

2010-2011 City Strategic Plan (Goals, Objectives and Action Steps) PROPOSED

GOAL I: Maintain a financially stable local economy and City government that meets the community's needs.						
<i>OBJECTIVE A: Pursue and maintain financial integrity as a City government by operating under a balanced budget.</i>						
Action Steps	Contact Person	<i>H-high; M-medium; L-low</i>	<i>ST 1-2 yrs MT 3-5 yrs LT 5-10 yrs</i>	Council Action	Comments	2010-2011 Budget
An ultimate goal is to conform to GASB requirements. There will be additional staff training to meet this goal	City Manager, Jeff Hancock	<i>H</i> <input checked="" type="checkbox"/> <i>M</i> <input type="checkbox"/> <i>L</i> <input type="checkbox"/>	ST		Report due on past audit accomplishments	
GOAL II: Increase economic development and marketing efforts in order to recruit new businesses to our community.						
<i>OBJECTIVE A: Coordinate economic development efforts among the Economic Coordinating Board organizations. Foster a business community that encourages existing businesses to share resources and increase ownership in the development of the local economy.</i>						
<i>OBJECTIVE B: Position and prepare the City for future growth.</i>						
<i>OBJECTIVE C: Promote Warrensburg through focused marketing efforts as a home for new businesses and a destination for tourism.</i>						
<i>OBJECTIVE D: Continue revitalization effort of the downtown area.</i>						
Action Steps	Contact Person	<i>Priority H-high; M-medium; L-low</i>	<i>Time Frame ST 1-2 yrs MT 3-5 yrs LT 5-10 yrs</i>	Council Action	Comments	2010-2011 Budget
Support retail recruitment efforts of private sector commercial developers by developing a unified message, data and approach to responding to inquiries to all Economic Coordinating Board partners. City Manager will continue to take more active role in retail recruitment including ICSC conferences and other activities.	City Council and City Manager, Jeff Hancock	<i>H</i> <input checked="" type="checkbox"/> <i>M</i> <input type="checkbox"/> <i>L</i> <input type="checkbox"/>	ST			

GOAL II (Cont.): Increase economic development & marketing efforts to recruit new businesses to our community.

Action Steps	Contact Person	Priority		Time Frame	Council Action	Comments	2010-2011 Budget
		<i>H-high;</i>	<i>M-medium;</i>	<i>L-low</i>			
Identify an area for an Industrial Park and develop a financing plan for acquisition.	City Council and City Manager, Jeff Hancock	H			ST	In 2007-08 City began escrowing \$50,000 a year for new industrial park and now has \$150,000 dedicated to project. City Manager working with JCEDC Director on potential sites. City Council to decide if funding should continue this year.	
		M	X				
		L					
Develop and implement an annexation plan.	City Manager, Jeff Hancock and Department Directors	H	X		ST	Implementation has begun.	
		M					
		L					
Identify and educate business owners, property owners, and developers about incentives for downtown and blighted areas.	Main Street Inc. and Dir. of CD, Barbara Carroll	H	X		ST	Three year DREAM City Contract Underway.	
		M					
		L					
Design, fund and install entrance signs at all four entrances to the city, new information sign and complete installation of directional signs.	Acting PW Director, Slim Coleman	H	X		MT		
		M					
		L					
Use and promote the brand through internal and external marketing.	Chamber of Commerce Branding Committee & City Manager, Jeff Hancock	H			ST	Community Video Completed. Use City logo more often. Possibly implement 6 month Marketing/Branding Task Force	
		M	X				
		L					
Work with University to develop airport and work with JCEDC on Johnson County Innovation District.	City Manager, Jeff Hancock	H			MT		
		M					
		L	X				

GOAL III: Maintain an efficient, quality city government that provides community leadership and fosters strong community relationships.

OBJECTIVE A: Develop a policy of expected and desired services and service levels. Review which services to keep, to eliminate, or to add.

OBJECTIVE B: Recruit and retain employees dedicated to the stability and growth of the City.

OBJECTIVE C: Take the lead in fostering strong, cooperative, working relationships with UCM, Whiteman AFB, Economic Coordinating Board, and county, state, and federal governments.

OBJECTIVE D: Invest in infrastructure and equipment to support existing service levels and promote growth.

OBJECTIVE E: Increase the public's involvement in and understanding of City government. (Community Marketing, Press Releases, etc.)

Action Steps	Contact Person	Priority		Time Frame ST 1-2 yrs MT 3-5 yrs LT 5-10 yrs	Council Action	Comments	2010-2011 Budget
		<i>H-high;</i>	<i>M-medium;</i>				
Continue City Recycling efforts and meet with haulers, shelter workshop and community to find effective alternatives	Dir. of CD, Barbara Carroll, City Manager, Jeff Hancock and Acting PW Director, Slim Coleman	<i>H</i>	<i>X</i>	ST	City Council rejected Action Step, but directed City staff to work with haulers and shelter workshop.	Recycling Forum to take place in August.	
Increase public relations and implement new City web page to market and better communicate City services and accomplishments.	City Manager, Jeff Hancock, Department Directors, and Penny Harris	<i>H</i>	<i>X</i>	ST		Summer intern to assist. Web Page Report to be provided to Council. Possibly implement 6 month Marketing/Branding Task Force.	

GOAL III (Cont.): Maintain an efficient, quality city government that provides community leadership and fosters strong community relationships.

Action Steps	Contact Person	Priority		Time Frame	Council Action	Comments	2010-2011 Budget
		<i>H-high;</i>	<i>M-medium;</i>	<i>L-low</i>			
Recognize service on boards and commissions and other acts of volunteerism.	City Clerk, Cindy Gabel	<i>H</i>	X		ST		
		<i>M</i>					
		<i>L</i>					
Enhance computer technology training to increase efficiency and effectiveness of service delivery.	Systems Administrator, Penny Harris and Department Directors	<i>H</i>			ST		
		<i>M</i>	X				
		<i>L</i>					
Improve fire insurance rating. The Fire Chief will oversee the City's efforts to meet ISO requirements intended to reduce fire insurance costs within the City of Warrensburg and will develop and implement performance measures.	Fire Chief, Phil Johnston	<i>H</i>			MT	Included in Fire Chief's Performance Review.	
		<i>M</i>	X				
		<i>L</i>					

GOAL III (Cont.): Maintain an efficient, quality city government that provides community leadership and fosters strong community relationships.

Action Steps	Contact Person	Priority		Time Frame ST 1-2 yrs MT 3-5 yrs LT 5-10 yrs	Council Action	Comments	2010-2011 Budget
		<i>H-high;</i>	<i>M-medium;</i>				
Maintain a safe community through an emphasis on crime prevention. The Police Chief will develop and implement crime prevention plan and develop and implement performance measures	Chief of Police, Bruce Howey	<i>H</i>		MT		Police Department to develop survey. Included in Police Chief's Performance Review.	
		<i>M</i>	X				
		<i>L</i>					
Implement Energy Audit and enhance energy efficiencies. Complete Vehicle and Equipment Amortization Schedule.	Department Directors and City Manager, Jeff Hancock	<i>H</i>		MT			
		<i>M</i>	X				
		<i>L</i>					
Develop performance measures for a similar city comparison by developing basic benchmarks (3 to 5) for each department.	City Manager, Jeff Hancock and Department Directors	<i>H</i>		MT		Department Director performance measures underway.	
		<i>M</i>	X				
		<i>L</i>					
Enhance the opportunity for UCM interns to participate in City government and use more interns.	City Clerk, Cindy Gabel	<i>H</i>	X	MT		First summer intern hired.	
		<i>M</i>					
		<i>L</i>					
Encourage involvement with community-wide groups and look for ways to formally communicate information shared at meetings and seek out speaking engagements for City Manager and Department Directors.	City Manager's Office	<i>H</i>		MT			
		<i>M</i>					
		<i>L</i>	X				
Develop a succession and growth plan regarding the necessary # of employees and filling vacancies.	City Manager, Jeff Hancock and Department Directors	<i>H</i>		MT		To be completed and presented to City Council after Department Director submittal of benchmark data.	
		<i>M</i>					
		<i>L</i>	X				

GOAL IV: Enhance the quality of life for Warrensburg residents by maintaining existing and developing new points of pride in our community.

OBJECTIVE A: Enhance the quality of life for Warrensburg residents and visitors to our community through City beautification projects.

OBJECTIVE B: Implement Comprehensive City Plan Recommendations.

OBJECTIVE C: Improve major corridors through the community including traffic flow, beautification and connectivity.

OBJECTIVE D: Work to preserve the history and culture of Warrensburg.

Action Steps	Contact Person	Priority		Time Frame ST 1-2 yrs MT 3-5 yrs LT 5-10 yrs	Council Action	Comments	2010-2011 Budget
		<i>H-high;</i>	<i>M-medium;</i>				
Develop a plan to beautify and upgrade Highway 13 within City limits, and relieve traffic congestion along Highway 13. In particular the congestion at the Business 50/Highway 13 bridge should be reviewed.	Acting PW Director, Slim Coleman and CD Director, Barbara Carroll	<i>H</i>	<input checked="" type="checkbox"/>	LT		MoDOT contract under review. Plan to be developed.	
		<i>M</i>					
		<i>L</i>					
Develop and Approve an Environmental Resolution that communicates City Council Policy.	City Manager, Jeff Hancock and Department Directors	<i>H</i>	<input checked="" type="checkbox"/>	ST			
		<i>M</i>					
		<i>L</i>					
Work with the Park Board to enhance City trails with landscape and lighting plan. Begin and plan Southwest Drive, Main Street, and Pine Street pedestrian improvements.	Director of Parks and Recreation, Dodee Matthews, City Manager, Jeff Hancock and Acting PW Director, Slim Coleman	<i>H</i>	<input checked="" type="checkbox"/>	ST		Within 6 months coordinate with Park staff and develop trail implementation plan.	
		<i>M</i>					
		<i>L</i>					
Finalize the issue of City Smoking Ban.	City Manager, Jeff Hancock and City Council	<i>H</i>	<input checked="" type="checkbox"/>	ST	City Council approved ordinance November 2009.	Education to begin summer 2010. Ordinance becomes effective November 2010.	
		<i>M</i>					
		<i>L</i>					

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		<i>H-high;</i>	<i>M-medium;</i>				
Develop a wildlife management ordinance and review cat issue.	City Manager, Jeff Hancock	H				City staff report with recommendations provided to the City Council in the summer of 2009.	
		M	X	MT			
		L					
Preserve existing neighborhoods through code enforcement, trash collection, local park and trail ordinance. Community Development Director to examine necessary resources and develop and implement performance measures.	Dir. of CD, Barbara Carroll	H					
		M	X	MT			
		L					
Develop a trails and sidewalk connection implementation plan including the possible widening of Ridgeview Drive sidewalks.	Acting PW Director, Slim Coleman	H	X			New street standards incorporated with City Council approval of Master Street Plan.	
		M		MT			
		L					
Examine Methods to Enhance Street Light Upgrades and Efficiencies.	City Manager, Jeff Hancock	H	X				
		M		MT			
		L					
Support the efforts of Park Board to improve Lions Lake.	Director of Parks and Recreation, Dodee Matthesw	H				City authorized \$108,000 in 2008-09 budget to support the Lion's Lake Project. \$8,000 expended	
		M	X	ST			
		L					
Investigate a City-wide <i>health and wellness</i> initiative by developing a task force.		H	X			No action to date.	
		M		MT			
		L					
Investigate the possibility of a public/private convention center.		H				Underway.	
		M	X	ST			
		L					

GOAL IV (cont.): Enhance the quality of life for Warrensburg residents by maintaining existing and developing new points of pride in our community.

Action Steps	Contact Person	Priority		Time Frame	Council Action	Comments	2010-2011 Budget
		<i>H-high;</i> <i>M-medium;</i> <i>L-low</i>					
Consider elements that fit to senior citizens and/or develop an advisory committee.	Director of Parks and Recreation, Dodee Matthews	<i>H</i>		MT		City Manager to discuss with Parks Director.	
		<i>M</i>					
		<i>L</i>	X				
Facilitate a large community event/festival annually by either building on an existing celebration or creating a new one.	City Manager, Jeff Hancock	<i>H</i>		MT			
		<i>M</i>					
		<i>L</i>	X				
Promote and assist in the development of cultural amenities within our community.	City Manager, Jeff Hancock	<i>H</i>		MT	Approved establishment of Arts Commission and Tree Board	Arts Commission requests funding for Community Theatre, and Main Street requests implementation of new Farmers Market location.	
		<i>M</i>					
		<i>L</i>	X				

GOAL V: Provide comprehensive programs, services, and facilities that enhance the quality of life for the citizens of Warrensburg.

The Parks and Recreation Goals and Objectives are not proposed or approved by the City Council.
Report and Score Card to be furnished by Parks Board and Parks Staff

OBJECTIVE A: Implement Parks and Recreation Capital Improvement Plan.

OBJECTIVE B: Increase participation, use, and knowledge of parks and recreation programs, facilities, and services.

OBJECTIVE C: Continue efforts to dredge Lions Lake and implement park master plan.

OBJECTIVE D: Develop new and innovative sources for generating revenue.

OBJECTIVE E: Continue to improve customer service to Warrensburg Parks and Recreation (WPR) patrons.

OBJECTIVE F: Increase health and wellness programming/education for all population segments.

OBJECTIVE G: Develop long-term maintenance plan for parks and recreation assets.

Action Steps	Contact Person	<i>Priority</i> H-high; M-medium; L-low	ST 1-2 yrs MT 3-5 yrs LT 5-10 yrs	Board Action	Comments	2010-2011 Budget
Complete and adopt City Comprehensive Recreation Trail Plan	Director of Parks and Recreation, Dodee Matthews	H X M L	ST	Review and adopt plan, August 2009	Adopted August 2009	
Work with City to develop trail construction policy for new development.	Director of Parks and Recreation, Dodee Matthews	H X M L	ST		No action to date	
Conduct needs assessment survey of both users and non-users of WPR.	Director of Parks and Recreation, Dodee Matthews	H	ST		UCM marketing class scheduled to complete in fall 2009.	
Develop Long-Term Maintenance Plan	Director of Parks and Recreation, Dodee Matthews Parks/WCC Supt. Morris Jones	H X M L	ST		Completed Fall 2009	

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		H-high; M-medium; L-low					
Implement WPR Marketing Plan.	Marketing Supervisor, Marcy Bryant	H		ST		Plan implemented in 2007. Updated annually	
		M	X				
		L					
Work with Arts Board to increase the number of arts and cultural programs.	Recreation Superintendent, Kim Nicas	M	X	ST		Meeting with Arts Board on monthly basis	
		L					
		L					
Continue working with Senior Center on developing recreation programs for senior age group.	Recreation Superintendent, Kim Nicas	H		ST		Meeting w/senior center staff monthly. Three co-sponsored programs offered spring/summer 2010	
		M	X				
		L					

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		H-high; M-medium; L-low					
Complete preliminary engineering for dredging Lions Lake and obtain the necessary regulatory agency permits.	Director of Parks and Recreation, Dodee Matthews	H	X	ST	Board will need to approve execution of contract	Developing contract for services with Terra Technologies	
		M					
		L					
Implement WPR sponsorship plan.	Marketing Supervisor, Marcy Bryant	H		ST		Developing sponsorship brochure.	
		M	X				
		L					
Explore the possibility of an annual festival in Warrensburg.	Director of Parks and Recreation, Dodee Matthews	H		ST		No action to date	
		M					
		L	X				

GOAL V (Cont.): Provide comprehensive programs, services, and facilities that enhance the quality of life for the citizens of Warrensburg.

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		H-high; M-medium; L-low					
Examine fee structures for programs, facilities, and services.	WPR Staff	H		ST		Increased WCC pool fees and selected program fees Ongoing	
		M	X				
		L					
Develop and implement customer service standards.	WPR Staff	H		ST		Staff is developing customer service standards. Standards will be incorporated into training of staff.	
		M	X				
		L					
Conduct quarterly customer in-service training session for WPR staff.	Recreation Superintendent, Kim Nicas	H		ST		Quarterly meetings took place for all part-time staff. 2010 meeting dates are scheduled for Jan.24 and May 16	
		M	X				
		L					
Partner with local agencies to develop health and wellness programs for youth.	Recreation Superintendent, Kim Nicas	H		ST		No action to date	
		M	X				
		L					
Continue to develop new health and fitness programming.	Recreation Superintendent, Kim Nicas	H		ST		Developed teens on weights & indoor triathlon to fall/winter program guides	
		M	X				
		L					