

**City of Smithville**  
**Goal Setting Workshop**  
**May 27, 2019**  
**Paradise Pointe Golf Course**

Please bring a mobile device – phone, tablet or laptop – to access an electronic program for priority setting.

*Before the meeting begins, download the Poll Everywhere app or  
open a browser on your phone, tablet or laptop and go to:  
[PollEv.com/kupublicmana971](https://PollEv.com/kupublicmana971)*

### Putting Together the Puzzle

The governing body and staff team will engage in an exercise to consider the various aspects of strategic planning and goal setting.

### Why We Serve

Each member of the governing body brings a unique perspective and hopes for the community. Given the change in the makeup of the board and the limitations imposed by adhering to Covid 19 protocol, it will be beneficial to learn, or, in some cases, revisit what those are. Members of the governing body should come prepared to answer the following questions.

#### Longer-Tenured Officials

- I ran for office because \_\_\_\_\_.
- I have learned that \_\_\_\_\_.
- I hope to achieve \_\_\_\_\_ in the next one to three years.

#### Newly-Elected Officials

- I ran for office because \_\_\_\_\_.
- What I hope to contribute to the governance of Smithville is \_\_\_\_\_.
- I hope to achieve \_\_\_\_\_ in the next one to three years.

### Progress through a Pandemic

City Administrator Cynthia Wagner will provide a progress report regarding accomplishments since the last governing body retreat, despite COVID-19, and what is on the immediate horizon.

## Vision and Key Performance Areas

In the 2018 Strategic Planning workshop, the Mayor and Board of Aldermen affirmed its vision statement and developed five key performance areas. Since that time, the community has engaged in a visioning process, resulting in five strategic pillars and a list of key action areas. The discussion will bring together work from both efforts to develop strategic priorities for the governing body.

### Vision Statements

Governing Body Strategic Planning	Community Vision and Strategic Action Plan
<i>A thriving Smithville builds its future by embracing growth, encouraging commerce and cultivating its natural surroundings.</i>	A modern community oasis designed for 2030.

### Key Performance Areas and Goals/Community Vision and Strategic Action Items

Three years ago, the governing body identified five key performance areas – those areas in which the community must have success to move forward. Last year, the community identified five pillars in the strategic action plan. The city administrator and facilitator will recommend an approach to consolidate these as a framework for the goal setting.

Please see the table that accompanies this agenda.

## The Mayor and Board of Aldermen’s Priorities

What priority issues ensure the City moves in the right direction?

*If you’ve not already, please download the Poll Everywhere app or open a browser on your phone, tablet or laptop and go to: [PollEv.com/kupublicmana971](https://www.poll-e.com/kupublicmana971)*

## Next Steps

Identify what support the Mayor and Board of Aldermen need from staff to maintain focus on their priority issues.

## Parting Thoughts/Adjourn

As the workshop comes to a close, each participant will be asked to share a thoughts on how they feel about the work done together.

	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="background-color: #76923c; color: white; padding: 5px 10px; font-weight: bold;">STAFF</div> <div style="background-color: #005580; color: white; padding: 5px 10px; font-weight: bold;">REPORT</div> </div>
<b>Date:</b>	March 19, 2021
<b>Prepared By:</b>	Cynthia Wagner, City Administrator
<b>Subject:</b>	City Administrator Evaluation – Update on Organizational Progress over the past year.
<b>Staff Report:</b>	Administration

In preparation for my upcoming evaluation, I have provided the following information on progress of the organization in meeting Board of Aldermen goals and objectives as outlined at the May 2019 retreat (a planned 2020 retreat never occurred due to COVID). This memo also outlines general achievements over the past year and goals for the coming year.

***Update of Board-Identified Key Focus Areas and Goals***

**Key Performance Area: Growth**

*Engage in Comprehensive Planning*

This process was up-ended due to COVID-19 restrictions and reaction to the pandemic. With the exception of a public roll-out meeting, all public input on this process was conducted primarily through virtual means: Zoom meetings and discussion boards. A final plan was adopted by the Board on November 17, 2020.

Jack has been developing a follow-up workplan based on short-term priorities outlined in the plan. This workplan will be provided to the Board in a work session in May or June. Initial discussion on some items relating to lot and dwelling size occurred at the March Planning and Zoning Commission meeting.

*Annex Smith’s Fork and other areas*

*Change development requirements for contiguous development*

In October 2019, the Board outlined short-term priorities for initial work on annexation:

- *Annexation of Smith’s Fork Park, with the desire to annex additional Corp Administrative land between the City leased land and 172<sup>nd</sup> Street/Litton Way.*  
A letter of request to annex was forwarded to the Corps last fall. Recent discussions with representatives from the Corps indicate that review of that request should be complete sometime in the first half of this year. Staff and Board could then proceed with the next step in the annexation process outlined last summer.
- *Provide a draft annexation policy for Board review.*  
A policy was presented and approved by Board December 1, 2020

- *Review the potential of annexing Corp land bounded by 172<sup>nd</sup> Street on the south to 188<sup>th</sup> Street on the north.*

Upon annexation of Corps property, we can initiate the process of obtaining County agreement to support the request with the Corps for annexation of this area.

- *Begin the process to ensure annexation of the areas in Lakeside Crossing subdivision.*

To date, 9 of 11 property owners have filed to voluntarily annex. (Including two last week and two requests received this week for Board action in April). This leaves only two parcels. Based on Board approval earlier this year, the City Attorney has filed a lawsuit which will address the remaining two parcels.

### **Key Performance Area: Governance**

#### *Review and update Municipal Code*

Linda Drummond worked closely with our contracted firm for codification and attorney Scott Sullivan in completing review of the Code in comparison to state statute. Changes were presented to the Board in summary form and adopted in late 2019. All changes have been uploaded to our on-line code system.

### **Key Performance Area: Community Life**

#### *Provide recreational opportunities, including a basketball court complex*

While specific progress on a basketball court complex has been minimal, discussion of parks and recreation opportunities occurred throughout the strategic planning and comprehensive plan update processes. Work on the Parks and Recreation Master Plan includes a community survey and discussion boards similar to the feedback opportunities included in the comprehensive plan update. It is staff's desire to hear from the Board regarding recreation priorities following completion and presentation of the Parks and Recreation Master Plan – anticipated in May or June.

### **Key Performance Area: Finance**

#### *Maintain a financial plan that reflects infrastructure replacement needs*

Staff continues to develop information for better review of infrastructure needs and capital investment planning. Chuck and other staff continue a deeper assessment of current inventory, clarifying GIS and asset management needs. Stephen is developing a more thorough CIP document for review.

### **Key Performance Area: Infrastructure**

#### *Complete South Sewer project*

The CIP anticipated completion of the two projects in 2021: the 144<sup>th</sup> Street Pump Station project and the Forest Oaks Sewer project. Design is nearing completion and is basically ready for bid. Easement acquisition and negotiations continue, with potential

condemnation required for some parcels. This could delay property acquisition and project bidding into the fall.

Staff is monitoring regulations relating to the recently approved American Recovery Act as a potential funding source for a portion of this project.

#### *Conduct a Wastewater Master Plan*

The plan was completed and presented to the Board late last year, with a final plan approved by the Board February 16, 2021. The plan, coupled with the water master plan, form the priority investment goals for the utility funds for the coming years.

#### *Develop a Transportation Master Plan*

The Board has approved a contract for completion of this plan and an initial meeting of the project steering committee is scheduled for March 30. Recommendations of the plan are anticipated late this fall.

#### *Pursue Streetscape Phases 2 and 3*

Notice to Proceed was issued for the east phase (Commercial to Liberty Road, with overlay continuing to Lakeland Drive). This phase will also include construction of a basketball court at Heritage Parks. The contract is for a 180-day construction period, with late fall completion anticipated.

The North Bridge Street section has been selected for MARC grant funding for Federal Fiscal Year 2023 (October 2022). Federal design, bid and contract guidelines will likely be in place, potentially adding some time to the process.

#### *Continue process to implement a special road district*

A petition was presented to the Clay County Clerk the summer of 2019. The Board of County Commissioners has yet to take action on the petition. Staff and John Reddoch had meetings with county legal counsel early in 2020, but no further discussions have occurred.

### ***Other Organizational Goals and Achievements***

#### *Evaluate, hire and develop staff*

The past year has been one of significant personnel transition. The Finance Department has experienced turnover of both the director and a key position. Additionally, a new Assistant City Administrator has joined the team and two additional directors (public works and parks) are just finishing their first year of service to the organization. Key staff in parks and recreation are also new to the organization.

A critical issue over the last several months has been bringing new staff up to speed on projects and information while integrating new members to the management team and

organization as a whole. Just this week, department directors and first level managers in all departments, along with all finance and administration staff took part in a team-building exercise in discussing preferences to improve communication and teamwork. A need for analytical support in both public works and finance are critical in my assessment of continued needs in the organization. A new position in the Public Works Department is currently in recruitment to provide that public works support.

Recruitment in the Police Department has proven to be challenging over the last year in general and in light of national events affecting public trust of the police. We continue to evaluate and adjust recruitment processes and tactics and anticipate sponsorship of at least two candidates for POST-certification. Staff is appreciative of Board action and support in approving additional recruitment incentives.

Customer service training conducted in early March 2020 resulted in some significant information providing opportunity for enhanced communication with and among employees. The challenges presented by COVID over the last year (including restrictions of meeting in large groups and expanded workload for all) have significantly delayed development of a plan for working with staff on these issues, which is a goal for 2021.

#### *Develop a balanced budget*

The 2021 Budget as presented and approved was balanced.

#### *COVID-19 Response*

A significant amount of time throughout 2020 and continuing in 2021 has focused on COVID. Initial response centered on ensuring employee and public safety while maintaining provision of public services. Ongoing efforts to monitor employee exposures, ensure appropriate supplies and PPE, CARES funding and tracking of employee time have dominated management and supervisory time. Planning for and monitoring requirements for future funding potential will continue to take considerable staff time.

#### *Review of Police Department Policies and Procedures*

As noted earlier, 2020 presented significant challenges to Police Departments nationwide. Chief Lockridge provided a comprehensive review of departmental policies and procedures to the Board last summer.

#### *Implement Enterprise Fleet Management Program*

A Board priority for the last several years has been review of the fleet for the possibility of leasing. Last spring, Nickie, Dan and Chuck set out to more fully review and analyze leasing options and presented a plan to the Board as part of budget development. Stephen, Chuck and Anna continue implementation of a fleet management program that is anticipated to save money while providing safe and new vehicles for employee

use. Coordination of this effort has been no small task and the efforts of all involved are much appreciated.

### *Monitoring of Marketplace TIF Revenues*

As development at the Marketplace TIF ramped up, Dan began to work with other communities and Clay County in developing a monitoring mechanism for sales and property tax revenues in the TIF and CID district. Stephen and Anna are currently working with representatives from Gilmore and Bell as well as other taxing entities to ensure the appropriate allocation of these revenues to and from those jurisdictions as well as the development district.

### *Continued Commitment to Infrastructure*

This year we have made significant strides in improving infrastructure throughout the community. The following projects were either included in the budget or identified as priorities and funding has been identified and will be completed as outlined.

- Repairs to the Highland Sewer were identified to alleviate significant issues in the neighborhood. Approval for the project will come to the Board for approval April 5.
- Main Street water line was completed last fall.
- In his 6-month assessment of the Public Works Department, Chuck presented a Pavement Condition Index review, which was used to identify priorities for this year's overlay program. Award of an overlay bid is anticipated to come to the Board on April 5 for approval.
- A priority identified in previous years was maintenance of the sanitary sewer system. The Board approved a contract to complete a significant Insituform project this year.
- Staff is working with the Corps to ensure review in order to move forward with the Raw Water Intake and a Copper Ion system to address zebra mussel issues.
- Based on Board request, staff worked to issue a RFP and has contracted with a firm to do snow removal in selected neighborhoods.
- Renovations to restrooms throughout the park system have been completed.
- Upgrades to the electrical system at Smith's Fork Campground are nearing completion.
- Helvey Dam was recertified with DNR.

### *Main Street Trail and Water Line Replacement*

Main Street water line repairs were completed last fall. The trail is approximately 95% complete with clean up and installation of final features yet to be finalized. A ribbon cutting has been planned for April 6, the anniversary of the date of Board certification of the 2018 Election results.

### *City Hall Renovation*

Renovation of the Board meeting room was completed this summer. Upgrades to reconfigure the lobby, add a conference room, reconfigure the administrative office area and refresh the administrative offices is currently underway with construction currently projected to be complete by late June.

### *Missouri Main Street Program*

Work continues with the Missouri Main Street Program. Nickie began work with this grant and the downtown steering committee and Anna and I are continuing those efforts.

### *Professional Development*

With Board approval, hope to continue my involvement the budget portion of the Certified Public Manager course for KU's Center for Public Management. Classes did not meet in 2020 due to COVID-19 restrictions. Classes are planned for May for either virtual or in person options and I am working with KU staff on developing the curricula for this course.

I also Continued membership in ICMA and MCMA in an effort to continue to interact with other local government management professionals to discuss best practices and to represent the City of Smithville in professional organizations. I monitor list-serves in both organizations for best practices. These organizations have been valuable in providing information on COVID-19 response state-wide and nationally. I've also worked closely with Clay County Managers over the last year in sharing processes and responses to COVID, expenditure of CARES funding and discussion or organizational issues.

### *Goals I've outlined for myself/the organization for 2021/2022*

- Implementation of goals as updated and identified by the Board at the May 27, 2021 retreat.
- Presentation of a balanced 2022 budget for Board review.
- Continued presentation of a more robust CIP based on Board direction during the budget development process and informed by strategic planning process.
- Completion and initial implementation of Pay and Classification Study.
- Continued work with the Board, staff and community stakeholders in implementation of recommendations of the strategic and comprehensive plans.

- Begin implementation of Parks and Recreation Master Plan recommendations.
- Continue to exhibit a strong customer service ethic to employees and explore options for customer service training.
- Continue focusing on economic development, monitoring of Market Place TIF revenues and downtown district improvements.
- Complete process for trash contract (either re-negotiate contract with WCA or go out to bid for new contract) based on information from WCA.
- Transition to new health insurance broker.
- Complete work to obtain required stormwater permits.
- Work with Chuck and other staff in additional recommendations for infrastructure improvement; potential GIS/asset management implementation.
- Ongoing COVID-19 monitoring and response, including preparation for future similar situations and mitigation; review of financial impact and expenditure of CARES and ARA funds.
- Continued progress in moving forward in the Missouri Main Street Program.
- Continue to work with staff to identify areas of improved communications with the public.
  - Website enhancements and more timely updates of information
  - Review of additional ways to provide communications to the public
- Initiate Park/Public Works Facility design.
- Begin process for design of Commercial Street Sidewalk which has been identified for MARC grant funding in Federal Fiscal Year 2024 (October 2023).

# Strategic Planning: A Process for Decision Making

## Vision

The ideal state of the community, generally developed by the governing body

## Mission Statement

The purpose of the organization, answering what do we do? For whom do we do it? And for what reason?

## Core Values

Qualities that define the organization, providing a foundation for mutual expectations

## Key Performance Areas

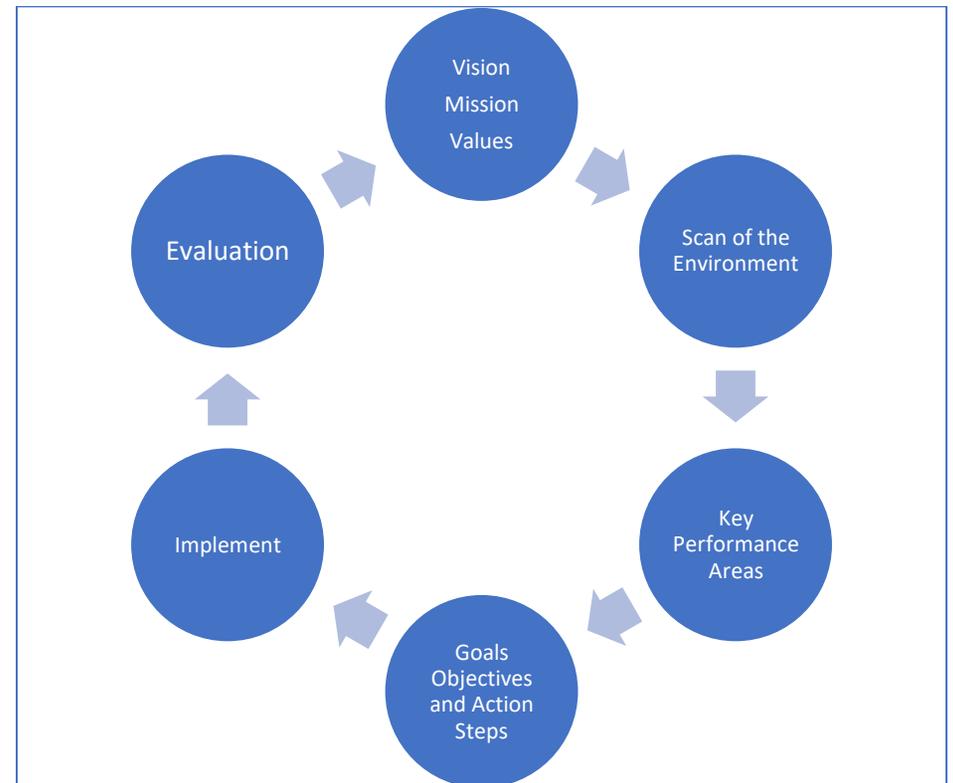
Broad categories in which the organization must be successful to achieve its vision and mission

## Goals

Results or desired outcomes achieved during the planning period

## Objectives

Specific actions to achieve objectives



In its 2018 Strategic Planning workshop, the Mayor and Board of Aldermen established five key performance areas and identified its priority goals. Since that time, the community has engaged in a visioning process, resulting in five strategic pillars and a list of key action areas. The table below combines the results of those processes.

Governing Body Key Performance Area	Governing Body Priorities	Community Vision and Strategic Action Plan	Community Vision Key Action Areas
<p><b>Growth:</b> <i>We nurture a thriving economy by attracting and maintaining diverse development.</i></p>	<ul style="list-style-type: none"> <li>Engage in comprehensive planning</li> <li>Annex Smith’s Fork and other areas (in progress)</li> <li>Change development requirements for contiguous development</li> </ul>	<p>Diverse housing and neighborhood options</p> <p>Strengthened Business and Economic Development</p>	<ul style="list-style-type: none"> <li>Initiate the comprehensive planning process</li> <li>Facilitate more diverse housing options</li> <li>Define and develop neighborhood nodes</li> <li>Create green space and rural feel</li> <li>Focus on technology and bioscience companies</li> <li>Leverage off airport development</li> <li>Pursue tourism related business potential</li> <li>Create dedicated industrial zones</li> </ul>
<p><b>Infrastructure:</b> <i>We envision, build and maintain the necessary road, utilities and strategic land use to prepare for residential and economic growth</i></p>	<ul style="list-style-type: none"> <li>Complete South Sewer project (in process, potential ARP funding)</li> <li>Conduct a Wastewater Master Plan (in process)</li> <li>Develop a Transportation Master Plan (in process)</li> <li>Pursue Streetscape Phases 2 and 3 (in process)</li> <li>Continue process to implement a special road district</li> </ul>		

Governing Body Strategic Planning	Governing Body Priorities	Community Vision and Strategic Action Plan	Community Vision Key Action Areas
<p><b>Community Life:</b>  <i>We provide an environment where all can experience safety, security and the opportunity for an active, healthy lifestyle.</i></p>	<p>Provide recreational opportunities, including a basketball court complex (park plan in process; priorities to follow)</p>	<p>Continued commitment to education</p>	<ul style="list-style-type: none"> <li>• Create educational cluster</li> <li>• Forge strong partnership between School and City</li> <li>• Create industry responsive to educational pathways</li> <li>• Build a lifelong learning culture</li> </ul>
		<p>Retention of small-town feel and sense of community</p>	<ul style="list-style-type: none"> <li>• Create a Smithville Community Oasis area</li> <li>• Use unique signage and promotion</li> <li>• Apply design that fosters a small town feel</li> <li>• Embrace environmental practices</li> </ul>
		<p>Enhanced recreation and connectivity</p>	<ul style="list-style-type: none"> <li>• Create a recreation and connectivity master plan</li> <li>• Study community desires for recreation facilities</li> <li>• Build recreation as an economic driver</li> <li>• Build regional trail connectivity</li> </ul>
<p><b>Finance:</b>  <i>We maintain public trust through fiscally sound investment of public revenues and resources.</i></p>	<p>Maintain a financial plan that reflects infrastructure replacement needs (in process)</p>		
<p><b>Governance:</b>  <i>We act as a cohesive team, providing the human and physical resources to advance the goals and the betterment of the community.</i></p>	<p>Review and update municipal code</p>		



# **Strategic Planning Staff Survey Results**

Administered by:



## Executive Summary

To provide City of Smithville leadership team an opportunity to participate in governing body's goal-setting process, an employee survey was administered in early May. Nine City of Smithville employees responded to the survey in whole or in part.

Raw results are included in this document beginning on Page **XX**; additionally, a summary is provided here.

### Vision, Mission, and Goals

Two-thirds of respondents somewhat or strongly agree that the City's vision is clear and more than three-quarters agree that the City's mission is clear. Similarly, 77% of respondents know the City's current goals. Nearly 90% of respondents somewhat agree their departmental goals are tied to the City's vision, mission, and goals, while about 10% somewhat disagree.

### Progress

Respondents overwhelmingly agree that Smithville is making progress in achieving its vision, with all indicating as such. Similarly, all respondents indicate they understand how their work contributes to the overall progress of the City.

### Workplace Culture and Communication

Nearly 90% indicate their department is able to anticipate issues and concerns, while 10% remain neutral. All respondents agree decisions are communicated to the organization and departments work well together.

### Current Strengths

Staff was asked to identify up to three current strengths of the City of Smithville. All responses can be found on Page 5. However, the top two of a total of 19 responses are:

1. Small town feel
2. Lake and recreational amenities

### Current Weaknesses

Staff was asked to identify up to three current weakness of the City of Smithville. All responses can be found on Page 6. However, the top response of a total of 18 responses is *infrastructure*.

### Future Strengths or Attributes

Staff was asked to identify up to three strengths or attributes for which they would like the City of Smithville to be known within five years. All responses can be found on Page 7. However, the top response of a total of 19 responses is a *thriving downtown*.

### Future Projects or Programs

Staff was asked to identify up to five specific projects or programs they would like to see the City of Smithville pursue. All responses can be found on Page 8. The theme that emerged is enhanced leisure and recreational activities.

### Next “Big Thing”

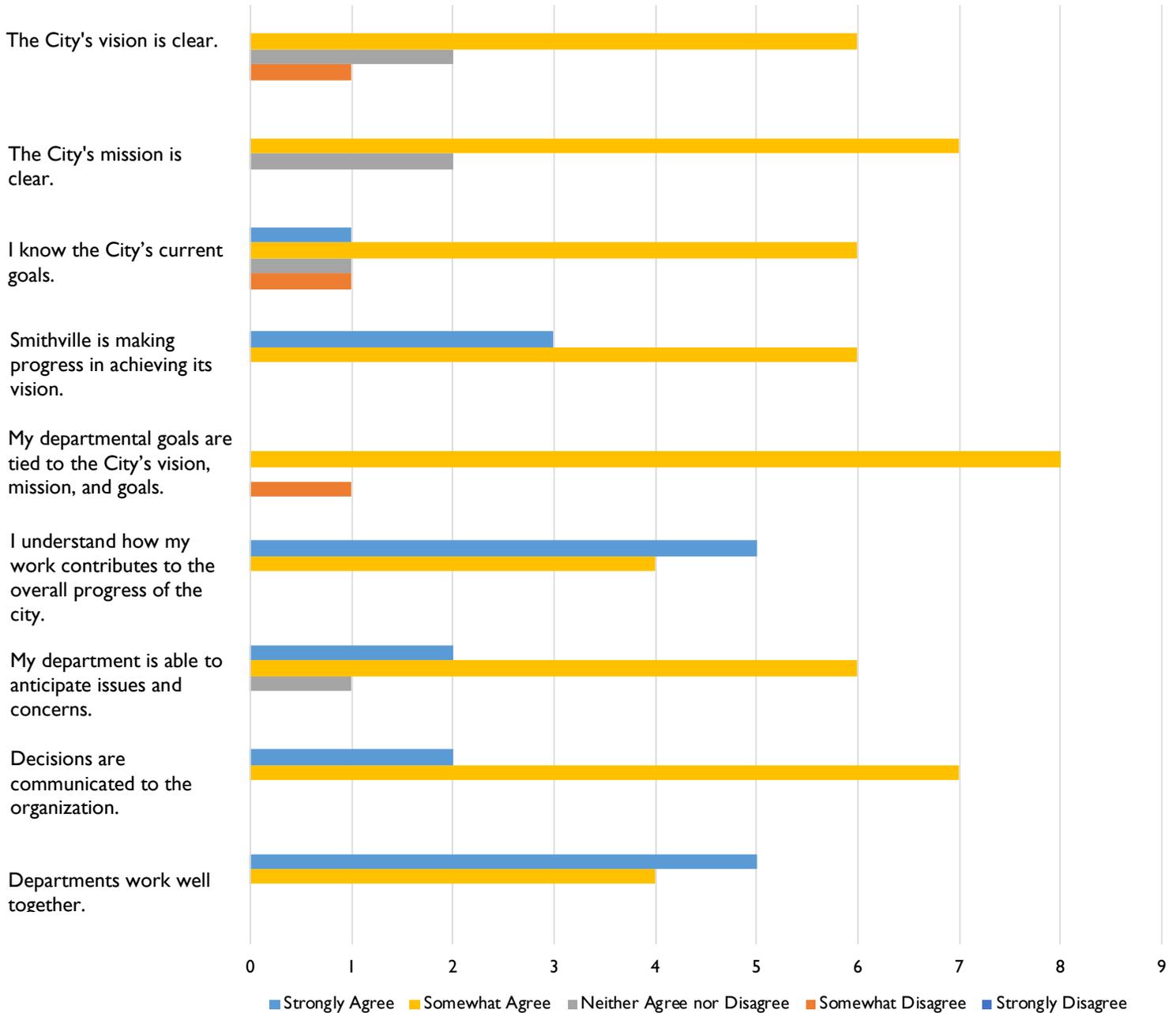
Staff was asked to identify the next “big thing” for the City of Smithville. All responses can be found on Page 9; no theme was identified from these responses.

### Comments

The final question gave staff the opportunity to provide any other comments they so choose. Respondents are positive about Smithville’s recent growth and are impressed with staff and elected officials. Others request enhanced branding efforts and a lakeside nature center.

## City of Smithville’s Vision, Mission, Goals and Performance

Please provide your level of agreement with the following statements about Smithville’s vision, mission, goals, and performance.



**Please list up to three strengths for which the City of Smithville is currently known.**

Small city charm	Growth	
Citizen support for public safety - especially police	Growing confidence by the community in leadership	
Small town friendly population	Lake and recreational amenities	Access to big city with rural feel
A small town feel but close to Kansas City and the airport	A lake community with trails	Good schools
Small town	Recreational amenities - lake	Good schools
Pro-growth mindset	Appealing location	Progressive government officials
Smithville Lake	Small town feel	Parks and trails

**Please list up to three areas of weakness in which the City of Smithville has room to improve.**

Infrastructure		
We are working on it, but continued focus on customer service philosophy	Continued emphasis on infrastructure maintenance	
More food and dining options	Finish connecting trails to lake and neighborhoods	More downtown infrastructure development
Multi-family housing and high cost of housing	Retail choices	Employment opportunities
Mobility	Infrastructure	CIP
Funding	Unrealistic wants of the community	Attracting good employees
Old infrastructure	Leverage the lake	Grow funding

**Please list up to three strengths or attributes for which you'd like the City of Smithville to be known within five years.**

Historic downtown/Main Street	Continued growth	
Strong customer service ethic - lead by management team	Commitment to funding and maintenance of infrastructure	
Signature community for recreational amenities	Safe and secure neighborhoods - great for families	Reputation for a progressive & customer-oriented city
Trail connectivity	More retail shopping	A beautiful thriving downtown
Access / mobility / trails	Good infrastructure	Thriving community
The place to be in the northland	Expanding business community	Diverse housing options
Downtown	Parks	Development

**Please list three to five specific projects or programs that you would like to see the City of Smithville pursue.**

Enhanced parks and recreation programming, especially at senior center	Key will be identifying priorities from strategic, comp, parks and transportation plans			
Growth in mountain bike trails	Pickle ball courts (private or public)	Variety of eclectic restaurants that draw in people	Nature inspired playgrounds for neighborhoods	Data portal or data analytics/performance management system
Better branding and marketing	Improvement of streets and infrastructure	Community center or pool	Hospital or Urgent Care	
River walk	Trail connections	Pavement maintenance program	Community center / pool	Additional dining opportunities-Sit down/ fast food
Continued expansion of infrastructure	Courting new businesses	Community center	Police building	Public works/parks facility
Update current parks	Update roads	Connectivity to the lake		

**What is the next “big thing” for the City of Smithville?**

Infrastructure projects - streetscape and sewer
Riverwalk as outlined in strategic plan, comp plan update and parks and rec plan
Young people looking for affordable housing drive Smithville population growth
Infrastructure improvement to be able to grow and develop in the City with a plan for the future
Hotel / water park
Growth that brings in new jobs
Recreation center

**Please provide any other comments you'd like to share.**

Keep enhancing the vision of the city with branding efforts.

A nature center near the lake would be nice.

Smithville has made more growth in the past 3-4 years than I've seen in the past 15+ years. We are definitely on the right track and have a good group of elected officials and employees who are supported by the community. It may be difficult to keep pace with what is expected by the community, but that's a good problem to have.