properties provided to them on their website. The City will investigate increasing the current Choose Kirkwood website to include an auto-generated property listing rather than relying on brokers to add their listings.	To help promote the active atmosphere desired.	FY 24

Metrics: Verify continued listing of downtown properties on SBD website. Solicit information from existing website provider on option for auto-generated property listings

C Strategy Promote quality development along principle arterials (Big Bend, Kirkwood Road, Manchester)

Assigned to: Director of Planning and Development Services

Action	Why	Year
Use the results of the city's existing commercial market analyses (Downtown, Kirkwood Rd/Big Bend Blvd) to advocate for appropriate development that enhances the downtown experience and diversity in offerings in these areas. Develop an RFP for a similar commercial market analysis for the Manchester Road corridor.	To encourage appropriate economic vitality.	FY 27

Metrics: Monitoring redevelopment along these corridors and the completion of additional market analysis as needed

Action	Why	Year
Work with the Kirkwood Special Business District and property owners to provide a downtown business development plan.	To optimize retail space downtown for attracting patrons and enhancing the downtown experience.	Ongoing

Metrics: Completion of a downtown business development plan

D Strategy Monitor infrastructure to ensure accommodation of future growth.

Assigned to: Director of Public Services

Action	Why	Year
Contract with a professional engineering firm specializing in potable water distribution systems.	The City has accomplished several goals outlined from the 2014 Water Master Plan. With these improvements in place the distribution system model should be updated to identify system strengths and weaknesses.	FY 24

Metrics: Completion of an updated Water Master Plan and the annual recording of recommended upgrades to the distribution system and facilities

Objective 2

Promote the City as a tourist destination

A Strategy Use restoration of Train Station as a means to promote tourism

Assigned to: Director of Planning and Development Services and Communications Manager

Action	Why	Year
Create promotional materials and communications incorporating the usefulness of the Amtrak connectivity.	To increase the knowledge of statewide transportation availability in Kirkwood and increase patronage of local businesses.	FY26 / FY27

Metrics: Increased ridership

B Strategy Implement more place-making (fountains, streetscape, seating areas, public art) Downtown

Assigned to: Director of Planning, Development Services and Superintendent of Facility Operations

Action	Why	Year
Require said features in private developments when possible. Evaluate opportunities on city-owned properties.	To increase a sense-of-place downtown.	Ongoing

Metrics: The number of place-making facilities constructed

C Strategy Attract more people to Downtown through events, especially encouraging evening activity

Assigned to: Director of Planning and Development Services and Communications Manager

Action	Why	Year
Optimize connectivity between Kirkwood Performing Arts Center and downtown Kirkwood through the creation of promotional material and communications displaying the charm of the Kirkwood Performing Arts Center and downtown business district.	To increase statewide awareness of the Kirkwood business corridor and to encourage patronage of local establishments, tourism, and appropriate development.	Ongoing

Metrics: Business patronage, new development

D Strategy Expand and develop wayfinding system

Assigned to: Director of Public Services, Director of Planning and Development Services, and Kirkwood Special Business District

Action	Why	Year
Develop a plan to help guide the City through the process of developing a broad wayfinding system.	Wayfinding helps visitors navigate the City and can direct people to important buildings, parks, historic sites, and more. A wayfinding plan would analyze and indicate appropriate location for signs, sign type, and design. By creating uniform, distinct signage, wayfinding can improve the City's appearance and enhance the City's identity.	FY23 Planning FY24 Implementation

Metrics: Completion of planning document and installation of wayfinding signage

Objective 3

Continue to implement the Downtown Master Plan

A Strategy Attract Downtown Hotel

Assigned to: Director of Planning and Development Services

Action	Why	Year
Use the results of the downtown commercial market analysis to advocate for the development of a hotel with developers and property owners.	To increase tourism and drive economic activity downtown.	FY26

Metrics: Receiving a proposal and/or application for the development of a downtown hotel

B Strategy Require KirkWalk and other pedestrian and place-making features from the Downtown Master Plan in private development

Assigned to: Director of Planning Development Services

Action	Why	Year
Approach the recommended KirkWalk and other pedestrian features as required pedestrian facilities for downtown developments	To increase pedestrian activity and safety.	Ongoing

Metrics: The number of private developments that incorporate these features

C Strategy Continue to encourage mixed-use development Downtown

Assigned to: Director of Planning and Development Services

Action	Why	Year
Educate developers, property owners, and residents about opportunities in the Downtown Master Plan.	To increase housing opportunities Downtown and provide additional customer base for businesses.	Ongoing

Metrics: The number of mixed-use developments proposed and approved by the City

GOVERNANCE AND CIVIC ENGAGEMENT

Goal 2:

With ethics and integrity, the City of Kirkwood will provide professional services to citizens at a reasonable price and engage the community in decision-making.

Objective 1

Enhance the capacity of city staff to serve the organization and improve their own careers.

Strategy A

Attract and retain top municipal employees through competitive pay and benefits and a great work environment

Strategy B

Identify specific action steps to attract diversity and be inclusive

Strategy C

Establish new opportunities for cross-departmental cooperation and communication

Strategy D

Pursue enhanced retirement benefit program

Strategy E

Provide training opportunities to build organizational capacity and offer employees paths to advancement

Strategy F

Retain institutional knowledge and promote knowledge transfer within departments

Objective 2

Invest in technology to improve efficiency.

Strategy A

Provide assessment of current business practices in the development of specifications for new technology implementations

Objective 3

Collaborate with the community and regional partners.

Strategy A

Strengthen and develop regional partnerships to represent Kirkwood's interests

Strategy B

Communicate and engage with residents proactively on critical issues

Strategy C

Maintain utility rates that keep up with market costs and maintain service levels

Objective 1

Enhance the capacity of city staff to serve the organization and improve their own careers.

A Strategy

Attract and retain top municipal employees through competitive pay and benefits and a great work environment

Assigned to: ACAO and HR Manager

Action	Why	Year
Utilize comprehensive salary studies to ensure salaries are competitive within the region.	To retain existing employees and position the City of Kirkwood competitively in the current labor market.	Ongoing

Metrics: Reduced attrition rate

Assigned to: HR Manager supported by ACAO

Action	Why	Year
Investigate ways to encourage and incorporate feedback loops in the employee communication process.	To improve employee satisfaction and foster a positive employment environment.	Ongoing

Metrics: Increased employee satisfaction rate and reduced attrition rate

B Strategy

Identify specific action steps to attract diversity and be inclusive

Assigned to: HR Manager supported by ACAO and Communications Manager

Action	Why	Year
Conduct internal review of current recruitment and interview processes with a focus on diversity.	To improve the diversity in City employment in order to capitalize on alternate perspectives in service delivery.	FY25

Metrics: Increased employee diversity

Action	Why	Year
Provide diversity and inclusion training to supervisors and managers.	To train supervisors and managers how to capitalize on alternate perspectives to promote improved service delivery.	Ongoing

Metrics: Increased employee retention rates

C Strategy

Establish new opportunities for cross-departmental cooperation and communication

Assigned to: CAO, ACAO, and HR Manager supported by Communications Manager

Action	Why	Year
Implement Team Kirkwood initiative to encourage cross departmental interaction.	To improve cross departmental connectivity and the sharing of information amongst all members of the organization.	Ongoing

Metrics:

D Strategy

Pursue enhanced retirement benefit program.

Assigned to: HR Manager supported by ACAO

Action	Why	Year
Evaluate retirement benefit options and make recommendations for improvements.	To improve employee recruitment and retention	FY23

Metrics: Increased employee satisfaction rate and reduced attrition rate

Objective 1

Enhance the capacity of city staff to serve the organization and improve their own careers.

E Strategy Provide training opportunities to build organizational capacity and offer employees paths to advancement.

Assigned to: HR Manager

Action	Why	Year
Develop a comprehensive training plan that addresses citywide compliance training, supervisory and leadership training and development of interpersonal skills.	To improve cross departmental connectivity and the sharing of information amongst all members of the organization.	FY24

Metrics: Course completion rate, retention rate

F Strategy Retain institutional knowledge and promote knowledge transfer within departments

Assigned to: CAO, ACAO, and Department Heads

Action	Why	Year
Develop succession plans for key positions.	To improve long term knowledge retention and create smooth transitions in employee staff at the point of retirement.	Ongoing

Metrics:

Objective 2

Invest in technology to improve efficiency.

A Strategy Provide assessment of current business practices in the development of specifications for new technology implementations.

Assigned to: Department Heads

Action	Why	Year
Replace current Enterprise Resource Planning System to improve work flow efficiency for City services.	A new Enterprise Resource Planning System can reduce redundancies and improved workflows and work order process to allow real-time or near time updates for active work being done in the field, while reducing time spent in administrative workflows for office employees.	FY24

Metrics: Completion of migration to new ERP system.

Assigned to: Police Chief supported by Fire Chief and MIS Director

Action	Why	Year
Replace current Computer Aided Dispatching System to improve efficiency and communications in dispatch operations.	New Computer Aided Dispatching software can reduce redundancies and improved dispatched functionality in handling large call volumes for Police and Fire operations.	FY23

Metrics: Completion of migration to new CAD system

Objective 3

Collaborate with the community and regional partners.

A Strategy Strengthen and develop regional partnerships to represent Kirkwood’s interests.

Assigned to: CAO, ACAO, and Department Heads

Action	Why	Year
Continue to engage surrounding government entities, non-profits and businesses to promote partnerships and programs that create a positive impact on the City of Kirkwood’s residents.	To improve the City’s capacity to support the residents of Kirkwood through additional offerings.	Ongoing

Metrics:

Action	Why	Year
Research and apply cost benefit models that identify economies of scale for extra jurisdictional agreements.	To capitalize on the economies of scale provided by the City of Kirkwood’s current structure.	Ongoing

Metrics:

Action	Why	Year
Develop internal business plans for future extra jurisdictional agreements.	To improve the City’s ability to respond to future opportunities for extra jurisdictional agreements.	Ongoing

Metrics: Creation of business plans

B Strategy Communicate and engage with residents proactively on critical issues

Assigned to: CAO, ACAO, Finance Director, and Communications Manager

Action	Why	Year
Review current communication strategies and implement new methods to improve critical content delivery, such as financial and strategic plan dashboards.	To provide transparent information on city issues and finances that is accessible and user friendly, promoting citizen engagement and trust in local government.	Ongoing

Metrics: Implementation of new communication strategies

C Strategy Maintain utility rates that keep up with market costs and maintain service levels.

Assigned to: Director of Public Services and Electric Director

Action	Why	Year
Perform rate analysis and cost-of-service studies for the enterprise funds consisting of electric, sanitation and water.	Rate analysis and cost-of-service studies can quantify rates needed to maintain reliable and fiscally sustainable enterprise funds.	FY24

Metrics: Completion of rate analysis and cost-of-service study compared to market rates

QUALITY OF LIFE

Goal 3:

Kirkwood will be a place where people can enjoy life – a walkable and safe community with housing options for all stages of life that supports connections between people and places.

Objective 1

Strengthen social and physical connections

Strategy A

Continue to invest in public safety to ensure safety of Kirkwood residents and businesses

Strategy B

Continue to implement the City's Pedestrian and Bicycle Plan

Strategy C

Adopt and implement a Vision Zero Action Plan for all users in all modes of transportation

Strategy D

Pursue community center renovations to enhance function and appearance

Strategy E

Host events for all ages and interests that bring the community together; include options that offer multi-cultural and diverse experiences

Strategy F

Protect Kirkwood's tree canopy

Objective 2

Encourage quality housing options for all (varying cost, size, location, building type)

Strategy A

Encourage missing middle housing to provide range of opportunity, diversity, and appropriate density

Strategy B

Develop an attainable housing plan

Strategy C

Encourage housing density in appropriate locations

Strategy D

Continue to monitor residential Architectural Design standards to ensure proper consideration of architectural context

Objective 1

Strengthen social and physical connections

A Strategy

Continue to invest in public safety to ensure safety of Kirkwood residents and businesses

Assigned to: Police Chief, supported by Fire Chief, MIS Director, and Procurement Director

Action	Why	Year
Improve efficiency of dispatch operations through implementation of new Computer Aided Dispatching Technology and facility improvements.	New facility improvements and Computer Aided Dispatching software can improve the functionality of the department, resulting in better response to the City's residents.	FY25

Metrics: Successful implementation of Computer Aided Dispatching software and facility improvements

B Strategy

Continue to implement the City's Pedestrian and Bicycle Plan

Assigned to: Director of Public Services and Director of Planning and Development Services

Action	Why	Year
Inventory and update Kirkwood's 2015 Pedestrian and Bicycle Plan.	The inventory can be used to indicate progress towards implementing the 2015 plan and to identify weakness of the plan and/or plan revisions based on changing priorities.	FY24

Metrics: Compare miles of bicycle routes and pedestrian routes completed vs. planned

C Strategy

Adopt and implement a Vision Zero Action Plan for all users in all modes of transportation

Assigned to: Director of Public Services and Director of Planning and Development Services

Action	Why	Year
Approve a Vision Zero Action Plan and implement it during the design of new infrastructure improvements.	To improve the overall safety of Kirkwood's transportation systems for all users.	Ongoing

Metrics: Decreased crashes and fatalities

D Strategy

Pursue community center renovations to enhance function and appearance

Assigned to: Director of Parks and Recreation

Action	Why	Year
Review current options for Community Center improvement and construct new improvements.	To improve the experience of residents at the community center and create a long term solution for the facility's deteriorating condition.	FY26

Metrics: New offerings, renovated spaces, increased usage, and new revenues derived at the community center

Objective 1

Strengthen social and physical connections

E Strategy

Host events for all ages and interests that bring the community together; include options that offer multi-cultural and diverse experiences

Assigned to: Department Heads

Action	Why	Year
Develop partnerships with area businesses and organizations; seek outreach opportunities to highlight City departments, creating positive exposure and promoting community inclusion.	To create a sense of community throughout Kirkwood and improve the City's response to residents.	Ongoing

Metrics: Attendance at community events supporting partnerships between City Departments and businesses or organizations

Assigned to: KPAC General Manager and CAO

Action	Why	Year
Provide diverse offerings at the Kirkwood Performing Arts Center that have appeal to all demographics.	To provide diverse offerings to the residents of Kirkwood and build upon our sense of community.	Ongoing

Metrics: Diverse offerings at KPAC

F Strategy

Protect Kirkwood's tree canopy

Assigned to: Director of Public Services, Electric Director, and Urban Forester

Action	Why	Year
Develop a comprehensive Urban Forest Master Plan to regulate tree maintenance, protection and tree planting that will support the City's Tree Ordinance.	Implementing a comprehensive Master Plan is needed to protect and manage the City's urban forest for which it is known.	FY24

Metrics: The management and protection of the urban forest may not show results for several years. However, success of the plan can be evaluated with the implementation of each task listed in the plan.

Objective 2

Encourage quality housing options for all (varying cost, size, location, building type)

A Strategy

Encourage missing middle housing to provide range of opportunity, diversity, and appropriate density

Assigned to: Director of Planning and Development Services

Action	Why	Year
Monitor the recent zoning code changes that were intended to promote opportunities for missing middle housing and promote these opportunities to property owners/developers.	To increase housing opportunity and choice.	Ongoing

Metrics: The number of missing middle housing developments that occur

B Strategy

Develop an attainable housing plan

Assigned to: Director of Planning and Development Services

Action	Why	Year
Solicit for a consultant that can develop an analysis of the current housing situation and provide recommendations for fostering what the community considers to be attainable housing.	To increase housing opportunity for a diverse group of residents and future residents.	FY23

Metrics: The number of missing middle housing developments that occur

C Strategy

Encourage housing density in appropriate locations

Assigned to: Director of Planning and Development Services

Action	Why	Year
Monitor the recent zoning code changes that were intended to allow increased density downtown and by adding the new R-MM District. Promote these opportunities to property owners/developers.	To increase housing opportunity downtown.	Ongoing

Metrics: The increase in housing units from new developments

D Strategy

Continue to monitor residential Architectural Design Standards to ensure consideration of architectural context

Assigned to: Director of Planning and Development Services

Action	Why	Year
Monitor the recent zoning code changes regarding Architectural Design Standards.	To ensure appropriate infill residential development.	Ongoing

Metrics: Feedback from the Architectural Review Board and City Council regarding standards

ENVIRONMENTAL STEWARDSHIP

Goal 4:

Kirkwood will mitigate climate change by making environmentally-focused decisions.

Objective 1

Reduce the City's carbon footprint and contribute to energy independence

Strategy A

Transition the City's fleet to electric vehicles

Strategy B

Evaluate city vehicle routing for fuel efficiency

Strategy C

Explore alternative energy sources and costs

Strategy D

Expand installation of charging stations for electric vehicles Downtown

Strategy E

Encourage use of alternative transportation

Objective 2

Pursue energy efficient building methods

Strategy A

Review updated IBC Energy codes and consider adoption

Strategy B

Consider green design aspects for building improvements in all City facility projects

Objective 1

Reduce the City's carbon footprint and contribute to energy independence

A Strategy Transition the City's fleet to electric vehicles.

Assigned to: Fleet Director and Electric Director

Action	Why	Year
Replace light-duty vehicles within the city's fleet with electric vehicles as new vehicles are acquired and investigate opportunities to integrate electric vehicles for City trucks and heavy equipment.	To reduce the carbon footprint of the City's fleet and total cost of ownership.	FY23

Metrics: Number of electric vehicles as percentage of fleet

Action	Why	Year
Plan for and install electric vehicle charging stations at City Building locations.	To support the transition of the City's fleet to electric vehicles.	FY23

Metrics: Installation of new charging stations

B Strategy Evaluate city vehicle routing for fuel efficiency

Assigned to: Director of Public Services and Sanitation Superintendent

Action	Why	Year
Install and implement a GPS tracking system along with a route optimizer program.	Improve driver safety and productivity; reduce fuel spending, maximize utilization, decrease wear and tear on City-owned assets, thereby increasing the effectiveness of our services to residents, all while reducing expenditures.	FY22

Metrics: Productivity, fuel usage, maintenance cost, and safety incident reduction or elimination

C Strategy Explore alternative energy sources and costs

Assigned to: Electric Director

Action	Why	Year
Evaluate the addition of alternative energy sources to add to our power portfolio.	To improve overall cost and offset dependency on individual means of power generation.	Ongoing

Metrics: Percentage of power portfolio dedicated to alternative energy

D Strategy Expand installation of charging stations for electric vehicles Downtown

Assigned to: Electric Director

Action	Why	Year
Evaluate the installation of EV charging stations in the Downtown area.	To increase the number of charging stations in order to provide the amenity and reduce range anxiety.	FY25

Metrics: Number of stations and charging capacity

E Strategy Encourage use of alternative transportation

Assigned to: Director of Public Services, Director of Planning and Development Services and Electric Director

Action	Why	Year
Develop a multi-modal transportation plan that promotes an integrated system of walking, biking, transit, auto and other forms of transportation designed to effectively support mobility and access throughout the City.	To provide alternative modes of transportation encouraging healthier travel, social interaction and commerce for more vibrant neighborhoods and a more livable community.	FY24

Metrics: Creation of a multimodal transportation plan

Objective 2

Pursue energy efficient building methods

A Strategy Review updated IBC Energy codes and consider adoption

Assigned to: Director of Planning and Development Services and Building Commissioner

Action	Why	Year
Review and evaluate the most recent IBC Energy Codes.	To pursue more environmentally sustainable building practices.	FY24

Metrics: The creation of a staff recommendation to City Council on what energy codes should be considered

B Strategy Consider green design aspects for building improvements in all City facility projects

Assigned to: Director of Procurement and Facilities Superintendent

Action	Why	Year
Review opportunities for each major facility project to determine the effect and cost of green design aspects during the design phase of the improvements.	To pursue more environmentally conscience building practices.	Ongoing

Metrics: Lower energy consumption