



City of Kirkwood Strategic Plan

June 2017



ACKNOWLEDGEMENTS

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MISSION / VISION STATEMENTS

Mission Statement: The mission of the City of Kirkwood is to enhance the quality of life for current and future generations of Kirkwood residents through strong leadership, effective stewardship, and exceptional service.

Vision Statement: Kirkwood will be the most livable community; a place recognized for its beauty, historic charm, strong neighborhoods, vibrant businesses and involved citizenry.

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.

Community: We deliver services and provide facilities that support the development of strong bonds with one another.

Tradition: We honor our community's historic past and build upon it for the future.

Involvement: We involve our citizens in local government activities.

Inclusiveness: We respect and value the diversity and contributions of all members of our community.

Integrity: We foster the highest ethical standards.

STRATEGIC GOALS

- 1) Enhance the quality of life of citizens.
- 2) Improve governance and strengthen relations between citizens and their government.
- 3) Strategically grow economic activity to support quality of life.
- 4) Nurture downtown Kirkwood as the heart of our community.
- 5) Invest for the future through public infrastructure.

STRATEGIC GOALS

Goal #1

Enhance the quality of life of citizens Keep the small town feel, historic charm, amenities, affordability, good schools, safety/security, strong neighborhoods, attractiveness, accessibility, and stability of Kirkwood. Prudently and efficiently manage financial and human resources while promoting a sustainable environment.



Objective A: Promote environmental conservation and sustainability.

Initiatives/Projects/Actions:

I. Implement comprehensive citywide plan for protecting/planting and sustaining trees.

- I. **Who is responsible:** Director of Public Services (primary) City Forester and Urban Forestry Commission (assisting)
- II. **How will it be accomplished:** Develop a comprehensive Urban Forest Master Plan to regulate tree maintenance, protection and tree planting that will support the City's tree ordinance
- III. **Why it should be accomplished:** Implementing a comprehensive Master Plan is needed to protect and manage the green landscape for which Kirkwood is known. Without the implementation of a plan to protect and maintain City trees, the landscape of Kirkwood may change with the continued redevelopment of properties in conjunction with the aging urban forest.
- IV. **When will it be accomplished:** FY17/18
- V. **Metric/how evaluated:** The management and protection of a forested landscape 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.



2. Identify disparities between City storm water regulations and the St. Louis Metropolitan Sewer District's regulations that lead to localized storm water concerns.

- I. **Who is responsible:** Director of Public Services (primary), City Engineer (assisting)
- II. **How will it be accomplished:** Complete a storm water master plan that identifies regulatory disparities and amend the City's code of ordinances to implement storm water controls to create specific standards to minimize impacts to residential and commercial property.
- III. **Why it should be accomplished:** Residents are being impacted by the increase of impervious surfaces with new construction that is outside the authority of the St. Louis Metropolitan Sewer District (MSD).
- IV. **When will be accomplished:** FY17/18
- V. **Metric/how evaluated:** Rescinding and/or updating of ordinance and implementation of programs

3. Maintain quality housing through zoning enforcement efforts.

- I. **Who is responsible:** Director of Public Services (primary), Building Commissioner and City Planner (assisting)
- II. **How will it be accomplished:** Enable Building Commissioner and Building Inspectors to supplement Code Enforcement Officer's efforts regarding zoning code violations.
- III. **Why it should be accomplished:** To allow for proactive enforcement of zoning codes to maintain a desirable community with attractive neighborhoods and quality business developments
- IV. **When it will be accomplished:** FY 17/18
- V. **Metric/how evaluated:** Number of zoning cases brought into compliance



4. Maintain quality housing through investigation of potential proactive code enforcement efforts.

- I. **Who is responsible:** Team consisting of Police Chief, Police Captain, Code Enforcement Administrator, Director of Public Services, Building Commissioner
- II. **How will it be accomplished:** The team will work together to better refine enforcement responsibilities for the Code Enforcement officers and the Building Department; consult the City attorney to determine the legal boundaries for enforcement activities; and prepare recommendations to Council on ways to potentially expand code enforcement efforts and better educate the public on the code enforcement process.

- III. **Why it should be accomplished:** Better coordination of code enforcement efforts will allow for a more efficient process and improved customer experience. Education of the public about the code enforcement process and its limitations should lead to less frustration for parties interested in achieving compliance with City ordinances. More proactive code enforcement efforts come with pros and cons. This initiative will help Council frame the discussion and provide clarity to both departments on what is the right balance for proactive efforts.
- IV. **When it will be accomplished:** FY17/18
- V. **Metric/how evaluated:** Division of responsibilities is clarified in writing. Report and recommendations given to Council. Any recommendations approved are adopted and implemented.

5. **Re-evaluate residential Architectural Design standards to ensure proper consideration of architectural context.**

- I. **Who is responsible:** Director of Public Services (primary), City Planner, and Building Commissioner (assisting)
- II. **How will it be accomplished:** With the assistance of the Architectural Review Board and input from the public, establish more prescriptive design standards that address in-fill housing and commercial design standards, materials, and construction methods.
- III. **Why it should be accomplished:** The influx of in-fill residential construction is a growing concern with residents in the aspect that new construction is out of character with the established neighborhood, e.g., size, materials, appearance.
- IV. **When it will it be accomplished:** FY18/19
- V. **Metric/how evaluated:** Development and adoption of new architectural design standards



3. Strengthen community engagement with the Library through partnerships, advisory boards, and increased participation in Kirkwood’s civic conversation.

- I. **Who is responsible:** Library Director (primary) with assistance from Administration
- II. **How will it be accomplished:** Creation of Advisory Boards (parents, adult Library users, business community); Hosting civic programs; Creation of topical reading lists that contribute to discussions at the community level on important topics; Creation of a Community Spotlight Collection; Creation of an online resources section.
- III. **Why it should be accomplished:** Gain more feedback from the Kirkwood community to help shape the future of the Library. Provide the community with resources about current events and with the City of Kirkwood. Become the go-to place on being an active and engaged citizen.
- IV. **When it will be accomplished:** Advisory Boards completed in 2017; Partnerships and Civic Engagement ongoing; Host civic programs 4x per year; Online resource section on website complete in 2017.
- V. **Metric/how evaluated:** Advisory Boards: Increased utilization of programs and collections; number of people serving on boards and % attendance. Partnerships: Increase in events held outside the Library and increased number of community partnerships; Quarterly assessments of the number and strength of community partnerships. Civic engagement: Increased utilization of civic resources and number of civic-centered events hosted with total attendance.

Objective B: Improve service quality and level of customer satisfaction.

Initiatives/Projects/Actions:

1. Make City services more efficient and convenient by assessing future software needs

- I. **Who is responsible:** MIS Director (primary), Finance Director
- II. **How will it be accomplished:** Retain a consultant to do a needs assessment on all departments with regard to enterprise software. Then use those results to formulate an RFP for software replacement.
- III. **Why it should be accomplished:** Needs assessment is required to create specifications for an RFP to acquire new software solutions. Many departments have pointed out shortcomings of the current software.
- IV. **When it will be accomplished:** FY17/18
- V. **Metric/how evaluated:** After needs assessment is completed, we will know if we need new software and if so, what are the specifications.



2. Install GPS Tracking Devices on Route Functioning Assets

- I. **Who is responsible:** Director of Fleet Services (primary) with assistance of Department heads
- II. **How will it be accomplished:** Install and implement a GPS tracking system along with a route optimizer program to increase efficiency within our service provider fleet.
- III. **Why it should be accomplished:** 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.
- IV. **When it will be accomplished:** FY18/19
- V. **Metric/how evaluated:** Productivity, fuel usage, maintenance costs, right size fleet make up and safety incident reduction or elimination

3. Implement study recommendation to automate residential solid waste collections.

- I. **Who is responsible:** Director of Public Services (primary), Sanitation Superintendent (assisting)
- II. **How will it be accomplished:** Develop a multi-phase implementation plan.
- III. **Why it should be accomplished:** Solid waste automation will increase collection efficiency, help to stabilize rates while delivering a convenient and easy method of disposal for residents, and provide cleaner, healthier neighborhoods with no litter on streets. Automation will also improve employee safety.
- IV. **When it will be accomplished:** Pilot Program FY18/19; phased implementation in FY19/20; completion in FY20/21
- V. **Metric/how evaluated:** City-wide automation of solid waste collection

4. Create an environment to attract and retain talented personnel

- I. **Who is responsible:** CAO/Assistant CAO/Council
- II. **How will it be accomplished:** Utilize the assistance of compensation and benefits experts to ascertain if employees are being paid appropriately and competitively and if benefits package is competitive. Maintain a civil and supportive workplace where employees grow and thrive. Budget for and equip personnel with resources to do their jobs.
- III. **Why it should be accomplished:** As a service organization, attracting and retaining competent employees is what allows us to provide superior and effective service.
- IV. **When it will it be accomplished:** Ongoing
- V. **Metric/how evaluate:** Pay and benefit benchmarks are evaluated; employee turnover and morale is monitored.

5. Upgrade the Electric Utility Work Order Generation System.

- I. **Who is responsible:** Director of Electric
- II. **How will it be accomplished:** Implement a GIS-Based Electric Utility Work Order System.
- III. **Why it should be accomplished:** An improved work order system focuses the utility's resources on customer service requests and capital priorities and enables detailed expenditure review. An improved work order system improves customer service.
- IV. **When it will be accomplished:** FY19/20
- V. **Metric/how evaluated:** Automated work orders are accessible from department vehicles.

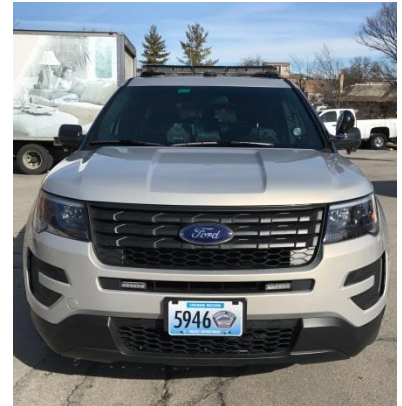
6. Explore the concept of building a training facility in compliance with ISO specifications

- I. **Who is responsible:** Fire Chief
- II. **How will it be accomplished:** Identify suitable partners. Identify a suitable training site. Develop a capital expenditure plan for the building of an ISO/NFPA compliant facility. Pursue an agreement if warranted.
- III. **Why it should be accomplished:** The area lacks a regional training center. Such a training center is needed but unaffordable by any one agency. Taking the lead on this potentially helps us build regional consortia and allows us access to the high level of advanced training that makes our department more skillful and efficient.
- IV. **When will it be accomplished:** Multi-year effort
- V. **Metric/how evaluated:** The concept is fully explored and if warranted, the completion of a compliant facility is obtained.



7. Complete the CALEA accreditation process and implement resulting new or changed policies/procedures.

- I. **Who is responsible:** Police Chief
- II. **How will it be accomplished:** Internal and external resources will be devoted to completing the CALEA accreditation process. Departmental policies and procedures will be reviewed as part of the process and new or amended policies/procedures written as needed. Members of the department will be trained on the new policies/procedures prior to implementation.
- III. **Why it should be accomplished:** Revised Missouri Statute 67.287 requires all municipal police departments to become accredited by August 31, 2021. Accreditation can be through the Commission on Accreditation for Law Enforcement Agencies (CALEA) or the Missouri Police Chiefs Association. We are pursuing the CALEA accreditation because it is an internationally recognized body that accredits more than 1,000 law enforcement agencies, public safety communications centers, public safety training academies, and campus security agencies in the United States, Canada, Mexico, and Barbados.
- IV. **When will it be accomplished:** FY18/19
- V. **Metric/how evaluated:** The department is successfully granted accreditation; members are trained on new/amended policies/procedures; subsequent accreditation reviews are successful.



Objective C: Increase partnerships between City and other entities.

Initiatives/Projects/Actions:

1. **Partner with select cities to pursue a performance measurement program:**
 - I. **Who is responsible:** CAO (primary) and Department heads
 - II. **How will it be accomplished:** Outreach to build consortia for data comparison, operational efficiencies, improved emergency communication and training, etc. Reach out to municipal and other governmental entities to expand on current efforts of providing them with our services such as fleet repair operations, dispatch, and accounting.
 - III. **Why it should be accomplished:** Recognize economies of scale, best practices, and shared services to benefit Kirkwood citizens.
 - IV. **When it will it be accomplished:** FY19/20

- V. **Metric/how evaluated:** Improved efficiency and performance metrics through participating departments. Achieve additional intergovernmental agreements.

2. Enhance the Electric Department's relationship with key commercial accounts

- I. **Who is responsible:** Director of the Electric Department
- II. **How will it be accomplished:** A hired consultant will perform visits and interview large commercial customers to address energy efficiency. Estimated cost will be offset by capacity purchase reduction.
- III. **Why it should be accomplished:** Commercial customers are constantly requesting rebates and energy-efficient consultations. When Kirkwood Electric begins to interface with its key commercial customers, we will be able to address our larger customers' energy efficiency needs. Energy Efficiency initiatives typically shift energy use from peak load time consumption to consumption in other time periods. Shifting the energy use to off-peak time periods reduces the cost of the energy for the utility and helps avoid the need for large power plant construction. It also reduces stress on distribution system equipment resulting in fewer repairs and longer system life.
- IV. **When it should be accomplished:** FY18/19
- V. **Metric/how evaluated:** The consultant's progress will be monitored to ensure all our key customers are interviewed. Rebates and program implementation will then be monitored to determine how many customers have participated in the key customer energy efficiency programs, and energy usage associated with the program participants will be monitored.



3. The Fire Department will develop a plan to expand EMS services to neighboring agencies deficient in advanced life support (ALS) capabilities and ALS transport.

- I. **Who is responsible:** Fire Chief
- II. **How will it be accomplished:** Identify communities who will benefit, are deficient in Fire Department-based EMS services, and who provide a logical fit and advantageous agreement with the City of Kirkwood. The second step is the negotiation by the Fire Chief.
- III. **Why it should be accomplished:** This is mainly a strength/opportunity strategic action. With the strength of Kirkwood possessing a progressive, full-service fire and EMS agency, the City of Kirkwood can improve regional economies of scale and take

advantage of the opportunity of regional consortia/partnerships (an identified focus area).

- IV. **When will it be accomplished:** Ongoing
- V. **Metric/how evaluated:** Successful contractual expansion of EMS services

Goal #3

Strategically grow economic activity to support quality of life Attract business that increases economic activity and enhances our residents' quality of life.

Objective A: Attract new and retain existing businesses.

Initiatives/Projects/Actions:

1. Create a proactive economic development program

- I. **Who is responsible:** CAO, City Planner
- II. **How will it be accomplished:** Coordinated involvement of City, businesses, and Chamber to identify strategies to market Kirkwood and promote appropriate redevelopment of vacant and underutilized properties. Support initiatives such as live-work units, business incubator, or other entrepreneurial enhancements.
- III. **Why it should be accomplished:** It builds tax base and load growth for electric department, and it supports the community by providing carefully planned economic opportunities, convenience, and business options to citizens.
- IV. **When will it be accomplished:** FY19/20
- V. **Metric/how evaluated:** Increased investment in core areas. Quantifiable public/private partnerships. Growth in sales tax revenue.



Objective B: Increase walkability, address long-term parking needs, and enhance the appearance and charm of the City.

Initiatives/Projects/Actions:

1. Develop a streetscape plan for the City's main business corridors (Downtown, Manchester Road, Big Bend).

- I. **Who is responsible:** Director of Public Services (primary), City Planner, SBD Director (assisting)
- II. **How will it be accomplished:** Develop plan for stakeholder input, form a committee with members from Planning and Zoning and Urban Forestry Commissions, and work with them to

develop vision and recommendations for changes to ordinances, policies, and procedures necessary to implement that plan long-term.

- III. **Why it should be accomplished:** Creating a more attractive and walkable business area will foster commercial and mixed use development that will reinforce and sustain the City's economic base.
- IV. **When will it be accomplished:** FY19/20
- V. **Metric/how evaluated:** Plan is completed and adopted and implementation planned.

Objective C: Market the City of Kirkwood.

Initiatives/Projects/Actions:

1. Develop an economic development analysis to reinvigorate underutilized areas of Kirkwood.

- I. **Who is responsible:** City Planner (primary) with assistance from CAO, Electric Director, and Executive Director of the SBD
- II. **How will it be accomplished:** Retain a firm to develop a market analysis and strategies to support new investment in under-performing areas of Kirkwood. An RFQ/RFP process designed to procure a firm can be conducted in FY18. The results of this process can be completed by July and incorporated in budget requests for FY19. Implementation of initiatives recommended by the plan can then be budgeted and executed.
- III. **Why it should be accomplished:** A market analysis and plan will help to strategically direct new economic activity in Kirkwood. We will be able to attract new businesses, generate more revenue, and provide more amenities to our residents
- IV. **When will it be accomplished:** A firm can be hired at the beginning of FY18/19. The plan can then be completed by the end of FY18/19
- V. **Metric/how evaluated:** A market analysis and plan for specific areas of Kirkwood is completed. New economic activity is monitored.



Goal #4

Nurture downtown Kirkwood as the heart of our community

Encourage investments and activities that bring residents and visitors downtown. Make public investments that are sound and fiscally sustainable.

Objective A: Encourage private and public investment downtown.

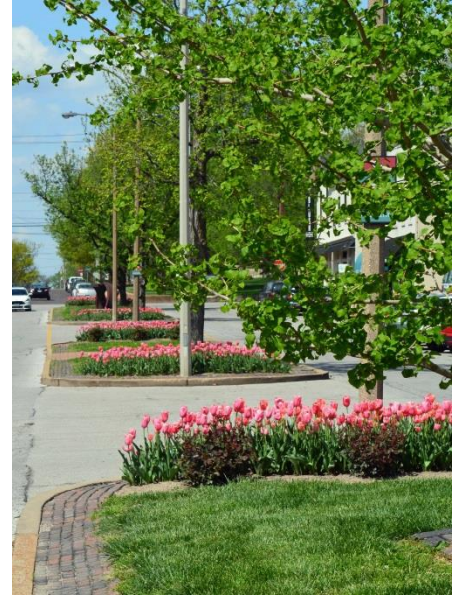
Initiatives/Projects/Actions:

1. Develop a new Performing Arts Center in downtown Kirkwood for increased economic activity and private investment.

- I. **Who is responsible:** Director of Parks and Recreation with assistance of Directors of Purchasing, Finance, Public Services, and Administration as well as City Council and Park Board
- II. **How will it be accomplished:** Identify adequate funding for the project. Develop construction documents. Complete construction of the new facility.
- III. **Why it should be accomplished:** Development of a performing arts center in downtown Kirkwood offers an opportunity to appeal to Kirkwood's strong sense of community, uniqueness, and appreciation for the arts while creating an economic engine for the south end of the downtown business district.
- IV. **When it will it be accomplished:** FY18/19
- V. **Metric/how evaluate:** Successful opening of the new facility

2. Investigate options for Phase 2 (Black Box Theater) of the Performing Arts Center in downtown Kirkwood for further increased economic activity and private investment.

- I. **Who is responsible:** Director of Parks and Recreation
- II. **How will it be accomplished:** Review financial performance and operational issues of existing facility. Work with staff and potential users to update pro forma and business plan based on inclusion of Black Box facility to determine viability of the addition. Update projected costs for construction of the facility.
- III. **Why it should be accomplished:** An additional performing arts venue, coupled with the proposed principal performing arts center, offers the opportunity to bring additional traffic to downtown businesses while at the same time adding additional capabilities to the original facility.
- IV. **When it will it be accomplished:** FY21/22



- V. **Metric/how evaluate:** Report delivered outlining information gathered and making a recommendation regarding the feasibility of adding the facility.

3. Historic restoration of the iconic Kirkwood Train Station

- I. **Who is responsible:** CAO, working with Historic Kirkwood Train Station Foundation
- II. **How will it be accomplished:** Funds raised through HKTS Foundation, combined with staff assistance, to upgrade interior, exterior, and restrooms. The City will work with MSD to mitigate drainage problems.
- III. **Why it should be accomplished:** The Train Station is an iconic structure in our City that must be preserved. City took ownership in 2003 to continue Amtrak service that brings more than 50,000 people through its doors each year.
- IV. **When will it be accomplished:** FY21/22
- V. **Metric/how evaluated:** Successful completion of renovations



4. Develop and implement a downtown Master Plan which incorporates a parking study

- I. **Who is responsible:** Chief Administrative Officer (primary), Director of Public Services and City Planner (assisting)
- II. **How will it be accomplished:** Hire a consultant to analyze current market conditions, including evaluating current and future parking requirements, current codes and standards, and then developing an actionable plan to enhance the downtown.
- III. **Why it should be accomplished:** The Envision Kirkwood 2035 comprehensive plan calls for strengthening the economic base of our downtown area. This involves identifying opportunities to encourage private investment, strategies for specific uses, and leveraging city resources to ensure the continued success of this highly popular area which attracts residents and non-residents, generates significant tax dollars, and enhances Kirkwood’s regional reputation.
- IV. **When will it be accomplished:** FY17/18
- V. **Metric/how evaluated:** Completion of Mater plan and implementation of plan recommendations.

Objective B: Create a sense of place to further encourage people to live, work and enjoy Downtown.

Initiatives/Projects/Actions:

Promote inclusion of residential development in mixed-use downtown to increase walkability.

- I. **Who is responsible:** City Planner, Planning and Zoning Commission
- II. **How will it be accomplished:** Contract with a professional planning firm to help guide the City through the process of developing codes and standards to enhance the sustainability of the downtown area.
- III. **Why it should be accomplished:** Residential mixed use development in the downtown area helps provide customers for retail stores, restaurants, and businesses, which in turn creates amenities for residents, creating a stronger sense of place, neighborhood character, and increased accessibility.
- IV. **When will it be accomplished:** FY19/20
- V. **Metric/how evaluated:** Mixed use regulations are created and implemented.

Goal #5

Invest for the future through public infrastructure Balance current and future generations through technology and effective stewardship. Maintain livability and sustain the quality of life.

Objective A: Develop comprehensive plan for managing, using, locating and maintaining City facilities.

- I. **Who is responsible:** Director of Public Services (primary), assisted by Director of Purchasing
- II. **How will it be accomplished:** Develop an RFP for a Facilities Needs Assessment.
- III. **Why it should be accomplished:** City facilities are aging and located on increasingly valuable land ripe for redevelopment in the downtown. Existing property that these facilities are located on may have a higher and better use once redeveloped, while relocated City facilities may be more efficient elsewhere.
- IV. **When will it be accomplished:** FY18/19



- V. **Metric/how evaluated:** Study is completed, results evaluated, and if warranted, plans are made to implement recommendations.

Objective B: Pursue energy efficiency initiatives to improve the performance of the Kirkwood Electric System.

Initiatives/Projects/Actions:

1. Implement an Energy Efficiency Campaign.

- I. **Who is responsible:** Director of the Electric Department
- II. **How will it be accomplished:** Utilize consultant services. Estimated cost for service is \$15,000.
- III. **Why it should be accomplished:** To make citizens aware that energy efficiency options are available. This lessens need for large scale generation projects in the future.
- IV. **When it should be accomplished:** FY18/19
- V. **Metric/how evaluated:** Implementation of Energy Efficiency Initiatives in FY19. Energy consumption will be monitored to determine if efficiency has improved.

Objective C: Increase community accessibility and mobility.

Initiatives/Projects/Actions:

1. Improve access for alternative modes of transportation (walking, biking, transit, etc.) in the design of City streets.

- I. **Who is responsible:** Director of Public Services (primary), City Engineer, and City Planner (assisting).
- II. **How will it be accomplished:** Incorporate elements of the City's Pedestrian and Bike Plan into street projects and other infrastructure projects. Annually, submit grant applications that support the development of pedestrian and bike improvements.
- III. **Why it should be accomplished:** Walking and biking are becoming more of a normal means of moving about the City. Currently, City streets are not fully capable of providing safe biking opportunities and ADA-compliant pedestrian walkways.
- IV. **When it will be accomplished:** Develop standards and ordinances FY18/19. Incorporate into projects FY19/20.



- V. **Metric/how evaluated:** Design standards and ordinance codified, with implementation in new construction. Annually report on funds expended on sidewalk and bike improvements, and record the number of linear feet of new and replaced pedestrian improvements completed.

2. Implement long-term plan for repair of streets

- I. **Who is responsible:** Director of Public Services (primary) City Engineer (assisting)
- II. **How will it be accomplished:** Utilize pavement preservation techniques that are monitored within a Pavement Management System to extend the life of street pavement.
- III. **Why it should be accomplished:** City residents have noted that street condition is the number one thing the City should work to improve.
- IV. **When will it be accomplished:** Budget appropriate funding annually.
- V. **Metric/how evaluated:** Update annually the City's Pavement Condition Index (PCI) on a system-wide and maintenance-area basis.

