



**Park Board Strategic Plan Agenda  
Monday, October 18, 2021, 6:15 p.m.  
Virtual Meeting Via Zoom**



**SPECIAL ANNOUNCEMENT REGARDING PARK BOARD MEETINGS**

Under Section 610.015 of the Mo. Sunshine Law provides that members of the Park Board who are not physically at the meeting site can participate and vote on all matters when an emergency exists and the nature of the emergency is stated in the minutes.

The U.S., and the world, is in a state of emergency due to the Coronavirus—Covid-19. Therefore, members of the Park Board have elected to participate in this meeting electronically for the public health and safety of each other and the general public.

To follow along with the Park Board meeting please see Zoom instructions below. If you wish to make a public comment, please submit your comment(s) to Director of Parks and Recreation, Kyle Henke at [henkekk@kirkwoodmo.org](mailto:henkekk@kirkwoodmo.org), or mail them to 111 South Geyer Road, Kirkwood, MO 63122, by no later than 4 p.m. on September 26, 2021. A staff person will then read your comment(s) into the record. Please indicate on your correspondence that the comments are for the Public Comment portion of the meeting.

*Hi there,*

*You are invited to a Zoom webinar.*

*When: Oct 18, 2021 06:15 PM Central Time (US and Canada)*

*Topic: Park Board Strategic Plan 6:15 PM, Park Board 7:00 PM, Partnership Committee at Conclusion of Park Board Meeting*

*Please click the link below to join the webinar:*

*<https://us02web.zoom.us/j/89003394689>*

*Or One tap mobile :*

*US: +13126266799,,89003394689# or +19292056099,,89003394689#*

*Or Telephone:*

*Dial(for higher quality, dial a number based on your current location):*

*US: +1 312 626 6799 or +1 929 205 6099 or +1 301 715 8592 or +1 346 248 7799 or +1 669 900 6833 or +1 253 215 8782*

*Webinar ID: 890 0339 4689*

*International numbers available: <https://us02web.zoom.us/j/89003394689>*

**\*\*SEE THE FOLLOWING PAGES FOR THE AGENDA**



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**I. CITIZEN COMMENTS** *(See instructions on the previous page for offering a comment. The public comment portion of the meeting is an opportunity to hear comments from citizens. It is not a question and answer session and the Park Board will not respond to comments or answer questions during the comment period. The Chairperson may refer any matter to staff or hold discussion during the "Other Matters" section of the meeting).*

**II. APPROVAL OF SEPTEMBER 27 STRATEGIC PLAN MINUTES**

**III. UNFINISHED BUSINESS**

- a. Continuation of Strategic Plan Contradictions, Impediments and Issues Items 6 and 7

**IV. NEW BUSINESS**

- a. Other Matters

**V. ADJOURNMENT**

**Staff Liaison:** Kyle Henke. Phone: 314.822.5856 Email: [henkekk@kirkwoodmo.org](mailto:henkekk@kirkwoodmo.org)

**Chair:** Jordan Wienke

**Accommodation:** The City of Kirkwood is interested in effective communication for all persons. Persons requiring an accommodation to attend and participate in the meeting should contact the City Clerk at 314-822-5802 at least 48 hours before the meeting. With advance notice of seven calendar days, the City of Kirkwood will provide interpreter services at public meetings for languages other than English and for the hearing impaired. Upon request, the minutes from this meeting can be made available in an alternate format, such as a CD, by calling 314-822-5802.



Park Board  
Strategic Plan Minutes  
Monday, September 27, 2021, 6:00 p.m.  
Virtual Meeting



**IN ATTENDANCE:** The meeting was called order at 6:00 p.m. with President Jordan Wienke, Alan Hopefl, Scott Stream, Kathy Paulsen, Matt Cook, Ellen Edman, Steve Ostrowski, Matt Helbig, Alvin Reid and Staff Liaison Kyle Henke in attendance.

**I. CITIZEN COMMENTS**

None

**II. UNFINISHED BUSINESS**

- a. Continuation of the Strategic Plan Contradictions, Impediments and Issues Discussion ensued. The Board updated items on pages 8-10 collectively. Dates were updated to reflect current year and into the next five years. Board members discussed changing and removing objectives for items 1-5. Items 6 and 7 will be completed before next months park board meeting.

**III. ADJOURNMENT** – The meeting was adjourned at 7:01 p.m.

DRAFT





WHERE COMMUNITY AND SPIRIT MEET®



**KIRKWOOD, MISSOURI PARK BOARD**

**&**

**PARKS & RECREATION STAFF**

**STRATEGIC PLANNING & TEAMBUILDING INITIATIVE**

**Adopted By**

**THE KIRKWOOD PARK BOARD**

**JUNE 21, 2021**

**FACILITATED BY**

**JORDAN WIENKE**

## PREFACE

The Kirkwood Park Board along with key staff members of the Kirkwood Parks and Recreation Department met on June 21, 2021 to develop a strategic plan and identify specific actions that can be taken to strengthen the organization.

The following focus question was developed:

*What steps can we take as individuals and as an organization to provide quality parks and recreation services to maintain a high level of overall satisfaction by the citizens of Kirkwood?*

<b>PARTICIPANTS</b>	
<b>Kirkwood Park Board</b>	<b>Kirkwood Parks and Recreation Staff</b>
Scott Stream	Kyle Henke, Director
Ellen Edman	Sherry St. Onge, Office Manager
Steve Ostrowski	
Matt Helbig, <b>Treasurer</b>	
Alan Hopefl, <b>Vice President</b>	
Kathy Paulsen	
Jordan Wienke, <b>President</b>	
Alvin Reid	
Matthew Cook	

The attached document provides direction and an action plan designed to achieve agreed upon visions and overcome obstacles in the path of those visions.

<b>COMMITTEE ASSIGNMENTS</b>	
<b>Committee</b>	<b>Kirkwood Park Board Members</b>
Implementation	Alan Hopefl, Scott Stream, Jordan Wienke, Ellen Edman
Finance	Matt Helbig, Scott Stream, Kathy Paulsen, Steve Ostrowski
Personnel	<b>Scott Stream, Jordan Wienke, Steve Ostrowski, Kathy Paulsen</b>
Partnerships	<b>Kathy Paulsen</b> , Jordan Wienke, Alvin Reid, Matt Cook
Trail	<b>Matt Helbig</b> , Alan Hopefl, Alvin Reid, Matt Cook
Park Foundation (Ad Hoc)	<b>Alvin Reid</b> , Jordan Wienke, Scott Stream,
Pickleball (Ad Hoc)	Scott Stream, Matt Helbig

## HISTORICAL PERSPECTIVE



CURRENT STATE

PROCESS

VISIONS

The group identified a series of visions toward which they want the department and the board to achieve.

The group determined that they wanted to develop specific actions designed to: assist in the attainment of the visions; and/or overcome obstacles that impede progress. They came to consensus regarding individual and group actions that were identified.

Furthermore, they felt that they would develop a timetable for those actions. Actions were then assigned to both an owner of the action as well as the timeframe. It must be noted that the following calendar looks like they overloaded the first six months with many actions. However, the time frame means when they will start on the action and either complete it or have substantial completion by the end of the six-month period. The resultant visions and actions identified are:

**1. *Commit to staying current and being responsive to the changing conditions through ongoing self-examination of performance***

Outcome: To create an effective organization that aligns strategy and plan execution to best serve the Kirkwood community

Tactics:

- a. Review/update 5 year rolling strategic plan annually in October of each year
- b. Review/prioritize findings of master plan/bike pedestrian plan
- c. Prepare to invest in Master Plan by 2023
- d. Commit to annual facility assessment (audit)

<b>Actions</b>	<b>By December 2022</b>	<b>2023- 2024</b>	<b>2025 &amp; beyond</b>
Conduct a board goal setting workshop to align with the Kirkwood P&R strategic plan: October <b>Board Executive Committee</b>	X		
First annual review board's goals during first meeting with new board members: Ongoing <b>Board Executive Committee</b>	X	X	X
Continue review of board's goals during first meeting with new board members: May <b>Board Executive Committee</b>	X		



**2. To assure user satisfaction and provide quality leisure activity experiences through the provision of human resources and tools.**

Outcome: To accurately forecast and acquire sufficient resources to meet the needs of the Kirkwood community.

Tactics:

- a. Hire and maintain quality talent
- b. Augment programmatic needs through increased use of trained volunteers
- c. Improving individual performance recognition and evaluation of goals and achievements
- d. Improve natural environments in the park system

<b>Actions</b>	<b>By Dec. 2022</b>	<b>2023-2024</b>	<b>2025 &amp; beyond</b>
Improve trails wayfinding, interpretation, and education outreach in outer parks: Trail Committee Matt Helbig, Alan Hopefl		X	
Maintain proper staffing levels commensurate with anticipated growth in parks and recreation services and facilities: explore hiring another full-time position to support objectives: Personnel Committee Kyle Henke, Scott Stream		X	
Ensure staff are training and safe and that the number of staff are appropriate to maintain facility and staff safety. Kyle Henke, Curt Carron	X	X	X

**3. To maximize the use and support of all park and recreation services through improved communication and expansion of the Kirkwood P&R brand**

Outcome: To improve awareness and understanding of the total park system to meet the varied needs of the Kirkwood community.

Tactics:

- a. Improve marketing to increase awareness and use of facilities and parks
- b. Improve promotion and awareness of connectivity of parks through trail & bike lane system
- c. Expand department led outreach program to the Kirkwood community
- d. Improve communication with the City
- e. Expand awareness, knowledge and use of the total park system

<b>Actions</b>	<b>By Dec. 2022</b>	<b>2023-2024</b>	<b>2025 &amp; beyond</b>
Develop larger and more diverse program offerings with assistance from additional personnel Kyle Henke		X	
Designate a parks and recreation staff member to be responsible for external communications: Determined to be need to keep staff informed about various operations. Will be handled at staff meetings. Kyle Henke		X	
Master Plan preparations in place, financial and otherwise Kyle Henke		X	



**4. To expand financial resources (while maintaining financial stability) to provide more services that meet the changing needs of the Kirkwood community**

Outcome: To dedicate resources to identify and successfully solicit external funding sources

Tactics:

- a. Explore supplemental revenue generation and programming opportunities
- b. Establish a Kirkwood Park Foundation
- c. Improve financial viability through the acquiring and using private funds
- d. Protect financial base to enable us to maintain facilities & parks

<b>Actions</b>	<b>By Dec. 2022</b>	<b>2023-2024</b>	<b>2025 &amp; beyond</b>
Develop a plan based on the needs assessment and formulate a strategy to promote the partnership program. Parks Foundation Committee Alvin Reid, Jordan Wienke, Scott Stream	X	X	
Identify needs and potential private organizations to sponsor, partner and donate: Parks Foundation Committee Alvin Reid, Jordan Wienke, Scott Stream	X	X	
Initiate actions based upon research and develop a timeline for operationalizing a Parks Foundation: Parks Foundation Committee Alvin Reid, Jordan Wienke, Scott Stream		X	
Investigate and research grant opportunities for special projects: Kyle Henke	X	X	X
Kirkwood Park Foundation is operationalized: Parks Foundation Committee Alvin Reid, Jordan Wienke, Scott Stream		X	X
Continue investigation, research and calibrate findings with future special projects: ongoing Kyle Henke	X	X	X

**5. To develop and enhance partnerships with individuals and organizations that create stronger relationships**

Outcome: To advance the provision of leisure services in the Kirkwood area through mutually beneficial partnerships and sponsorships.

Tactics:

- a. Grow volunteerism and engage the public in opportunities to serve and foster civic pride
- b. Develop/Enhance/improve relationships with institutions such as schools/colleges and Missouri Department of Conservation.

<b>Actions</b>	<b>By Dec. 2022</b>	<b>2023-2024</b>	<b>2025 &amp; beyond</b>
Identify staff member as an organization relationship manager to foster sustainable partnerships: Personnel Committee Kyle Henke and Scott Stream			X
Create task force to network with organizations (i.e. schools, colleges and MDC) to strengthen cooperative partnerships: ongoing Kyle Henke	X	X	X
Participate in community wide events: Booth at Greentree to create visibility ongoing PARK BOARD	X	X	X

**6. To develop and cultivate innovative ways to utilize and enhance parks**

Outcome: To research and implement innovative and cutting-edge ways to utilize parks for the benefit of the Kirkwood community

Tactics:

- a. Review trails and trail access in park systems and roadway connections of trails and parks
- b. Develop/enhance/improve relationships with groups who support healthy living and walkability within communities

Actions	By Dec. 2022	2023-2024	2025 & beyond
Identify spaces where trails or trail connections are needed in parks and byways: Trail Committee <b>Matt Helbig</b> , Alan Hopefl, Curt Carron	X		
Investigate grant opportunities to fund trails: ongoing Kyle Henke	X	X	X
Research potential partners or organizations or groups that could provide information and/or support innovation of our parks; Trail Committee <b>Matt Helbig</b> , Alan Hopefl		X	
Begin process for creating these trails and/or trail connections Trail Committee <b>Matt Helbig</b> , Alan Hopefl, Curt Carron			X

## CONTRADICTIONS, IMPEDIMENTS AND ISSUES

To develop action plans that help attain the visions, effort needs to be undertaken to quantify challenges that can impede the attainment of the vision. Only by overcoming problems, contradictions and impediments can an organization progress. The participants used the same process as outlined for Visioning to both individually and collectively identify roadblocks that interfere and determine actions that will counteract those roadblocks.

NOTE: For impediments that have no actions under them, if the impediment was complementary to a vision, the action was included only in the vision section; other impediments with no action are important ongoing concerns that staff and board recognized as worthy of notation.

### 1. *Lack of alignment among pillars of leadership*

- a. Lack of partnership interaction with city council (Keep and continue council update)
- b. ~~Inconsistent leadership buy in and alignment~~
- c. Consistent initiative from the Kirkwood Park Board
- d. Charter mandated board turnover

Actions	By Dec. 2022	2023-24	2025 & Beyond
Provide more communication between board and staff: Kyle and Sherry to ensure board members are invited to staff events, including staff meetings. Now considered ongoing. <i>Sherry, Kyle, Jordan</i>	X		
Develop a board bench as a feeder pool for future board members to maintain continuity: Continue to look for opportunities to involve at large citizens on board subcommittees. <b>Effort to recruit at large citizens for ad hoc committees considered ongoing.</b> <i>Scott, Matt, Ellen</i>		X	

### 2. *Attitudinal challenges*

- a. Innovate adaptation to younger generational attitude towards parks volunteerism (Kylie)
- b. ~~Nimbyism (Not in My Backyard)~~
- c. ~~Resistance to change, "We never have done that before; If it ain't broke don't fix it"~~

### 3. *Inability to respond to communication trends*

- a. ~~Outdated, non-user friendly website (communication tools could be more engaging and modern)~~
- b. ~~Internal communication is perceived as a low priority~~

Actions	By Dec. 2022	2023-24	2025 & Beyond
Conduct more frequent joint staff meetings (monthly) of both parks and recreation: Staff meetings are being held on a bimonthly basis. Complete <b>Kyle</b>	X		
Designate a parks and recreation staff member to be responsible for communications: <del>Not clear what is implied by this action.</del> <b>Kyle</b>	X		



**4. Staffing challenges**

- a. Labor shortages throughout the region.
- b. Compensation matches industry standards
- c. ~~Staffing expertise doesn't always match job expectations (marketing/promotion communication/safety, development direction)~~
- d. ~~Unclear roles and responsibilities of staff impedes productivity~~
- e. Inadequate numbers of staff/volunteers to deliver on projects and goals
- f. Opportunity for staff training inhibits meeting citizens' expectations of staff as expert leaders and resources
- g. Staff turnover leads to lost institutional knowledge

Actions	By Dec. 2022	2023-24	2025 & Beyond
Discuss and develop a succession plan including an examination of staff credentials: For all Park positions. <del>Murray has developed succession plan and reviewed with current position holders. Plan to be presented to board members.</del> <b>Plan to resubmit to Board</b> <i>Kyle, Matt C.</i>		X	
Examine staff credentials for efficacy in role and adjust roles and responsibilities as appropriate: Review of all job descriptions has been completed. City job/salary study involving review of job duties near completion. <b>Findings of salary study instituted. Done</b> <i>Kyle, Matt C.</i>		X	

**5. Partner Constraints**

- a. Limited response from possible cooperating agencies/partners to forming a coalition (Kyle)
  - i. Introduction to outside park boards.
- b. Poor relationships with some established partner agencies (Kyle)
  - i. School District - Be specific about positions
  - ii. Meramec Community College

**6. Funding Challenges**

- a. Long lead time to budget for programs (missed window of opportunity for "pop up" programming to respond promptly to trends)
- b. Shift in funding levels could change coupled with increased costs could impede service levels
- c. Internal competition for existing funding levels

**7. Regulation**

- a. Regulations (city/county/state/federal) may dampen ability deliver programs as designed

Actions	By Dec. 2022	2023-24	2025 & Beyond
Identify relevant discussion items for a productive conversation with city/county/state and federal officials (i.e. internet sales tax): some conversations have been taking place regarding and identifying some issues	X		
Open a conversation with city/county/state and federal officials as applicable regarding issues of mutual concern (i.e. internet sales tax): <del>Wallace and Scott see above.</del> <b>Board members encouraged to participate in MPRA legislative action day.</b>	X		

Monitor any shifts in rules, regulations and codes that may apply to leisure service delivery system			X
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**ACTION PLAN IMPLEMENTATION BRIEF**

**Action Plan:** \_\_\_\_\_

**Vision/Contradiction:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Who's Responsible:** \_\_\_\_\_

**IMPLEMENTATION STEPS:**

What tasks are necessary to either accomplish or obtain substantial progress on this action plan? When is the target date to have each of these tasks done? Who is responsible for each task? Remember some tasks may need to be accomplished first before a succeeding task can be begun. List tasks in chronological order to be done.

<u>Description of Task</u>	<u>When</u>	<u>Who</u>
1.		
2.		
3.		
4.		
5.		
6.		

**OUTCOME**

Upon completion of the above tasks, the desired outcome will be:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_