

# 5-Year Strategic Plan

Revised in February, 2015



**Mission:** **TOGETHER WE CAN**, as management of the City of Warrenton, provide responsive services to the community with integrity, consistency, and efficiency and a commitment to the continued improvement of customer service and quality of life in our City.

**Vision:** **"A City for All Seasons"**

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**Mike Shilharvey**  
*Mayor*

**Toni Hawley**  
*Alderman Ward I*

**Karen Casserly**  
*Aldersperson Ward I*

**Gary Auch**  
*Alderman Ward II*

**Eric Schleuter**  
*Alderman Ward II*

**John Clark**  
*Alderman Ward III & Board President*

**James Dreyer**  
*Alderman Ward III*

**Terri Thorn**  
*Director of Operations/Finance Officer*

# 5-Year Strategic Plan

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## Improving Communication with Citizens

- Improve website effectiveness to include promotion of local State parks, other amenities, and ability to promote area events of other organizations and businesses.
- Introduce City-wide Newsletter to be distributed twice annually.
- Share the City of Warrenton's Strategic Plan with Citizens.
- Provide Planning & Zoning meetings on YouTube for viewing
- Establish client feedback programs to be utilized for employee contacts to improve service to community.
- Establish regular "Town Hall" meetings.
- Increase usage of City Face book page and other social media to include community events providing additional communication ability & develop associated policies.

## Cooperating with County, School District, and Neighboring Cities

- Share the City of Warrenton's Strategic Plan with County Commissioners, School District, and neighboring cities.
- Establish staff liaison to attend County Commission and School Board meetings and provide report back to Board of Aldermen.
- Host an informal meeting inviting County Commissioners, School Board members, Elected Officials of neighboring cities to create more effective intergovernmental communications.

## Marketing & Promoting Warrenton to Business and Residents

- Gather information on small business resources, including financing and training, to provide to businesses.
- Update Master Comprehensive Plan including review of zoning code ensuring placement of businesses reflecting adequate consideration of sales tax generation and other factors.
- Maintain an updated list of available locations for all types and sizes of business to provide to prospects.
- Investigate possibility of exchange of Market Street property with Pinckney Street property and options to utilize Market Street property as economic development incentive.
- Re-evaluate the economic development role to assure adequacy of tools and budget to allow more economic development focus, implement defined expectations, and eliminate unrelated duties.
  - Develop strategies/tools to attract new business and maintain/support existing businesses
  - Meet monthly with at least representative of major restaurant or retail establishment to determine population and other criteria and market Warrenton.
  - Ensure that Economic Development Director is included in marketing visits and tours with the St. Louis Regional and Missouri Departments of Economic Development.
  - Develop professional marketing brochure to be used to market the City.
  - Develop a program to meet with existing manufacturing businesses on a yearly basis.
- Obtain additional information related to installation of City wide surveillance system for infrastructure allowing wi-fi hot spots to be available for Citizens and investigate other enhancements available.
- Utilize recommendations obtained from Master Comprehensive Plan update to determine new City logo and theme.

## **5-Year Strategic Plan**

Revised February, 2015

- Research and present findings on business incubator programs and opportunities for businesses to share resources and explore the possibility of the Outlet Center site or other locations within City.
- Establish a forum for area business to communicate needs and suggestions for the city.

### **Maintaining Clean Neighborhoods**

- Review refuse/junk collection services to ensure provision of resources for Citizens to adhere to the Code.
- Restructure Code Enforcement procedures to ensure regular and consistent enforcement of code with a more pro-active approach and publicized encouragement to citizens.
- Establish Community/Neighborhood improvement and contests.
- Conduct a full review of Property Maintenance Code to ensure relevant criterion and correlation with Master Comprehensive plan findings.
- Solicit suggestions for improving and maintaining properties that exceed minimum code requirements.

### **Expanding Travel & Growth Options**

- Explore annexation opportunities including possibility of bringing Pinckney Street property into City boundary.

### Interstate 70

- Research Modot's I-70 proposed toll road impact to determine City perspective and appropriate actions to be taken and other Cities and organizations initiatives.
- Continue focus on annexation to west to reach A/B overpass including voluntary annexation possibility.
- Determine possible funding mechanisms for overpass/improvements utilizing City wide vote.
- Determine access justification approval parameters & time restrictions for additional overpass.
- Research water and sewer options and requirements for western expansion to A/B overpass.

### Infrastructure

- Upgrade and improve wastewater treatment system.
  - Upgrade Water Street lift station and sewer main connecting it to treatment plant.
  - Upgrade and increase capacity for sewer treatment at treatment plant.
- Ensure sidewalks and other pedestrian-safety concerns are addressed in all expansion project.
- Address existing sidewalk connectivity and maintenance concerns including repair and removal to improve public safety and enhance transportation and mobility including park accessibility.
- Ensure that Master Comprehensive plan addresses future needs for road widening projects and intersection expansion projects as well as possible placements of overpasses, outerbelts, parkways, roundabouts, junctions, and other travel flow solutions.
- Share master design plan with Planning & Zoning Commission to ensure that future developments include any required infrastructure identified in plan.
- Identify and report on the City's areas of major concern for traffic congestion, including time of day and other variables.
- Implement evaluation program for ditches and gutters and develop improvement plan including investigation of available grants or other funding.

## **5-Year Strategic Plan**

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- Complete South Highway 47 sidewalk connectivity utilizing all available options to obtain necessary easements.

### **Establishing Viable Revenue Sources**

- Review other revenue streams, including grants and state/federal programs.
- Ensure that citizens continue to receive accurate information on how tax money is spent.
- Evaluate Water/Sewer rates to maintain accurate rate structure.

### **Ensuring Quality Medical Care**

- Investigate established health care groups to determine population requirements and other criteria for each specific type of health care facility, from Urgent Care to full-care Hospital and create summary of criteria and database of providers and contact information.
- Identify regional interagency health care focused groups and become an active member to assist in coordinating community health and fitness initiatives.
- Contact Urgent Care facility previously in City and determine why the facility failed.

### **Providing Retirement Opportunities**

- Coordinate with churches, funeral homes, and other organizations and develop resource listing that can be provided to Seniors and other citizens in times of crisis or need to assist in ensuring access to available support services.
- Partner with area businesses and organizations to support at least one annual Senior-focused event.
- Meet with developers who specialize in Planned Retirement Communities to establish feasibility and timeline.
- Determine Senior focused events available within community and include on community calendar and provide support to assist in event success.

### **Enjoying Our Fabulous City**

- Ensure that Master Comprehensive plan addresses social/recreational desires of the community
- Coordinate with area business and organizations to promote and enhance their events.
- Evaluate need for hiring of Parks & Recreation coordinator to manage outside contracted sports league, pool, and other contracts and to manage facility scheduling and oversight and determine if component of special events or new position.
- Evaluate effectiveness and obtain customer feedback on satisfaction related to contracted sports league management in 2016 and assess future needs..
- Determine feasibility and obtain feedback from other cities regarding addition of a skate park.
- Explore options for construction of a dog park considering Pinckney Street property as possible location.
- Engage Park Board to develop a five year plan for additional amenities and upgrades to existing parks.
- Investigate possibility of City hosting a large scale signature event to be held annually to bring in tourism and offer opportunity for community.
- Research possibility of amphitheatre construction and available locations including space currently occupied by pool.
- Implement the planning process resulting in construction of new indoor/outdoor pool in 2018-2019 at the Pinckney Street property with long term goal of addition of recreation facility at site.

# **5-Year Strategic Plan**

Revised February, 2015

## **Ensuring the City of Warrenton is a Great Place to Work**

- Review and update the entire Performance Management System, including procedures for annual performance reviews, disciplinary actions, rewards/recognition programs, and other feedback methods.
- Ensure continual feedback from staff on workplace quality improvement measures.
- Provide training and continuing education opportunities that enhance performance.
- Develop methods to increase job satisfaction and further the team concept throughout all levels of City staff.
- Investigate feasibility of implementation of Lagers retirement plan for employees.



## **1-Year Action Plan**

July 2015 to June 2016

⇒ Indicates tasks in process from prior year action plan

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- Establish client feedback programs to be utilized for employee contacts to improve service to community.
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### **Cooperating with County, School District, and Neighboring Cities**

- Host an informal meeting inviting County Commissioners, School Board members, Elected Officials of neighboring cities to create more effective intergovernmental communications.

### **Marketing & Promoting Warrenton to Business and Residents**

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  - Develop professional marketing brochure to be used to market the City.
  - Develop a program to meet with existing manufacturing businesses on a yearly basis .
- Utilize recommendations obtained from Master Comprehensive Plan update to determine new City logo and theme.
- Research and present findings on business incubator programs and opportunities for businesses to share resources and explore the possibility of the Outlet Center site or other locations within City.

### **Maintaining Clean Neighborhoods**

- Establish Community/Neighborhood improvement programs and contests.

### **Expanding Travel Options**

- Explore annexation opportunities including possibility of bringing Pinckney Street property into City boundary.



## **1-Year Action Plan**

July 2015 to June 2016

### Interstate 70

- Research Modot's I-70 proposed toll road impact to determine City perspective and appropriate actions to be taken and other Cities and organizations initiatives.
- Continue focus on annexation to west to reach A/B overpass including voluntary annexation possibility.
- Determine access justification approval parameters & time restrictions for additional overpass.

### Infrastructure

- ⇒ Upgrade and improve wastewater treatment system.
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- Ensure that Master Comprehensive plan addresses future needs for road widening projects and intersection expansion projects as well as possible placements of overpasses, outerbelts, parkways, roundabouts, junctions, and other travel flow solutions.
- Share master design plan with Planning & Zoning Commission to ensure that future developments include any required infrastructure identified in plan.
- Implement evaluation program for ditches and gutters and develop improvement plan including investigation of available grants or other funding.
- Complete South Highway 47 sidewalk connectivity utilizing all available options to obtain necessary easements.

### **Ensuring Quality Medical Care**

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### **Providing Retirement Opportunities**

- Partner with area businesses and organizations to support at least one annual Senior-focused event.
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- Determine feasibility and obtain feedback from other cities regarding addition of a skate park.



## **1-Year Action Plan**

July 2015 to June 2016

- Engage Park Board to develop a five year plan for additional amenities and upgrades to existing parks.
- Investigate possibility of large scale bike tour event in cooperation with biking organization with tour starting downtown and in conjunction with another event perhaps triathlon or wine tasting.
- Implement the planning process resulting in construction of new indoor/outdoor pool in 2018-2019 at the Pinckney Street property with long term goal of addition of recreation facility at site.

### **Ensuring Warrenton is a Great Place to Work**

- Investigate feasibility of implementation of Lagers retirement plan for employees