

**City of Tonganoxie, Kansas**

**2016**

**Strategic Planning Binder**





September 14, 2016

Mr. Nathan McCommon, City Manager  
Ms. Jamie Shockley, Assistant City Manager  
City of Tonganoxie  
526 E. 4<sup>th</sup> Street  
Tonganoxie, Kansas 66086

Mr. McCommon and Ms. Shockley:

It has been our pleasure to facilitate the Tonganoxie Strategic Planning process. This document compiles all the project deliverables into a single volume that memorializes the entire process.

The following information is included:

- A one-page summary of the strategic planning framework
- An infographic that provides an overview of the process
- The Environmental Scan
- The meeting notes from the August 27 session with the governing body
- The meeting notes from community meetings held September 6 and 7
- The meeting notes from the final Strategic Planning session held September 10

The value of a strategic planning process is realized in implementation. The City has been provided an implementation plan that should be used as a working document to track progress on the eight initiatives the City Council identified that will move the City forward.

Reinforcing how routine agenda items and budget initiatives further advance the eight Critical Success Factors identified as part of the framework will reinforce how the day to day business of the City supports achieving the Vision. As the organization becomes familiar with the values the management team articulated, there is an opportunity to reinforce an already outstanding culture of service to the Tonganoxie Community.

Thank you for allowing us to be part of this process and we look forward to watching the City achieve the vision.

Sincerely,

Julia D. Novak  
President





## **Vision**

*Small town charm, big City access, quality local amenities, and beautiful neighborhoods of caring and engaged residents make Tonganoxie a place to call home.*

## **Mission**

*The City of Tonganoxie staff is dedicated to working together to enhance the quality of life in our community by providing excellent City services.*

## **Value Statement**

*The Tonganoxie staff is a team of accountable, hardworking, customer-focused professionals who serve with integrity.*

## **Critical Success Factors**

### **Outstanding City Services and Local Leadership**

*Tonganoxie's professional City staff provide superior customer service. The City has an engaged and involved government that listens and responds to the needs of the community.*

### **Financial Stability**

*Tonganoxie has a stable financial position with a diverse tax base and competitive mill levy. The City actively partners with the state of Kansas and local taxing authorities to limit tax burdens on its citizens. The City has a favorable credit rating and appropriate cash reserves.*

### **Balanced and Attractive Housing**

*Tonganoxie has a variety of housing choices that attracts and retains people at all income levels and stages of life.*

### **Well Planned and Maintained Infrastructure**

*Tonganoxie's infrastructure includes well-maintained street, sewer, stormwater drainage, and water systems as well as city facilities that are continuously improved and upgraded. The City's street network provides safe access to schools and city facilities, and unites all parts of the city. State highways connect our community to Kansas City, Topeka, and Lawrence.*

### **Excellent Educational Opportunities**

*Residents of Tonganoxie and the adjacent rural areas have access to quality educational opportunities including K-12, technical training, and satellite post-secondary campuses that create a talented and skilled labor force.*

### **Local Amenities and Services**

*Tonganoxie has affordable, safe, versatile, and convenient amenities and services that create an enjoyable environment for our residents.*

### **Vibrant Downtown**

*Tonganoxie's downtown is a unique destination with shops, restaurants, and spaces that create our vibrant atmosphere and hometown feel.*

### **Economic Development**

*Tonganoxie's business environment provides an attractive foundation that allows both existing and new businesses the opportunity to grow and flourish. These businesses create living-wage jobs, increase the sales and property tax base, add amenities for our residents, and contribute to the high quality of life we enjoy. The business environment is led by the City, shared with the community, and says to the world that we are open and willing to do business.*







# City of Tonganoxie, Kansas Strategic Planning Process

## Environmental Scan

August 22, 2016





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August 22, 2016

Mr. Nathan McCommon  
City Manager  
City of Tonganoxie  
P.O. Box 326  
Tonganoxie, KS 66086

Dear Mr. McCommon:

We are pleased to present this Environmental Scan for the City of Tonganoxie. The Environmental Scan includes information about the City in order to answer the question "Where are we today?" and provides the City with a comprehensive overview of the community. The demographic data in this scan comes primarily from the U.S. Census Bureau and the Federal Bureau of Investigation's Uniform Crime Reporting database. Financial information was also received from the City of Tonganoxie and incorporated into the scan. Employee input was collected through a confidential online survey. Unedited survey responses are also enclosed in the appendices of this report.

The information enclosed in this scan enables the City to understand its present situation to better answer the second question of strategic planning: "Where do we want to go?" It is our hope that this scan will serve as a useful reference as the strategic planning process continues and in years to come.

Sincerely,

Julia D. Novak  
President

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## Introduction

In August 2016, the City of Tonganoxie began a strategic planning process, focusing on three specific questions:

- What do we know to be true? – *Where are we?*
- What do we hope will be true in the future? – *Where do we want to go?*
- What must go well in order to make it so? – *How do we get there?*

The purpose of a strategic plan is to plan for the future; it includes consideration of both present and future factors that might affect the organization and the community. In strategic planning, the process of determining what an organization "knows to be true" is called an Environmental Scan. An Environmental Scan considers the factors that will influence the direction and goals of the organization. Elements considered in an Environmental Scan include any events, trends, and relationships that might be relevant in this planning. Environmental Scans also help prevent surprises, identify threats and opportunities, and allow the organization to improve its future position. It provides useful information and sets the stage for the strategic plan.

In developing the Environmental Scan for the City of Tonganoxie, both quantitative and qualitative information was gathered. Quantitative data on trends in local, regional, and national demographics was compiled, as well as historical data about the City of Tonganoxie as a government organization. This information helps provide the context within which the organization operates today and the challenges that the organization and community may face in the future.

To supplement this quantitative data, the City of Tonganoxie requested that qualitative information be solicited from employees. A total of 24 employees completed the confidential online survey facilitated by The Novak Consulting Group, soliciting their ideas, thoughts, experiences, and advice. This input describes the perceptions that City employees have of the City of Tonganoxie. Perceptions provide critical information to consider as the community leaders determine the City's future path.

The Environmental Scan that follows begins with the relevant trends and data impacting the City of Tonganoxie, and concludes with detailed information directly from the City's employees.

## Executive Summary

This Environmental Scan discusses the City of Tonganoxie's specific attributes in detail. The following statements present a broad view of the City's characteristics, encapsulating major trends and themes regarding the City as it exists today, based on the information gathered in this scan.

### Demographic Trends

**Tonganoxie is growing.** The City's land area increased by 59% between 1990 and 2010, from 2.3 square miles to 3.65 square miles. During that same period, the population of the City has increased by 124%. Most of that growth happened between 2000 and 2010.

**Tonganoxie is home to families.** More than 70% of households in the City are family households, where one or more persons residing with the householder are related by birth, marriage, or adoption.<sup>1</sup> However, the number of family households has declined since 2000, particularly regarding married couple households and households with children under 18.

**Tonganoxie is homogenous.** The City is primarily home to White, non-Hispanic individuals. Other races (besides White) account for 5% of the City's population, and Hispanic/Latinos account for less than 4% of the population. However, the proportion of Hispanic/Latino residents has grown 65% since 2000.

**Tonganoxie homes are increasingly vacant.** The City maintained an occupied housing rate of 97% from 2000 to 2010, but that rate decreased to 93% in 2014. The number of vacant homes increased by 300% to 132 between 2000 and 2014.

**Tonganoxie residents are becoming more educated.** Between 2000 and 2014, the proportion of residents over the age of 25 years with a high school diploma increased by 18%, a Bachelor's degree increased by 36%, and a graduate or professional degree increased by 199%. At the same time, the proportion with an Associate degree, some college but no degree, or no high school diploma decreased.

**Tonganoxie residents increasingly work in white collar occupations.** In 2000, 53% of workers aged 16 years and over were employed in management, professional, and related occupations or sales and office occupations; in 2014, that number has increased to 70%.

**Tonganoxie is car-oriented.** Approximately 97% of commuting trips in the City involve cars. Public transportation, walking, and other commuting options account for only 1% of commutes, with the remainder of employees working from home.

**Income inequality is increasing in Tonganoxie.** The median household income in the City of Tonganoxie was \$49,130 in 2014, up from \$44,278 in 2000. In 2000, 49% of the population made between \$35,000 and \$75,000. In 2014, only 33% of the population made between \$35,000 and \$75,000. Approximately 11% of the City's population met Federal poverty thresholds in 2014, up from 6% in 2000.

**Tonganoxie is safe.** Overall crime in the City has decreased in recent years, with violent crimes experiencing the largest percentage decrease (-36%) between 2010 and 2014. Property crimes have also declined approximately 28% since 2010.

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<sup>1</sup> U.S. Census Bureau; 2010 Census

## Stakeholder Input

**Employees feel a sense of purpose in their work.** Survey respondents unanimously agree that they understand how their work contributes to the overall progress of the community.

**Economic and residential growth is both a strength and a concern.** Economic and residential growth were common responses to almost every question about the strengths, weaknesses, opportunities, and challenges facing the community of Tonganoxie. Survey responses indicate that a level of anxiety exists regarding the many different aspects of growth and the City's ability to encourage/increase, maintain, and manage growth.

**Safety and growth are important for the community.** When asked what strengths or attributes they would like the City of Tonganoxie to be known for in the future, many respondents mentioned safety and growth or development.

**Employees would like to see compensation and benefits changes.** Many respondents would like City employee pay to be more competitive. In addition, respondents from the Police Department in particular would like to see the City begin taking advantage of the Kansas Police & Firemen's (KP&F) Retirement System.

**The City organization is in touch with the community, but also needs to focus on listening.** Many respondents believe the City organization is known for being in touch with and involved in the community. At the same time, respondents listed listening as a challenge for the organization.

**Communication could be improved.** While 96% of respondents agree that decisions are communicated to the organization, communication – internally and externally – was one of the most common challenges identified for the organization.

**City departments are siloed.** Over one quarter of respondents believe departments do not work well together.



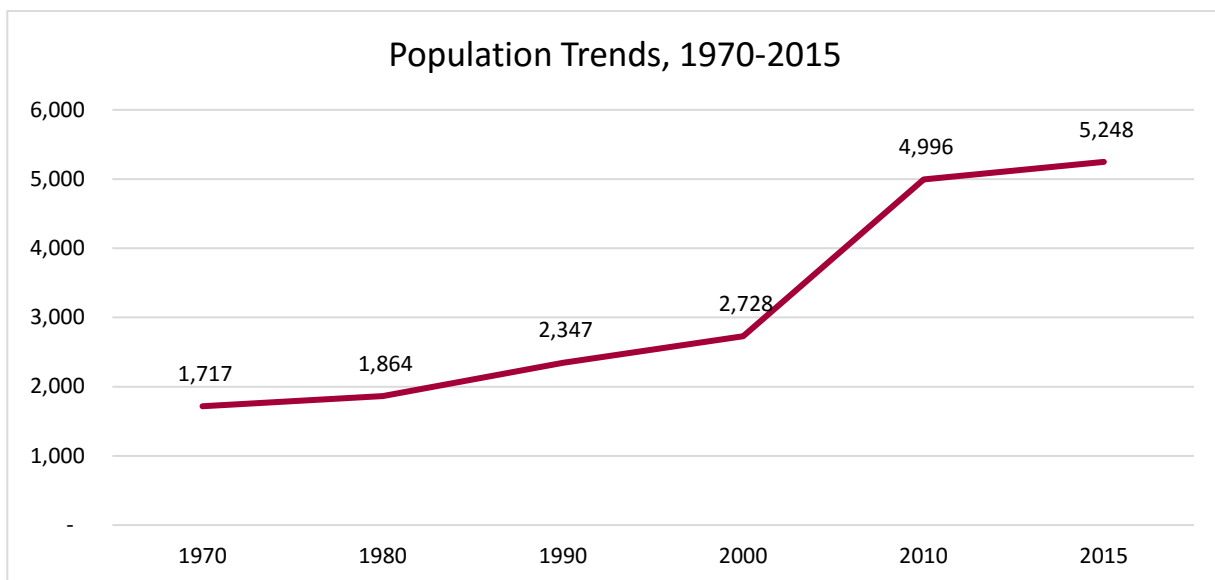
## Demographic Trends

The following information on the City of Tonganoxie's population, economy, and financial trends provides an overview of the current demographic make-up of the community. Understanding shifts and trends in the City's demographics, as well as how those trends compare with changes taking place at the regional and national levels, is an important component of having a shared foundation on which to imagine the community's future.

Data presented in the following sections was drawn from the U.S. Census Bureau Decennial Census, the Census Population Estimates Program (PEP), the 2009-2013 American Community Survey (ACS) Five-Year Estimates, the U.S. Bureau of Labor Statistics, FBI Uniform Crime Reporting Statistics, and the City of Tonganoxie government organization.

### Population

Approximately 5,248 people currently live in the City of Tonganoxie. The City's population has increased by 206% over the last 45 years, with most (65%) of that growth occurring between 2000 and 2010. The following figure shows the population of the City of Tonganoxie between 1970 and 2015.



**Figure 1: Population Trends, 1970-2015<sup>2</sup>**

While the population of the City of Tonganoxie has been increasing, so has the land area of the City. Between 1990 and 2010, the City grew by 1.35 square miles, or 59%. The following table shows the land area of the City between 1990 and 2010.

<sup>2</sup> U.S. Census Bureau; 1990 Census, 2000 Census, 2010 Census, and Census Population Estimates Program

**Table 1: Land Area, 1990-2010<sup>3</sup>**

	1990	2000	2010	% Change
Land Area (square miles)	2.3	3.14	3.65	59%

## Age of Population

Over 50% of the City's population is composed of persons under the age of 35 – a trend that has persisted since 2000. In 2000, 35 to 44-year olds were the most populous age group in the City. This shifted in 2010 to 25 to 34-year olds, which indicates the City experienced an influx of residents in this age range. Age groups that proportionally increased the most include persons 55 to 59 years of age (74%) and 25 to 34 (21%) years of age. The median age in the City increased from 32.2 years to 32.5 years between 2000 and 2010. The following table shows the proportional representation of age groups in the City of Tonganoxie in 2000 and 2010. In summary, the City's population has increased fairly proportionately across all age groups since 2000.

**Table 2: Proportional Representation of Age Groups in Total Population, 2000-2010<sup>4</sup>**

Age Range	2000	2010	Change from 2000 to 2010
Under 5 years	8.40%	8.80%	5%
5 to 9 years	8.80%	8.60%	-2%
10 to 14 years	7.40%	7.40%	0%
15 to 19 years	8.60%	6.80%	-21%
20 to 24 years	6.40%	5.40%	-16%
25 to 34 years	14.00%	16.90%	21%
35 to 44 years	16.00%	13.09%	-18%
45 to 54 years	10.20%	12.13%	19%
55 to 59 years	3.50%	6.10%	74%
60 to 64 years	3.40%	3.60%	6%
65 to 74 years	5.40%	6.06%	12%
75 to 84 years	4.90%	3.50%	-29%
85 years and over	3.00%	2.20%	-27%

## Households

The 2010 Decennial Census estimates that the City of Tonganoxie has 1,884 households. The Census Bureau defines a family household as one or more persons residing with the householder who are related by birth, marriage or adoption.<sup>5</sup> Family households account for 71% of all households in the City. Of these, married couple families constitute 53% of all family households. Approximately 40% of households have children under 18 years of age and approximately 20% of households have individuals age 65 years and older. The average household size is 2.61 persons, while the average family size is 3.08 persons. The following table illustrates Tonganoxie's household composition in 2010, along with the percentage of total households each

<sup>3</sup> U.S. Census Bureau; 1990 Census, 2000 Census, and 2010 Census

<sup>4</sup> U.S. Census Bureau; 2000 Census and 2010 Census

<sup>5</sup> U.S. Census Bureau; 2010 Census

category comprises. The most notable changes in household composition between 2000 and 2010 were a decrease in the proportion of married family households with children under the age of 18 (16%), an increase in the proportion of nonfamily households (11%), and an increase in the proportion of female-householder family households (11%).

**Table 3: Household Composition, 2000-2010<sup>6</sup>**

Household Category	2000		2010		% Change in Proportion
	Number of Households	% of Total Households	Number of Households	% of Total Households	
<b>Total households</b>	<b>999</b>	<b>100.0%</b>	<b>1,884</b>	<b>100.0%</b>	<b>0%</b>
Family households (families)	737	73.8%	1,338	71.0%	-4%
With own children under 18 years	420	42.0%	728	38.6%	-8%
Husband-wife family	575	57.6%	994	52.8%	-8%
With own children under 18 years	307	30.7%	485	25.7%	-16%
Male householder, no wife present	-	-	103	5.5%	-
With own children under 18 years	-	-	81	4.3%	-
Female householder, no husband present	118	11.5%	241	12.8%	11%
With own children under 18 years	85	8.5%	162	8.6%	1%
Nonfamily households	262	26.2%	546	29.0%	11%
Householder living alone	229	22.9%	449	23.8%	4%
Households with individuals under 18 years	442	44.2%	774	41.1%	-7%
Households with individuals 65 years and over	224	22.4%	384	20.4%	-9%

## Race

The City's racial makeup is quite homogenous and became even more homogenous between 2000 and 2010. Of residents identifying themselves with one race, 95% identify as White. The following table includes the racial composition of the City in 2000 and 2010.

**Table 4: Population Distribution by Race, 2010-2010<sup>7</sup>**

Population Distribution by Race	2000	2010	% Change
One race	98.6%	98.0%	-1%
White	95.2%	95.2%	0%
Black or African American	1.2%	1.0%	-17%
American Indian and Alaska Native	0.9%	0.7%	-22%
Asian	0.4%	0.4%	0%
Native Hawaiian and Other Pacific Islander	0.3%	0.1%	-67%
Some other race	0.7%	0.6%	-14%
Two or more races	1.4%	2.0%	43%

<sup>6</sup> The categories of "Male householder" and "Male householder without own children" were not delineated as a stand-alone classification in the 2000 Census.

<sup>7</sup> U.S. Census Bureau; 2000 Census and 2010 Census

## Ethnicity

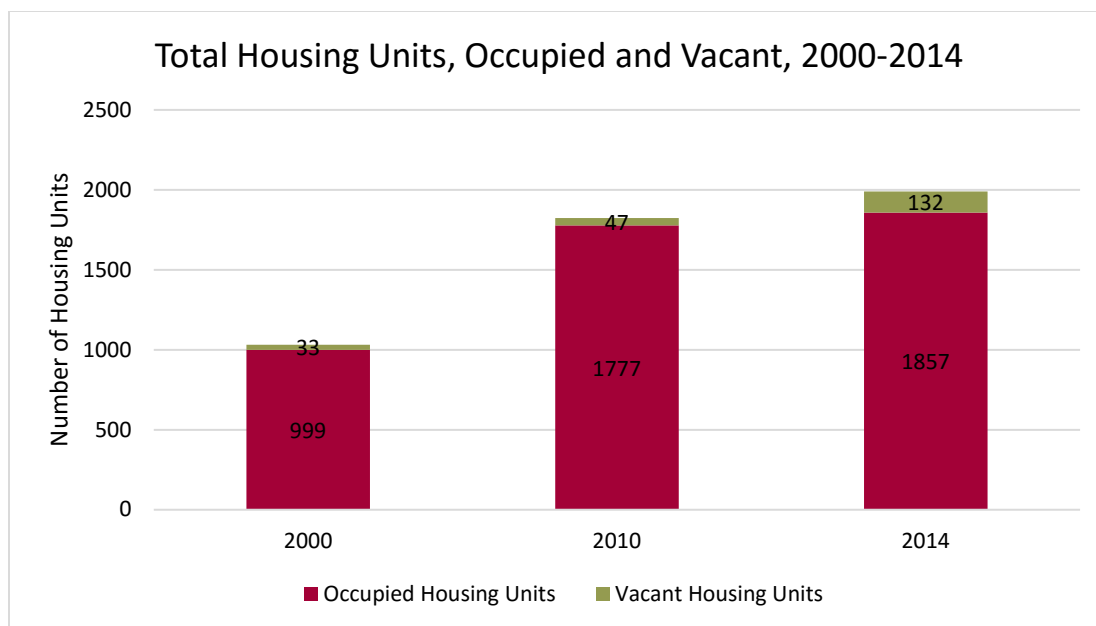
The U.S. Census Bureau categorizes the "Other Hispanic or Latino" group as people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries, as well as those individuals who provided general origin responses. Overall, the number of persons of Hispanic or Latino origin in Tonganoxie have increased by 208% since 2000. The proportion of the City's population that identify as Hispanic or Latino has increased by 65%, primarily due to an increase in the proportion of individuals self-identifying as Mexican. The following table shows the proportional change in the Hispanic or Latino population of the City of Tonganoxie.

**Table 5: Proportional Change in Hispanic or Latino Population, 2000-2010**

Hispanic or Latino Ethnicity	2000	2010	% Change
Hispanic or Latino (of any race)	2.30%	3.80%	65%
Mexican	1.90%	3.10%	63%
Puerto Rican	0.10%	0.10%	0%
Cuban	0.00%	0.00%	-
Other Hispanic or Latino	0.30%	0.60%	100%
Not Hispanic or Latino	97.70%	96.20%	-2%

## Housing Occupancy

The total number of housing units available in the City of Tonganoxie increased 93% between 2000 Census 2014. However, the number of vacant housing units increased by 300% during the same period, with the bulk of the increase happening since 2010. The City maintained an occupied housing rate of 97% in 2000 and 2010, but then the occupied housing rate dropped to 93% in 2014. The following figure shows the number of vacant and occupied housing units in the City of Tonganoxie between 2000 and 2014.



**Figure 2: Occupied and Vacant Housing Units, 2000-2014<sup>8</sup>**

## Education

City residents have become more highly educated since 2000. In 2000, only 16% of City residents had a bachelor's, graduate, or professional degree. The proportion of residents with such degrees in 2014 has nearly doubled. At the same time, the proportion of residents with a high school diploma has increased while the proportion of the population with less than a high school diploma, some college, or an Associate's degree have decreased. The following table shows the educational attainment level of residents of the City of Tonganoxie

**Table 6: Educational Attainment of Residents Age 25 and Over, 2000-2014<sup>9</sup>**

Educational Attainment of Residents Age 25 and Over	2000	2010	2014	% Change
Less than 9th grade	2.2%	2.4%	1.0%	-54%
9th to 12th grade, no diploma	9.3%	3.3%	6.2%	-33%
High school graduate (incl. equivalency)	37.0%	31.9%	43.6%	18%
Some college, no degree	28.5%	32.4%	15.9%	-44%
Associate degree	7.1%	8.6%	4.8%	-33%
Bachelor's degree	11.7%	16.7%	15.9%	36%
Graduate or professional degree	4.2%	4.8%	12.7%	199%

Of persons age 3 and over enrolled in school in the City, proportionally more are enrolled from kindergarten through eighth grade and also the graduate level while proportionally fewer are enrolled in preschool, high school, and college. The following table breaks out the proportion of the population enrolled in school.

<sup>8</sup> U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey

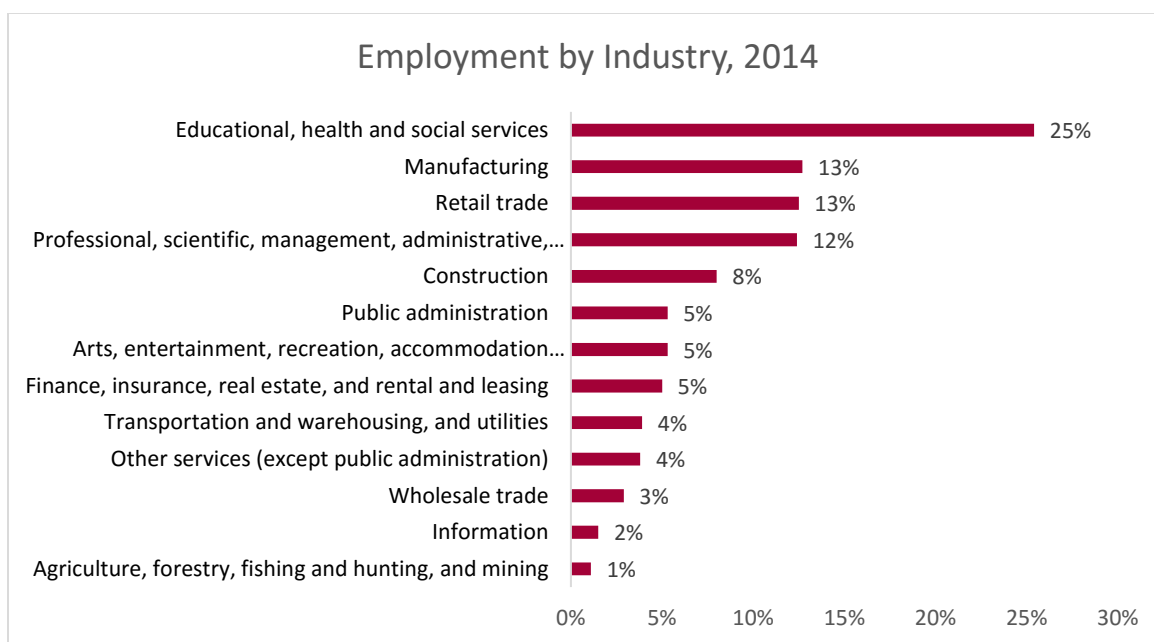
<sup>9</sup> U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey

**Table 7: School Enrollment for Population Age 3 and Over, 2000 - 2014<sup>10</sup>**

Population Age 3 and Over Enrolled in School	2000	2010	2014	% Change
Nursery school, preschool	8.1%	7.1%	5.1%	-37%
Kindergarten	5.2%	13.4%	6.1%	18%
Elementary: grade 1 to 4	25.4%	30.5%	29.1%	15%
Elementary: grade 5 to 8	16.3%	8.9%	21.1%	29%
High school: grade 9 to 12	27.1%	19.0%	21.8%	-20%
College, undergraduate	16.1%	17.0%	8.9%	-45%
Graduate, professional school	1.7%	4.1%	7.9%	364%

## Employment

For the employed population 16 years and older, the leading industries in the City of Tonganoxie in 2014 were educational, health, and social services (25%). Retail trade (13%), manufacturing (13%), and professional, scientific, management, administrative and waste management services (12%) were also leading industries, as shown in the following figure. Between 2000 and 2014, the proportion of the population employed in the professional, scientific, management, administrative, and waste management industries increased the most (75%) followed by manufacturing (69%). Nearly all other industries saw decreases during this period, some as large as 50% (transportation and warehousing and utilities).



**Figure 3: Employment by Industry, 2014<sup>11</sup>**

<sup>10</sup> U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey

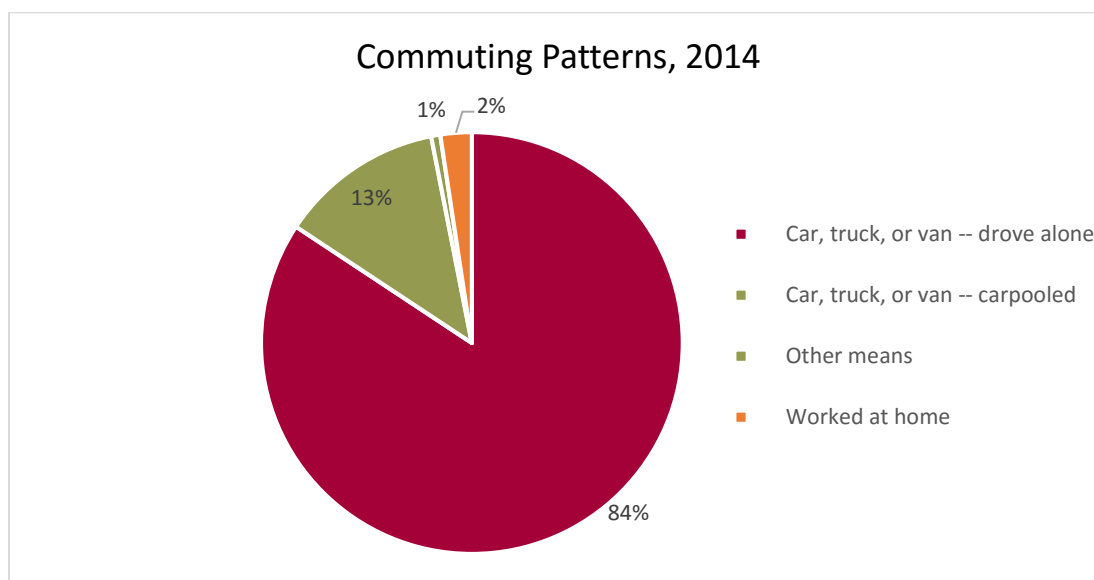
<sup>11</sup> U.S. Census Bureau; 2014 American Community Survey

Common occupations for workers aged 16 and over have experienced a significant change in the City of Tonganoxie. Workers are increasingly employed in management, professional, and related occupations or sales and office occupations. The following table illustrates the composition of occupations from 2000 through 2014 in the City of Tonganoxie.

**Table 8: Employment by Occupation, 2000 -2014<sup>12</sup>**

Occupation	2000	2010	2014	% Change
Management, professional, and related occupations	26%	29%	39%	49%
Service occupations	17%	17%	10%	-43%
Sales and office occupations	27%	25%	31%	18%
Natural resources, construction, and maintenance occupations	16%	13%	7%	-56%
Production, transportation, and material moving occupations	14%	15%	13%	-9%

The 2,402 workers 16 years of age and over in the City of Tonganoxie spend an average of 27.3 minutes traveling to work. A total of 84% of those workers drive alone to work and 13% carpool. The following figure illustrates commuting patterns in the City of Tonganoxie as of 2014.

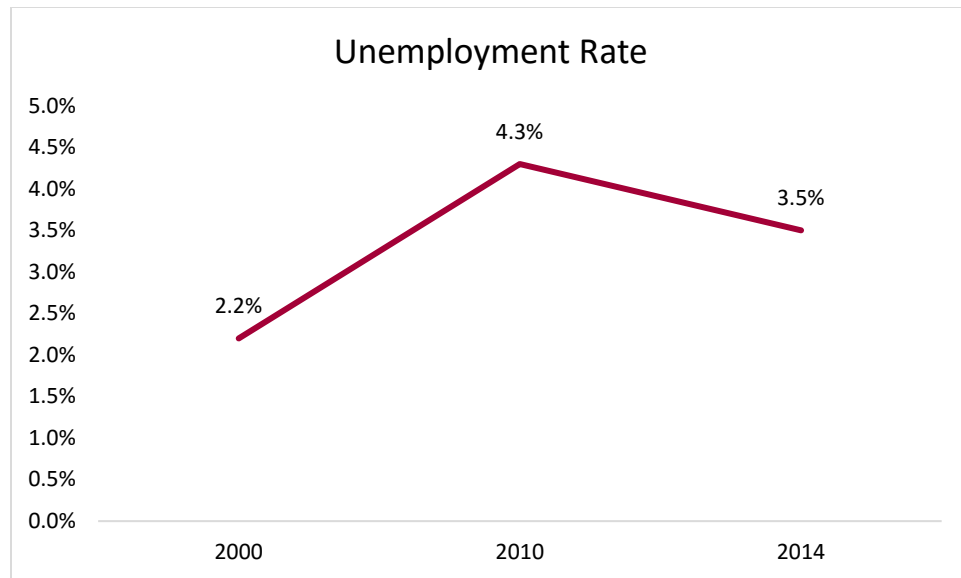


**Figure 4: Commuting Patterns, 2014<sup>13</sup>**

The City's unemployment rate hit a high of 4.3% in 2010, and has since decreased to 3.5%. However, it has not reached its 2000 level of 2.2%. The following figure shows the historical unemployment rate for the City of Tonganoxie.

<sup>12</sup> U.S. Census Bureau; 2000 Census and 2013 American Community Survey

<sup>13</sup> U.S. Census Bureau; 2014 American Community Survey



**Figure 5: Unemployment Rate, 2000-2014<sup>14</sup>**

## Income

While the median household income increased from \$44,278 in 2000 to \$49,130 in 2014, income has not increased equally across all income levels. The proportion of the households making between \$35,000 and \$75,000 decreased from 49% to 33%. The following figure shows the proportion of households making various income levels in 2000, 2010, and 2014.

<sup>14</sup> U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey



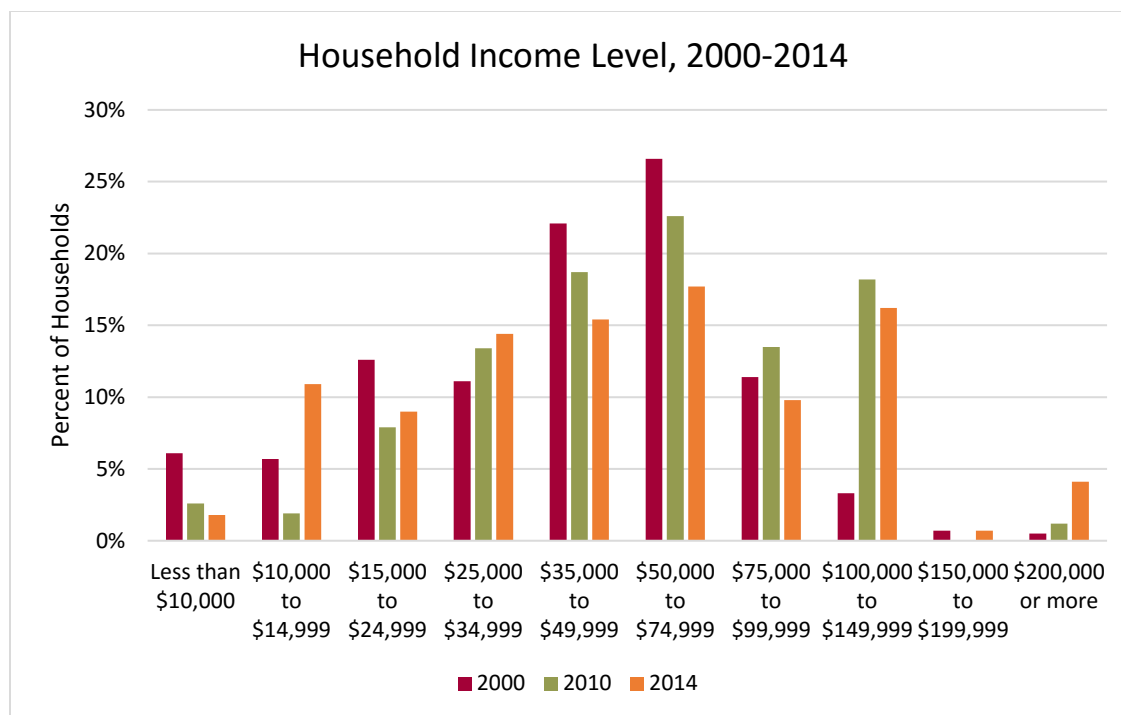


Figure 6: Household Income, 2000-2014<sup>15</sup>

In 2014, 10.9% of individuals (3.9% of those under the age of 18) live below the poverty level in the City of Tonganoxie.

## Crime

Crime statistics for the City of Tonganoxie were obtained from the Federal Bureau of Investigation's Uniform Crime Reporting (UCR) tool. UCR data tracks a variety of violent and property crimes reported by local law enforcement agencies. Violent crimes include murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault. Property crimes include burglary, larceny-theft, and motor vehicle theft.

The following table illustrates violent crimes reported by the Tonganoxie Police Department. Overall, violent crime in the City of Tonganoxie has decreased by 36% in the last five years. Notably, there have been no murders in the City in the last five years and robberies and forcible rapes have decreased by 100% during this time period.

Table 9: Violent Crime UCR Data, 2006-2014

Violent Crime Type	2010	2011	2012	2013	2014	% Change
Murder and non-negligent manslaughter	0	0	0	0	0	-
Forcible rape	1	0	2	3	0	-100%
Robbery	1	0	0	0	0	-100%
Aggravated assault	9	10	9	10	7	-22%
<b>Violent Crime Total</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>13</b>	<b>7</b>	<b>-36%</b>

<sup>15</sup> U.S. Census Bureau; 2000 Census, 2010 Census, and 2014 American Community Survey

The following table illustrates property crimes reported by the Tonganoxie Police Department. Overall, property crime in the City of Tonganoxie has decreased by 28% over the last five years. Burglaries and motor vehicle thefts have increased by 23% and 33% respectively while larceny-theft decreased by 43%.

**Table 10: Property Crime UCR Data, 2006-2014**

Property Crime Type	2010	2011	2012	2013	2014	% Change
Burglary	22	8	51	13	27	23%
Larceny-theft	86	64	57	61	49	-43%
Motor vehicle theft	3	5	6	7	4	33%
<b>Property Crime Total</b>	<b>111</b>	<b>77</b>	<b>114</b>	<b>81</b>	<b>80</b>	<b>-28%</b>

## Financial Trends

The City of Tonganoxie's expenditure budget has increased by 24% over the last five years while revenues have increased by 22%. Expenditures in all funds – except the Special Parks and Sewer Capital funds – increased over the last five years. Expenditures in the Water Capital and Debt Bond & Interest funds increased the most, by 277% and 106% respectively. The following table shows annual expenditures by fund for FY2012 through FY2016.

**Table 11: Total Expenditures, By Fund, FY2012-FY2016<sup>16</sup>**

Fund	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	% Change
General	\$1,710,226	\$1,726,431	\$2,668,448	\$2,483,060	\$2,716,327	59%
Water	\$1,018,326	\$1,367,318	\$971,217	\$1,064,968	\$1,134,499	11%
Sewer	\$611,844	\$551,026	\$566,377	\$685,544	\$745,259	22%
Sanitation	\$321,185	\$306,544	\$297,157	\$288,094	\$325,000	1%
Transient Guest Tax	-	\$1,000	\$320	-	\$4,000	-
Debt Bond & Interest	\$358,121	\$661,658	\$743,700	\$719,420	\$737,348	106%
Fire Equipment	\$91,373	\$422,187	\$72,390	\$107,515	\$95,000	4%
Employee Benefits	\$502,127	\$607,478	-	-	\$0	-
Police Equipment	\$15,892	\$58,843	\$18,749	\$19,985	\$20,000	26%
Library	\$283,541	\$313,802	\$340,083	\$339,170	\$345,396	22%
Sewer Capital	\$143,451	\$75,839	\$3,144	\$39,272	\$60,000	-58%
Special Parks	\$5,049	-	\$2,408	\$3,403	\$5,000	-1%
Special Highway	\$107,378	\$123,848	\$103,265	\$312,220	\$174,100	62%
Water Park Sales Tax	\$287,463	\$381,480	\$379,001	\$372,637	\$345,000	20%
Capital projects	\$422,962	\$875,917	\$1,451,975	\$487,363	\$510,000	21%
Water Capital	\$13,250	\$166,528	\$235,640	\$62,003	\$50,000	277%
Capital Reserve	-	\$22,868	\$306,583	-	\$20,000	-
Law Enforcement Trust	\$462	\$2,466	\$17,849	\$1,415	\$5,000	-
<b>Total</b>	<b>\$5,892,650</b>	<b>\$7,665,233</b>	<b>\$8,178,306</b>	<b>\$6,986,069</b>	<b>\$7,291,929</b>	<b>24%</b>

Overall, revenue brought into the General Fund has increased by 59% over the last five years. Property and sales taxes are the largest sources of revenue for the City of Tonganoxie's General Fund, together bringing in over 60% of revenue. Revenue from property taxes has more than doubled between FY2012 and FY2016; revenue from sales taxes has increased by only 6% over the same period. Revenue from only three sources has declined over the last five years: fees, fines and forfeits, and interest and rents. Revenue from grants has increased by over 1,000% while other revenues and licenses and permits revenues have increased by 144% and 87% respectively. The following table includes the City of Tonganoxie's General Fund revenues by revenue type for the past five years along with the percent change from FY2012 to FY2016.

<sup>16</sup> Revenues reported by the City of Tonganoxie

**Table 12: Total General Fund Revenues, By Type, FY2012-FY2016<sup>17</sup>**

Type	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	% Change
Property Taxes	\$567,515	\$528,823	\$993,962	\$1,081,052	\$1,145,647	102%
Sales Taxes	\$480,189	\$473,990	\$510,963	\$500,271	\$507,000	6%
Fees	\$126,968	\$109,686	\$110,783	\$103,557	\$114,450	-10%
Franchise Fees	\$228,640	\$254,139	\$265,028	\$261,411	\$311,100	36%
Licenses & Permits	\$24,301	\$18,300	\$95,586	\$59,307	\$45,450	87%
Grants	\$1,735	-	\$42,800	\$38,600	\$25,200	1352%
Fines and Forfeits	\$184,753	\$196,232	\$183,257	\$187,201	\$165,000	-11%
Interest and Rents	\$29,276	\$16,516	\$48,186	\$24,830	\$25,650	-12%
Sale of Assets	\$649	\$398	\$1,247	-	-	-
Other Revenues	\$63,324	\$152,967	\$172,639	\$135,459	\$154,210	144%
Transfers	-	\$101,691	\$104,155	\$286,700	\$222,620	-
<b>Total</b>	<b>\$1,707,350</b>	<b>\$1,852,742</b>	<b>\$2,528,606</b>	<b>\$2,678,388</b>	<b>\$2,716,327</b>	<b>59%</b>

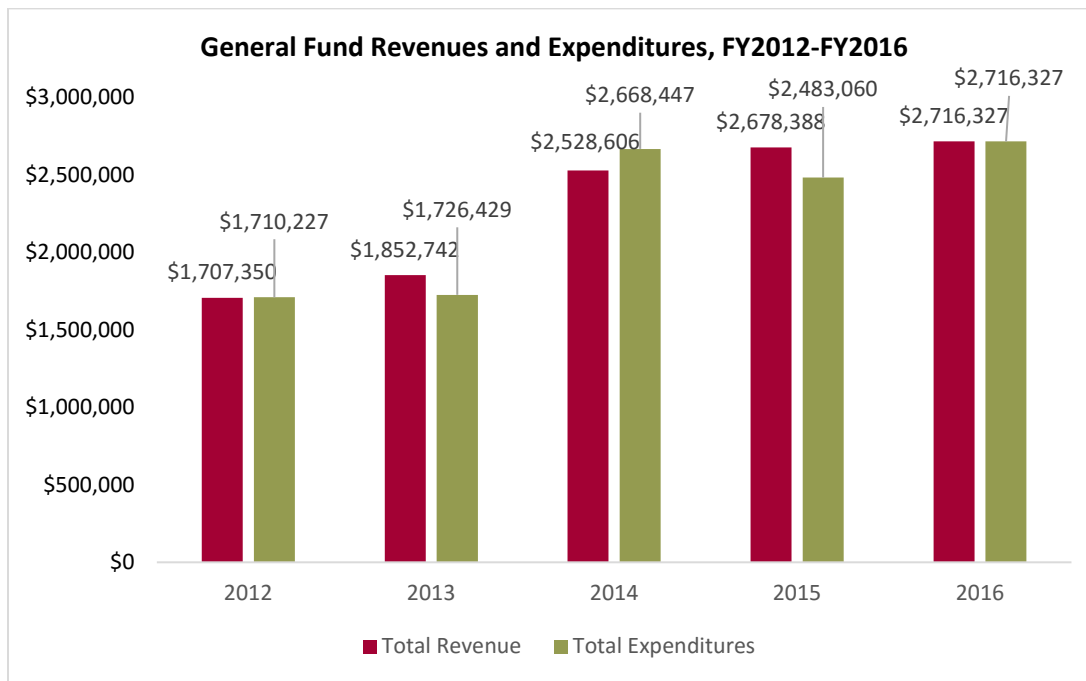
The Police and Fire Departments represent the largest expenditure areas for the General Fund. The Police Department budget is 39% of the FY2016 budget and the Fire Department budget is 21% of the FY2016 budget. Over the last five years the City's General Fund budget has increased by 59%. During this timeframe, the Public Works, Fire, Building Inspections, and Planning & Development budgets have more than doubled, with the Public Works Department budget increasing the most (by 159%). Meanwhile, the Administration and Municipal Court budgets have decreased over the last five years. The following table shows the City of Tonganoxie's General Fund expenditures by Department for the past five years, along with the percent change in expenditures from FY2012 to FY2016.

**Table 13: Total General Fund Expenditures, By Department, FY2012-FY2016**

Department/Service	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Budget	% Change
Administration	\$363,450	\$295,070	\$274,504	\$275,935	\$171,614	-53%
Police	\$636,028	\$635,438	\$1,018,510	\$922,672	\$482,034	-24%
Public Works	\$132,937	\$278,106	\$386,493	\$281,573	\$178,045	34%
Fire	\$270,572	\$248,414	\$452,544	\$568,637	\$333,423	23%
Municipal Court	\$106,811	\$70,993	\$81,168	\$83,453	\$46,030	-57%
Animal Control	\$25,325	\$19,285	\$20,725	\$23,104	\$11,533	-54%
Pool	\$125,633	\$112,266	\$155,170	\$147,249	\$67,480	-46%
Building Inspections	\$27,681	\$26,167	\$100,176	\$78,111	\$39,039	41%
Planning & Development	\$21,790	\$40,690	\$6,018	\$19,454	\$18,525	-15%
City Council	-	-	-	\$733	\$50	-
Debt Service	-	-	\$82,139	\$82,139	\$41,069	-
Transfers	-	-	\$91,000	-	-	-
<b>Total</b>	<b>\$1,710,227</b>	<b>\$1,726,429</b>	<b>\$2,668,447</b>	<b>\$2,483,060</b>	<b>\$1,388,842</b>	<b>-19%</b>

<sup>17</sup> Revenues reported by the City of Tonganoxie

The City spent more than it collected in FY2012 and FY2014 while it collected more than it spent in FY2013 and FY2015. The City's revenue and expenditure budgets are equal in FY2016. The following figure depicts the City's General Fund revenues and expenditures over the past five fiscal years.



**Figure 7: Total General Fund Revenues and Expenditures, FY2012-FY2016**

## Summary of 2014 Hotel Market Study

In 2014, the feasibility of placing a new hotel in the City of Tonganoxie was explored through a Hotel Market Study completed by Richard Caplan & Associates. Based on a thorough analysis of the lodging market, the study found that adequate demand does exist for a new 60 to 65 guest room hotel. According to the study, the hotel should offer a mix of quality guest rooms and include meeting space for up to 50 persons.

## Employee Survey

The Novak Consulting Group administered a confidential online survey to assess the strengths, weaknesses, opportunities, and challenges facing both the organization and the community. Questions were in three forms: ratings scale (strongly agree, mostly agree, mostly disagree, strongly disagree), open-ended, and multiple choice. The survey was administered using a web-based survey tool, Survey Monkey®, which was open to all City employees from July 25 to August 8, 2016.

A total of 24 of the City's 33 employees took the survey, a response rate of 73%. The following table shows the number of respondents from each department that completed the survey.

**Table 14: Number of Employee Survey Respondents by Department**

Department	Number of Responses
Administration	3
Fire Department	4
Police Department	12
Public Works	4
Water Park	1
<b>Total</b>	<b>24</b>

Responses to the various survey questions will be discussed in the following sections.

## City Organization

Respondents were asked to first consider the strengths, weaknesses, opportunities, and challenges facing the City of Tonganoxie organization. Respondents unanimously agreed that they understand how their work contributes to the overall progress of the community and that their department is able to anticipate issues and concerns. Nearly all respondents agree (96%) that decisions are communicated to the organization. However, only 74% of respondents feel City departments work well together. The following table summarizes respondents' level of agreement with various statements about the work environment.

**Table 15: Respondents' Level of Agreement with Statements about their Work Environment**

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Total	Total Agree	Total Disagree
I understand how my work contributes to the overall progress of our community.	65%	35%	0%	0%	100%	100%	0%
My department is able to anticipate issues and concerns.	48%	52%	0%	0%	100%	100%	0%
Decisions are communicated to the organization.	39%	57%	4%	0%	100%	96%	4%
Departments work well together.	35%	35%	26%	0%	100%	74%	26%

Respondents were asked to list two to three distinctive strengths for which they think the City organization is currently known. The most common responses related to how community-oriented the City organization is, meaning the organization is focused on meeting the needs of the City and City employees are involved in the community. City employees were also considered an area of strength for the City, followed by financial responsibility and the quality of the City's infrastructure/facilities. The following table summarizes the categories of responses provided by the City employees when asked about the distinctive strengths for which the City is currently known.

**Table 16: Employee Survey Responses to the Statement: Please list 2-3 distinctive strengths for which you think the City organization is currently known**

Response Category	Number of Responses
Community-Oriented	8
Employees	7
Financially Responsible	4
Infrastructure/Facilities	4
Community Relations	3
Leadership	2
Teamwork	2
Council	2
Handle Emergencies	1
Responsive	1
Quality	1
Employer	1
Transparency	1
Department Relations	1
Proactive	1
Growth	1
<b>Total</b>	<b>40</b>

Respondents were asked to list two to three areas of challenge in which the City organization has room to improve. A total of 43 areas were submitted. The most common response category was economic development, which includes bringing in new and maintaining existing businesses. Communication – with employees, with residents, and between City departments – was the second most common response category, followed by listening to the community. Pay and retirement benefits were also common categories of challenges noted by survey respondents. The following table summarizes the categories of responses provided by the City employees when asked about the areas of challenge in which the City has room to improve.

**Table 17: Employee Survey Responses to the Statement: Please name 2-3 areas of challenge in which the City organization has room to improve**

Response Category	Number of Responses
Economic Development	7
Communication	6
Listening	4
Pay	3
Retirement Benefits	3
Strategic Planning/Direction	3
Facilities	2
Annexation/Expansion	2
Budgeting	2
Community Involvement	2
Accountability	2
Additional Employees	1
Technology	1
Customer Service	1
Data-Driven Decisions	1
Infrastructure	1
Total Compensation	1
Event Planning	1
<b>Total</b>	<b>43</b>

Respondents were asked to share two to three things they think should be priorities for their department. Overall, benefits, pay, and funding are the things most frequently listed by respondents when asked what they believe should be priorities for their department. Most of the benefits suggestions related to the City taking advantage of the KP&F Retirement System. Technology, safety, customer service, and additional staff were also common answers. The following table includes the response categories by Department.



**Table 18: Employee Survey Responses to the Statement: Please list 2-3 things you think should be priorities for your department**

Department	Response Category	Number of Responses
<b>Administration</b>	Process Improvements	1
	Additional Staff	1
	Technology	1
	Customer Service	1
	Paperless	1
<b>Fire Department</b>	Funding	2
	Training	2
	Customer Service	2
	Responsiveness	1
	Safety	1
	Expansion	1
	Additional Staff	1
	Fiscal Responsibility	1
<b>Police Department</b>	Benefits	8
	Pay	6
	Morale	2
	Community Policing	2
	Safety	1
	Communication	1
	Technology	1
	Enforcement	1
	Additional Staff	1
	Community Service	1
<b>Public Works</b>	Funding	3
	Relationship Between Coworkers	1
	Quality	1
	Technology	1
	Communication	1
	Process Improvements	1
<b>Water Park</b>	Appearance	1
	Safety	1
	Funding	1
<b>Total</b>		<b>51</b>

## Community of Tonganoxie

After considering the City organization, respondents were asked to respond to a series of questions about the community as a whole.

When asked what opportunities they would like to see the City of Tonganoxie take advantage of, benefits, economic development, expansion, and grants were the most common categories of responses. The benefits category includes responses related to a deferred compensation program and also taking advantage of KP&F. In addition to bringing more and larger businesses to the City, some respondents also see expansion of the City through annexation as an area of opportunity as it would increase the tax base and might help with economic development. The following table summarizes the categories of opportunities respondents would like to see the City of Tonganoxie take advantage of.

**Table 19: Employee Survey Responses to the Statement: Please name 2-3 opportunities you would like to see the City of Tonganoxie take advantage of**

Response Category	Number of Responses
Benefits	6
Economic Development	5
Expansion	3
Grants	3
Technology	2
Promotion	2
Events	2
Infrastructure	2
Facilities	1
Public Input	1
Additional Staff	1
Affordable Housing	1
Retirement	1
Equipment	1
Training	1
Interactive Parks	1
Community Involvement	1
<b>Total</b>	<b>34</b>

Respondents were asked to list two to three challenges the community will face in the near future. Most respondents mentioned growth, whether it be keeping up with growth, maintaining growth, or lack of growth. Infrastructure and funding were also common response categories. The following table summarizes the categories of challenges respondents believe the City of Tonganoxie will face in the near future.

**Table 20: Employee Survey Responses to the Statement: Please list 2-3 challenges the City of Tonganoxie will face in the near future**

Response Category	Number of Responses
Keeping up with Growth	7
Maintaining Growth	5
Infrastructure	4
Budget	4
Retention	3
Safety/Crime	2
Equipment	2
Pay	2
Tax Rate Maintenance	1
Lack of Growth	1
Quality of Life	1
Water	1
Negative Attitudes	1
<b>Total</b>	<b>34</b>

Respondents were asked to list two to three distinctive strengths or attributes for which they would like the City of Tonganoxie to be known 5-10 years in the future. Safety, growth and development, parks, and customer service were the most common themes. The following table summarizes what strengths or attributes respondents would like to see the City of Tonganoxie to be known for in the future.

**Table 21: Employee Survey Responses to the Statement: Please list 2-3 distinctive strengths or attributes for which you'd like the City of Tonganoxie to be known 5-10 years in the future**

Response Category	Number of Responses
Safety	6
Growth and Development	5
Parks	3
Customer Service	3
Quality of Life	2
Family-Oriented	2
Friendly	2
Good to Employees	2
Welcoming	1
Schools	1
Rural Near Metro	1
Clean Water	1
Sunflowers	1
Clear Direction	1
Community Relations	1

Response Category	Number of Responses
Affordable	1
Business-Friendly	1
Close-Knit	1
Small-Town Charm	1
Opportunity	1
Visionary	1
Commerce	1
Events	1
Progressive	1
<b>Total</b>	<b>41</b>

Respondents were asked to list two to three things they think should be priorities for the City of Tonganoxie. Economic development, pay and benefits, infrastructure, and growth were the most common categories of responses. The following table summarizes those areas that employees believe should be priorities for the City of Tonganoxie.

**Table 22: Employee Survey Responses to the Statement: Please list 2-3 things you think should be priorities for the City of Tonganoxie.**

Response Category	Number of Responses
Economic Development	9
Pay and Benefits	7
Infrastructure	5
Growth	5
Safety	4
Quality of Life	3
Customer Service	3
Events	2
Stormwater Management	1
Community Center	1
Parks	1
Cost of Living	1
Employees	1
Community	1
Appearance	1
Intergovernmental Relations	1
Facilities	1
<b>Total</b>	<b>47</b>

## City of Tonganoxie Employees

After taking stock of the current state and desired future of both the City organization and the community, respondents were asked to reflect on the City of Tonganoxie's employees. The following figure includes a "word cloud" of the words respondents shared to describe City of Tonganoxie employees. The size of the words indicates their frequency of use, with larger words being listed more than smaller words.



Figure 8: Word Cloud Showing Employee Survey Responses to the Statement: Please provide 2-3 words that describe City of Tonganoxie employees

The following figure includes a word cloud of the values respondents believe City of Tonganoxie employees display when they are at their best.



Figure 9: Word Cloud Showing Employee Survey Responses to the Question: When City staff are at their best, what values do you observe? (Select up to five)

The following figure includes a word cloud of the adjectives respondents would use to describe the way City of Tonganoxie employees support the mutual success of each other's work.



Figure 10: Word Cloud Showing Employee Survey Responses to the Statement: Please provide 2-3 adjectives that describe the way City employees support the mutual success of each other's work

## Conclusion

The City of Tonganoxie is a community that is growing. The City's economy, population, and land area have all grown and changed in recent years. As such, the City's infrastructure, amenities, and services may need to change as well. As the City organization considers its desired future, it will need to address the challenges associated with growth, including maintenance of economic growth, preservation and enhancement of service levels, increased economic inequality, and communication. One of the assets the City organization possesses is a workforce that cares about the community and is dedicated to providing quality services, now and into the future. Developing a unified, long-range vision for the future of the City of Tonganoxie will require facing these challenges and seizing opportunities that will allow Tonganoxie to remain a community of choice for many years to come.



## Appendix A: Employee Survey

### Introduction

The City of Tonganoxie is embarking on a strategic planning process. The purpose of this process is to create a set of meaningful goals that will become guiding principles for future policy decisions on public policy. As part of that process, the City Council would like employee input. All answers will be kept anonymous. Your input will be helpful as the governing body develops its goals. Thank you for your time and feedback!

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### Department Information

**1. Please indicate which department you work for.**

- Administration
- Fire Department
- Police Department
- Public Works
- Water Park

### Attributes of the City Organization

**2. Please provide your level of agreement with the following statements about the City organization's performance, using the following scale.**

**Strongly Disagree – Disagree – Agree – Strongly Agree**

- I understand how my work contributes to the overall progress of our community.
- My department is able to anticipate issues and concerns.
- Decisions are communicated to the organization.
- Departments work well together.

**3. Please list 2-3 distinctive strengths for which you think the City organization is currently known.**

- 
- 
- 

**4. Please name 2-3 areas of challenge in which the City organization has room to improve.**

- 
- 
- 

**5. Please list 2-3 things you think should be priorities for your department.**

- 
- 
- 

### Attributes of the Community

**6. Please name 2-3 opportunities you would like to see the Tonganoxie community take advantage of.**

- 
- 
-

**7. Please list 2-3 challenges the community will face in the near future.**

- 
- 
- 

**8. Please list 2-3 distinctive strengths or attributes for which you'd like the community to be known 5-10 years in the future.**

- 
- 
- 

**9. Please list 2-3 things you think should be priorities for the City of Tonganoxie.**

- 
- 
- 

### **City of Tonganoxie Employees**

**10. Please provide 2-3 words that describe City of Tonganoxie employees.**

- 
- 
- 

**11. When City staff are at their best, what values do you observe? (Select up to five)**

- Integrity
- Community
- Commitment
- Compassion
- Professionalism
- Teamwork
- Competency
- Determination
- Responsibility
- Achievement
- Family
- Helpfulness
- Honesty
- Leadership
- Loyalty
- Respect
- Solution-Oriented
- Accountability
- Creativity
- Kindness
- Resident-Focused
- Trustworthiness
- Excellence
- Fairness

- Happiness
- Responsiveness
- Curiosity
- Security
- Timeliness
- Other(s) (please specify)

**12. Please provide 2-3 words (adjectives) that describe the way the employees support mutual success of each other's work.**

- 
- 
- 

### **Completed Survey**

Thank you so much for taking time to complete this survey. The results will be shared at the strategic planning session!

## Appendix B: Employee Survey Responses

The raw responses to the open-ended confidential employee survey questions are presented in the following section in an unaltered format.

### Attributes of the City Organization

**Please list 2-3 distinctive strengths for which you think the City organization is currently known.**

- A good core group of employees set on doing the right thing for the community.
- A good group of Council members that have the best interest of the community at heart.
- Active in the community
- Addressing community needs/wants
- Adequate infrastructure
- Agency finally has a quality facility in which to provide the community service
- Agency has a solid core of officers with strong moral and ethical premise to provide service
- Agency has experienced leadership paving the way for service
- All members work well together
- Approachable
- Being able to handle emergency situations when they arise
- Being open and fair
- Budget sensitive
- City Growth
- Community based government
- Community events
- Community oriented
- Community oriented events
- Employees
- Extremely hard-working employees
- Financially strong given very limited resources
- Friendliness
- Getting the community involved in events
- Good Public relations
- Having good employees
- Involved in the community
- Leadership
- Lean organizations
- People WANT to work here.
- Proactive work environment
- Quality of Work
- Relationship with its citizens
- Responsive to citizens
- Strong Community relations.
- Strong department relationships
- Supportive city council
- Team Work

- The financial future looks hopeful compared to it's past.
- Upkeep of public property
- Visual Improvements

**Please name 2-3 areas of challenge in which the City organization has room to improve.**

- Be more strategic in planning for the future - the city needs a capital improvement plan, strategic plan, updated comprehensive plan, and staff should be held accountable to report on the progress being made on these plans
- Communicate and hold accountable to the direction in which everyone must work towards.
- Additional employees to help departments
- Annexing/Expanding the city
- Expand the city boundaries to increase tax base
- Budgeting
- Poor financial planning
- Communicate and hold accountable to the direction in which everyone must work towards.
- Communication
- Communication between some city officials
- Communication with employees
- Communications with Citizens
- Interaction / communications between departments. I've never even met the Mayor...
- Community indolent
- More public involvement
- Customer service/public relations
- Data-driven decision making - utilizing citizen surveys, performance measures, and staff expertise to drive decisions and approve the budget, rather than complaints or concerns of just one or two people
- Bringing in and maintaining new businesses
- Bringing in larger businesses and industry
- Bringing in more business/industry
- Bringing in new business to the community
- Encouraging businesses to move in and grow.
- Small town mentality - When accepting new businesses
- The friendship with local businesses
- Better planned events
- Having a better understanding of what it takes to run our facilities
- Upgrade of facilities (water plant)
- Infrastructure
- Listening in general
- Listening to the employees
- Listening to the public
- Remember we work for the 5,100 citizens, not the 12 naysayers that are vocal.
- I don't agree how they work with our sick and vacation time. We work 12 hour shifts, but only get paid for 8 Hrs.
- Increasing the starting pay ranges
- Pay and benefits
- KP&F is a must in order to retain and recruit quality applicants
- Pay and benefits

- The city needs to offer KP&F
- Be more strategic in planning for the future - the city needs a capital improvement plan, strategic plan, updated comprehensive plan, and staff should be held accountable to report on the progress being made on these plans
- Communicate and hold accountable to the direction in which everyone must work towards.
- Get all decision makers on the same page working toward one set of goals
- Technological Improvements will need to be continued to improve on
- Taking care of its employees

**Please list 2-3 things you think should be priorities for your department.**

- Add more staff
- Additional Personnel
- Additional employee
- Be the department of first response for our citizens.
- Benefits that match other comparable
- Better pay
- Better pay and benefits
- Better relations / communications between departments.
- Bring the pay levels for the department in line with the surrounding agencies
- Community policing
- Community Policing/involvement in activities around the City.
- Community service
- Continual support of needed budget items.
- Continuing education
- Customer Service
- Electronic document management - moving away from paper files
- Enforce traffic ordinances and state law.
- Expansion
- Good relationship between coworkers
- Implementing process improvements and operational efficiencies
- Improving customer service and the experience at City Hall
- Increase the funding for the street maintenance
- Kansas Police and Fire
- KP&F
- KP&F retirement
- Look at alternate routes for wastewater to enter treatment plant
- Maintain safety.
- Maintain the appearance of the Water Park.
- Making sure we have the funds to have repair parts on the shelf for emergency repairs
- Moving forward professionally and fiscally responsible.
- Pay
- Pay for Officers
- Pay that matches other comparable
- Personnel satisfaction
- Positive communication with the citizens
- Public interaction
- Quality of work being produced

- Replacing engine that has currently been needing more and more repairs
- Replacing PPE
- Retirement
- Retirement benefits
- Safety
- Safety for employees, citizens and visitors to our community.
- SCADA systems to better monitor water /waste water plants during off hours
- Technological Improvements
- The implementation of KP&F
- The wellbeing of its employees
- Training for all types of emergencies
- Updated Court System
- Upgrade to water plant

### **Attributes of the Community**

**Please name 2-3 opportunities you would like to see the City of Tonganoxie take advantage of.**

- Standalone Court Service Management Software and Court Service Clerk Assigned to PD
- Deferred comp
- Deferred Comp match
- KP&F (3)
- Seek better health insurance when the time comes for renewal
- Community being involved in activities
- Bring more businesses to the community
- Bringing in large businesses
- Business park and be able to attract new businesses
- Invest more resources in economic development and infrastructure maintenance
- Using existing businesses to help bring in others
- Making sure we have adequate funds for training and proper equipment
- Build on the momentum that was established from the Sesquicentennial event and partner with other organizations to host regular activities in city parks that include live music, food trucks, etc.
- Some kind of festival that will draw people from surrounding areas.
- Again expand City boundaries
- Annexing land to grow the city's size to help with bringing in large businesses
- Do the necessary to grasp opportunities for growth.
- Making sure our facilities will be ready to handle future development
- Any grant or funding that would help to build a community center
- Grants
- Seek, and actively pursue any and all grant opportunities available.
- Build more median income housing
- Improve upon infrastructure now that the budget allows.
- Invest more resources in economic development and infrastructure maintenance
- More interactive parks (Disc golf courses or other sporting activities)
- More activities to promote the departments in a nice way.

- Utilizing the well-known Grinter Sunflower field to rebrand the City and capitalize off the high-traffic this farm receives every fall to bring people to Tonganoxie
- Make better use of public input
- Provide KP&F to police and fire
- City Wide IT Service
- Standalone Court Service Management Software and Court Service Clerk Assigned to PD
- Making sure we have adequate funds for training and proper equipment

**Please list 2-3 challenges the City of Tonganoxie will face in the near future.**

- Aging equipment
- Aging infrastructure and an increased need for maintenance
- Budget (3)
- Continuation of some of the negative attitudes within our community.
- Crime expanding into the city
- Depleting well water supply
- Economic development and growth
- Employee recruitment and retention
- Expanding business infrastructure
- Expansion
- Financial. Deferred technology purchasing and expectations will plague the city in the future.
- Growing city and not enough resources
- Growth
- Inability to increase tax base
- Increased growth
- Increased need for all city services
- Infrastructure, water system and waste collections
- Keeping good staff
- Keeping taxes manageable
- Keeping up with growth
- Lack of growth with industrial and residential if we don't improve available infrastructure.
- Lack of quality of life opportunities-golf course, indoor pool, running trails, dog park etc.
- Maintaining a safe community
- Maintaining growth
- Moving past the few citizens that are attempting to hold back growth.
- Not being able to retain businesses and attracting new ones
- Out of date Utilities facilities (water)
- Outdated fire equipment
- Pay; all positions will need to be consistently and routinely evaluated.
- Paying its employees what they're worth
- Recruiting and retention will be difficult to impossible if KP&F is continued to be ignored. It is an expectation not a want
- The city needs to focus on growing the boundaries and bringing in more residents



**Please list 2-3 distinctive strengths or attributes for which you'd like the City of Tonganoxie to be known 5-10 years in the future.**

- A city of development
- A city of growth
- A city of opportunity
- A place of commerce
- A safe place to live and raise a family
- Adequate facilities to serve the public clean safe drinking water
- Affordable living.
- Being progressive
- Businesses can come and prosper here
- Close knit community
- Customer Service (3)
- Everyone is on the same page to move forward.
- Friendly community
- Friendly community
- Good public relations
- Good Schools
- Great place to raise children
- Growing and developing
- Growing community
- Holiday festivals worth people travelling to.
- I would like for Tonganoxie to turn around and be known as the positive community that welcomes new.
- Low crime
- Nice parks and streets
- Parks & Trails
- Parks public areas/trails
- Rural environment but near metropolitan areas
- Safe community
- Safe place to live
- Safe place to raise a family
- Safe place to raise family.
- Small-town charm
- Sunflowers
- Supportive and willing at any cost to do what is best for each city employee.
- That it takes care of its employees
- That its good community to live in
- To be known for a great community to live, work and play.
- Visionary and predicative of future expectation and needs
- Willingness to go above and beyond to attract growth

**Please list 2-3 things you think should be priorities for the City of Tonganoxie.**

- Appearance and up keep of the Cities water towers
- Community
- Building a community center

- Keep the cost of living reasonable.
- Customer Service (3)
- Allow chain businesses to come
- Attracting businesses
- Better business environment
- Bringing in more businesses
- Business and industrial growth.
- Commercial growth
- Focus on bringing more entities in the city. Not a see if they come, but be proactive and seek them out.
- Growing the business base
- More business opportunities
- Employees
- More community oriented events
- More employee related activities. I.e. pool party
- Maintain facilities
- City development
- City growth
- Expansion
- Growing the residential base
- Growth in the community
- Infrastructure (improving streets)
- Infrastructure; good sufficient water lines, waste water lines, storm water lines
- Investing in aging infrastructure and economic development
- Investing in programs to measure performance - citizen surveys, performance measures, annual reports, etc.
- Upgrades to water plant
- Positive working relationship with Leavenworth County government.
- Parks. Public trails
- Better pay and benefits for its employees, not just city hall staff.
- Kansas Police and Fire
- KP&F
- Move paydays back to Wednesdays!!
- Pay; not good enough to be okay. Should be the attraction of why to choose the City to work
- Providing KP&F for employees
- Reconfiguration of pay plan
- Making Tonganoxie a better community, where people want to visit, and live
- Quality of life improvements
- Recreation
- Keeping patrons safe.
- More public safety personnel
- Safety of the citizens
- Worker safety
- Creating a stormwater management program

## City of Tonganoxie Employees

**Please provide 2-3 adjectives that describe the way City employees support the mutual success of each other's work.**

- Care
- Asking
- Communicative
- Comradery
- Cooperative
- Enthusiastic about the future of the community
- Excited
- Grateful
- Gratitude
- Helpful (4)
- Passionate
- Patient
- Pride
- Supportive (2)
- Team-oriented
- Teamwork
- Togetherness
- Verbal recognition
- Willing to do what's needed
- Willingness (2)
- Yearning to be better

**Please provide 2-3 words that describe City of Tonganoxie employees.**

- Capable
- Caring (3)
- Considerate
- Courteous
- Dedicated
- Dedicated (4)
- Effective
- Friendly (3)
- Great customer service
- Hardworking (5)
- Having the knowledge and willingness to help in many different phases of our job.
- Helpful (4)
- Honest (2)
- Integrity
- Invested
- Knowledgeable
- Loyal (2)
- Loyalty

- Nice
- Pleasant
- Professional (3)
- Quality
- Reliable
- Seeking overall direction of the community
- Segregated
- Trying to be better
- Willing
- Willing to follow leadership
- Wonderful public relations

# **City of Tonganoxie, Kansas**

## **Strategic Planning Retreat Summary**

**August 27, 2016**



# City of Tonganoxie, Kansas – Strategic Planning Framework



## **Vision**

*Small town charm, big City access, quality local amenities, and beautiful neighborhoods of caring and engaged residents make Tonganoxie a place to call home.*

## **Mission**

*The City of Tonganoxie staff is dedicated to working together to enhance the quality of life in our community by providing excellent City services.*

## **Value Statement**

*The Tonganoxie staff is a team of accountable, hardworking, customer-focused professionals who serve with integrity.*

## **Critical Success Factors**

### **Outstanding City Services and Local Leadership**

*Tonganoxie's professional City staff provide superior customer service. The City has an engaged and involved government that listens and responds to the needs of the community.*

### **Financial Stability**

*Tonganoxie has a stable financial position with a diverse tax base and competitive mill levy. The City actively partners with the state of Kansas and local taxing authorities to limit tax burdens on its citizens. The City has a favorable credit rating and appropriate cash reserves.*

### **Balanced and Attractive Housing**

*Tonganoxie has a variety of housing choices that attracts and retains people at all income levels and stages of life.*

### **Well Planned and Maintained Infrastructure**

*Tonganoxie's infrastructure includes well-maintained street, sewer, stormwater drainage, and water systems as well as city facilities that are continuously improved and upgraded. The City's street network provides safe access to schools and city facilities, and unites all parts of the city. State highways connect our community to Kansas City, Topeka, and Lawrence.*

### **Excellent Educational Opportunities**

*Residents of Tonganoxie and the adjacent rural areas have access to quality educational opportunities including K-12, technical training, and satellite post-secondary campuses that create a talented and skilled labor force.*

### **Local Amenities and Services**

*Tonganoxie has affordable, safe, versatile, and convenient amenities and services that create an enjoyable environment for our residents.*

### **Vibrant Downtown**

*Tonganoxie's downtown is a unique destination with shops, restaurants, and spaces that create our vibrant atmosphere and hometown feel.*

### **Economic Development**

*Tonganoxie's business environment provides an attractive foundation that allows both existing and new businesses the opportunity to grow and flourish. These businesses create living-wage jobs, increase the sales and property tax base, add amenities for our residents, and contribute to the high quality of life we enjoy. The business environment is led by the City, shared with the community, and says to the world that we are open and willing to do business.*

The Tonganoxie City Council met on August 27, 2016 to conduct a strategic planning retreat. The retreat was facilitated by Julia Novak of The Novak Consulting Group. In addition to the Mayor and City Council Members, the City Manager, Assistant to the City Manager, and several department directors were present.

## **Welcome and Introductions**

The retreat began with several introductory comments by the facilitator. The purpose of the session was to develop a strategic planning framework and to identify priorities to advance the community toward its desired future. The process of developing a strategic plan explores three key questions:

1. What do we know to be true?
2. What do we hope will be true in the future?
3. What must go well in order to make it so?

The group discussed the process and timing for the various elements of the strategic planning process.

## **“This I believe...”**

In order to develop an understanding of the various perspectives of individual members of the Tonganoxie City Council, the group was invited to participate in the ‘This I Believe’ exercise, loosely based on the essay format made popular on National Public Radio. The Mayor and each Council Member were given five to seven minutes to share "what they believe" about the future of Tonganoxie, generally using the following guidelines.

The following is an abbreviated summary of some of the comments from each participant.

### **Jason Ward**

I came to Tonganoxie in 2003. Grew up in Kansas City. I knew Tonganoxie was a great rural town that I drove through as a boy to go fishing. Every summer we would go to the farm and stop at the hamburger place on Tonganoxie Road and move on. I didn't have contact with the town again until my wife and I were looking for good places to live in and around Kansas City. We looked at the cost of housing, schools, transportation, and walkability. Tonganoxie had a good home town feel, coupled with the fact that it is easy to get to Kansas City. I realized that people are really genuine. In the smaller towns, you spend a lot more time with a core group of people. There is a sense that they want everyone in Tonganoxie to do well. That is rare. Once I became involved, I realized all the important decisions that have to be made; the opportunities as the growth is coming west. Tonganoxie is going to grow regardless of whether we want it. We need to put ourselves in the best position to accept growth and have a good plan for it. What I appreciate most is that we have an opportunity to make an impact on every person that lives here. It makes you feel good to know that the things you do, the values you have, and the plans you put in place are going to enrich the lives of those in the community. The next opportunity for exponential growth is highway expansion between here and Lawrence. The job of the Council is to understand the things that are coming and plan for that. This is a great group; we all have the best intentions.

**Kara Reed**

I believe Tonganoxie can be the most desirable rural suburb in Kansas City. The people who work and live here possess a genuine willingness to take care of each other. People are connected and create a sense of community. That's rare in larger communities. We came here by accident but stayed here by choice. People will take care of each other if given the opportunity; that's an extension of what the Council will do. We need to capitalize on the community who wants the best and if we work together we can get there.

**Chris Donnelly**

Tonganoxie is home. It's not just your house. It's your neighbors. It's your friends. It's your church. We can ring that bell a lot louder. We don't have the burden of heavy traffic. Our opportunity for the future is to add amenities to strengthen the quality of life. It's our duty to provide the foundation for that. You'll never find a community that works as hard.

**Jim Truesdell**

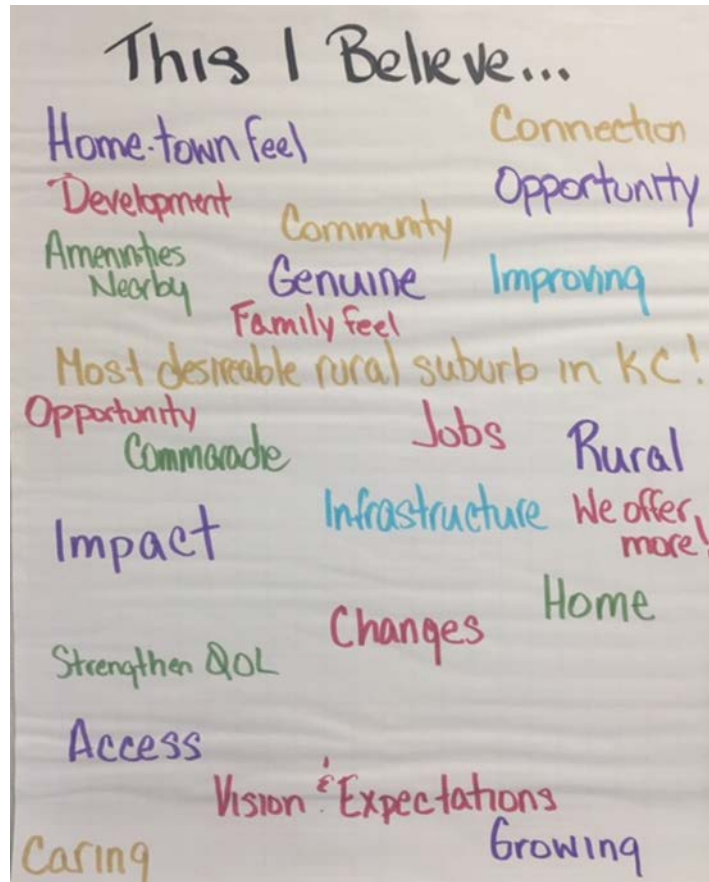
Grew up going through Tonganoxie. Friends from Kansas City, Kansas moved here, so I would visit. After moving around for work, I wanted to get back to Kansas City. I chose Tonganoxie because of the schools. I'd like to see infrastructure improved, see the schools grow and improved. I'd like to see 24/40 cut through to Topeka.

**Curtis Oroke**

I was born and raised here. We've seen a lot of changes in Tonganoxie. From four lanes on 24/40 to access on I-70. I watched a lot of that because my dad was a county commissioner for a long time. I took an opportunity to better the community when I ran for Council. I think our ultimate goal is to get economic development here to get off of being just a commuter town to being more of a stability town. We have a lot of opportunities to go forward. I think we have more to offer than Basehor, because of what we have for utilities, businesses. We as a Council have the opportunity to do a lot of big things.

Key words from these statements were transcribed in the following picture so that participants could see and identify themes.





### What do we know to be true today?

The Mayor and Council then briefly reviewed the Environmental Scan prepared by The Novak Consulting Group to develop a common understanding of the state of the City. The scan was developed to help answer the question, "Where are we today?" It included demographic data from the U.S. Census Bureau and the Federal Bureau of Investigation's Uniform Crime Reporting database. It also incorporated financial information provided by the City and employee input from a confidential online survey.

The Council was first asked whether anything within the scan surprised or concerned them. The Council voiced concerns about:

- Needing to improve communication.
- The loss of younger people from 2000-2010 while older age groups doubled in size.
- The income disparity is growing on either end – this impacts the conversation about amenities and housing.
- The loss of people with college degrees.

The Council then considered a strengths, weaknesses, opportunities, and challenges assessment conducted by senior staff the previous day. The compilation of that assessment is in the following table. The attributes in italics are the ones added by the Council.

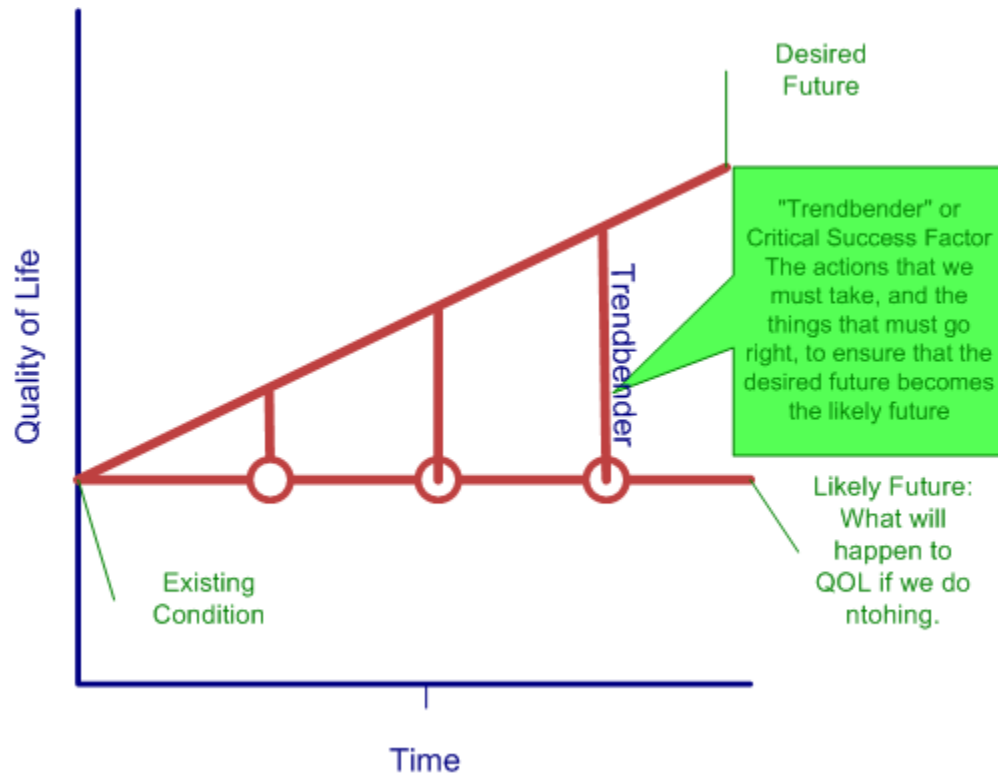
Strengths	Weaknesses
Community oriented Competent employees Eagerness to do more, better Supportive Council, doesn't micromanage Commitment to continuous improvement Lean High quality results Quality equipment, facilities Can-do attitude of employees Infrastructure <i>High percentage of owner-occupied homes</i> <i>We are a complete community.</i> <i>Fiscal discipline</i>	Financially stretched High mill levy Almost to sales tax cap Lack of long-term planning Lack of data-driven decision making Customer service (could always do better) Internal communication External communication Minimal interaction with residents Teamwork Interdepartmental relations Economic development Aging infrastructure
Opportunities	Challenges
Growth Improved financial position Plan and create the future we want Expand the city limits Improve desirability of city as employer Business retention and expansion Develop community pride <i>Residents committed to staying here</i>	Economic development Fear of change Geographic competition Identity: old vs. new Local jobs High percentage of rental housing Lack of higher-end housing Transient nature of population Quality of life amenities

## The Strategic Planning Framework

The facilitator outlined that the building blocks of Strategic Planning are a vision for the future, a clear mission for the organization that is executed with common values, and an understanding of the "Critical Success Factors," those things that must go well to achieve the vision.

The vision is best articulated by the governing body, the mission statement (who we are, what we do, and how we do it) works best when owned by the organization, and values are often a shared statement between the governing body and the organization.

A "trend bender" diagram illustrating the concept that critical success factors influence the development of a community's quality of life was presented to the Council. They were asked to think about the current quality of life in the City of Tonganoxie. The trend bender diagram is reproduced below for reference.



## Building the Framework

Next the group brainstormed those things that must go well in order to bend the trend in the desired direction for the City.

- Economic Development
- Vibrant Downtown
- Well-planned and maintained infrastructure
- Excellent educational opportunities
- Quality, committed employees
- Balanced housing choices
- Local amenities and services
- Outstanding City services and local leadership
- Financial stability

Based on the brainstormed ideas and taking into consideration their hopes for the future of Tonganoxie, the following Vision Statement was drafted and Critical Success Factors were developed and defined.

### Vision Statement

Small town charm, big City access, quality local amenities, and beautiful neighborhoods of caring and engaged residents make Tonganoxie a place to call home.

### **Critical Success Factors**

#### Outstanding City Services and Local Leadership

Tonganoxie's professional City staff provide superior customer service. The City has an engaged and involved government that listens and responds to the needs of the community.

#### Financial Stability

Tonganoxie has a stable financial position with a diverse tax base and competitive mill levy. The City actively partners with the state of Kansas and local taxing authorities to limit tax burdens on its citizens. The City has a favorable credit rating and appropriate cash reserves.

#### Balanced and Attractive Housing

Tonganoxie has a variety of housing choices that attracts and retains people at all income levels and stages of life.

#### Well Planned and Maintained Infrastructure

Tonganoxie's infrastructure includes well-maintained street, sewer, stormwater drainage, and water systems as well as city facilities that are continuously improved and upgraded. The City's street network provides safe access to schools and city facilities, and unites all parts of the city. State highways connect our community to Kansas City, Topeka, and Lawrence.

#### Excellent Educational Opportunities

Residents of Tonganoxie and the adjacent rural areas have access to quality educational opportunities including K-12, technical training, and satellite post-secondary campuses that create a talented and skilled labor force.

#### Local Amenities and Services

Tonganoxie has affordable, safe, versatile, and convenient amenities and services that create an enjoyable environment for our residents.

#### Vibrant Downtown

Tonganoxie's downtown is a unique destination with shops, restaurants, and spaces that create our vibrant atmosphere and hometown feel.

#### Economic Development

Tonganoxie's business environment provides an attractive foundation that allows both existing and new businesses the opportunity to grow and flourish. These businesses create living-wage jobs, increase the sales and property tax base, add amenities for our residents, and contribute to the high quality of life we enjoy. The business environment is led by the City, shared with the community, and says to the world that we are open and willing to do business.

The facilitator then shared with the Council the draft mission and values statement developed by City staff.

### **Mission Statement**

The City of Tonganoxie staff is dedicated to working together to enhance the quality of life in our community by providing excellent City services.

### **Values Statement**

The Tonganoxie staff is a team of *accountable, hardworking, customer-focused professionals* who serve with *integrity*.

### **Closing/Next Steps**

The next step in the process is to solicit community input regarding the vision statement and critical success factors. The community has been invited to provide their comments during an interactive session from 6 to 8 p.m. on September 6 and again on September 7. That work will be shared with the City Council when it gathers again on September 10 to identify key initiatives. The entire process is to be concluded and a report provided to the City Council at its October 3 meeting.



## Vision

Small town charm, big City access, quality local amenities, and beautiful neighborhoods of caring and engaged residents make Tonganoxie a place to call home.

## Critical Success Factors

**Outstanding City Services and Local Leadership:** Tonganoxie's professional City staff provide superior customer service. The City has an engaged and involved government that listens and responds to the needs of the community.

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A summary of responses to these topics follows. A full compilation of the comments appears afterwards.

## Vision Statement

Each of the groups that discussed the vision statement indicated that it did indeed resonate with them. When asked what the Council needs to do to achieve the vision, the predominant themes were increased business development, beautification, and infrastructure improvements.

The following table summarizes what the City Council needs to do to achieve the vision.

**Table 1: Vision Statement Comments**

<b>What does the City Council need to do in order to achieve this vision?</b>	<b># of Mentions</b>
Business incentives and development	7
Improved infrastructure	3
Beautification efforts	3
Signs	1
Kid-friendly activities	1
Community center	1
Dining	1
Flea market	1
Festival	1
Additional recreational opportunities	1
Solar charging stations	1
Avoid thinking we don't need businesses because they are 10 miles away	1
Build consensus on actionable results	1



## Critical Success Factors

### Outstanding City Services and Local Leadership

Participants were asked whether they value the services provided by the City and whether they would like improvements in any specific areas. Participants were generally supportive of the services already provided and had numerous recommendations for areas of improvement.

The following captures comments related to Tonganoxie's City services.

**Table 2: Outstanding City Services and Local Leadership**

<b>What do you value most about Tonganoxie City services?</b>	<b># of Mentions</b>
Responsive, willing, and personable service delivery	3
Police and Fire	2
Parks and trails	2
Roads	2
Trash	1
Library	1
Already high quality services	1
<b>Are there any specific initiatives you would like the City to consider that would improve services?</b>	
Community center/rooms/multi-purpose facility	3
Enforced building and zoning codes	3
Library expansion	1
Art Center	1
Public works might be overstaffed	1
Economic development	1
Road markings	1
Finish projects	1
Marketing	1
Eye-catching things around town	1
Online bill pay	1
More proactive leadership	1
Improved Chamber of Commerce	1
Improved communication about City business	1
Farmers' Market	1
Visitor's Center	1
Plant fruit trees	1
Trolley	1

## Financial Stability

When given the opportunity to comment on the value received for tax dollars, for the most part, participants were pleased with the value of service provided, would pay more for additional services – especially infrastructure and public safety services – and were unwilling to give up any services to pay lower taxes.

The following table illustrates participants' belief that they receive a good value for their tax dollar, what they would pay additional taxes for and what they might give up for lower taxes.

**Table 3: Financial Stability**

<b>Do you believe you receive good value for the tax dollars you pay to the City?</b>	<b># of Mentions</b>
Yes	4
No	1
Unsure	1
Need to better manage the water plan	1
Will need new sewer plant soon	1
Sales tax	1
<b>Is there anything you would be willing to pay additional taxes for?</b>	
Improved infrastructure	6
Fire	3
Police	2
Community Center	2
Schools	2
Yard waste disposal	1
Renovation of downtown	1
County offices	1
<b>Are there any services you would be willing to give up in order to pay lower taxes?</b>	
No	2

## Balanced and Attractive Housing

As participants considered the housing options in Tonganoxie, what was missing and how to fill in the gaps, they didn't just focus on housing types. They also suggested that code enforcement, improved infrastructure, and beautification efforts would support this critical success factor.

Residents' suggestions for housing options and how to fill in any gaps appear in the following table.

**Table 4: Balanced and Attractive Housing**

<b>When you reflect on the types of housing available in Tonganoxie, is there anything you believe is missing to "attract and retain people at all income levels and stages of life?"</b>	<b># of Mentions</b>
Improved infrastructure	3
Senior housing options	2
Improved codes enforcement	2
Too many townhomes and duplexes	1
Renovated historic homes	1
Don't allow RV park	1
No more trailer parks	1
No place for high school kids to work	1
Starter homes	1
"Green homes"	1
<b>Are there any specific initiatives you would like the City to consider that would help fill in any "gaps" in our housing inventory?</b>	
Improved curb appeal along 24/40	2
HUD complex will add crime	1
Set aside space for one-acre lots	1
Tonganoxie has good diversity; better than Basehor	1
Fix up old elementary school property	1
Golf course with high-end housing around it	1
Take advantage of I-70 exit	1
Annex into the county	1
Stronger planning and development for future land use	1
Senior communities	1

## Well Planned and Maintained Infrastructure

When asked what types of initiatives should be undertaken to have well planned and maintained infrastructure, the most common theme was connectivity. Participants would like to see more sidewalks, trails, and overpasses from one area of town. In addition, they want to “unite” cross streets. Some of the attendees also consider events as being part of the fabric of the Tonganoxie infrastructure.

The table below illustrates how Tonganoxie residents would like to support infrastructure in their community.

**Table 5: Well Planned and Maintained Infrastructure**

<b>Are there specific planning or infrastructure initiatives that you believe the City needs to pursue in order to secure its future?</b>	<b># of Mentions</b>
Connectivity through sidewalks, trails, and overpasses	6
Enhanced waste management	3
Additional community events	3
Improved infrastructure in downtown	2
Increased recreational opportunities	2
Improved water pressure	2
Addressing traffic issues at schools	2
Infrastructure inventory	1
Disability planning	1
More choices for technology/internet	1
Uniting cross streets	1
Stop signs on Church Street	1
New design concepts for TMS and EMS	1
Subsidize new business downtown	1
Street lights	1
Stronger Planning Commission	1
No Wal-Mart; local businesses	1

## Excellent Educational Opportunities

When queried about how educational opportunities might be improved in Tonganoxie, two issues stood out: a desire for satellite campuses in Tonganoxie and the use of and training in technology. The myriad of ideas are illustrated in the following table, with one person wondering why the City would be focusing on education as part of its strategic plan.

**Table 6: Excellent Educational Opportunities**

<b>What can the City do to encourage the development of new education opportunities in our community?</b>	<b># of Mentions</b>
Satellite campuses	4
Increased use of and training in technology	3
Opportunities to get GED	1
Life skills opportunities	1
Write grants to raise funds	1
Educational opportunities for real world learning, i.e. money management, internships, and volunteering in businesses	1
More languages in high school	1
More band teachers	1
Teen Town for after school hours	1
More fire safety through middle and high schools	1
Student owned and operated garden	1
Bring back hunter and safety course	1
Health classes for elderly with exercise program	1
Trade school after high school	1
More post-secondary opportunities	1
Finish 14 <sup>th</sup> Street	1
Improve rec/school/library relationship to offer more community-minded educational opportunities.	1
Odd question for City strategic planning	1
City to continue support of SRO in schools.	1

## Local Amenities and Services

Meeting participants voiced a need to leave Tonganoxie for a variety of services, with retail options noted as the primary reason. Pursuit of grocery store options and additional recreational opportunities were also common reasons to leave Tonganoxie. To attract these amenities and services to town, participants exhibited a willingness to provide economic development incentives. Their responses appear in the following table.

**Table 7: Local Amenities and Services**

<b>What “amenities and services” do you have to leave town to access today?</b>	<b># of Mentions</b>
Varied retail shopping options	6
Additional grocery stores	4
Recreational opportunities	4
Restaurants	3
Hotels	3
Dry Cleaner	3
Laundromat	2
Wi-Fi	2
Florist	2
Social Services	1
Public Transportation	1
Trails	1
Wal-Mart	1
Business incentives	1
Urgent Care	1
CVS/Walgreens	1
<b>What would you like the City to focus on in encouraging or developing new community amenities?</b>	
Development incentives	5
Reasonable real estate and rent	2
Residential areas available for business owners	1
Spruce up downtown	1
Community center/expanded library	1
Reasonable expectations for new businesses	1
Development training for targeted business needs	1
Improve Chamber of Commerce	1
Urgent care/health clinic	1
Laundromat/dry cleaner	1
Community classes	1

## Vibrant Downtown

Community meeting participants go to downtown Tonganoxie for a myriad of reasons, but the predominant themes were for shopping and food. However, they also noted medical services as well as a variety of events that draw them to downtown. To encourage continued vitality of Tonganoxie's downtown, participants would like additional community events and increased marketing.

The following table outlines the reasons Tonganoxie residents visit downtown and how they think its vitality can be improved.

**Table 8: Vibrant Downtown**

What draws you to downtown today?	# of Mentions
Stores	5
Food options	5
Medical services	3
Events	2
Myer's Bar	2
Pool	2
A lot of business	1
Walking trails	1
Cruising Main Street	1
Historic buildings	1
Pocket Park	1
Banks	1
Jewel performances	1
City Hall	1
Library	1
Work	1
<b>What can the City do to encourage the vitality of our downtown?</b>	
Events	6
Marketing	4
More retail businesses	2
Encourage people to buy local	1
Post Office should be downtown	1
Take care of downtown	1
Put signs at 16/24 and high school	1
Go look at Parsons	1
Encourage services like dentists, chiropractor to locate there instead of on highway	1
Invest in something for kids and families	1
Non-sports activities	1
Attract out-of-town people to use downtown	1
Rental prices of land and buildings	1
Hotels	1
Renovate buildings	1

Tax breaks to new businesses	1
Reasonable expectations of new businesses	1
Development grants/support	1
Establish a center for groups, i.e. seniors and local organizations	1

### Economic Development

While there appears to be support for use of incentives to support new and existing businesses, how those incentives should be used varies. As has been discussed previously in this report, participants would like more community events, retail options, and a hotel.

The following table addresses initiatives community meeting participants would like to support new and existing businesses.

**Table 9: Economic Development**

<b>Are there any specific initiatives you would like the City to consider that would support new and existing businesses?</b>	<b># of Mentions</b>
Use of incentives	5
Fill vacant storefronts	2
More events	2
Hotel	2
Retail	2
Attract professional jobs	1
Build businesses in town; don't build on highway	1
Make the Jewel a recreation center	1
Library/rec center combo	1
Consider local trade skills	1
Apartment complex	1
More support on industrial park	1
Green space	1
Bed-and-Breakfast	1
More bars	1
More restaurants	1
Affordable apartments/townhomes/duplexes	1



## Full Compilation

### Vision

Does this Vision Statement resonate with what you hope will be true in the future for Tonganoxie?

- We agree with this vision statement.
- All agree with vision statement.
- Yes.
- Yes.

What does the City Council need to do in order to achieve this Vision?

- Put signs downtown about the history of the buildings.
- Sidewalks through all neighborhoods. Pedestrian friendly.
- Child-friendly amenities. After-school activities and learning programs.
- Small-town business with competitive pricing and selection.
- Advertise small business incentives.
- Community center/recreation center.
- Create/advertise small business incentives, especially downtown.
- Encourage variety in dining options (Waffle House?) but local.
- Host monthly flea market downtown, outside or inside, to bring people together.
- Look at Sunflower Festival for Labor Day.
- Sidewalks to the high school for safety.
- Solar charging stations.
- Rec areas that we don't already have.
- Polish what we have.
- Seek and encourage businesses to invest in Tonganoxie, especially recreational opportunities such as bowling, theaters, sports bars, rec center.
- Expand industrial park or opportunities to help build tax base.
- Avoid thinking that we don't need business here because it's available 10 miles away.
- Use the industrial park; fill vacant buildings.
- Businesses that have "community buy-in" and can provide necessary benefits.
- Build consensus with actionable results.
- Passing lanes/road improvement with county initiative to improve the safety of the road.
- Enforce ordinances already on the books, i.e. people who refuse to pick up garbage.
- Continue with initiative to clean up the entrances to the City. Keep the City beautiful to take pride in the community.

## Critical Success Factors

### Outstanding City Services and Local Leadership

#### What do you value most about Tonganoxie City services?

- Always willing to volunteer and donate.
- Police and fire departments are professional; chiefs are great leaders.
- Trash collection.
- Parks and trails.
- Library: cultivates community.
- Roads.
- Personable services.
- Street maintenance is well done.
- Parks are safe and well maintained.
- Fire and Police departments are easily accessible.
- Reliable, responsive, involved.
- Already high-quality services.

#### Are there any specific initiatives you would like the City to consider that would improve services?

- Expansion of the library.
- Art center.
- Community rooms.
- Community rec center/multi-purpose facility
- Offer more rec programs.
- Public works may be overstaffed.
- Codes need to be enforced.
- Buildings, zoning, codes need to be put in place for the businesses.
- Economic development.
- Road markings.
- Finish projects.
- Marketing (in surrounding cities).
- Money for eye-catching things around town.
- Pre-pay bills online.
- More proactive leadership.
- Work with Chamber of Commerce to help enhance and encourage their impact on the community.
- Improve communication about City business.
- Improve and enforce the city inspection so the appearance of the community improves. (Clean up the community.)
- Farmers' Market.

- Visitors Center for the town (maybe the depot?).
- Plant trees that have fruit instead of just leaves or flowers.
- “Trolley” to take people around downtown and to the historical society (haunted tours).

### **Financial Stability**

Do you believe you receive good value for the tax dollars you pay to the City?

- Not a good value for the tax dollars; water and sewer are too high. Water bill is \$126 per month for a family of four. Although there is trash and sewer in the bill, it’s still too high.
- Need to better manage the plant. How do you determine how many gallons of water go into the sewer?
- Sales tax.
- Will need new sewer plant soon.
- Native says taxes are a good value. The mill levy provides parks and schools.
- Feel that we get good value for taxes and managed well.
- Not sure. Where do they go?
- Good value for parks.
- Taxes are not very high.

Is there anything you would be willing to pay additional taxes for?

- Would pay more taxes for better infrastructure, fire, and police. Tonganoxie fire has two full-time and volunteers while Leavenworth has 10-12 full-time per shift.
- Would pay more for yard waste (tree trimmings).
- Willing to pay higher taxes for community center, increased recreational opportunities, sidewalks, trails, and improvement to buildings.
- Facilities and equipment for fire department to keep IOS rating and growing community.
- Wastewater, water system, infrastructure for continued growth.
- Finish 14<sup>th</sup> Street and improve 12<sup>th</sup> Street.
- Community center.
- Renovate downtown.
- Schools/education (2).
- County offices.
- Fire and police.
- Road maintenance.

Are there any services you would be willing to give up in order to pay lower taxes?

- Would not give up any services for lower taxes – consensus on this one.
- Not willing to give up anything for lower taxes.

### **Balanced and Attractive Housing**

When you reflect on the types of housing available in Tonganoxie, is there anything you believe is missing to “attract and retain people at all income levels and stages of life?”

- Basehor has nicer homes; we have too many townhomes and duplexes.
- Need more senior housing closer downtown for walking population.
- Problem with the city is it doesn't put its feet down and lets contractors decide what to build.
- Don't put an RV park at the entrance to town.
- Need more development, not trailer parks.
- There are few places for high school kids to work.
- Extend walking trail north to north side of developments.
- Entry level “starter houses.”
- “Green housing” initiative with environmentally friendly building.
- More options for senior citizens.
- Clean up overgrown parts of town.
- Encourage redoing of historical homes (historic district; historic register).
- More sidewalks.
- Street lights.

Are there any specific initiatives you would like the City to consider that would help fill in any “gaps” in our housing inventory?

- HUD complex will add crime.
- Set aside space for one-acre lots.
- Tonganoxie has good diversity; better than Basehor.
- Plant trees along 24/40.
- Fix up old elementary school property.
- Golf course with high-end housing around it.
- Take advantage of I-70 exit.
- Improve curb appeal of 24-40. Knock down the dilapidated buildings.
- Annex into the county.
- Stronger planning and development for future land use.
- Senior communities.

## **Well Planned and Maintained Infrastructure**

Are there specific planning or infrastructure initiatives that you believe the City needs to pursue in order to secure its future?

- Sidewalks through all neighborhoods.
- Infrastructure inventory.
- Disability planning.
- Greater water pressure.
- Walk/bike friendly.
- Uniting cross streets.
- Addressing school traffic problem. School access.
- Walking bus to school – such as implemented by Lawrence.
- City operated refuse system.
- Recycle pick-up for out-of-town.
- Recycle center and place for hazardous waste. Brush disposal site.
- Wood disposal location with chipper.
- Stop signs down Church Street.
- Improve infrastructure in “old part” of town (sidewalk, curb, gutter, storm sewers, compliant streets).
- Walking overpasses so community members can get to school/parks/downtown safely.
- Additional trails (maybe along Tonganoxie Creek).
- New design concepts for TMS and TES.
- More choices for internet technology/cable technology.
- More support for library and the rec department (i.e. disc golf).
- More rec opportunities for adults.
- Capitalizing on events (i.e. Grinter Sunflowers).
- Do something citywide to tap into/draw upon revenue traveling through.
- Build on citywide celebration.
- Government initiative to subsidize, tax break to revitalize downtown and bring business in.
- Better water pressure in outlying areas – goes along with housing.
- Curbs and gutters in older parts of town.
- More sidewalks at schools and on Church Street.
- Street lights.
- Upgrade sidewalks.
- Stronger Planning and Development Commission for land use.
- No Wal-Mart; want local businesses.

## **Excellent Educational Opportunities**

What can the City do to encourage the development of new education opportunities in our community?

- Satellite building for students to stay local.
- Virtual school – stream classes with tech facilitator.
- Opportunities to get GED.
- Life skills opportunities.
- Write grants to raise funds.
- Educational opportunities for real world learning, i.e. money management, internships, and volunteering in businesses.
- College satellite classes and GED classes offered to non-traditional students.
- Increased technology moving toward 1:1 with technology through grant funding.
- Nearby colleges.
- More languages in high school.
- More band teachers.
- Teen Town for after school hours.
- Satellite college campuses.
- More fire safety through middle and high schools.
- Student owned and operated garden.
- Bring back hunter and safety course.
- Health classes for elderly with exercise program.
- Trade school after high school.
- Public computer class.
- More post-secondary opportunities.
- Finish 14<sup>th</sup> Street.
- Improve rec/school/library relationship to offer more community-minded educational opportunities.
- The City could foster a relationship to bring a satellite campus to town.
- Odd question for City strategic planning.
- City to continue support of SRO in schools.

## **Local Amenities and Services**

What “amenities and services” do you have to leave town to access today?

- Hotels (3)
- Competitive sports
- Office supplies
- Affordable groceries and a variety of them
- Florist
- Gift knickknacks
- Coffee shop with Wi-Fi
- Boutique
- Social services
- Public transportation
- Trails for running
- Free city Wi-Fi like Lawrence
- Bowling alley
- Movie theater
- Retail
- Food
- Hobbies and craft stores
- Dry cleaner (3)
- Laundromat (2)
- Sporting goods stores
- Restaurant variety
- Aldi – more affordable groceries
- Dairy Queen
- Walmart
- Recreational facilities, i.e. bowling, golf
- Cafés
- Incentives to bring businesses
- Community center
- Floral shop
- Urgent care
- CVS/Walgreens
- More food options

What would you like the City to focus on in encouraging or developing new community amenities?

- Reasonable real estate, consider tax breaks
- Incentives
- Available loans
- Residential areas available for business owners
- Spruce up downtown
- Community center/expanded library
- Reasonable expectations for new businesses
- Development training for targeted business needs
- Improve Chamber of Commerce
- Urgent care/health clinic
- Laundromat/dry cleaner
- Incentives to bring business
- Community classes (pottery/art, etc.)
- Incentives for business owners
- Lower building rent prices

**Vibrant Downtown**

What draws you to downtown today?

- Do a lot of business downtown because parents ran business there
- Thrifts stores
- Antique store
- Walking trails and walk downtown
- Part of DNA to cruise Main Street
- Christmas lights with music
- Like historic value of downtown and old buildings – wish they weren't empty
- Pocket Park
- Lumber Yard and Tallette's
- Café (2)
- Dentist
- Drug store
- Eye doctor
- Banks
- Bar
- Stores
- Events: Halloween, Christmas, parades, Tonganoxie Days
- Bakery
- Pool (2)
- Thrift Store



- Jewel performances
- Myers Bar
- City Hall
- Food
- Doctor's office
- Library
- Work

What can the City do to encourage the vitality of our downtown?

- Historical tour – signs about historical sites for festivals
- Encourage people to buy local
- Post office should be downtown
- Retail businesses, not so much services
- Bigger sign designating downtown
- Take care of downtown
- Put signs at 16/24 and high school
- Go look at Parsons
- Encourage larger stores with more selection
- Encourage services like dentists, chiropractor to locate there instead of on highway
- Invest in something for kids and families
- More non-sports activities
- Get out-of-town people to use downtown
- Signs of things downtown – more social media presence
- Rental prices of land and buildings
- More festivals (sunflower combined with Tonganoxie Days)
- Combine nearby towns' events/plan together
- Marketing!
- Do more events for holidays
- Hotels to draw people from out of town
- More late night activities (food truck events)
- Renovate buildings
- Tax breaks to new businesses
- Reasonable expectations of new businesses
- Development grants/support
- Establish a center for groups, i.e. seniors and local organizations
- More events/festivals to focus on the city like Sesquicentennial or Tonganoxie Days
- Movies in Gallagher Park
- Stage for Gallagher Park for community concerts

## **Economic Development**

Are there any specific initiatives you would like the City to consider that would support new and existing businesses?

- More professional development jobs. Ability to make more than minimum wage.
- Fill empty store fronts downtown.
- Incentives for small business owners and marketing of incentives.
- Use of fairgrounds for events such as Klondike Compact with Boy Scouts.
- A big event that would bring people to Tonganoxie.
- Build businesses in town to bring people in; don't build on highway.
- Make the Jewel a recreation center.
- Library/rec center combo.
- Consider local trade skills.
- Hotel.
- Incentive for highway development.
- Apartment complex.
- Incentive to revitalize buildings so buildings are useable and current codes (not just downtown).
- Get vacant buildings useable and filled by incentives.
- More support on industrial park.
- Green space.
- Retail (antique store).
- Destination shopping.
- Hotel.
- Bed-and-Breakfast.
- More bars.
- More restaurants.
- Tax breaks to start new business.
- Affordable apartments/townhomes/duplexes.
- Housing incentives.

## **Anything else?**

- National Guard south on 24 will not contribute money to Tonganoxie.
- Now, not all business owners live in town – makes a difference.
- Tonganoxie is the same size as Abilene.
- Schools should have Pre-K.
- Annual household hazardous waste disposal day.
- Sunflower fest in town.
- Extend walking trail north to Sycamore.
- Bike paths or areas that are safer than roads with no shoulders.
- Yard waste disposal.

# **City of Tonganoxie, Kansas**

## **Strategic Planning Retreat Summary**

**September 10, 2016**



The Tonganoxie City Council met on September 10, 2016 to conduct the second of two strategic planning retreats. The retreat was facilitated by Julia Novak of The Novak Consulting Group. In addition to the Mayor and City Council Members, the City Manager, Assistant City Manager, and Police Chief participated in the meeting.

## **Welcome and Introductions**

The retreat began with several introductory comments by the facilitator. The purpose of the session was to finalize the strategic planning framework started at the August 27, 2016 meeting, consider input generated at the two community meetings, and identify priorities to advance the community toward its desired future.

Everyone was invited to share their thoughts about the strategic planning process to date.

**Kara Reed:** Excited about the process. Positive feedback from community conversation sessions. Input from all different kinds of people.

**Curtis Oroke:** Absorbing it all.

**Jim Truesdell:** Overall it's interesting.

**Jason Ward:** Have heard the comments before, but there are a few outliers. The challenge is determining what is most important and implementing those things. We also have to find a way to capture the willingness and energy, to tap into a group of people who attended the meetings who might be more energized.

**Jeff Brandau:** Have heard the same things. The question is how do you implement them and get them done.

**Andy Gilner:** Catching up.

**Nathan McCommon:** Appreciate the balance of voices that participated, see other people who don't engage otherwise. Feels like it's in line with what councilmembers have said.

**Jamie Shockley:** Pleased to see positive feedback from the community meetings. One thing that stood out was that people think they get a lot of value from the tax dollars and they don't want to reduce services to reduce taxes.

## **Community Meeting Input**

Two meetings were conducted to solicit input from the community regarding the vision statement and eight critical success factors established by the City Council as a framework for its strategic plan. A total of 77 people attended the meetings – 35 on September 6 and 42 on September 7. Participants were given the opportunity to answer questions related to three of nine topics: the vision statement and eight critical success factors. A summary of that input was provided to the Mayor and Council. Upon review, they were asked whether there were any concerns or surprises regarding the input. Their responses follow.

### **Concerns**

- Mixed messages about housing. One-acre lots and higher-end homes v. what the next generation wants.
- Difference between perception and reality of the types of housing available in Tonganoxie.
- People don't understand the economic development process to bring in "big city" businesses. It will be a process that will not happen overnight. It just takes time and planning to bring those kinds of businesses.
- Public works is overstaffed?
- Improved code enforcement.
- Don't allow RV/trailer park.
- Fix up old elementary school property.

### **Surprises**

- Residents think they have a high value for tax dollars
- Willingness to pay more for services
- Good customer service
- Support for economic development incentives
- Community recreation facilities
- Mix of attendees

## **Strategic Planning Framework**

The Mayor and Council reviewed and affirmed the vision statement, eight critical success factors, and their definitions, as follows.

## **Vision**

Small town charm, big City access, quality local amenities, and beautiful neighborhoods of caring and engaged residents make Tonganoxie a place to call home.

## **Critical Success Factors**

**Outstanding City Services and Local Leadership:** Tonganoxie's professional City staff provide superior customer service. The City has an engaged and involved government that listens and responds to the needs of the community.

**Financial Stability:** Tonganoxie has a stable financial position with a diverse tax base and competitive mill levy. The City actively partners with the state of Kansas and local taxing authorities to limit tax burdens on its citizens. The City has a favorable credit rating and appropriate cash reserves.

**Balanced and Attractive Housing:** Tonganoxie has a variety of housing choices that attracts and retains people at all income levels and stages of life.

**Well Planned and Maintained Infrastructure:** Tonganoxie's infrastructure includes well-maintained street, sewer, stormwater drainage, and water systems as well as city facilities that are continuously improved and upgraded. The City's street network provides safe access to schools and city facilities, and unites all parts of the city. State highways connect our community to Kansas City, Topeka, and Lawrence.

**Excellent Educational Opportunities:** Residents of Tonganoxie and the adjacent rural areas have access to quality educational opportunities including K-12, technical training, and satellite post-secondary campuses that create a talented and skilled labor force.

**Local Amenities and Services:** Tonganoxie has affordable, safe, versatile, and convenient amenities and services that create an enjoyable environment for our residents.

**Vibrant Downtown:** Tonganoxie's downtown is a unique destination with shops, restaurants, and spaces that create our vibrant atmosphere and hometown feel.

**Economic Development:** Tonganoxie's business environment provides an attractive foundation that allows both existing and new businesses the opportunity to grow and flourish. These businesses create living-wage jobs, increase the sales and property tax base, add amenities for our residents, and contribute to the high quality of life we enjoy. The business environment is led by the City, shared with the community, and says to the world that we are open and willing to do business.

## Establish Priorities

The conversation then turned to identifying specific initiatives for each of the critical success factors. The mayor and each Councilmember were given an opportunity to generate potential initiatives for the group's consideration. After the brainstorming session, the group prioritized those things they wanted to focus attention on during the next 12 to 24 months. The complete list of initiatives is shown below with the number of "dots" used by participants to express their highest priorities. Items in bold were the final initiatives the group agreed to focus on in this strategic planning process.

### Outstanding City Services and Local Leadership

- **Enhance communication between planning and zoning, council, and staff (3)**
- **Evaluate and ensure competitive salary and benefits for city employees (3)**
- Consistent customer service training for staff
- Create a "volunteer hub" that engages citizens and connects them with local needs and projects

### Financial Stability

- **Extend ¾-cent sales tax for 20 years (5)**
- Establish a CIP with financial plan (1)
- Sell industrial park to port authority to relieve Tonganoxie of that debt (1)
- Develop a plan for capital projects that allows for debt management and reduction

### Balanced and Attractive Housing

- Incent development of housing in price ranges that are lacking at this time (1)
- Evaluate our code and enforcement of the code to make sure we are "builder friendly"

### Well Planned and Maintained Infrastructure

- **Develop infrastructure; establish north/south connectivity (4)**
- Continue street repair and upgrade projects, prioritizing areas of high traffic and great need (1)
- Evaluate and plan for future water system needs, infrastructure, water pressure (1)
- Evaluate options for using local wells/aquifers for city water needs
- Develop stormwater master plan

### Excellent Educational Opportunities

- **Support expanded educational opportunities and look to recruit areas that are lacking (3)**

### Local Amenities and Services

- **Build a new indoor community center (4)**
- Continue development of recreational options in town. Evaluate services that may be missing. (2)
- Explore connectivity of parks and trails infrastructure. (1)
- Attract businesses that provide conveniences – dry cleaning, laundromats, etc.

### Vibrant Downtown

- **Establish and advertise grant programs and incentives for downtown businesses (4)**
- Investigate opportunities to establish/incent residential housing downtown

### **Economic Development**

- **Clarify role of City, Chamber, and others in promoting economic development in Tonganoxie (3)**
- Assess need for a full-time economic development professional to aggressively pursue grants (2)
- Use momentum of Army Reserve and industrial park to recruit others, create jobs (2)
- U.S. 24/40 to Topeka (1)
- Railroad extension to industrial park
- Educate community on economic development information

For each of the eight final priority initiatives, the group worked to clearly define the initiative and address two questions critical to implementation success:

- What problem are we solving/opportunity are we seizing?
- What does success look like?

The results of that exercise are summarized in this document and provided separately to the City in implementation plan templates so staff may further develop work plans and keep the governing body informed of the progress of each priority.



**Initiative 1: Establish quarterly meetings between the City Council and Planning and Zoning Commission and identify opportunities for additional formal communication.**

- Problem: Council and Planning and Zoning need to have a shared understanding of priorities and issues.
- Success: Regular meetings and improved alignment between the Council and Planning and Zoning Commission.

**Initiative 2: Articulate a compensation philosophy for all City employees consistent with Council and community values and expectations.**

- Problem: Inconsistent approach to adjusting pay and addressing perceived market inequities.
- Success: Clear policy on how Tonganoxie compensates employees.

**Initiative 3: Develop a plan for using funds from the renewal of a ¾-cent sales tax.**

- Problem: No existing plan to fund capital projects.
- Success: Multi-year plan for capital projects the community supports with funding mechanism.

**Initiative 4: Set North/South connectivity as a priority improvement and identify funding.**

- Problem: No alternate street access on the east side of town.
- Outcome: Creates a funded plan.

**Initiative 5: Develop a plan for a facility that includes community recreation and library space and establish partners, funding location, and customer base.**

- Problem: Residents do not have a unifying venue for enjoyment and engagement.
- Outcome: Establishes a funded and phased plan for construction.

**Initiative 6: Identify grants and incentive programs that will encourage development and redevelopment in downtown and distribute information to businesses.**

- Problem: City government needs to support the development of downtown.
- Success: Vibrant downtown.

**Initiative 7: Develop a clarifying document that explains the specific role of each entity engaged in economic development in Tonganoxie and identify potential gaps and opportunities for enhanced cooperation.**

- Problem: Inconsistent communication and knowledge sharing among players.
- Success: Seamless method of communicating with prospects interested in Tonganoxie.

**Initiative 8: Work with regional economic development agencies and our local schools to identify workforce development opportunities that would encourage economic development.**

- Problem: A ready workforce enhances the desirability of business expansion and location in Tonganoxie.
- Success: Gap assessment and plan for attracting providers to meet the education/workforce development needs of the local community.

## **Closing**

At the conclusion of the meeting, the facilitator indicated that the City would be provided a summary of this meeting, a full strategic planning report, and a Word document staff will be able to use to develop action plans for each of the priority initiatives. Finally, participants were given the opportunity to share some parting thoughts.

**Andy Gilner:** We are accomplishing something more than we have in the past.

**Jeff Brandau:** A lot is what I hear from the community.

**Jim Truesdell:** Happy to get community feedback.

**Curtis Oroke:** Step in the right direction; resolving some things, bringing people together for more formal solutions that are written down. Have to educate the taxpayers.

**Kara Reed:** Love seeing actual action steps and goals. But this is a huge undertaking for staff. We have to understand that we need to support staff. Have to understand how it fits into what staff already does.

**Jamie Shockley:** It's nice to have very clear direction from city council. This is very tangible.

**Nathan McCommon:** Good timing for the history of Tonganoxie. When I arrived, it was about getting our heads above water and getting balanced and stable. That's in place now. This is what makes a productive public conversation.