COUNCIL WORK SESSION MINUTES

April 24, 2019 – 4:00 p.m.
4th Floor Conference Room – City Hall

A Council work session was held for strategic planning for the City Council.


J. Bruce Woody, City Manager; Bryan Carter, City Attorney; Alicia Nolan, Human Resources Director; Clint Thompson, Planning and Community Development Director; Chuck Kempf, Parks, Recreation and Civic Facilities Director; Kendra Bundy, Asst. Health Director; Commander Mike Wilson, Abe Forney, Airport Manager; Mary Robertson, Asst. to City Manager/Communication & Public Relations Manager; and Paula Heyde, City Clerk.

Mayor Bill McMurray called the meeting to order.

City Council Strategic Planning 2018-2022 - J. Bruce Woody, City Manager, distributed a handout entitled “Strategic Plan 2018 – 2022.” He went through a power point on “Council Discussion Changes/Additions for Year Two” (copy attached).

Mayor McMurray suggested the following Mission Statement: The City of St. Joseph is dedicated to investing in people, creating a better place and growing prosperity. All Councilmembers agreed.

Mr. Woody continued with the power point presentation on community strategies.

There was a consensus to add an additional bullet point under the “Create a Better Place” category about downtown development and also add “trail development” under the Parkway and Parks goal.

Councilmember Madison asked how many communities the size of St. Joseph use the chamber as their economic development arm. Mr. Woody said he would get that information to the Council.

Mayor McMurray would like keeping the sewer rates down and balancing the budget added as bullet points somewhere.

Mayor McMurray asked for an update on the status of the extension of Corporate Drive.

Mr. Woody suggested that the adoption/endorsement of the “Strategic Plan” and revised Mission Statement be filed at the same time as the endorsement of the “Imagine St. Joseph 2040.”

Council Discussion Changes/Additions for Year Two - Mayor McMurray read Councilmember Brian Myers’ list: 1) timely issuance of building permits, 2) comprehensive plan, 3) balanced budget, 4) private management of Civic Arena and Missouri Theater, 5) detox center, 6) inpatient mental health care and 7) free birth control.

There was agreement to have a work session on the private management of Civic Arena and Missouri Theater.
Councilmember Brenda Blessing had two things: 1) Committee assignments. The individuals assigned need to be interested and committed to the task and the Council needs to give the Committee a list of charges or goals. 2) Decorum and conduct at Council meetings. The Council has got to give the Mayor more support.

Mr. Woody said there is a “Vote cast” module through Granicus that is not currently in the proposed budget but can be added if the Council wants to.

Mayor McMurray said he is appointing a blue ribbon audit committee to review financials each month to begin meeting in May. Besides himself the following will serve on the committee: Mayor McMurray, Councilmember Myers, City staff, Susan Montee, Pat Modlin and Eric Montegna. The Council also said it wanted to form a Charter Review Committee. He has a few names from some of the Councilmembers and asked the others to send him names if they would like to have someone on that committee.

Councilmember Marty Novak would like to aggressively get after the buildings that need to be demolished. There is money available to do this so let’s do it.

Councilmember Russell Moore said we need to deal with the trailers and mobile homes that are trashing up the neighborhoods. Also, he knows the Code of Ordinances states that curbs and gutters are the homeowner’s responsibility but we need to find a way to put that back under streets.

Councilmember Kent O’Dell said he would like to get a committee started to organize the neighborhood watches and clean ups. Mayor McMurray suggested he talk to Carol Flury, Neighborhood Services Coordinator.

There was a consensus for Mr. Woody to make the changes discussed to the Strategic Plan and prepare a resolution to formally adopt it and one to show support for the Imagine St. Joseph 2040 and file them at the same meeting. Mr. Woody said he will send a draft to the Council prior to filing it.

The meeting adjourned at 5:50 p.m.

[Signature]

Minutes transcribed by Paula Heyde, CMC, City Clerk.
## Strategic Focus Area 1. Invest in People*

<table>
<thead>
<tr>
<th>Goal 1.1 Reduce crime</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives:</td>
<td>1.1a</td>
<td>Support police department crime reduction plans</td>
</tr>
<tr>
<td></td>
<td>1.1b</td>
<td>Educate public regarding crime rates, trends and progress</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 1.2 Reduce homelessness</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives:</td>
<td>1.2a</td>
<td>Support and actively participate in United Way efforts to address homelessness</td>
</tr>
<tr>
<td></td>
<td>1.2b</td>
<td>Revise permitting process to alleviate geographic clustering of homeless services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 1.3 Demonstrate support for workforce development</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives:</td>
<td>1.3a</td>
<td>Support the St. Joseph School District and community partners in education</td>
</tr>
<tr>
<td></td>
<td>1.3b</td>
<td>Promote workforce development opportunities through City communications</td>
</tr>
</tbody>
</table>

## Strategic Focus Area 2. Create a Better Place*

<table>
<thead>
<tr>
<th>Goal 2.1 Promote and advance Riverfront Development</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives:</td>
<td>2.1a</td>
<td>Leverage established funding to advance riverfront development</td>
</tr>
<tr>
<td></td>
<td>2.1b</td>
<td>Invest in riverfront infrastructure development to increase access</td>
</tr>
<tr>
<td></td>
<td>2.1c</td>
<td>Promote business development and economic opportunities near riverfront</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2.2 Promote Community Enhancements and Property Maintenance</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives:</td>
<td>2.2a</td>
<td>Institute an abandoned property fee</td>
</tr>
<tr>
<td></td>
<td>2.2b</td>
<td>Update City policy and regulation of blighted properties and trash disposal</td>
</tr>
<tr>
<td></td>
<td>2.2c</td>
<td>Partner with civic leaders to launch citywide education and clean-up campaign</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2.3 Design and implement beautification of Parkway and Parks</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives:</td>
<td>2.3a</td>
<td>Identify and implement beautification plans for parkway and select parks</td>
</tr>
<tr>
<td></td>
<td>2.3b</td>
<td>Implement parks and recreation programming for youth and all ages</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2.4 Promote neighborhood associations, watches and clean-ups</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives:</td>
<td>2.4a</td>
<td>Support establishment and growth of neighborhood associations</td>
</tr>
<tr>
<td></td>
<td>2.4b</td>
<td>Sponsor neighborhood clean-ups as part of citywide clean-up campaign</td>
</tr>
</tbody>
</table>

## Strategic Focus Area 3. Grow Prosperity*

<table>
<thead>
<tr>
<th>Goal 3.1 Attract better paying jobs thru use of economic development tools</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives:</td>
<td>3.1a</td>
<td>Support economic development work of the Chamber of Commerce</td>
</tr>
<tr>
<td></td>
<td>3.1b</td>
<td>Leverage economic development tools to promote business development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 3.2 Endorse Imagine St. Joseph 2040 community planning process</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives:</td>
<td>3.2a</td>
<td>Adopt Council resolution endorsing Imagine St. Joseph 2040</td>
</tr>
<tr>
<td></td>
<td>3.2b</td>
<td>Collaborate with Community Alliance to advance Imagine St. Joseph 2040 plans</td>
</tr>
</tbody>
</table>

* Strategic Focus Areas identified through Imagine St. Joseph 2040 community planning process.
CITY COUNCIL STRATEGIC PLANNING
2018-2022
PRIOR ACTIVITIES

- August 29-30, Governance Retreat with Dr. John Nalbandian and Julia Novak
  - Council's job is to "fill cups" so people want to give back to their community
  - Staff solve 2+2 problems and Council embodies the values, stories and concerns of the community
  - Council needs staff expertise to make informed policy decisions
  - Staff needs Council direction on policy while they focus on implementation
  - Staff provides their professional recommendations and Council gets to make the final decision.
  - City Manager helps bridge the "gap" between politics and administration
PRIOR ACTIVITIES

- Imagine St. Joseph 2040
  - Invest in People
  - Create a Better Place
  - Grow Prosperity

- Members of the Community Alliance are working to identify ways that their organizations can help make progress on the Imagine St. Joseph 2040 plan
PRIOR ACTIVITIES

- November 10, Strategic Planning Retreat
  - Adaptive Leadership
  - Strength Deployment Inventory (SDI)
    - 3 primary motives:
      - PEOPLE – wanting to help others
      - PERFORMANCE – wanting to achieve results
      - PROCESS – wanting to establish order
  - Chose Goals and Objectives, along the lines of Imagine St. Joseph 2040
INVEST IN PEOPLE

Goal 1.1 - Reduce crime

Objectives: 1.1a Support police department crime reduction plans
            1.1b Educate public regarding crime rates, trends and progress

Goal 1.2 - Reduce homelessness

Objectives: 1.2a Support and actively participate in the United Way efforts to address homelessness
            1.2b Revise permitting process to alleviate geographic clustering of homeless services

Goal 1.3 - Demonstrate support for workforce development

Objectives: 1.3a Support the St. Joseph School District and community partners in education
            1.3b Promote workforce development opportunities through City communications
CREATE A BETTER PLACE

Goal 2.1 - Promote and advance Riverfront Development

Objectives:
2.1a Leverage established funding to advance riverfront development
2.1b Invest in riverfront infrastructure development to increase access
2.1c Promote business development and economic opportunities near riverfront

Goal 2.2 - Promote community enhancements and property maintenance

Objectives:
2.2a Institute an abandoned property fee
2.2b Update City policy and regulations of blighted properties and trash disposal
2.2c Partner with civic leaders to launch citywide education and clean-up campaign

Goal 2.3 - Design and implement beautification of Parkway and parks

Objectives:
2.3a Identify and implement beautification plans for parkway and select parks
2.3b Implement parks and recreation programming for youth and all ages

Goal 2.4 - Promote neighborhood associations, watches and clean-ups

Objectives:
2.4a Support establishment and growth of neighborhood associations
2.4b Sponsor neighborhood clean-ups as part of citywide clean-up campaign
Goal 3.1 - Attract better paying jobs thru use of economic development tools

Objectives:  
3.1a Support economic development work of the Chamber of Commerce  
3.1b Leverage economic development tools to promote business development

Goal 3.2 - Endorse Imagine St. Joseph 2040 community planning process

Objectives:  
3.2a Adopt Council resolution endorsing Imagine St. Joseph 2040  
3.2b Collaborate with Community Alliance to advance Imagine St. joseph 2040 plans
Goal 1.1 - Reduce crime

Objectives:

1.1a Support police department crime reduction plans

- Public Safety Tax – added 20 officers and raised pay to help retain existing trained staff
- Mayor’s Blue Ribbon Task Force
- Consider over-hiring commissioned personnel in anticipation of known vacancies caused by planned retirement or long-term illness to reduce overtime and length of vacancies

1.1b Educate public regarding crime rates, trends and progress

- Public Information Campaign via Mayor’s Blue Ribbon Task Force
- Promote crime prevention initiatives through programming, social media and public service announcements.
COMMUNITY STRATEGIES
- INVEST IN PEOPLE -

Goal 1.2 - Reduce homelessness

Objectives:
1.2a Support and actively participate in the United Way efforts to address homelessness
- Staff participate in United Way planning efforts
- City Council contributed to The Crossing homeless shelter last winter
- Police Dept. committed to ICAP's "One Mind Campaign" regarding mental health training
- Continue to work with Municipal Court to review and improve outcomes related to the Homeless Court program
- Continue to promote the establishment of a functional detox program (currently being explored by Family Guidance and the Opioid Task Force)

1.2b Revise permitting process to alleviate geographic clustering of homeless services
COMMUNITY STRATEGIES
-INVEST IN PEOPLE-

Goal 1.3 - Demonstrate support for workforce development

Objectives:

1.3a Support the St. Joseph School District and community partners in education
  - FY20 budget proposes to expand the school resource officer program to the middle schools, improving school security and mentoring at risk student to steer them away from criminal behavior. (two positions, each 1/2 funded by school district)

1.3b Promote workforce development opportunities through City communications
  - Contribute $10K per year to the Chamber’s workforce development promotion
  - Run PSAs in support of the workforce development programs
Goal 2.1 - Promote and advance Riverfront Development

Objectives:

2.1a Leverage established funding to advance riverfront development

- Council recently reviewed the Riverfront Development Plan. The Planning Commission is reviewing it on May 25th. They will also discuss next steps as it relates to zoning.

2.1b Invest in riverfront infrastructure development to increase access

- Main line sewer extensions are planned first. Council to still choose final priorities for the next investment project. ($4-4.6M available as of FY20 budget year)

2.1c Promote business development and economic opportunities near riverfront

- Wastewater utility extensions, new zoning and a development plan will promote private investment.
COMMUNITY STRATEGIES  
-CREATE A BETTER PLACE-

Goal 2.2 - Promote community enhancements and property maintenance

Objectives:

2.2a Institute an abandoned property fee
- Council approved a vacant property registration process and fee earlier this year.
2.2b Update City policy and regulations of blighted properties and trash disposal
- Council approved an increase in fine schedules for property maintenance violations.
- Council created a new rental inspection program (starts in full on July 1, 2020).
- A proposed Land Bank bill and LLC registration bill are both making good progress through the General Assembly this session.
- Council added $100K to the demolition program in FY19.
2.2c Partner with civic leaders to launch citywide education and clean-up campaign
COMMUNITY STRATEGIES
-CREATE A BETTER PLACE-

Goal 2.3 - Design and implement beautification of Parkway and parks

Objectives:

2.3a Identify and implement beautification plans for parkway and select parks

- In 2019, six parks will receive new playground equipment (Seitz, Rest Square, Mary, Hochman, Patee, and College Hill parks)
- New disc golf course will open in 2019 just south of Bartlett Park.
- Bartlett Park received new playground equipment and new restroom in 2018.
- New Splash Park (Spray Ground) is under design for Hyde Park.

2.3b Implement parks and recreation programming for youth and all ages
COMMUNITY STRATEGIES
- CREATE A BETTER PLACE -

Goal 2.4 - Promote neighborhood associations, watches and clean-ups

Objectives:

2.4a Support establishment and growth of neighborhood associations
- A position in Property Maintenance has been created to work with neighborhood associations, as has been done in the past.

2.4b Sponsor neighborhood clean-ups as part of citywide clean-up campaign
- As existing program through CDBG that provides dumpsters for neighborhoods will be promoted more through the neighborhood associations (and may need additional funding as it grows).
COMMUNITY STRATEGIES
-GROW PROSPERITY-

Goal 3.1 - Attract better paying jobs thru use of economic development tools

Objectives:

3.1a Support economic development work of the Chamber of Commerce
- $900K in Sales Tax Funds are being used in FY19 to extend Corporate Drive to the Hwy 36 bridge.
- $1,804,463 in Sales Tax funds will be used in FY21/22 to perform mass grading of phase II of Eastowne Business Park.
- The Sewer Fund continues to budget for off-site main line sewer extensions to help promote economic development and site development projects.

3.1b Leverage economic development tools to promote business development
- Staff works closely with the Chamber on expansion and attraction projects and incentivize those when the return on investment is attractive and serves a public purpose.
Goal 3.2 - Endorse Imagine St. Joseph 2040 community planning process

Objectives:

3.2a Adopt Council resolution endorsing Imagine St. Joseph 2040

- Proposed a resolution to both endorse the Imagine St. Joseph 2040 plan, and to also endorse the goals and objectives of the City Council Strategic Plan.

3.2b Collaborate with Community Alliance to advance Imagine St. Joseph 2040 plan

- Community Alliance members are including goals and objectives for their organizations that include the strategic focus areas in the Imagine St. Joseph 2040 plan.
COUNCIL DISCUSSION
CHANGES/ADDITIONS FOR YEAR TWO