City of Lawrence Strategic Planning Framework

Vision

The City of Lawrence –
supporting an unmistakably vibrant community with innovative, equitable,
transparent and responsible local government.

Critical Success Factors

Effective Governance and Professional Administration
The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move
the community forward. We clearly communicate, and boldly and professionally implement using sound
leadership and relevant best practices.

Safe, Healthy and Welcoming Neighborhoods
All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through
good neighborhood design with access to safe and affordable housing and other services that help them
meet their basic needs. The diverse and unique features of our neighborhoods are celebrated, creating a
stronger community as a whole.

Innovative Infrastructure and Asset Management
The City of Lawrence has well-maintained, functional and efficient infrastructure, facilities and assets, and
supports accessible, sustainable transportation options. We are innovative and forward thinking to meet
community needs while preserving our natural and historic resources.

Commitment to Core Services
Core municipal services reflect legal mandates and the City’s commitment to meet health, safety and
welfare needs and maintain assets while adapting service levels to meet evolving community
expectations.

Sound Fiscal Stewardship
The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are
made by prioritizing across all government services considering needs, balanced with available resources,
using fiscal policies based on industry best practices to ensure decisions reflect the current and long term
impact.

Collaborative Solutions
The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service
delivery and quality of life in the most fiscally sound and responsible manner.

Economic Growth and Security
The City of Lawrence fosters an environment that provides both individuals and businesses the
opportunity for economic security and empowers people’s ability to thrive. Our community succeeds
because of individual prosperity and a vibrant, sustainable local economy.
The City of Lawrence held a strategic planning retreat at Bioscience and Technology Business Center on January 13-14, 2017. The retreat was facilitated by Julia Novak and Michelle Ferguson from The Novak Consulting Group. The purpose of the retreat was to develop a strategic planning framework for the City.

**Day One**

**Setting the Stage**

The retreat began with several introductory comments by the facilitator and the City Manager. The facilitator reviewed the agenda for the day and everyone agreed to the following norms to guide behavior during the retreat:

- **Listen with respect**
  - Let others finish before you start talking
  - Be attentive to the speaker
  - Disagree agreeably
- **Be:**
  - **BOLD**
  - positive and realistic
  - candid and honest
  - patient and respectful
  - engaged and fully present
- **Strive for consensus**
  - Look for opportunities to agree
  - Remember the power of “if” and “and”
- **Have fun!**

The group then shared their expectations for the retreat.

- Get the roadmap for our future out of this process
- Open minded about the process, excited to see where it goes
- Make sure what we are doing as a department aligns with community’s direction
- See that the Fire/Medical strategic planning process blends into the elected official’s plan
- Want to see the vision of the City become a reality
- Open mind, eager to learn
- Give staff the ability to focus their work and prioritize what they are trying to achieve
- See Commission and community priorities and provide services as best we can, get on the same page to work toward common goals
- What else can we do to help achieve objectives?
- Opportunity to think about the long view and outside of the current goals
- Tie department vision with City vision to ensure we are rowing in the same way
- What does public think about how we fit into the strategic plan?
- Help departments and governing body with the financials to support the mission and goals
- To know what the plan is – what elected to be bold and vocal about the direction
- Get a better understanding of the puzzle and how our piece fits into the whole
- To learn, try to get an idea of what is realistically possible for our community
- More than just a statement but a measurable set of objectives
• One document that summarizes all of the things that we want to accomplish as a city, including public input, and refer to the document to stay on course, focused
• See how my thought processes help make this plan; hear frank discussion among colleagues
• Whole mission and objective, rather than departmental missions; see how the pieces feed into the whole; departmental ownership of the whole mission
• Opportunity to understand and learn what it is as a commission and a city how we want to move forward to make a better community; tangible, measurable goals for the next 2 years

"This I Believe..."
Each member of the City Commission was given 5 to 7 minutes to share "what they believe" about the future of the community. The exercise was loosely based on the "This I Believe" Essay format made popular on National Public Radio. Each person was asked to prepare for the exercise by following these guidelines:

• Tell a story: Be specific. Take your belief from the events of your life that have shaped how you look at and experience the role of leadership in government.
• Name your belief: Focus on a core belief and talk about why it is true.
• Be positive: This is what you DO believe, not what you DON'T believe. Avoid speaking in the editorial "we," and make sure this is about what you believe. Speak in the first person.
• Be personal: Write in words and phrases that are comfortable for you to speak.

The following is a summary of the key themes of each person’s statement.

**Mayor Leslie Soden** – The strategic planning process is critical for future wellbeing; power of change and transformation; child of divorced parents, latchkey kids, grew up in Topeka urban core, Lawrence was seen as the beacon, went to K State; moved to San Francisco; learned how a dense city works and creates community; moved back to Lawrence because I wanted a dog, porch, and a yard; been fortunate to overcome my background and history; many others do not have the same experience; government is for and by the people; it is the duty that people have a valued position in the community; Lawrence has always become a beacon of tolerance, and can be the leader of Kansas in terms of policy and services.

**Lisa Larsen** – Childhood influenced my core beliefs; grew up as a middle child in a military family; settled in Western Kansas; exposed to people from all parts of the country; exposed to diverse cultures; as military children, we were never connected to a physical city, but to each other; military kids learn to make friends quickly or not at all; learned to embrace differences in others.

Had a dream about walking through downtown into neighborhoods; it was a mix of the Law Vegas strip and Mayberry; divide between the two was extreme and disturbing; dream spoke to my core beliefs – extreme beliefs stunt growth; it has become the shovel that has buried our country and threatens our city; we must find common ground; all views to be heard and validated; take the best and make better; there will be times that some of our beliefs may not be what is needed at that time; each of us is the sum of our whole; we must stay engaged because the answer has to come from each of us.

**Mike Amyx** – I am a barber; I own the same shop that my grandfather and dad owned; product I sell has resulted in weddings, national champions, significant events in peoples’ lives; it is important to understand where I come from; the people of our community are the real strength of our community;
Lawrence needs to retain that sense of community; to be a barber on Massachusetts is the closest thing to Mayberry there is – people who aren’t comfortable coming to City Hall will come to my shop and talk about the issues; I remember the people I serve on a daily basis.

**Matthew Herbert** – People typically move to where the jobs are – creates industrial and urban centers; decreasing populations in western Kansas, need to build a community for future; brick and mortar is not as critical as in the past; now people can locate anywhere based on standard of living they desire, not just where the industrial centers are located.

I chose to live and work in Lawrence; Lawrence needs to position itself to attract the 20th century creative class; reinvest in our strength; embrace our uniqueness; unmistakably Lawrence; artistic and creative center of Kansas; expand our standing by what we do, not what we produce; top notch schools for creative class; make sure we don’t suffer brain drain; we serve as an incubator; invest in the talent we have here; industrial park is never going to be the cornerstone of the City; modernize our infrastructure for high speed; invest in community policing; value social justice as high as economic development.

**Stuart Boley** – Grew up in Lenexa and saw dramatic events happening in other places; taught that government policies that supported segregation were wrong; family advocated for a fair housing ordinance – Fair Housing, Fair Play, It’s the American Way; instilled beliefs that remain with me today.

I believe that what government does effects everyone and therefore good government is essential; there is reason to be optimistic; good government is fair and inclusive, including sound financial management, transparency, good budgeting, best allocations of resources are made; we have new issues today; hardships; lack of affordable housing; mental health issues; disproportionate incarceration rates; food deserts; this has devastating impacts on our community, particularly on our young people.

As I was before, I remain optimistic; City ensures steady incremental progress on issues that impact youth and families, progressive city working for all of its citizens.

The group then reflected on what they heard from the City Commission.

- Passion
- Optimism
- Desire to serve the whole community, not just pockets
- Change – we are a different world
- Lawrence is a special place
- Idealism
- Well thought out ideas of the role of government
- Caring
- Sense of fairness
- Commission spent a lot of time on this, take it very seriously
- High quality of life
- Personal stories remind us Commission is just like the rest of us and the residents
- Service people, not programs or budget
- Balance of the past and thinking of the future
- Desire to make things better for the community
The Novak Consulting Group
Strengthening organizations from the inside out.
## Sharing a Common History

The participants worked in small groups to identify the people, events, and actions that have defined each period in Lawrence. Following the exercise, the group was asked to name each of the periods.

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<tr>
<td><strong>People</strong></td>
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<tr>
<td>• Langston</td>
<td>• George Williams</td>
<td>• Buford Watson passes – 1989</td>
<td>• Dave Corliss named City Manager</td>
<td>• Fritzel controversy</td>
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<tr>
<td>• Hughes</td>
<td>• Mike Amyx</td>
<td>• Mike Wildgen named City Manager</td>
<td>• Mangino</td>
<td>• Mayor Farmer resigns</td>
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<td>• Wilt Chamberlin</td>
<td>• Ed Carter</td>
<td>• Danny Manning</td>
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<td>• Bill Self</td>
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<td>• Ted Owens</td>
<td>• Buford Watson</td>
<td></td>
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<td>• Tom Markus named City Manager</td>
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<td>• Bud Stallworth</td>
<td>• William S. Burroughs</td>
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<tr>
<td>• Buford Watson hired as City Manager (1970)</td>
<td>• Haskell founded</td>
<td>• Clinton Lake opens</td>
<td>• 2000 Smoking Ban</td>
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<td>• Phog Allen</td>
<td>• KU founded</td>
<td>• 15th Street extended</td>
<td>• 6th Street Walmart</td>
<td>• K-10 Crossing</td>
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<tr>
<td>• Billy Mills</td>
<td>• Jim Crow</td>
<td>• Cornfield Mall decision</td>
<td>• The T</td>
<td>• Oread Inn</td>
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<tr>
<td>• Bob Billings</td>
<td>• Segregation</td>
<td>• Downtown Mall constructed</td>
<td>• Aquatic Center</td>
<td>• 31st Street</td>
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<tr>
<td>• Chancellor Chalmers</td>
<td>• US Bank Building</td>
<td>• Eldridge Hotel redone</td>
<td>• Free State High school built</td>
<td>• 2008 Infrastructure Sales Tax passes</td>
</tr>
<tr>
<td>• Chancellor Murphy</td>
<td>• Clinton Lake Construction</td>
<td>• City Hall built at 6th street to anchor downtown rehabilitation</td>
<td>• Gaslight Trailer park – Home Depot</td>
<td>• 2015 Sales Tax Fails</td>
</tr>
<tr>
<td>• Haskell Stadium built</td>
<td>• Passed Fair Housing Act</td>
<td>• SW Bell Tower Downtown</td>
<td>• Fireworks Ban</td>
<td>• Rock Chalk Park and the Sports Pavilion (Community Center) opens</td>
</tr>
<tr>
<td>• Last time a police facility was built was 1975</td>
<td>• 6th Street extended</td>
<td>• Equal Rights/Anti-discrimination legislation expanded to include sexual orientation</td>
<td>• 2008 Infrastructure Sales Tax passes</td>
<td>• South Lawrence Traffic Way opens</td>
</tr>
<tr>
<td>• Haskell Stadium built</td>
<td>• Passed Fair Housing Act</td>
<td>• firewall included</td>
<td>• 2015 Sales Tax Fails</td>
<td>• Strategic Planning initiated!</td>
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The Novak Consulting Group

Strengthening organizations from the inside out.
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<tbody>
<tr>
<td>• Library transition&lt;br&gt;• Swimming Pool</td>
<td>• Kentucky Houses demolished for Douglas County Bank&lt;br&gt;• LAN Established&lt;br&gt;• South Lawrence Traffic Way discussions&lt;br&gt;• SLT Wetlands&lt;br&gt;• K-10 Controversy&lt;br&gt;• Alvamar&lt;br&gt;• E Hills Business Park&lt;br&gt;• St. Lawrence Center built&lt;br&gt;• Clinton Water Plant built 1980</td>
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<td></td>
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<tr>
<td>Events</td>
<td>• Quantrils Raid&lt;br&gt;• 1951 Flood&lt;br&gt;• Protests&lt;br&gt;• Civil Rights issues&lt;br&gt;• Racial tension&lt;br&gt;• Social unrest&lt;br&gt;• Fires at Lawrence High School&lt;br&gt;• Kansas Union burned&lt;br&gt;• Clean Water Act of 1972</td>
<td>• Tornado&lt;br&gt;• The Day After</td>
<td>• KU National Basketball Championship – 1988&lt;br&gt;• 1993 Flood</td>
<td>• Westward Expansion&lt;br&gt;• North West Sewer Crisis</td>
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</table>
What do we know to be true today?

The Novak Consulting Group shared a high-level summary of the Environmental Scan that was provided to the City that emphasized where the City is today. The group also reviewed the results of a Strengths, Weaknesses, Opportunities, and Challenges/Threats exercise that the department directors completed. The Environmental Scan summary is included as an attachment to this report.

About the Lawrence community:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proximity – KC Metro, State Capital</td>
<td>Appetite for providing services exceeds ability to pay</td>
<td>Grow and diversify economically</td>
<td>Taking care of people comes at a cost – mental health issues, etc.</td>
</tr>
<tr>
<td>Access to transportation</td>
<td>Pay for amenities by sacrificing basic services</td>
<td>Smart Growth – K-10 Corridor; downtown revitalization, smart streets</td>
<td>Matching fiscal resources to unlimited demand</td>
</tr>
<tr>
<td>Open and accepting community</td>
<td>Not truly integrated</td>
<td>Educated workforce</td>
<td>Prioritizing</td>
</tr>
<tr>
<td>Cultural identity of Lawrence</td>
<td>Homogenous</td>
<td>Room to grow</td>
<td>Leadership</td>
</tr>
<tr>
<td>Community wants to take care of its people</td>
<td></td>
<td>Make smart decisions on our future development</td>
<td>Geography – rivers and physical nature of how the town is set. Where you can and cannot grow</td>
</tr>
<tr>
<td>K-12 education system is strong</td>
<td></td>
<td>Develop networked governance solutions</td>
<td>Form of government – five, at-large representatives; Mayor elected by the group annually – does not work like the model is designed</td>
</tr>
<tr>
<td>Presence of the Universities</td>
<td></td>
<td>Develop capacity in social service sector to address community challenges</td>
<td>Fund economic development in a meaningful way – need to be willing to accept the fact that there is a game you have to play</td>
</tr>
<tr>
<td>Community support – for education and government</td>
<td></td>
<td>Strategic planning is a huge opportunity to get it right!</td>
<td>Not business friendly</td>
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<tr>
<td>Willing to be taxed to pay for things</td>
<td></td>
<td>Enhance our untapped assets – river, river walk; Core property, Downtown</td>
<td>Overcome negative to get to an honest conversation.</td>
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<td></td>
<td></td>
<td>Change the characterization of our communication – make things a positive.</td>
<td>Vocal minority – same people engage and object to a variety of projects</td>
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</table>
About the Lawrence City government:

<table>
<thead>
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<th>Strengths</th>
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<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Highly educated staff</td>
<td>• Risk-averse</td>
<td>• Take over the county? Consolidation is an opportunity. (We already have a couple of consolidated departments.)</td>
<td>• Topeka – state government and state legislature</td>
</tr>
<tr>
<td>• Experienced staff</td>
<td>• Infrastructure – facilities, vehicles, tools, etc.</td>
<td>• New generation can step up – younger, smarter, faster, better – new energy</td>
<td>• Election cycle</td>
</tr>
<tr>
<td>• Common sense</td>
<td>• Support departments are stretched thin (Finance, HR, IT, Legal)</td>
<td>• Create a new kind of work environment that is cutting edge to provide unique opportunities for the workforce</td>
<td>• Special Interests</td>
</tr>
<tr>
<td>• Well-trained staff</td>
<td>• Not an accurate self-image</td>
<td>• Empower employees and give them the power to solve problems – “I can help you with that”</td>
<td>• Future of the Universities – distance learning; affordability of college</td>
</tr>
<tr>
<td>• Dedicated people – at all levels</td>
<td>• Lack focus</td>
<td>• Technology</td>
<td>• Economics well-being of the citizenry</td>
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<tr>
<td>• Caring staff</td>
<td>• Don’t use good facts and analysis to support our opinions – think people should trust us because we are the professionals</td>
<td>• Creative problem solving</td>
<td>• Aging infrastructure</td>
</tr>
<tr>
<td>• Problem solvers</td>
<td>• Disjointed – decentralization v. centralization</td>
<td>• Growing</td>
<td>• Silver Tsunami</td>
</tr>
<tr>
<td>• Focused on maintenance</td>
<td>• Barriers to knowledge sharing create inefficiencies</td>
<td>• Universities provide opportunities we haven’t tapped</td>
<td>• Homeland security</td>
</tr>
<tr>
<td>• Open and transparent</td>
<td>• Operate out of over 50 buildings – spread out and decentralized</td>
<td>• Sustainability opportunities</td>
<td>• Racial tension</td>
</tr>
<tr>
<td>• Accessible</td>
<td>• Lack of long-term vision and planning</td>
<td>• Opportunity to build efficiency into new systems and buildings</td>
<td>• Housing market is challenging – affordability</td>
</tr>
<tr>
<td>• Community has an opportunity to engage</td>
<td>• Partnerships are weak – KU, County, School District, etc.</td>
<td>• Environment – river and downtown, can bring people closer and capitalize on them</td>
<td>• End of the career public servant</td>
</tr>
<tr>
<td>• Willing to experiment</td>
<td>• Vulnerable to special interests</td>
<td>• Master planning opportunities – downtown and K-10 Corridor</td>
<td>• Pension system changes</td>
</tr>
<tr>
<td>• Meet the demand/pressures people place on us – unending demand for parks and recreation</td>
<td>• Lack project management discipline</td>
<td>• Staff needs to lead through the Strategic Planning process and get our commissioners to that level</td>
<td>• Inability to hire part-time and seasonal workers</td>
</tr>
<tr>
<td>• Operate in a City that by and large likes government</td>
<td>• Culture of silos</td>
<td>• New City Manager</td>
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</table>
After considering this information, the group reflected on economic, technological, environmental, political, and social trends – both from a global and local perspective.

The group was then asked to provide words that describe what they want Lawrence to be known as:

- Leading the way
- Forgiving, Desirable
- Unmistakable
- Diverse in people and employment
- Ethical
- Healthy
- Walkable
- Musical
- Exporting
- Opportunity
- Caring
- Full of opportunity
- Scrappy
- Exciting
- Free state
- Environmentally responsible
- Safe
- Physically active
- Where I want to live
- A magnet
- Accessible
- Progressive
- A good place to retire
- Familial
- Artsy
- Fun
- Self sufficient
- Fiscally sound
- Compassionate
- Conflicted
- Environmentally responsible
- Inclusive
- Creative
- Weird
- Accepting
- Cooperative
- Special
- Youthful
- High quality city service
- Independent
- Free bus rides
- Beautiful
- Bold
- Home
- Youthful
- Affordable
- Unpredictable
- Entrepreneurial
- Growing
- Balanced
- Unified
- Don’t need a car
- Ethical
Defining Our Legacy
At the conclusion of Day One, the group was asked to think about the next decade in the City of Lawrence and write a headline they would like to see in the future.

- A new hope
- We grow together
- Building the proper foundations
- Responsible, progressive growth
- Era of compassion
- Realistic optimism
- A decade of decision
- Quality of life through sustainability
- Seized opportunities
- Unified progress
- Came together
- Got smart

- Well prepared
- Practical ingenuity
- Innovation and excellence
- Infrastructure and facility investments
- Lawrence blossomed
- Future thinking
- Best in the state
- Growth and public appreciation
- Social justice
- Focusing on people not things
- Equity
**Day Two**

At the start of Day Two, the group shared their reflections on the Day One.

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<tr>
<td>• Liked hearing from my colleagues and the amount of work they put into their “This I Believe” statements</td>
<td>• Heard too much from staff and not enough from elected officials</td>
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<tr>
<td>• Kept us on point, on task</td>
<td>• Focus on what we have jurisdiction over</td>
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<td>• I want to hear a lot of staff – we are newbies on Commission</td>
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<td>• Insightful comments from elected officials</td>
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<td>• Enjoyed the things we did that kept us focused on the local level</td>
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<td>• History – learned a lot and thought of new things afterward</td>
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<td>• Liked hearing the passion and the whys; now want to hear the hows</td>
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<td>• Everyone stayed engaged</td>
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</table>

The group was asked to share one word to describe how they were feeling today:

- Enthusiastic
- Happy (x2)
- Excited
- Intrigued
- Amazing
- Caffeinated
- Curious (x2)
- Energized
- Great
- Optimistic (x3)
- Un-caffeinated
- Comfortable
- Fun-filled
- Ready
- Excellent
- Anticipated
Vision and Critical Success Factors
A vision statement articulates a desired end state. It is a statement describing the clear and inspirational long-term state of how the community will be known by others. Several draft vision statements were discussed.

Following discussion, a small group was tasked with refining the vision. The group agreed on the following vision statement:

The City of Lawrence –
supporting an unmistakably vibrant community with innovative, equitable, transparent and responsible local government.

A “Trendbender” diagram was presented, which illustrates the concept that critical success factors or goals influence the development of a community’s quality of life. The group was asked to rate the current quality of life in relation to the draft vision in Lawrence on a scale of 0% – 100%. The Trendbender diagram is reproduced below for reference.

The group was then asked to imagine that the City did not plan for the future or think about where it wanted to go, and to rank where the City’s quality of life would be after ten years. The group was then asked to think about what must go well in order for the vision of Lawrence to be realized. The group then condensed these suggestions into broad critical success factors for the City.
These critical success factors included:

**Effective Governance and Professional Administration**
- Long-term planning
- Long-range planning
- Strong professional local government
- Priorities
- Public access to big data
- Transparent
- Bold ideas – fearless
- Effective leadership
- New/upgrade strategic plans
- Stability of leadership
- Stop finding reasons not to do something, but find reasons to do something
- Truly objective staff analysis
- Unbiased opinions
- Controlled labor costs
- Incorporate diverse opinions
- Effective communication
- Effective community to the community

**Safe, Healthy and Welcoming Neighborhoods**
- Public safety
- Quality of life
- Basic health services for everyone
- Attractive community
- Unified community
- Sense of place
- “Just” city
- Safe and affordable housing for everyone
- Social funding – social safety net

**Innovative Infrastructure and Asset Management**
- Optimize city facilities
- Improved transit system
- Innovative street design
- Effective transportation for everyone
- Internet for everyone
- Autonomous cars
- Renewable energy
- Infrastructure
- Stewardship of resources
Commitment to Core Services
- Public safety
- Understand service needs
- Commitment to consistent service delivery
- Effective management of resources
- Parks and recreation
- Maintaining what we create

Sound Fiscal Stewardship
- Tax base
- Sound fiscal policies
- New revenue streams
- Participatory budgeting
- Priority budgeting
- Taxpayer support, community support
- Retail sales tax changes
- Managing debt levels
- Stewardship of fiscal resources
- Address tax lid
- Broaden tax base

Collaborative Solutions
- Successful community institutions
- Regional awareness
- Positive relationships and partnerships
- A forgiving criminal justice system for non-violent crimes
- Convene collaboration
- Collaboration solutions
- Collaboration with contractors
- Leverage partnerships

Economic Growth and Security
- Social and economic prosperity
- Economic development
- Community stability through economic development
- Business retention
- Infill development
- Green growth
- Smart growth
- Economic ecosystem
- Providing a level playing field
- Vibrant local economy
- Population change
- Middle class incomes
- Primary jobs
- Accessible child care
What Do We Mean By...

The group then broke into small groups to develop initial directional statements for each Critical Success Factor. The purpose of these statements was to clarify what each Critical Success Factor Means and how the City will define progress and success in the future. The following statements are the drafts shared by the group.

**Effective Governance and Professional Administration**

The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate and boldly and professionally implement using sound leadership and relevant best practices.

**Safe, Healthy and Welcoming Neighborhoods**

All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated by creating a stronger community as a whole.

**Innovative Infrastructure and Asset Management**

The City of Lawrence provides accessible sustainable transportation for all citizens. We have well-maintained, functional and efficient infrastructure and facilities. We are innovative and forward thinking to meet the needs of citizens today and in the future.

**Commitment to Core Services**

The City’s greatest priority is to ensure core services are provided to meet the community’s expectations. The success of core services is a reflection of performance measures, meeting strategic goals, and community acceptance.

**Sound Fiscal Stewardship**

The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using industry best practices and standards to ensure decision makers understand the current and long term impact.

**Collaborative Solutions**

The City of Lawrence actively seek opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.
Economic Growth and Security
Fostering an environment that provides both individuals and business the opportunity for economic security and empowers people’s ability to thrive. These resources may include infrastructure, technology and transit. Successful outcomes would be prosperous families and a vibrant local economy.

Polishing the Deliverable
After listening to each group report, the group further refined the directional statements. The following statements will be put out to the community to gather feedback during the public input portion of this process.

Effective Governance and Professional Administration
The City effectively and collaboratively plans and prioritizes in a transparent manner to efficiently move the community forward. We clearly communicate, and boldly and professionally implement using sound leadership and relevant best practices.

Safe, Healthy and Welcoming Neighborhoods
All people in Lawrence live in neighborhoods that provide opportunities to lead a healthy lifestyle through good neighborhood design with access to safe and affordable housing and other services that help them meet their basic needs. The diverse and unique features of our neighborhoods are celebrated, creating a stronger community as a whole.

Innovative Infrastructure and Asset Management
The City of Lawrence has well-maintained, functional and efficient infrastructure, facilities and assets, and supports accessible, sustainable transportation options. We are innovative and forward thinking to meet community needs while preserving our natural and historic resources.

Commitment to Core Services
Core municipal services reflect legal mandates and the City’s commitment to meet health, safety and welfare needs and maintain assets while adapting service levels to meet evolving community expectations.

Sound Fiscal Stewardship
The City provides easy access to relevant, accurate data for budgeting and decision making. Decisions are made by prioritizing across all government services considering needs, balanced with available resources, using fiscal policies based on industry best practices to ensure decisions reflect the current and long term impact.

Collaborative Solutions
The City of Lawrence actively seeks opportunities to leverage partnerships in order to enhance service delivery and quality of life in the most fiscally sound and responsible manner.

Economic Growth and Security
The City of Lawrence fosters an environment that provides both individuals and businesses the opportunity for economic security and empowers people’s ability to thrive. Our community succeeds because of individual prosperity and a vibrant, sustainable local economy.
Closing/Next Steps

With the elements of the strategic plan framework completed, the group discussed next steps. The Novak Consulting Group will conduct community meetings in February to solicit public input on the framework. This feedback will be provided to the Commission at the February 20 strategic planning retreat. At that session, the framework of the strategic plan will be finalized and priorities identified to outline a plan of work for the City for the next 12 to 24 months.

At the close of the retreat, the facilitator asked participants to share a parting thought.

- Mayor – Enjoyed the last couple of days – hearing everyone’s thoughts. It’s a lot to think about, my head hurts – wordsmithing. It’s all fabulous; the one thing that concerns me is that they are all a little bit vague so I’m interested in drilling down farther.
- Lisa – Really appreciate the collaborative efforts. I look at this as a funnel – yesterday we threw out a lot of words and we have shaken things down and now we are here. Next step is with the public – I see now how the process brings it down and fine-tunes it.
- Tom – It is a funnel; it is broad and then it starts to narrow our focus. The City has selected a technology platform and we will already be reporting out on specific objectives with dates, expectations by different departments to meet completions. We will use the strategic plan when we make recommendations to the City Commission – it will be part of the agenda and, ultimately, we will relate the strategic plan to what each employee does. This is a start. We like to think when we begin that we will get it exactly right – things don’t always work that way. We have to be adaptable. We will revisit this in November to be sure that incumbents and newly elected officials are bought into the plan. We will continue to do an ongoing process – not always as in-depth, but it is a new habit. This needs to be part of the City’s system. Love that the staff and elected officials have worked together on this at a different level. Thanks to City staff and compliments to City Commission.
- Diane – Started with enthusiasm and ended the day that way. I have been impressed by the process and how the group has worked really well together. We are finishing early and it shows we really are on the same page. I look forward to the next steps.
- Dave – The dialogue around Core Services has been a little overdue – hope it continues to be a consistent dialogue and want to give the Commission good information to help them make good choices. We can do a better job providing data to the Commission.
- Danielle – The process was encouraging it helps provide focus and a vision to look to when we make decisions.
- Chief Bradford – Speechless.
- Mark – been sitting here thinking where is my department and I see it in many places and it is interesting to think how it will funnel down to parks and recs.
- Porter – I appreciate creative process and appreciate the grounding that this group brings together. Appreciate the human connection of people I work with every day in a different process.
- Brandon – appreciate the commissioners being willing to engage with staff in a different way. We have needed this type of process for a while and we share a lot of common vision and goals and passion for the community; the next step in this process is getting at strategies and tactics and more tangibles and this sets us up for a productive conversation.
- Casey – echo a lot of what I said; Diane and I were reflecting yesterday on imagining where we would be today if we had always done this! Excited to think about what Strategic Planning initiative there we will be in 10 years. Excited that we were positive and BOLD!
- Chuck – Interesting process – excited to hear what the public says and what projects will be our priorities.
• Jim – Appreciate the process from the last couple of days. Appreciate the ability to hear from the Commissioners and think about the changes we will implement. When I think about processes and how to improve things and things, maybe, we should have been doing for years like strategic planning and improving our purchasing policy, etc. that makes it easier to do our jobs...

• Ernie – Really enjoyed the professionalism and the thought process of professional staff and our commissioners. Bottom line, everyone has some different thought processes, but we are all looking for the same thing. I wish we would have done this a long time ago instead of being reactive. Nice to be reflective and look forward and follow a path.

• Toni – Leaving this today inspired! Listening to everyone speak is evident that everyone loves this community and wants to move it forward in a positive way. There are a lot of responsibilities and problems that come in my office – it is good to have this inspiring day.

• Bryan – Sitting here – excited about this process – and I am thinking about in a few weeks we will be working on our CIP and I can already see how this could push things – the challenge of departments getting it funneled to the governing body in this context.

• Scott – I am a projects oriented person – Cities are built on individual elements. I have heard a lot about being proactive and I’m eager to hear about how to take the next step – riverfront development – the next big quality of life initiative, etc. There is a large menu of things that can proactively take us into the future.

• Anthony – Interesting watching the funnel get down and I’ll be interested to see the ideas. Ultimately, I want to see how this impacts decisions.

• Stewart – the word unique is overused, but here I think it is appropriate. This has been a unique learning experience for me and I appreciate the opportunity.

• Matthew – Came into this with a different idea of what it would be than what we are leaving with. That isn’t a negative thing. When I first saw big pieces of paper on the wall it reminded me of an in-service day “bigger the paper, the smaller the outcome”. I have in files piles of mission statements – I am optimistic about this, but I am going to be most excited about this when I look at tangible things and say this happens because we came together. The Kansas open meetings act has lots of positive intents, but sometimes it makes my job more difficult because I just can’t call folks and have a cup of coffee and talk for a while. One unanticipated outcome was to sit down over a cup of coffee and hammer out this “what the heck are we doing sentiment.” The biggest complement I can give to this room is that our biggest arguments have been about using innovative or creative. We have a unified voice. There may be discussions about what “core” means and how far are we willing to go in a collaborative solution, but the fact that we are here arguing over semantics tells me we have a pretty good idea where we are going. I am walking away with some things.

• Tarik – Gonna disagree a bit – I think this was very helpful, but I too wish we would have done it before. My expectation was more along the line of what specific things or tasks are we going to do because over the last 10 to 15 years the horse has left the barn and now we are trying to come up with a plan to be innovative and collaborative. The reality is that we are fiscally not looking very good. How do we do these things, what have we prioritized in the past that wouldn’t have been a priority if we had done this before. We have ignored some core services – how do we circle back and take care of these things. We have to take care of the basics first.

• Mike – After being around off and on for 30 years, it’s that I don’t want this just to be another plan. I have been involved with plans that are sitting on shelves; if this one is supposed to work it needs everyone’s commitment – and I think it does. I will remain guarded. One of the things I really appreciated was to hear from the Commissioners and also to hear the frankness of our staff. I hope one thing that comes out of this is that I hope staff will tell us if we are going down the
wrong path. Don’t be afraid of us! If we are in a meeting and going a wrong direction, you know how to help us do it. I have appreciated being able to hear from you all and the strong beliefs you have. Liked the small group and hearing the belief in core services. Yeah, we needed to have this conversation 30 years ago, but here we are.
City of Lawrence, Kansas
Strategic Plan Development
Environmental Scan
January 2017
Overview

- Methodology
- Community Characteristics
- Financial Trends
Methodology
Strategic Planning process focuses 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?*
Methodology

Global and Regional Trends

Community Characteristics

Government Financial Trends
Community Characteristics

Lawrence is...
Lawrence is GROWING

City of Lawrence Total Population, 2000-2015

- 2000 Census: 80,098
- 2010 Census: 87,643
- 2015 PEP: 93,917
City of Lawrence Age Distribution, 2014

- 85 years and over: 1.3%
- 75 to 84 years: 2.7%
- 65 to 74 years: 4.3%
- 60 to 64 years: 4.0%
- 55 to 59 years: 4.8%
- 45 to 54 years: 9.5%
- 35 to 44 years: 10.3%
- 25 to 34 years: 16.6%
- 20 to 24 years: 22.0%
- 15 to 19 years: 9.8%
- 10 to 14 years: 4.5%
- 5 to 9 years: 4.8%
- Under 5 years: 5.4%
Lawrence is a UNIVERSITY TOWN

- University of Kansas student population = 23,623
- Haskell Indian Nations University student population = 821

**Own vs. Rent, 2014**

- State of Kansas: Owner-occupied 67.1%, Renter-occupied 32.9%
- Douglas County: Owner-occupied 51.7%, Renter-occupied 48.3%
- City of Lawrence: Owner-occupied 45.6%, Renter-occupied 54.4%
Lawrence Residents are EDUCATED

Educational Attainment Comparison, 2014

State of Kansas
- Less than 9th grade: 4.0%
- 9th to 12th grade, no diploma: 6.0%
- High school graduate (includes equivalency): 27.2%
- Some college, no degree: 24.3%
- Associate's degree: 7.8%
- Bachelor's degree: 19.9%
- Graduate or professional degree: 10.8%

Douglas County
- Less than 9th grade: 1.7%
- 9th to 12th grade, no diploma: 3.6%
- High school graduate (includes equivalency): 19.6%
- Some college, no degree: 19.7%
- Associate's degree: 5.9%
- Bachelor's degree: 27.0%
- Graduate or professional degree: 22.4%

City of Lawrence
- Less than 9th grade: 1.8%
- 9th to 12th grade, no diploma: 3.3%
- High school graduate (includes equivalency): 16.5%
- Some college, no degree: 19.5%
- Associate's degree: 5.5%
- Bachelor's degree: 27.9%
- Graduate or professional degree: 25.5%
City of Lawrence Racial Composition, 2014

- White: 82.2%
- Black or African American: 4.6%
- American Indian and Alaska Native: 2.4%
- Asian: 5.0%
- Native Hawaiian and Other Pacific Islander: 0.0%
- Some other race: 0.7%
- Two or more races: 5.0%
Lawrence Residents are EMPLOYED BUT LOW INCOME

Average Annual Unemployment Rate, 2006-2015

City of Lawrence
Douglas County
State of Kansas
Lawrence is GETTING SAFER

City of Lawrence Violent Crime

City of Lawrence Property Crime
REVENUES AND EXPENDITURES are Increasing

- Total FY2017 Budget = $191,490,703
- General Fund FY2017 Budget = $72,226,263

Total Revenues and Expenditures FY2016-FY2017

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<tr>
<td>Total Expenditures</td>
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This is what we KNOW to be true today....

the future is ours to imagine.