

**21st Century Strategic Plan (Phase 2) Implementation Committee –
Final Progress Report, September 24, 2008**

Reported by David Elliott, Chair

As I have said before, the strategic planning process we have now gone through twice is the main reason the National Civic League has continually pointed to Lee’s Summit as an example how a partnership can be formed between local government and the citizenry to construct and accomplish a strategic plan.

21st Century Strategic Planning process was initiated by the Mayor and Board of Aldermen and facilitated by the National Civic League in 1993. First Phase led to 12 successful of 12 attempted initiatives, including a City Charter, Public Safety, Water, Sewer, Roads, Parks and Hotel/Motel Excise Tax over the next five years. **57 “stakeholders.”**

The Mayor and Council then elected to revisit the process in 1998, initiating a Second Phase of the strategic planning process, also facilitated by the National Civic League, and participated in by **109 stakeholders**. The stakeholders developed **42 Objectives**, with **138 Action Steps** in 4 key Performance Areas:

KPA	Objectives	Action Steps
<i>Development</i>	8	21
<i>Education and Culture</i>	3	6
<i>Health and Safety</i>	25	100
<i>Preservation</i>	6	11
Total	42	138

At the conclusion of the process leading to the development of Phase 2 of the Strategic Plan, a request was made for volunteers to serve on an ongoing *Implementation Committee* to facilitate carrying out the recommendations of the Strategic Plan.

This committee was formed by such volunteers, including several who had participated in the planning process, along with some who had not. The original plan for this committee was to occasionally refresh the membership by rotating in other members of the original stakeholder group., but there was very little turnover.

- Assumptions:** (1) The Committee will be an apolitical citizen/stakeholder *facilitating* organization
(2) Objectives outside the governmental sector can be tackled without approval or

review by the City Council

- (3) City Staff will provide logistical support to the Committee

Responsibilities:

- (1) Track progress of the implementation of the 21st Century Strategic Plan;
- (2) Evaluate and, if advisable, help to jump-start objectives which have not yet been addressed;

- (3) Work with appropriate organizations to select task force members for task forces in areas (e.g., adult education) not directly associated with city government related to the 21st Century Strategic Plan (many more of these in Phase II than in Phase I);

- (4) Recommend task force and board members to the Mayor and City Council for participation on city-related task forces and boards, with the goal of broad representation of groups interested in and impacted by the subject matter of the task force or board (e.g., representation of hospitals, doctors, mental health professionals, etc., on the Health Education Advisory Board), as well as a fair representation of the citizenry at large, including those who participated as stakeholders;

- (5) Recommending replacements for task force members when vacancies occur;

- (6) Providing representatives of the Implementation Committee to each task force;

- (7) **Concluding** the action of the 21st Century Strategic Planning process (2nd Phase) – **“implemented,” as defined for the purposes of this process, does not mean that an objective has been adopted – this is usually a political decision (with all that this implies) – it means that the Implementation Committee has accomplished all it can do with the objective** (including transferring the objective to a permanent standing committee) and that, if something is left to be done, it would be more appropriately addressed in the next phase of the strategic planning process. Implementation will be measured in terms of the 42 objectives, and the 138 action steps included in the Strategic Plan, will be considered advisory only.

Meetings and Other Events:

May 10, 1999: First meeting, reviewed proposed committee charter, discussed methodology. A matrix, developed by co-facilitator Glenda Stayton, listing all the action steps (reduced to 95 by combining related steps), was distributed with instructions for each member of the Implementation Committee to try to prioritize the objectives and action steps before the next meeting.

May 19, 1999: Working with the matrix, we identified 8 major objectives to focus on first and discussed combining action steps (without regard to which KPA – Key Performance Area – they

originated from) under these headings:

- Expand and diversify the tax base
- Develop alternatives for school sites
- Develop a community health plan
- Update the comprehensive land use plan
- Provide and maintain an adequate infrastructure plan
- Improve cultural diversity*
- Promote senior services*
- Develop city hall facility plan

**some action steps do not necessarily involve city government*

June 2, 1999: Further narrowed immediate focus to the following:

1. Suggested additional names for City Hall Task Force
2. Top priority: task force to develop alternatives in conjunction with school districts for new school sites and buildings
3. Task force to make recommendations on a comprehensive community health plan
4. Task force to address reservation of parklands and green spaces as land is developed in the city
5. Invite representatives from City Staff to explain where the city is on (1) road infrastructure and (2) the Comprehensive Plan

June 16, 1999: Met with and were briefed by Chuck Owsley on roads and Heping Zhan on the Comprehensive Plan; further discussion on 2 task forces

June 25, 1999: Co-facilitators met with Mayor Messerli and Curt Wenson at city hall to discuss role of Implementation Committee and formation of School Site Task Force

June 30, 1999: Met with representative of National Civic League, observed by Ukrainian visitors – discussed and evaluated a draft of The New Civic Index, but conducted none of the regular business of the Implementation Committee

July 8, 1999: Facilitators and some committee members presented a progress report to the City Council; formation of two additional task forces was discussed, to be deferred until December, 1999, or January, 2000. The two task forces would deal with (1) community health and (2) parkland/greenspace reservation in conjunction with development, along with watershed management

July 14, 1999: School Site task force and other issues

July 28, 1999: School Site task force, statewide transportation plan and other issues; Curt Wenson to write a letter, to be reviewed by David Elliott (was not written)

August 19, 1999: Representatives attended City Council meeting at which resolution was passed to form School Site Task Force

September 1, 1999: Discussion of Educational Alliance and Arts Council, but spent most of the time on a discussion of human relations issues

October 6, 1999: Discussed Educational Alliance and Arts Council

October 20, 1999: Met at Community Development conference room – sparsely attended – discussed groups/institutions to approach about forming an Educational Alliance

November 3, 1999: Met – no agenda or minutes; few committee members notified of meeting

December 6, 1999: Co-facilitators met for lunch with Mayor Messerli and Curt Wenson to discuss re-tooling in light of inability of city staff to support multiple task forces

December 8, 1999: Canceled.

January, 2000: Curt Wenson announced his resignation to take the job as Raytown City Administrator.

June 21, 2000: Shelley Temple-Kneuvean introduced as new staff liaison; tracking report distributed and discussed; plans for replenishment of membership, matters to pursue next discussed

July 26, 2000: Implementation Committee meeting scheduled.

August 23, 2000: Canceled.

September 7, 2000: City Council briefing canceled.

September 27, 2000: Discussed city council presentation, draft implementation charter.

October 25, 2000: Discussed draft implementation charter, membership, terms.

November 29, 2000: Canceled.

January 25, 2001: Membership, School Site Task Force update (Sonja Wald), Health Advisory Committee.

February 28, 2001: City Hall Task force update (Jack Campbell), Health Education issue (briefing by Aimee Crawford).

March 22, 2001: Parks and open space (Tom Lovell, Bob McKay).

April 25, 2001: Human Relations Commission (Thomas Brown), Arts Council.

June 27, 2001: Storm water management (Dena Mezger, City Engineer).

August 22, 2001: Status report on Strategic Plan (Shelley Temple-Kneuvean, began to discuss annual meeting of stakeholders.

September 26, 2001: Economic Development update (Jim Devine).

October 24, 2001: Fiscal Impact Model update (Steve Arbo) – Ed Cockrell also participated.

January 23, 2002: Discussed tracking report, set date for annual meeting (tentative).

February 27, 2002: Briefed on membership and activities of new Arts Council; Gene Groner briefed us on progress of Health Education Advisory Board.

March 23, 2002: Chief Tom Solberg and Mark Schaufler briefed us on issues concerning wood roofs – decided to defer further action to Third Phase of 21st Century Stakeholders; finalized plans for reunion/update meeting of Stakeholders, City Council and task forces.

April 24, 2002: (first) Annual Update

May 29, 2002: Tom Lovell met with us and discussed previous citizen committee report on parkland dedication; City Engineer, Dena Mezger, presented update on storm water management.

August 28, 2002: Overview of tracking report; Chief Conlee briefed us on animal control shelter and proposal for replacement at Resource Recovery Park; discussed clearinghouse for social services, trauma services, additional items for next meeting.

October 23, 2002: Mel Aytes introduced Dr. Steve Brainerd, who briefed us on Maple Woods Community College Human Resource Building - One Stop Service; Geneva High discussed lack of demand for emergency shelter for children (8 calls for 2 specific children in last year), and she discussed one-stop concept; chair discussed letter in support of bond issue for down town, city hall, animal shelter, etc.

February 19, 2003: Clearinghouse discussed again; Bob Netterville agreed to survey local social service agencies on desire for such facility; discussion of possible 21st Century Stakeholder Phase III.

April 23, 2003: Bob Netterville reported on survey responses; at Tom Sherman's suggestion, clearinghouse item to be transferred to Health Education Advisory Board; arrangements for annual reunion/update; Aimee Wenson replaced Shelley Temple-Kneuevan as staff liaison.

June 26, 2003: (second) Annual Update

October 29, 2003: Update from Arts Council (Mark Gilgus, Vice Chair); Stormwater Task Force update, Shirley Thomas; discussion of items for possible transfer to Health Education Advisory Board; postponement of commencement of third phase of the Strategic Plan.

January 21, 2004: Discussion of Educational Alliance; decision to hold off annual celebration until completion of entire plan (three goals remaining: Regional Jail Facility, Educational Alliance, combined Park Land and Stormwater issues); discussion of possible role in third phase of Strategic Plan; presentation by Bob Netterville on Community of Character.

June 23, 2004: Police Chief, Ken Conlee, briefed committee on Emergency Teen Shelter and Regional Jail Concept; both of these issues transferred to the Public Safety Advisory Board; Steering Committee formation announced for the Educational Alliance, Ann Corley, Chair; annual event discussed, and postponement confirmed.

August 18, 2004: Comprehensive presentation by Parks Director, Tom Lovell, regarding the history of parkland reservation effort, beginning with Legacy for Tomorrow task force; City Attorney Bob Handley briefed the committee on changes to the Missouri Sunshine Law and its application to our proceedings; David Elliott briefed the Implementation Committee on the progress of the Educational Alliance Steering Committee; the Implementation Committee has reviewed all 42 of the objectives in the 1999 Strategic plan. and two remain open (Educational Alliance and combined Park Land and Stormwater issues); there are no further actions for the Implementation Committee to take until the newly-formed Development Fee Task Force and the Educational Alliance Steering Committee have

concluded their work; the Implementation Committee will remain in existence, but will not meet again until then.

April 14, 2006 (e-mail from Ann Corley to participants in the Educational Alliance effort): The effort to form an Educational Alliance, despite tremendous effort by major players (the Steering Committee comprised Ann Corley, Tony Stansberry, Fred Grogan, Edie Graham, Glenda Stayton and David Elliott), has not borne fruit and is declared finished. Ann Corley's final report to the participants is attached.

After April, 2006, the only remaining open item was (combined) Park Land and Stormwater management issues. These are now being addressed by the Lee's Summit Green Solutions Task Force, and some issues have also been addressed in language added to the U.D.O. on the preservation of private green space. (These are perennial issues of significant interest to the community and, in one form or another, have been among the objectives of both phases of the 21st Century Strategic plan, as well as the Legacy for Tomorrow Task Force.) **In conclusion, the Implementation Committee has implemented 100% of the 42 goals.**

The Implementation Committee met a total of 35 times over a period of 7½ years. My sincere thanks to the committee members who persevered in this effort:

Mel Aytes	Gene Groner	Shirley Thomas
Tom Blakely	Bob Netterville	Neal Votz
Don Corley	Barb Schauperl	Jack Volz
Jim Devine	Tom Sherman	Staff Liaison:
Diana Frank	Mary Stacy	Curt Wenson
Edie Graham	Glenda Stayton	Shelley Temple-Kneuvean
		Aimee Wenson

David Elliott
Chair

Subj: Lee's Summit Education Alliance
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Dear Alliance Explorers:

Last month I sent you all an education alliance update indicating the Eastland Community Foundation would be administering a community survey in eastern Jackson County and that we hoped to get our questions (about what interest the community might have in utilizing a centralized clearinghouse for accessing information on community learning opportunities) worked into the survey instrument. Regrettably, the survey did not turn out to be the appropriate venue through which to ask our questions as it was more of an inquiry about basic social safety net services and was being administered to populations in the areas who might be considered underserved. This was not a broad enough population to survey, nor would our questions fit with the rest of the questions in the survey.

As a result of this, I called a meeting of the Steering Committee to assess where we were and to make leadership decision on whether or not to continue the exploration of forming an education alliance. Given our inability to find a reliable and cost-effective way to survey the community (users) about their interest in and priority for a clearinghouse it does not make sense to proceed with establishing the clearinghouse. Additionally, it is the Steering Committee's perception that the community does not feel the formation of an education alliance or establishment of a centralized clearinghouse is a high priority for either providers or users. While initial interest was generated, the dwindling turnout at our meetings indicates that we don't have the energy, interest, and financial support to sustain this effort. Also, a project like this needs a champion. While I have an interest in lifelong learning, pursuing the formation of an educational alliance and a clearinghouse is not a personal priority for me.

The Steering Committee feels we have made an earnest attempt to complete the charge we were given by the Lee's Summit 21st Century Implementation Committee, which was to assess the merits and the practicality of developing an education alliance. Our conclusion is that while the idea may have merit there is not a practical way to substantiate that observation within the community. Furthermore, this idea does not seem to hold the interest of the provider community. Therefore we have made the decision to disband the Steering Committee and the alliance exploration process. However, this leaves the door open for any of you who might have in interest in continuing to explore this idea on your own or through your organization. If that is the case, please let me know and I will turn over the meeting notes I have archived.

Thank you all for your interest in this idea and your patience with this process. We believe it is important to continue to offer education providers in the community the chance to come together to discuss issues of importance and opportunities for collaboration. Dr. Fred Grogan, President of Longview Community College and a Steering Committee member, has graciously offered to host an annual meeting at Longview for this purpose. If you would be interested in attending an annual Life-Long Learning Roundtable discussion let me know and I will pass the word on to Fred.

Comments or observations about this experience are also welcome.

Regards, Ann



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