

City of Wentzville Board of Aldermen
Strategic Goal-Setting Workshop
June 11-12, 2016

Members of the Board of Alderman of Wentzville met to discuss current and future strategic goals for the City and to set some priority directions in consultation with city department heads who were on hand to provide briefings on key issues and opportunities. Board members expressed a strong interest in receiving a quarterly update from staff on the priorities identified during this goal-setting workshop. Meeting facilitation was provided by Julianne Stone, Director of the Local Government Partnership (EWG/UMSL) in consultation with the Interim City Administrator David Gipson.

At the outset of the workshop, board members and staff discussed what they hoped would be achieved during the 2-day meeting: Aspirations for the discussion included:

Clear direction and expectations for city staff and community members

A clear vision for the city and recognition of the importance of Board cooperation

Better understanding of long and short term goals and implementation

List of prioritized, shared goals that will be achievable in the next year.

Understanding of funding constraints and options and impacts on budget decisions and preparation.

At the conclusion of the meeting, each board member was asked to identify 2 priorities and then together Board members ranked the list. *(The full priority list can be found in the Board Discussion Appendix (pg. 8)*

The Top 3 Board Priorities were:

- Slab and Street Improvement Program (with Downtown priority)
- Address existing and future staff/manpower issues.
- Longer Range Horizon for Decision-Making/Planning

Note: City hall completion and improved Board relations were a priority for everyone. Continued property tax reductions are desired, but there is still a need for additional consideration of the impact of this revenue loss in light of need to plan for expanded services/facilities for growing population.

In the year since the last Board strategic goal- setting meeting, several key activities have been completed:

- Completion of city economic development plan.
- Determination of City Hall location and building/site design.
- Completion of city parks master plan

The discussion raised numerous issues requiring policy responses and tough budget choices this year:

It's All About Getting Ahead of Growth

- We have lots of wants and needs but funding is constrained.
- We need to think and plan on a 15-year horizon not just day-to-day or year-to-year. This is a shift for both the Board and management staff. We need to avoid surprises and “got -yas” wherever possible.
- We are dealing with a high rate of population growth requiring expanded services and manpower.
- Increased growth also means a need to manage traffic congestion and transportation safety issues.
- We face large infrastructure needs (streets, stormwater, sewer, facilities)
- We need to decide how to move ahead on future planning and zoning decisions. How do we want to develop?

Board members articulated several, on-going priorities:

- Be prepared for city growth and need for expanded service capacity through formulation and implementation of growth and development policies and plans that recognize and meet this challenge/opportunity.
- Ensure quality and maintenance of city streets through creation and adherence to street/sidewalk program.
- In accordance with the parks master plan, continue to develop, improve and expand the City of Wentzville park/trails system into a resource and asset that provides a great place for citizens to gather and recreate and makes the city a great place to live.
- Continue timely progress toward full city compliance with the Americans with Disabilities act in all public facilities so that all citizens can enjoy complete and easy access. (Includes issues for investment, choices for existing facilities and new buildings)

Board members worked with department heads to define some key outcomes for the upcoming year:

(Full discussion notes for each department can be found in the Issue Discussion Appendix (pgs. 4-7))

Administration

- **City Hall:** Construct/complete and move-in.
- **Budget:** Clearly identify funding sources for Board and departmental priorities.
- **Manpower:** Responsibly address need for more staff as city responds to population growth.

Economic Development

- **Economic Development:** Implement Economic Development Plan.
- **Downtown:** Implement Downtown Plan.

Planning and Zoning

- **Setbacks:** Formulate and implement setback exception ordinance for Planned Development – Residential District.
- **Annexation:** Pursue voluntary annexation of contiguous unincorporated properties.

Parks and Recreation

- **Trails:** Expand Trail System/Identify opportunities to acquire property.
- **Recreation Center:** Conduct feasibility study.

Public Works - Streets

- **Streets:** Create and implement Slabs/Streets program.
- **DHP Construction:** Obtain MoDOT loan for David Hoekel Parkway.

Public Works - Stormwater

- **Future Needs:** Complete stormwater master plan.
- **Inspections:** Expand current inspection program.
- **Buffers:** Get to Tier 2 – Natural Watercourse Ordinance.

Police

- **Transportation Safety:** Concentrate on speed enforcement in corridors where traffic calming is crucial.

Issue Discussion Appendix

These are the board notes from each presentation

Loan Discussion on DHP

Amend contract agreement with the county

Deal with MODOT

Still looking for alternatives

Next potential gateway

Think 20 years out

Cash flow-timing issue

Issue of what we stand to lose if we don't take out the loan

Projects are not worth loans –must have discussion of what we could cut to get this project done before a loan is an option.

Annexation

1-Voluntary annexation – Residential and Commercial

Create strategy and approach – some will –some won't but make active approach – go find them – knock on doors – not just letter – incentivize ie: waive connection fees.

2-Research Return on Investment on any given annexation project

3-Inequity of investment

Economic Development Tools

Economic Development tools appropriateness is really geography dependent within the city

OK considering any tools

Long term sunsets are not good

Like Ch 100

Not a TIF fan

Like CIDs

Nice to have but need to not depend on them – do we need incentives offered to do the deal

Need sunsets

Willing to consider

Tied back to real estate/property tax assessment

Need to negotiate

Considerations of competition – not for a new business that siphons off old business

Water/Wastewater/Stormwater

Water

Discussion of 2nd well and 3rd tower

Land for tower is owned – Well (Rotary Park?)

Redundancies are needed for a population of 38,000 plus

Wastewater

Treatment Plant Expansion

MODNR low interest loan from revolving loan fund program

Need to avoid SSOs and Bypasses

Long term land acquisition would be bad

Southwest quadrant – is it time to look at 2nd plant?

Need to ensure capacity – need to be ready

Expansion was always envisioned.

Stormwater

Need to expand inspection program (NPDES)

Inspection of construction projects for erosion control - won't be in compliance

Need incremental steps to continue to grow capacity and fulfill current and future needs

Certain things are needed now - Consider whether to do in house or by consultants – costs vs. cost savings.

Natural Watercourse Ordinance – plans for future

Bring back discussion of watercourse ordinance

There are identified issues that we have no allocated cash to fix.

Current stormwater, currently protecting current infrastructure, erosion issues with current funding we are responding to critical needs

We can't provide big picture of needs without stormwater masterplan to identify all sites and understand long term needs – this takes resources

Reactive v. Proactive \$250,000 but not just money

Look at adding/expanding inspections

Masterplan

Zoning

Setbacks =easement (amount?) Encroachment needs to be avoided

7 foot sideyard

No exceptions?

Review criteria for exceptions (need flexibility with real structure)

We should be able to provide enough guidance

Need to ensure city has appropriate access to utilities.

Planned Development gives city more control (use more?)

Board “policies” on how we address requests for exceptions

Understanding what your market can bear?

Who is your market?

Who do you want your market to be?

Are we diverse enough in terms of housing stock? (larger?)

Ask for staff's recommendation and why?

What tools to we have? Are we willing to use it? – Planned Development issues

Traffic Calming

Has to be resident driven

It is a problem

Enforcement?

M No R No (resident driven) Linda need to do something Mayor Resident Driven lots of complaints, Criteria for consideration of traffic calming measures, Cheryl -cost share on solar lights – prefers, Do they work? Other communities experience – Michael prefers dips to bumps

Where and when? (ties back to piloting and baby steps- best practices)

Board Discussion Appendix

Board Member Full Priority List: Each Board Member Provided Two Items

(Not edited/Not prioritized)

- 1) Continue to increase funding for slab reduction – stick with commitment to keep eye on this and not divert.
- 2) Do a 2-cent property tax reduction –but willing to revisit each year.
- 3) Continue to look for acceptable options for traffic calming/control measure and put something in place. Staff brings options- Board considers pilots tests in approved places with baby steps – test.
- 4) Replace downtown streets – make sure street replacement downtown is dedicated/allocated.
- 5) Reasonable/significant -Moving closer to our target range PCI of 70 on slab report -Allocations – strategic in this year – what comes first?- timeline. Note – PCI of 70=\$4 million a year
- 6) On time and way under budget on city hall.
- 7) Set parameters upfront – staff continues to update- get updates- Let staff do their job without derailing – create a way to ask questions.
- 8) Continue revitalization of downtown -Implementation of revitalization study specifically one way paired with streets and beautification-Ensure right funding/assistance are in place to incentivize – move further.
- 9) Increased community engagement and education of the board of aldermen – communication-respect during meetings- internal communication with briefings –rules of engagement-read packet.
- 10) Achieve optimum/appropriate staff levels – to meet the needs of citizens within budget – who needs what.
- 11) Planning for growth over next 20 years – expand our horizon so we are ready – no gotcha's.
- 12) Staff prioritizes – Board Assesses and Approves – Make commitment not to circumvent the long term horizon.
- 13) Secure an alternate revenue source to sales tax and implement it.
- 14) Implement a hotel motel tax.
- 15) Cost, Research, legislation, lobbying, vote, understand costs/benefits and agree, what is it for?
- 16) Rec Plex

Board Workshop Parking Lot Issues/Concerns

How do we ensure what we decide here happens when we leave – how do we keep it from unraveling when we leave - implementation?

How do we ensure Best Management Practices due to lots of experiences with different city managers.

When should staff come “back” to us with check-ins and to ask for more feedback – On the flipside how does the board avoid micromanaging every issue? How does Board decide when an issue is done?

Revisit reserve fund minimum levels– Do this after City Hall expenses - what percent should it be?

Dedicated emergency funds/dedicated funds within departments in consultation with staff?

Articulate the funding streams that are supporting “consulting” between departments –ie IT providing service to Parks – how is it billed – Is it working?

Charter – Not in agreement on direction – Benefits for us?

Hotel/Motel Tax