



**CITY OF WESTWOOD
City Council Meeting
April 21, 2021 - 6:00 PM**

Note: In an effort to mitigate the spread of COVID-19, this meeting will be held remotely via Zoom.

Access Online

<https://us02web.zoom.us/j/84636585238>

Access By Phone

(346) 248-7799

Webinar ID: 846 3658 5238

Agenda Items

- I. Call to Order – Mayor David E. Waters
- II. COVID-19: Reopening Plan
- III. Review 2016 Draft Governing Body Strategic Action Plan
- IV. 2022 Budget: City Councilmember Project and Purchase Requests
- V. City Council Retreat to Establish Purpose, Roles, Goals, and Behaviors
- VI. Adjournment

COVID-19 Reopening Plan – City of Westwood, KS – Updated July 9, 2020					
Milestone	Phase 1	Phase 1.5	Phase 2	Phase 3	Phase Out
Estimated Date Range	May 11	TBD based on gating criteria - no sooner than May 18	TBD based on gating criteria - no sooner than June 1	TBD based on gating criteria - no sooner than June 15	TBD based on gating criteria - no sooner than June 29
Gatherings	<ul style="list-style-type: none"> No groups over 10 	<ul style="list-style-type: none"> No groups over 10 	<ul style="list-style-type: none"> No groups over 15 until June 8; No groups over 45 until June 22 	<ul style="list-style-type: none"> No groups over 45-(recommended) until June 22 	<ul style="list-style-type: none"> TBD
Public Facilities and Meetings	<ul style="list-style-type: none"> All City facilities remain closed to the public Meetings of elected and appointed bodies continue virtually No in-person court dockets No outside reservations or non-essential events in City facilities 	<ul style="list-style-type: none"> All City facilities remain closed to the public Meetings of elected and appointed bodies continue virtually No in-person court dockets No outside reservations or non-essential events in City facilities 	<ul style="list-style-type: none"> All City facilities remain closed to the public Meetings of elected and appointed bodies continue virtually No in-person court dockets No outside reservations or non-essential events in City facilities 	<ul style="list-style-type: none"> City facilities open to the public; <u>masks are required inside the building</u> Meetings of elected and appointed bodies continue virtually In-person court dockets resume No outside reservations or non-essential events in City facilities 	<ul style="list-style-type: none"> City facilities open to the public Meetings of elected and appointed bodies resume in-person as appropriate In-person court dockets resume Outside reservations and/or non-essential events may resume, with gathering limits in City facilities no sooner than August 1
Parks and Recreation	<ul style="list-style-type: none"> Playground and tennis court closed City-sponsored spring/summer events (e.g. city-wide garage sale, movies in the park, music in the park, and July 4th fireworks display) cancelled for 2020 season Woodside pool closed per State of Kansas Ad Astra plan 	<ul style="list-style-type: none"> Playground and tennis court closed City-sponsored spring/summer events (e.g. city-wide garage sale, movies in the park, music in the park, and July 4th fireworks display) cancelled for 2020 season Woodside pool closed per State of Kansas Ad Astra plan 	<ul style="list-style-type: none"> Playground and tennis court closed City-sponsored spring/summer events (e.g. city-wide garage sale, movies in the park, music in the park, and July 4th fireworks display) cancelled for 2020 season Woodside pool reopening plans to be determined by Woodside Club 	<ul style="list-style-type: none"> <u>As long as physical distancing guidelines are followed, all park amenities open after July 15</u> Playground and tennis court closed City-sponsored spring/summer events (e.g. city-wide garage sale, movies in the park, music in the park, and July 4th fireworks display) cancelled for 2020 season Woodside pool reopening plans to be determined by Woodside Club 	<ul style="list-style-type: none"> As long as physical distancing guidelines are followed, all park amenities open after July 15 City-sponsored spring/summer events (e.g. city-wide garage sale, movies in the park, music in the park, and July 4th fireworks display) cancelled for 2020 season Woodside pool reopening plans to be determined by Woodside Club
Protective Measures	<ul style="list-style-type: none"> City employees: <ul style="list-style-type: none"> may wear masks at any time are encouraged to wear masks when working in close proximity to others, including the public, when a protective barrier is not present are reducing in-person interactions with employees outside of their immediate work area are practicing physical distancing are adhering to personal hygiene guidelines 	<ul style="list-style-type: none"> City employees: <ul style="list-style-type: none"> may wear masks at any time are encouraged to wear masks when working in close proximity to others, including the public, when a protective barrier is not present are reducing in-person interactions with employees outside of their immediate work area are practicing physical distancing are adhering to personal hygiene guidelines 	<ul style="list-style-type: none"> Protective barriers installed where appropriate Floor markers installed for public lobby or where lines could form City employees: <ul style="list-style-type: none"> may wear masks at any time are encouraged to wear masks when working in close proximity to others, including the public, when a protective barrier is not present are reducing in-person interactions with employees outside of their immediate work area are practicing physical distancing are adhering to personal hygiene guidelines 	<ul style="list-style-type: none"> Protective barriers installed where appropriate Floor markers installed for public lobby or where lines could form City employees: <ul style="list-style-type: none"> may wear masks at any time <u>they are away from their desks</u> are encouraged to wear masks when working in close proximity to others, including the public, when a protective barrier is not present are reducing in-person interactions with employees outside of their immediate work area are practicing physical distancing are adhering to personal hygiene guidelines 	<ul style="list-style-type: none"> Protective barriers installed where appropriate Floor markers installed for public lobby or where lines could form City employees: <ul style="list-style-type: none"> may wear masks at any time are encouraged to wear masks when working in close proximity to others, including the public, when a protective barrier is not present are reducing in-person interactions with employees outside of their immediate work area are practicing physical distancing are adhering to personal hygiene guidelines
This plan is tentative and subject to change as this pandemic evolves and information changes. Actual reopening dates will be determined by recommendation and guidance from health experts.					

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CITY OF WESTWOOD
MASTER PLAN



October 2016

GOVERNING BODY
STRATEGIC
ACTION PLAN



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SECTION 1 INTRODUCTION

The City of Westwood undertook a Master Planning process. The Master Plan includes a Comprehensive Land Use Plan update and the Strategic Plan. The coordination of these two planning efforts allowed the community to define a long-range vision and establish common goals between the two plans.

The purpose of the Master Planning effort was to:

- Engage the community and stakeholders through dynamic and compelling outreach activities inclusive of the residents and business community;
- Establish a clear vision, shared by the Governing Body and the community's residents and other stakeholders for the future of Westwood; and
- Incorporate a short-term Strategic Plan element to assist the Governing Body in its efforts to allocate city resources. The Strategic Plan will serve as a guide when developing the city's annual budget, considering contracts, capital outlays, staffing levels, debt structuring, and other expenditures.





SECTION 2

PROCESS OVERVIEW

In February 2016, the planning process began with a community survey and public meeting to receive feedback from the community on the strengths, weaknesses, opportunities and threats in the community. The City Council received and reviewed the feedback obtained from the public and considered how to address the items of most importance.

In May 2016, City Council members participated in a facilitated workshop to refine a drafted vision statement and draft goal statements. The goals were then presented and discussed with the public at a public meeting soon after. The public was asked to review the goals and provide feedback on objectives and strategies and identify the responsible parties and timeline for when the objectives and strategies should be complete. The input from the public had a direct influence on the development of the draft goals, objectives and strategies.

In June and August 2016, members of an appointed steering committee helped to refine those objectives and strategies. They provided feedback on the feasibility of some of the items and identified items already underway. The goals, objectives, and strategies were refined once more before the City Council provided their final review of the draft at an additional facilitated workshop in August 2016. At the public meeting in September 2016, participants provided feedback on the Strategic Plan.

SECTION 3 VISION AND MISSION STATEMENT

VISION

Westwood, Kansas is a charming, vibrant place which is safe, walkable, bikeable and comfortable. It is connected to other communities and boasts locally-owned businesses, schools and parks. Citizens strongly identify with and value the unique and welcoming character of the community.



MISSION STATEMENT

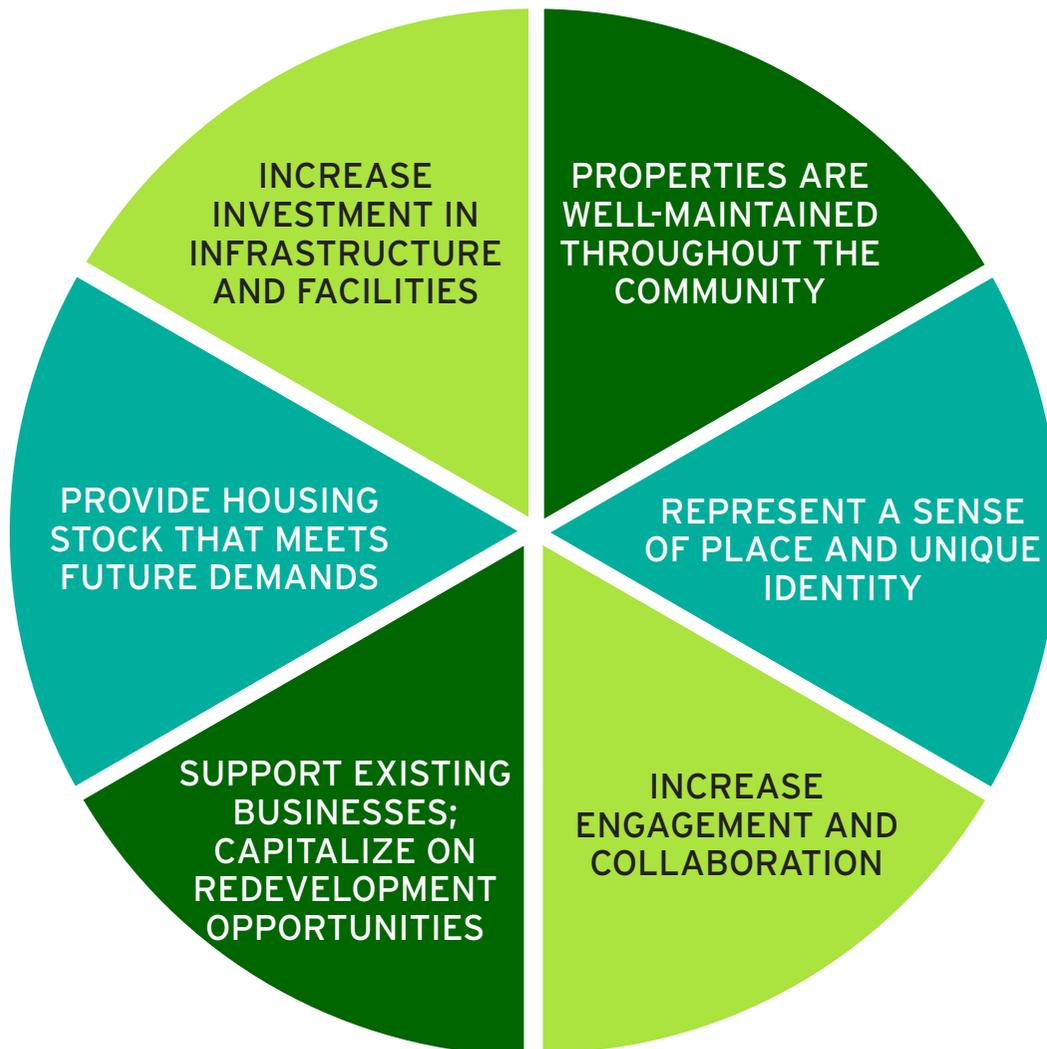
The City of Westwood manages financial and public resources to provide reliable, responsive services aligned with citizens' evolving expectations and future needs.

Our leaders and professional staff are open and accessible, building relationships and trust within our community.

Together, we protect what makes Westwood special and unique.

SECTION 4 GOAL STATEMENTS

Based on feedback received from the public and discussion with the City Council members, the governing body identified six goals they would like to achieve over the next 15 years.



The following is an overview of the goal statements and strategies.

GOAL A: MAKE SURE PROPERTIES ARE WELL-MAINTAINED THROUGHOUT THE COMMUNITY.

OBJECTIVE A.1: Maintain existing properties while protecting community character and resources.

The appearance of the community is one of the most important outcomes desired. Property maintenance is critical to protecting the character of the community.

The City has property maintenance codes, a code enforcement officer and a rental license program. Codes should be more proactively enforced in a consistent and compassionate way. Performance measure for the code enforcement program should be developed and progress made communicated to the community.

Priorities for enforcement (in order of importance) are:

- Structural Issues
- Weeds/Tall Grass
- Peeling Paint

Education about codes requirements will be enhanced. Information sharing about resources to do the work should be improved. The Westwood Foundation should establish a fund to assist those who can't afford to pay with improvements. Annual work days should be held. A recognition program could encourage residents to make improvements to their property and comply with codes.

GOAL B: REPRESENT A SENSE OF PLACE AND UNIQUE IDENTITY.

OBJECTIVE B.1: Create attractive gateways and corridors in the community.

Existing features identify when someone arrives in Westwood such as monument signage at the corner of 47th Street and Mission Road, a highly visible corner. The City also attaches banners to the street lights along Rainbow Boulevard and 47th Street. Rock walls and streetscape features throughout the community help set the community apart from most other suburban communities. Additional signage and monumentation should be installed to welcome people to Westwood.



Design standards for public infrastructure should be developed to enhance this sense of place and provide for welcoming corridors.

Public art should be installed in high profile areas of the community.

OBJECTIVE B.2: Promote unique components of the community.

A unique, new brand or identity should be developed. A brand can go beyond simply developing a new logo - it can include an overall strategy to define the community's identity. What do you want people to know about Westwood? Why should they come to Westwood to shop or live?

GOAL C: INCREASE ENGAGEMENT AND COLLABORATION.

OBJECTIVE C.1: Align resources to coordinate community efforts.

There are many resources and talented people in the community. The City and Westwood Foundation should determine what projects and programs need resources and connecting them to those resources.

OBJECTIVE C.2: Maintain current and develop additional community events and activities to meet the needs of all residents.

Hosting community events and activities connects people to each other and their community. Existing events and activities such as the Movies in the Park and Oktoberfest have good attendance rates. More events and activities that bring all ages together is desired. It is recommended that higher profile events to attract people from outside Westwood be held to connect residents to the region.

OBJECTIVE C.3: Improve communication between citizens, elected officials, and city staff.

During the public outreach process, much discussion took place about the engagement or communication of significant community decisions. Some residents feel that there is a lack of interest or complacency from residents about community issues. Conversely, residents who are interested feel uninformed or left out of the process altogether, often leading to mistrust and misinformation in the local governmental process. Many feel that there is room to grow when it comes to communication from the City to its residents. Improvements can include identifying the ways residents prefer to receive information and outlining a specific plan to communicate with residents. It can also include general public meetings or listening sessions that occur outside of the regular governing body and public hearing meetings.

OBJECTIVE C.4: Keep Westwood View Elementary in Westwood.

Westwood View Elementary is the heart of the community. This school is considered a central and significant piece to the community - it is the glue keeping the community together. Discussions have taken place in the past about closing the school, but when this occurred, Westwood residents successfully came together to lobby for the school to stay open. It will be important for residents to continue to support the school, wherever it may be located, to have a community that supports people of all ages.



GOAL D: SUPPORT EXISTING BUSINESSES AND CAPITALIZE ON REDEVELOPMENT OPPORTUNITIES.

OBJECTIVE D.1: Maintain a strong, prosperous economy.

A strong prosperous economy is important to Westwood. The City needs to be ready to make decisions regarding redevelopment as it can bring in new services and housing choices as well as enhance the tax base. The City needs a better understanding of the market forces and an economic development policy to make good decisions. Working with others in the region is key to attracting quality redevelopment opportunities to enhance the economy.

OBJECTIVE D.2: Provide support for local businesses.

Citizens value the many locally-owned businesses in their community. They enjoy the close proximity to restaurants and shops. The City will need to build a stronger partnership with these business owners and consider grant resources for funding exterior enhancements and energy efficiency upgrades. The City will need to meet with these organizations on a regular basis to understand their current and future needs, and how the City can prepare for any changes.

OBJECTIVE D.3: Cluster commercial development into designated commercial areas.

The future land use plan designates commercial areas along the two major corridors: 47th Street and Rainbow Boulevard. As these corridors redevelop, the City will need to be proactive working with landowners and potential developers to get the quality and scale desired.

GOAL E: ENSURE HOUSING STOCK MEETS FUTURE DEMANDS.

OBJECTIVE E.1: Use existing housing stock to meet future demands.

OBJECTIVE E.2: Build new housing stock.

Westwood has quality, unique, single-family detached housing in low density areas. Westwood has single-family detached housing in medium-density neighborhoods with eight (8) units per acre. Higher density condominiums are being built. There is a good deal of housing variety but because of changing market demands, Westwood will likely be faced with making decisions about remodeling and redevelopment of housing in the future.

Westwood would like to offer housing choices that accommodate market demands. In neighborhoods that are currently low density, that means reviewing codes and occupancy standards so that residents can make improvements and enhancements keeping with the character of the community. It also includes people who want to move to Westwood and modify the home to meet their needs.



GOAL F: INCREASE INVESTMENT IN INFRASTRUCTURE AND FACILITIES.

OBJECTIVE F.1: Provide public facilities and infrastructure that serve existing and future residents.

Public facilities and infrastructure needs reinvestment to improve the appearance and character of the community and maximize investments and resources. A more proactive, systematic approach and investment level is needed as these facilities age. As improvements are made, the City should consider how they could enhance the community character. Examples include pedestrian-scale lighting and burying power lines along major corridors.

The City should expand parks and open spaces and provide a broad range of recreational activities. Parks and recreational areas connect people to the outdoors and offer space for the physical, social, and mental welfare of the community. Consider how to repurpose the city-owned property at 5050 Rainbow site to connect to the existing park.

City Hall is located on prime real-estate and is an aging facility. The City should conduct a feasibility study when the time comes to do major renovations, rebuild and/or relocate.

In the past, Westwood has used cash to fund infrastructure improvements. Because the cost to issue debt is cost-effective and the improvements are larger than in previous years, debt should be issued.

OBJECTIVE F.2: Enhance walkability and bikeability of the community.

The City should improve bicycle and pedestrian facilities. Pedestrians and bicyclists are more likely to walk or ride to their destination if there are sidewalks or bike paths available. Closing sidewalk gaps and repairing sidewalks could improve walkability.

Westwood is limited by the type of bicycle facilities that can be installed solely due to the right-of-way available along the built street network. Belinder Avenue could potentially be the north-south bicycle/pedestrian corridor through the community. The City should consider BikeShare stations at high traffic locations in the community and work toward a Bike-Friendly Community designation.

OBJECTIVE F.3: Improve mobility and parking throughout the community.

Residents of Westwood and regional travelers have an interest in a multi-modal transportation system that adequately serves automobile, transit, bicycle and pedestrian needs. On-street parking and bicycle lanes along 47th as well as enhanced transit service along 47th and Rainbow could strengthen the connectivity and mobility of the community.

Connectivity and mobility also includes parking or lack of parking. Review the City's parking policy to determine if the existing strategies are effective particularly in the Westport Annex.

SECTION 5 ACTION PLAN

The following pages list the final objectives that were agreed upon by the City Council. Within the objectives are detailed strategies, responsible parties, and timeline (1-2 years, 3-5 years, six years or more, or on-going). The City Council discussed these items and placed priority on the following four strategies. The top four (4) most important strategies are.

1. Determine what projects, programs and improvements need to be financed and identify funding mechanisms.
2. Continue to participate in school district processes and lobby for the continued inclusion of the school in the community.
3. Develop a strategy to implement updates to parks and open spaces, and potentially adjacent properties, which could include ADA upgrades, park facilities, and park infrastructure.
4. Issue bonds to pay for targeted capital improvements and/or property.

Goal A: Make sure properties are well-maintained throughout the community.

OBJECTIVE 1. MAINTAIN EXISTING PROPERTIES WHILE PROTECTING COMMUNITY CHARACTER AND RESOURCES.

STRATEGY	RESPONSIBILITY	TIMELINE
1 Proactively enforce codes in a consistent and compassionate way, focusing on the following priority areas in order of importance: 1) Structural issues; 2) Weeds/tall grass; and 3) Peeling paint	City	On-going
2 Encourage the development of a community vendor list to share preferred contractors and vendors, and other volunteer resources.	Block captains, residents	1-2 yrs.
3 Develop and implement education program focused on property maintenance rules and ordinances.	City, Block captains	1-2 yrs.
4 Establish a residential rehabilitation financing or grant program to assist with improvements to declining properties in the community.	Westwood Foundation	3-5 yrs.
5 Conduct annual community work day focused on assisting property owners that are unable to make needed improvements.	City	3-5 yrs.
6 Develop a recognition program for housing improvements made by residents.	Westwood Foundation	3-5 yrs.
7 Develop performance measures to examine effectiveness of property maintenance codes. (e.g., reduce number of code complaints by #)	City	1-2 yrs.

Goal B: Represent a sense of place and unique identity.

OBJECTIVE 1. CREATE ATTRACTIVE GATEWAYS AND CORRIDORS IN THE COMMUNITY.

STRATEGY	RESPONSIBILITY	TIMELINE
1 Develop design standards for public infrastructure in commercial corridors that reflect quality development.	Planning Commission/ City, community	1-2 yrs.
2 Develop signage and monumentation along major roadways to welcome people to Westwood.	City	3-5 yrs.
3 Convene volunteer arts committee to discuss how to incorporate public art in high profile areas of the community.	City	1-2 yrs.

OBJECTIVE 2. PROMOTE UNIQUE COMPONENTS OF THE COMMUNITY.

STRATEGY	RESPONSIBILITY	TIMELINE
4 Develop a brand for the community.	City	1-2 yrs.

Goal C: Increase engagement and collaboration.

OBJECTIVE 1. ALIGN RESOURCES TO COORDINATE COMMUNITY EFFORTS.

STRATEGY	RESPONSIBILITY	TIMELINE
1 Determine what projects, programs and improvements need to be financed, and identify funding mechanisms.	Westwood Foundation, City	1-2 yrs.
2 Identify examples of existing partnerships that are successful in other communities and use them as models.	City	1-2 yrs.
3 Develop a mentoring committee to educate community members, use them as resources and capitalize on their talents.	City	3-5 yrs.

OBJECTIVE 2. MAINTAIN CURRENT AND DEVELOP ADDITIONAL COMMUNITY EVENTS AND ACTIVITIES TO MEET THE NEEDS OF ALL RESIDENTS.

STRATEGY	RESPONSIBILITY	TIMELINE
4 Expand activities associated with Joe D. Dennis Park.	City	3-5 yrs.
5 Promote activities to bring neighbors together, including organizing neighborhood watch programs and community block parties.	City	3-5 yrs.

OBJECTIVE 3. IMPROVE COMMUNICATION BETWEEN CITIZENS, ELECTED OFFICIALS, AND CITY STAFF.

STRATEGY	RESPONSIBILITY	TIMELINE
6 Survey residents on their preferred communication needs.	City	3-5 yrs.
7 Develop a communications plan to inform residents about community activities, events, and meetings.	City	1-2 yrs.
8 Conduct annual citizen satisfaction survey to better understand citizens' level of satisfaction or dissatisfaction with city services as well as their priorities for improvement.	City	1-2 yrs.
9 Encourage residents to sign-up and use online neighborhood sites as another way to communicate with residents.	Block captains, City	1-2 yrs.
10 Conduct regular City Council listening sessions with residents.	City	1-2 yrs.

OBJECTIVE 4. KEEP WESTWOOD VIEW ELEMENTARY IN WESTWOOD.

STRATEGY	RESPONSIBILITY	TIMELINE
11 Continue to participate in school district processes and lobby for the continued inclusion of the school in the community.	Parents, PTA, City leadership	On-going

Goal D: Support existing businesses and capitalize on redevelopment opportunities.

OBJECTIVE 1. MAINTAIN A STRONG, PROSPEROUS ECONOMY.

STRATEGY	RESPONSIBILITY	TIMELINE
1 Review existing economic development policy. • Require any development receiving incentives to complement the character of the surrounding neighborhood. • Create financial packages to incent desirable development.	City	1-2 yrs.
2 Work with economic development agencies and organizations in northeast Johnson County and the Kansas City area to assess and identify development strategies that link Westwood to the metropolitan/regional economy.	City	On-going
3 Actively engage in regional planning process through attending meetings and sharing information.	City	On-going
4 Identify up and coming trends and recruit appropriate businesses to Westwood.	City	3-5 yrs.

OBJECTIVE 2. PROVIDE SUPPORT FOR LOCAL BUSINESSES.

STRATEGY	RESPONSIBILITY	TIMELINE
5 Enhance partnerships with commercial and non-profit land owners to gain their support and so the City is informed about the status of these properties.	City, Northeast Johnson County Chamber	On-going
6 Research programs and grant opportunities for businesses to fund exterior enhancements and energy efficiency upgrades.	City, Northeast Johnson County Chamber	3-5 yrs.
7 Participate in Northeast Johnson County Chamber and 47th Street Overlay Committee activities.	City	On-going

OBJECTIVE 3. CLUSTER COMMERCIAL DEVELOPMENT INTO DESIGNATED COMMERCIAL AREAS.

STRATEGY	RESPONSIBILITY	TIMELINE
8 Build relationships with parties who have development plans and potential developments.	City, Northeast Johnson County Chamber, developers, property owners	On-going

Goal E: Ensure housing stock meets future demands.

OBJECTIVE 1. USE EXISTING HOUSING STOCK TO MEET FUTURE DEMANDS.

STRATEGY	RESPONSIBILITY	TIMELINE
1 Allow for flexibility in the building codes to allow homes to be updated according to the ever-changing home renovation needs and trends.	City	On-going
2 Review housing occupancy standards.	City	1-2 yrs.
3 Identify targeted areas where different housing stock is allowed/ incentivized.	City	1-2 yrs.
4 Explore use of the Kansas Neighborhood Revitalization Act (K.S.A. 12-17,115 - 17,120) in targeted areas to encourage rehabilitation or new construction which may not otherwise have occurred	City	1-2 yrs.
5 Strategically purchase properties when owners voluntarily sell in order to assemble lots for redevelopment in medium-density areas.	Westwood Foundation	3-5 yrs.

OBJECTIVE 2. BUILD NEW HOUSING STOCK.

STRATEGY	RESPONSIBILITY	TIMELINE
6 Develop a strategy to support aging in place by participating in Mid-America Regional Council's Community for All Ages Program.	City	1-2 yrs.
7 Meet with developers to discuss market demands for new housing and determine if existing codes allow for anticipated changes in needs and trends.	City	On-going

Goal F: Increase investment in infrastructure and facilities.

OBJECTIVE 1. PROVIDE PUBLIC FACILITIES AND INFRASTRUCTURE THAT SERVE EXISTING AND FUTURE RESIDENTS.

STRATEGY	RESPONSIBILITY	TIMELINE
1 Host a recycling station at a municipal location that includes an area for glass.	City, Ripple Glass	1-2 yrs.
2 Develop a strategy to implement updates to parks and open spaces and potentially adjacent properties, which could include ADA upgrades, park facilities, and park infrastructure.	City	3-5 yrs.
3 Hold annual parks clean-up and beautification.	Block captains, residents, local businesses, City	3-5 yrs.
4 Conduct feasibility analysis or request for proposals (RFP) to determine the need and location of community buildings, including a community center and potentially moving the location of City Hall.	City	Coordinate with schedule of school
5 Work with electrical company to bury overhead utilities on a case-by-case basis when feasible.	City, KCP&L	On-going
6 Issue bonds to pay for targeted capital improvements.	City	1-2 yrs.
7 Take a systematic approach to manage infrastructure and facilities, and regularly coordinate with agencies: evaluate condition/costs; set priorities; develop a work order system; and develop financial plan	City (Public Works)	1-2 yrs.
8 Install pedestrian-scale lighting as capital improvement projects are made.	City	On-going

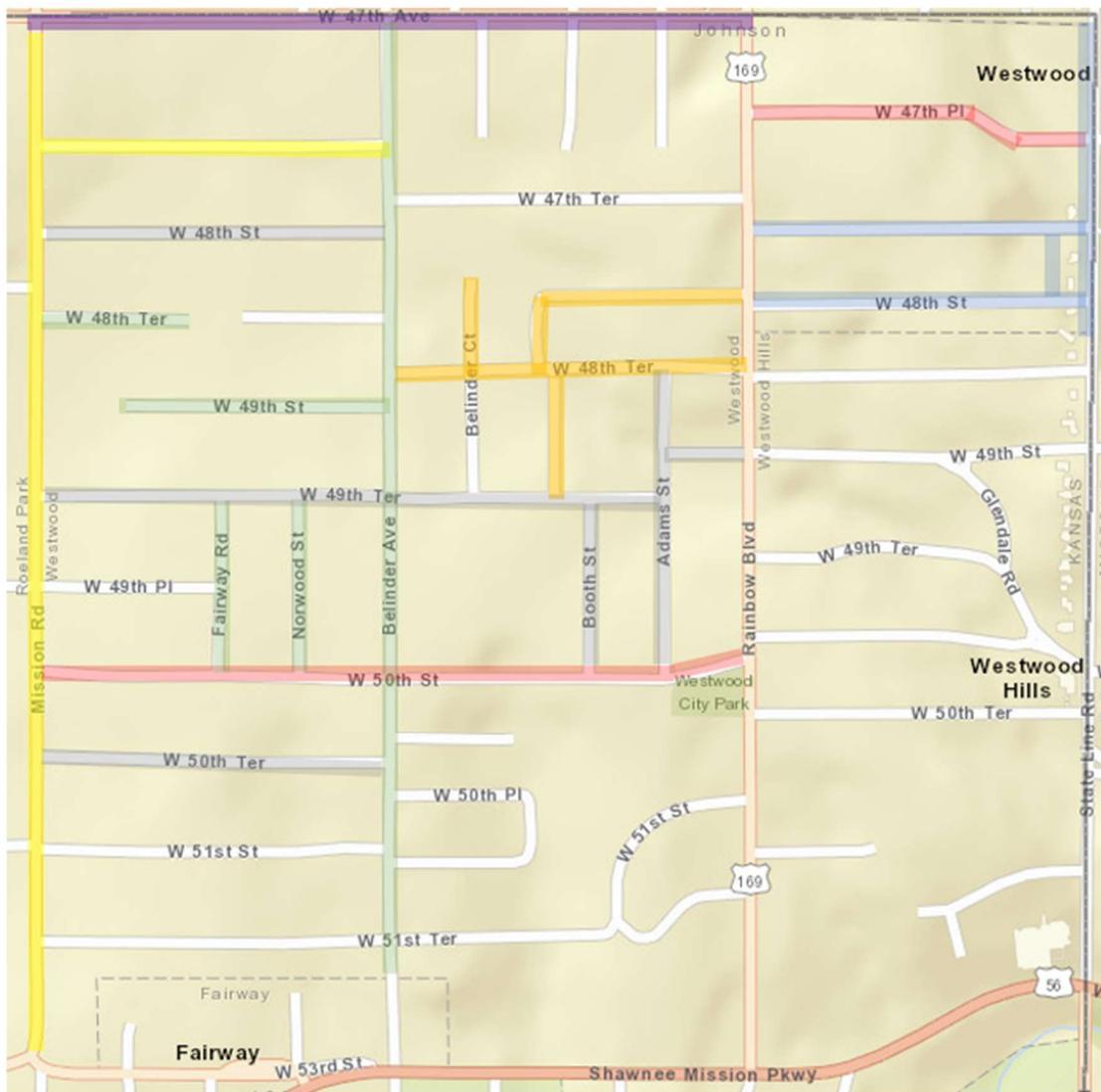
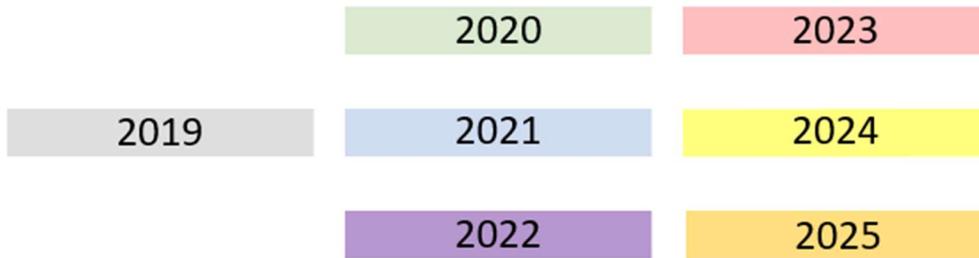
OBJECTIVE 2. ENHANCE WALKABILITY AND BIKEABILITY OF THE COMMUNITY.

STRATEGY	RESPONSIBILITY	TIMELINE
9 Conduct feasibility analysis or study to determine if Belinder Avenue could include targeted bicycle and pedestrian pathways.	City	3-5 yrs.
10 Construct bike racks and related facilities in the community.	City	3-5 yrs.
11 Repair broken sidewalks and connect gaps throughout the community.	City, property owners	3-5 yrs.
12 Implement Bike Share kiosks in Westwood.	City, BikeWalkKC, Woodside Village developer	1-2 yrs.
13 Become a League of American Bicyclists “Bike-Friendly Community”	City, BikeWalkKC	3-5 yrs.

OBJECTIVE 3. IMPROVE MOBILITY AND PARKING THROUGHOUT THE COMMUNITY.

STRATEGY	RESPONSIBILITY	TIMELINE
14 Conduct detailed traffic study to determine if 47th Street can benefit from a lane reduction and the feasibility of on-street parking or bicycle lanes.	City, Kansas City, KS, Roeland Park, 47th Street Overlay Committee	1-2 yrs.
15 Conduct traffic analysis of streets in Westport Annex to determine strategies to allow for on-street parking and reduce speeds (e.g., conversion to one-way)	City	1-2 yrs.
16 Increase the service frequency of transit on 47th Street and Rainbow Blvd. to provide better service in the region.	City, KCATA, Kansas City, Kansas, Roeland Park	1-2 yrs.
17 Enforce speed and parking violations.	City	On-going
18 Review existing parking policy and determine if revisions are necessary, including the addition of shared parking.	City	1-2 yrs.
19 Coordinate with KCATA on changes in transit service.	City	On-going

Capital Improvement Plan



Equipment Replacement Plan						
Department / Project Description	2020	2021	2022	2023	2024	2025
Public Works						
Replace 2004 Ford F-550 & equipment			83,000			
Replace 2006 Street Sweeper					240,000	
Replace 2012 Ford F-350 & Equipment						58,000
Replace 2012 Mower		8,500				
Public Works Radios		24,000				
PW Sub Total	-	32,500	83,000	-	240,000	58,000
Public Safety						
Replace 2014 Explorer			37,000			
Vehicle Equipment			14,500			
Replace 2017 Explorer #1				37,000		
Vehicle Equipment				14,500		
Replace 2017 Explorer #2					37,000	
Vehicle Equipment					14,500	
Replace 2011 Crown Vic	31,500					
Vehicle Equipment	14,500					
Radio Upgrade mandated by Fed Regulation		85,000				
In-car computer replacements (4)			16,000			
Safety Vests				10,000		
Tasers and Gear (10)					20,000	
Computer / IT Upgrades	2,000	2,000	2,000	2,000	2,000	2,000
PS Equipment	18,000	18,000	18,000	18,000	18,000	18,000
PS Sub Total	66,000	105,000	87,500	81,500	91,500	20,000
City Hall Improvements and Systems / IT						
Website Upgrade	5,000	2,500	2,500			
Conference Room Table / Chairs			4,500			
Community Room Chairs		8,000				
Council Chambers Audio/Visual Upgrade			6,000			
Couputer Replacement / Upgrade	3,000	5,000	2,000	2,000	2,000	2,000
CH Sub Total	8,000	15,500	15,000	2,000	2,000	2,000
Total	74,000	153,000	185,500	83,500	333,500	80,000

The Key to An Effective Board Is...

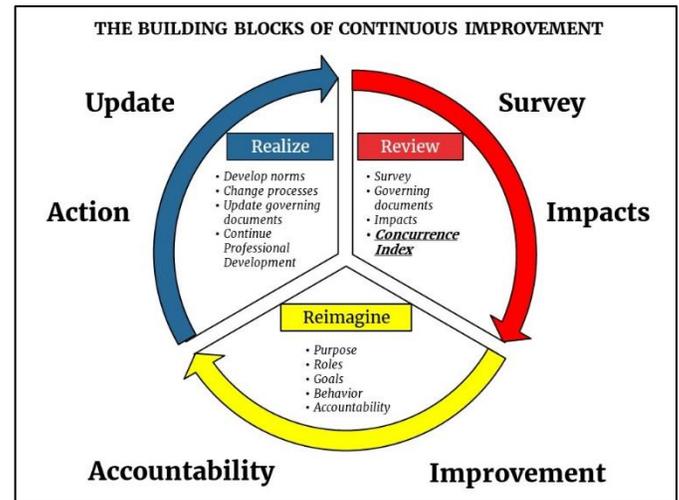
...AGREEMENT of their PURPOSE, ROLES, GOALS and BEHAVIORS

With agreement, a board can attain its greatest potential, and support and empower the organization.

Purpose, roles, and goals develop in a linear fashion. Prior to understanding roles, the purpose of the board must be clarified and apparent. In order to develop appropriate goals, boards must understand their role. The behavior of a board is driven by all three – purpose, roles and goals.

If the purpose of a board is misunderstood, not clearly stated, or ignored, board members will assume differing roles to fulfill their idea of purpose. Individualistic and personal roles and goals leads to board inefficiency and dysfunction. **BOARDynamics** coaches boards toward concurrence of their roles, goals and behaviors through professional development. Unlike traditional consultants, we **COACH**, we don't direct. We coach boards for the betterment of the organization, instead of simply providing "best practices" and hoping that inertia will lead to change.

Our passion is helping boards improve. We are board members who understand and empathize with boards, who have sat in your seats and understand what you do. All boards want to do good work and every board member should strive to improve in a deliberate and continuous manner. We provide an objective viewpoint which facilitates boards to effect thoughtful improvement.



We have developed a process to lead a board toward unified and agreed upon purpose, roles, goals and behaviors:

- **REVIEW** current perceptions and practices and identify areas of concurrence and differences, and the resulting impacts.
- **REIMAGINE** how they carry out their responsibilities, agree upon improvements and commit to implementation.
- **REALIZE** the modifications and commit to periodic review and improvement.

Deb Zila and Mike Seitz have a combined 75+ years of governing board experience, serving their communities, schools, and organizations on volunteer, appointed and elected boards. They also help with new board member interest sessions and orientation, formation of board norms, and leadership mentoring.

Client name

Retreat Summary

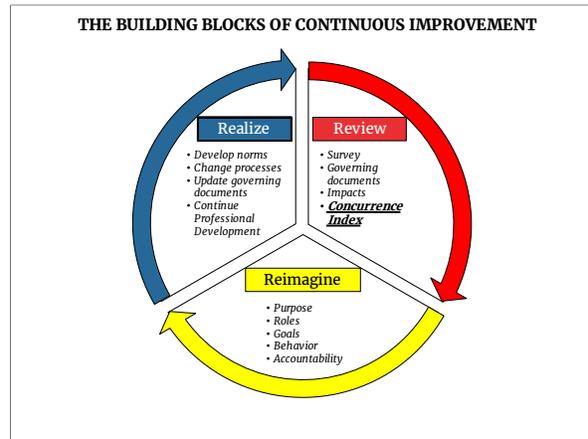
February 11, 2021



Deb Zila Mike Seitz

On February 11, 2021, **BOARDynamics** hosted a retreat for the (client name) Board of Directors. The retreat was attended by 13 of the 15 board members and 3 staff members.

This retreat was an element of the board’s plan of continuous improvement and professional development. **BOARDynamics** was chosen to implement their **Building Blocks of Continuous Improvement** model, a structured method of coaching boards toward reaching agreement of their purpose, roles, goals and behavior.



Prior to the retreat, **BOARDynamics** conducted a survey of board members to identify their consensus around their perceived purpose, roles, goals and behavior. During the retreat, the board examined their survey results, the board's governing documents and the **BOARDynamics Concurrence Index**.

After review, the board discussed the impacts of each element of the survey, considered remedial action, and assumed responsibility, with specific timelines, for board advancement.

The results of the survey, examination of governing documents, **BOARDynamics Concurrence Index**, impacts identified, and action plans are detailed herein:

I.	Survey results.....	p. 3-12
II.	Governing Document review.....	13
III.	BOARDynamics Concurrence Index.....	14-15
IV.	Impacts, Actions and Accountability.....	16
V.	BOARDynamics Observations and Recommendations.....	17

BOARDynamics sincerely appreciates the ability to work with the (client name). The Board was welcoming, honest in their assessment, willing to engage in meaningful discussion and receptive to suggestions. Thank you for the opportunity to assist you.

SURVEY RESULTS

The PURPOSE of the board is to

- Provide direction for **the chamber** in concert with the CEO and staff. Support members with appropriate support, events and trainings.
- Be a voice for local businesses
- Discuss and approve strategy, policies, and financials
- Strengthen and grow the organization
- Promote and celebrate
- Provide oversight and guidance
- Make policy and budget decisions that help us achieve our mission.
- Provide strategic oversight and fiscal management
- To promote and connect the community
- Make decisions to help businesses grow
- Promote interest in local businesses and provide resources. Connect-connecting communities, Build-building relationships, and Grow-growing businesses!
- Establish goals and mission and provide leadership, advice, and support to the management staff.
- Support the members - engage and grow their business

SURVEY RESULTS continued

I chose to serve on the board because

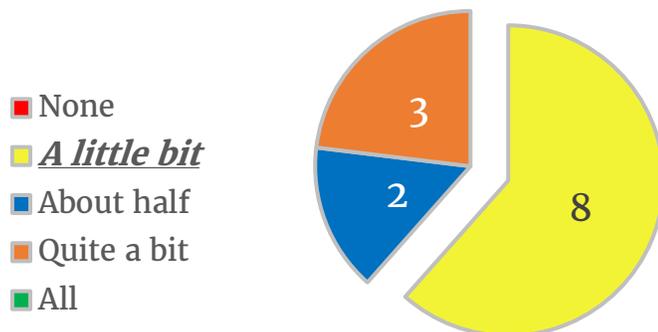
- I served on the board in the past including one year as the board chair. It was a rewarding experience and I have stayed in touch with their leader. I wanted to serve again although I needed to be connected to a business.
- I wanted to get more involved and better understand how **the Chamber** is run.
- Helping to shape and determine the directions of **the chamber** going forward
- Interest in the betterment of the Community
- I believe that area small businesses deserve greater attention (and affection) from our community and the surrounding area
- Was asked to. Help was needed and I felt that I could contribute.
- I had been active in **chamber events** for over 10 years. I had served on various committees.
- Because I was asked and I value the organization and its good works
- I hope that I have skills that I can offer to assist **the chamber** to provide direction for future growth in initiatives and efforts.
- The president asked me and I look forward to meeting some new people
- Honestly the president asked me. I really never thought about it before.
- I wanted to expand upon my leadership skills and support **the Chamber** within the community I work.
- Get involved and serve **the Chamber**
- Wanted to be of service to the community

SURVEY RESULTS continued

As a board member, my ROLE is to

- Be a contributing member of the board. Take an active role on committees. Be prepared for board meetings. Provide support for the CEO.
- Represent **the Chamber** and be an advocate in the community
- Discuss - approve - object to the strategies going forward
- Contribute ideas and time to grow **Chamber** initiatives
- Help local businesses become more visible, more profitable and more connected
- Look for ways to make the chamber better. Specifically, I am the Treasurer, which brings a bit more responsibility to the role.
- Use data provided by staff to make decisions on policy and budget that are in the best interest of the chamber.
- Support staff and provide oversight
- Volunteer and provide direction for the chamber.
- Get involved and encourage others to get involved
- Help with decision making and make sure **the chamber** flourishes.
- Help determine goals of **the Chamber**, help make critical decisions such as dues/fees which support the program, recommend and approve changes to the by-laws, and perform other tasks as assigned by the President.
- To support **the Chamber** in the community by attending events and promoting **the chamber**.
- Share information from my years of experience on this board and other chamber boards in our community.
- Support the mission of **the chamber** and the plan that they have laid out for us

How much of your board work addresses POLICY issues (as opposed to operational items)?



SURVEY RESULTS continued

During my tenure on the board, I want to

- Be an active member of the board and work to help the board achieve board goals.
- Increase and sustain membership
- Turn the board into more strategic thinking than day to day operations
- Continue building on engagement opportunities with Chamber members
- Raise the visibility and reputation of our local business community
- Be as helpful as I can in all aspects of the role, especially financially.
- Engage the other members in more communication outside of scheduled board meetings.
- Be a contributor and add value where I can
- Help drive members.
- Have fun
- Make a difference for others by helping their business grow.
- As mentioned above, to support, promote and be a resource for the small business we serve. To aide in the success of the Chamber and help it grow.
- Be a team member and always represent the membership
- Support fellow board member and help the chamber be successful

SURVEY RESULTS continued

If **the chamber** could only accomplish ONE thing in the next 2 years, it would be

- To grow **the chamber** membership by providing appropriate support to members. **The chamber** has to provide positive reasons for businesses to join **the chamber**.
- Increasing our assets.
- Have the board be less of an approval and discussion of financials and turn it to be more strategy based.
- Rebuild event attendance
- To be an indispensable partner to the local business community
- Developing a Foundation
- Develop a **Leadership Alumni** program that could serve as a professional resource network as well as social outlet.
- Keep **the Chamber** solvent through this pandemic and after
- To keep **the chamber** revenue positive and get us back to pre-covid membership numbers.
- Sign up more new members than have been lost in 2020
- Making others realize what an important tool **the chamber** is to help grow their business. If they succeed then **the Chamber** succeeds.
- To help the small businesses within the communities we serve to flourish by providing them with the resources they need to do so. Especially during these challenging times with the Pandemic upon us. So many small business are struggling or shutting down and they need our help.
- Build community, post-pandemic

SURVEY RESULTS continued

What is your source of information for CHAMBER matters?

- Weekly newsletter that is emailed to all members. Updates from the CEO on board information and projects. Individual update meetings with the CEO.
- Contact the President or a Chamber employee.
- Emails from the chamber president
- Board meetings, website and Facebook
- Regular email updates
- CEO
- Email, web, participating in events, phone calls
- Direct communications with staff, emails and tweets
- Emails, newsletters, social media
- Chamber president
- CEO & staff or another board member
- <left blank>
- Chamber members and community leaders for my source of outside information. As far as internal information the staff does an excellent job of keeping us updated.
- Email from CEO or the chamber

SURVEY RESULTS continued

How were you prepped before you were named to the board?

- An orientation meeting for new members provided a good overview of chamber operations.
- Meeting with the board President
- Had conversations with the president and current chairman of the boards mission
- I received insight from former Board members on expectations
- Served on the committee, donated communication services
- Don't remember really
- I met with CEO to discuss expectations.
- I was not for this board. I learned what I know from interacting with my fire board
- Training session with CEO.
- Discussion w/President and orientation
- I received a packet.
- The President contacted me and provided me with the information. She allowed me to ask questions as she provided me with the expectations of my new my role.
- meeting with the President and Chairman.
- Received orientation from CEO and team

After your orientation, did you feel prepared for your role on the board?

- Yes
- Yes
- Better, but still testing the waters on where my strengths will be best suited for the Chamber
- Orientation was very helpful, though coming on as a new board member during a COVID year was difficult as I don't think the Board operated as they typically would with roles and expectations
- I was not really sure what I would be asked to do, decisions I would need to make, etc. I did know all the other members of the board so I felt comfortable asking questions from the start.
- I felt I did but others may not
- Yes
- I really do not remember an orientation but my memory is foggy
- I did, especially since I have served on other chamber boards

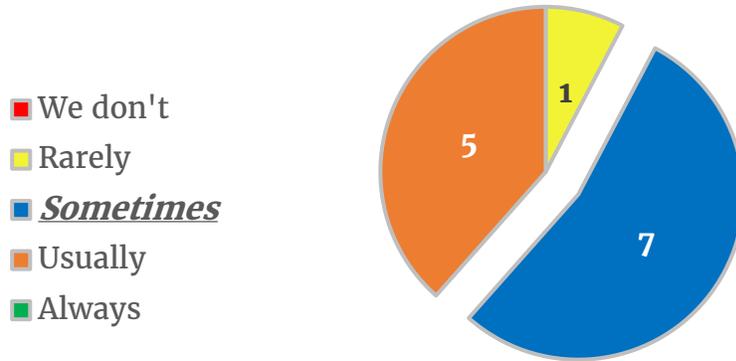
SURVEY RESULTS continued

Please enter any additional comments below.

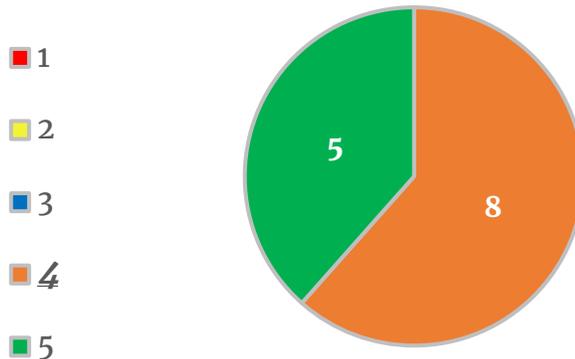
- Looking forward to Feb. 11.
- I just joined the Board, so the answers above (scale of 1-5) are all outside perspectives.
- My experience is that **Chamber** boards often ask CEOs of larger organizations to be involved. This might be because those large organizations often bring in more membership dollars. So it is kind of political. But these people don't tend to be effective at advising **small business people**. **The Chamber** isn't like that, for the most part. I appreciate that there are people on the Board that speak small business language and not so much corporate language.
- Looking forward to this, I think it will be very beneficial in professionalizing our current and future board members.
- See 2021 challenging- need to bring on some new members
- I LOVE **he CHAMBER** I have learned so much. CEO is a great leader for our chamber. I have complete confidence in her and the Board Members. I do believe there is always room to improve which is why I am excited to have this retreat. I only wish we would have done it sooner.
- Well run **chamber**

SURVEY RESULTS continued

How often does your board collaborate?

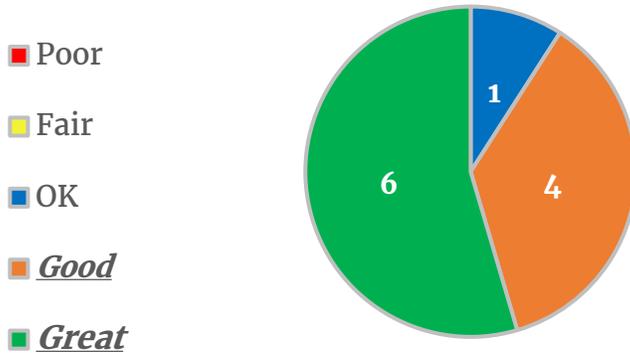


Rate the respect that your board shows for one another (1= little to no respect, 5 = total respect)

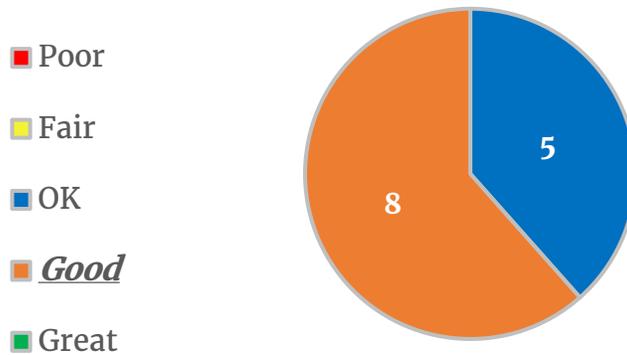


SURVEY RESULTS continued

How would you rate communications between the board and the President/CEO?



How would you rate communications among board members



Governing Documents

BOARDynamics examined any governing documents available, to determine established purpose, roles, goals or behavioral expectations, prior to the retreat. The Chamber's By-Laws were the only governing documents that mentioned such and are summarized below.

By-Laws

Board of Directors

- [REDACTED] policy
- Business plan (outlining goals and objectives of [REDACTED])
- Bylaws
- Employment of president (no mention of annual review)

Chairman

- Preside at meetings
- Appoint committees
- General supervision of president
- Ex-officio on all committees

Vice-Chair

- Perform duties as needed by BoD

Past-Chair

- No description

Chair-elect

- Perform duties of chair if chair unable

Secretary

- Minutes
- Duties as required by law
- Membership list

Treasurer

- Keep and maintain books
- Financial report monthly
- Recommendation to general board

Nominating committee

- Chair, chair elect, 2 most immediate past chairs, 2 other board members

PRESIDENT

- CEO
- Direction and control of the business
- Employment of staff

BOARDynamics Concurrence Index

The *BOARDynamics Concurrence Index (BDCI)* is a measure of a board’s unity and agreement in relation to its purpose, roles, goals, and behaviors. It measures processes that the board uses (Structural) in governance, and board members’ perceptions (Behavioral). understanding and adherence to the specified board purpose, roles, goals and behaviors.

Scoring of the index is weighted in favor of Behavioral dynamics. Structural measures are intended to indicate procedural fidelity. A board can achieve Behavioral Concurrence without having Structural measures in place, however the likelihood of undesirable outcomes increases without Structural benchmarks.

The *BDCI* is utilized to measure a board’s concurrence at a given point in time. As issues arise and as the board makeup changes, the index scores may vary. The importance of the index is the consistency of measurement and the understanding by the board of the impacts on the organization that these measurements represent.

BEHAVIORAL CONCURRENCE

MEASURE	SOURCE	SCORE
Unified Goals	Survey >75% of board agreement	0
Unified Roles	Survey >75% of board agreement	0
Board collaboration	Survey 1-5 scale of answers, averaged	3.4
Communication	Survey 1-5 scale of answers, averaged	4.2
Mutual respect	Survey 1-5 scale of answers, averaged	4.3
Policy driven	Survey 1-5 scale of answers, averaged	2.4

BOARDynamics Concurrence Index *continued*

STRUCTURAL CONCURRENCE

MEASURE	SOURCE	YOUR SCORE
Norms	<ul style="list-style-type: none"> ○ Published ○ Annual review ○ New member discussion ○ Lack of adherence policy ○ Roles, goals, behavior covered 	0
Self-evaluation	<ul style="list-style-type: none"> + Within 2 years ○ Full board participation + Documented evaluation + Documented improvement 	3
Professional Development	<ul style="list-style-type: none"> + Within 2 years ○ Full board participation + Documented evaluation + Documented improvement 	3
Prospective Member Information	<ul style="list-style-type: none"> + Formalized + Board leadership participation ○ Roles, goals, behavior covered ○ Norms reviewed 	2
New Board Member Orientation	<ul style="list-style-type: none"> + Formalized + Board leadership participation ○ Roles, goals, behavior covered ○ Norms reviewed 	2
Leadership Selection	<ul style="list-style-type: none"> + Formalized + Followed + Best fit 	3

Impact, Improvement and Accountability

REVIEW		REIMAGINE	REALIZE	
Survey Question	Impact of Lack of Concurrence	Action to be Taken	Who	When
<i><u>The purpose of the board is to</u></i>	<ul style="list-style-type: none"> • Board members put themselves in place of staff • Feelings of mistrust between staff and board 	<ul style="list-style-type: none"> • Define the purpose of the board via written statement 	Names removed for privacy	March board meeting
<i><u>During my tenure on the board, I want to</u></i>	<ul style="list-style-type: none"> • Diversity of thought and expertise is a good thing • Too many goals – lose effectiveness • Lots of things to do • Many differing goals • Strategic plan? • Dilutes the cause 	Once purpose of board is defined... <ul style="list-style-type: none"> • Review, update strategic plan • Define goals for board AND [REDACTED] 	Names removed for privacy	April
<i><u>If the chamber could only accomplish ONE thing in the next 2 years, it would be</u></i>		<ul style="list-style-type: none"> • Review and recommend changes to By-Laws 	Names removed for privacy	March
<i><u>How much of your board work addresses POLICY issues (as opposed to operational items)?</u></i>	<ul style="list-style-type: none"> • Hard to understand what board is responsible for • By-Laws still applicable? • Does president blur lines between policy and operations? 	<ul style="list-style-type: none"> • Agenda to follow outline of strategic plan 	Names removed for privacy	May
<i><u>How often does your board COLLABORATE?</u></i>	<ul style="list-style-type: none"> • Duty of board is to collaborate • Is it the responsibility of the board or the is it the responsibility of the individual to collaborate? 	<ul style="list-style-type: none"> • Develop Board Norms 	Names removed for privacy	TBD

Observations and Recommendations\

Observations

-  The President is seen as an extremely competent leader with excellent communications skills.
-  The [REDACTED] Board appears to be well run, with a tremendous amount of respect for one another.
-  The Board's purpose varies based on board member responses.
-  Board and individual board member goals are inconsistent.
-  Board members have significantly diverse opinions of their role on the board.
-  Board members are willing to accept responsibility for improvement and changes identified at the retreat.
-  Board members have consistent goals for [REDACTED] as a whole.
-  New board members generally felt comfortable with the orientation process

Recommendations

-  Follow through on plans made today. Ensure that dates are met.
-  Stress the decisions made today in future discussions with board members.
-  Consider a set of behavioral BOARD NORMS.
-  Standardize new-member orientation.
-  Incorporate Purpose, Roles, Goals and Behavior discussion into recruitment and orientation.
-  Continue board professional development and continuous improvement.
-  Assess whether board leadership selection generates the best leader for the future.
-  Use *BOARDynamics Concurrence Index* as a guide to improvement.