



2017 MISSOURI MUNICIPAL LEAGUE

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Brentwood - Alternative Sidewalk Slab Repairs (Medium City Category - population 5,000 – 15, 000)

The city of Brentwood, Missouri, a recognized Tree City USA municipality, is home to hundreds of trees in city rights-of-way. Over the years, some of the tree roots have grown and lifted the adjacent sidewalk slabs, but not broken the concrete slabs themselves. Although the lifted slabs were structurally sufficient, some of the angled and tilted slabs could present pedestrian hazards. Typically, angled and uneven adjacent sidewalk slabs were removed, new materials installed, and site restoration completed. A typical sidewalk replacement process could span two or more days from commencement to completion. In late 2016, the Brentwood Public Works Department discussed usage of a polymer known as PolyLevel which could, under certain instances, be utilized to lift sunken concrete slabs in lieu of demolition and replacement of the slabs. In January 2017, the director of public works reviewed a candidate project at St. Clair Avenue, where approximately 50 linear feet of sidewalk along the avenue was raised due to the roots of sweetgum trees. In late February 2017, Woods Basement raised approximately 195 feet of sidewalk in about 4 hours. The contract cost was approximately \$2,200 versus \$3,175 for conventional replacement work.

Cape Girardeau – The Cape SportsPlex (Extra Large City Category - population more than 30,000)

The city of Cape Girardeau, along with a citizen, business and tourism collaboration, recognized that sports is big business in Cape and initiated a feasibility study to review facility types, that if constructed, would provide an economic impact to the area. The local voter-approved restaurant tax has proven to be a strong investment in infrastructure for this purpose. The selected facility's, a 12 million-dollar, 121,000 square foot state-of-the-art sports venue now called the CAPE SPORTSPLEX, main purpose is to drive hotel/restaurant business during the cooler fall/winter months when hotel capacity is lower. The CAPE SPORTSPLEX opened May 6 of this year and has already made a major impact with event and tournament bookings five of the seven weekends that the facility has been open. The most recent tournament held was the "Under Armour Super Select Basketball Series". Even though it is the summer months, the current schedule of events has exceeded expectations for the City, local businesses and tourism partners. Cape Girardeau's regional location makes the City ideal to provide this type of economic driver.

Chesterfield – Veterans Honor Park (Extra Large City Category - population more than 30,000)

In 2012, the city of Chesterfield responded to the Chesterfield community's request to honor veterans in an uplifting and engaging setting. The Veterans Honor Park (VHP) is an innovative park developed through collaboration from officials; the VHP committee; the Chesterfield Parks, Recreation & Arts Department; and the community, honoring the United States Armed Forces; past, present, and future. Located along the west side of Veterans Place Drive in Chesterfield's Central Park, the park accommodates veterans, families and groups from dawn to dusk, providing educational discovery and contemplative retrospection. The design vision implemented by Powers Bowersox Associates showcases a place for veterans, their families and the public. The objectives made an impact by:

- Developing a peaceful, contemplative environment in a unique surrounding;
- Offering educational opportunities about veterans in a non-traditional environment, through Educational links and online resources; and
- Providing educational tours.

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The VHP was funded through community and citizen support of \$540,000 raised by the Veterans Honor Park Committee; City donation of \$1,067,924; and a \$525,000 grant from the Municipal Parks Grant Commission of St. Louis County. Other parks can uniquely duplicate this by designing around their current landscape, utilizing historical reenactments, curriculums or educational components through online channels relevant to their history.

Columbia – Columbia Police Community Outreach Unit (Extra Large City Category - population more than 30,000)

The Columbia Police Department implemented an innovative approach to community policing that has yielded significant results. The Community Outreach Unit (COU), consisting of six officers assigned to three strategic neighborhoods and one sergeant overseeing operations, had a mission to open lines of communication with the community while rebuilding community partnerships. The COU worked through the following three phases to obtain results: (1) increase positive contacts and build relationships with residents in the neighborhoods; (2) listen to the residents and identify issues impacting the neighborhoods; and (3) responsibly enforce the law. This approach to community policing was innovative because it gave the COU officers the authority and resources to work on and address social issues that do not usually fall within the scope of work for law enforcement officers (i.e. unemployment, food insecurity, etc.). As a result of this approach, the number and rate of positive interactions between police officers and residents drastically increased (93 percent of interactions were positive) and the crime rates dropped significantly in nine out of 10 key indicators (i.e. calls for service, reports, shots fired/heard calls, forcible rape, robbery, aggravated assault, burglary, larceny-theft, and motor vehicle theft).

Crystal City – Water Treatment Plant Design-Build Project (Small City Category – population less than 5,000)

The Crystal City water plant design-build project is one of the first of its kind for municipalities in Missouri. Crystal City worked in conjunction with Alberici-Goodwin Constructors, LLC and the engineering firm Horner & Shifrin to complete the project. The new water treatment plant presented numerous design challenges, including finding a suitable location to build the new plant above the 500-year floodplain. Other issues such as power, natural gas availability, and access to the existing water distribution system were concerns that were critical to choosing a site. To simplify the design and reduce costs, the design-build team was also able to rehabilitate the City's existing collector well to pull water from the Mississippi aquifer. Significant technological advances provide the City with improved potable water production through a more efficient process that is critical for the long-term sustainability of Crystal City. This project also upgrades Crystal City's compliance of this operation as a FEMA Critical Facility. The project was previously awarded the American Council of Engineering Companies; Engineering Excellence Grand Award. It was judged to be among the best in the state, competing against multi-million-dollar projects such as The Danial Boone Bridge Project and The Kansas City Downtown Streetcar Project.

Excelsior Springs – Excelsior Springs Community Center (Medium City Category - population 5,000 – 15, 000)

The city of Excelsior Springs had a vision of providing a recreation facility the entire community could use. After residents approved a 1-cent sales tax increase, the vote for the new center was approved in 2014. The City used a community input process that determined what amenities the community wanted in a facility. Along with SFS Architecture, the development and construction of what is now the Excelsior Springs Community Center, became a reality and the facility opened in October 2016. The community center was designed for residents of all ages and features a gymnasium, indoor aquatics center, fitness center with advanced fitness technology, child watch, indoor track, racquetball court, senior center, party rooms, an aerobics studio and many other amenities. With approximately 50,000 square feet and valued

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at \$15.3 million, the community center is a booming facility, drawing members of all ages and interests. Not only did the center create nearly 100 jobs, but the membership goal for the year was achieved in less than three months. The facility serves more than residents of the City, including surrounding communities that do not have family-friendly recreation or fitness establishments.

Florissant – Community Service Dog Program (Extra Large City Category - population more than 30,000)

Since the inception of the Community Service Dog Program, Officer Mahn and Eddie, the service dog, have proven to be very successful and an asset to the community. It has helped bring a closer bond between the citizens of the community and the police department. The unique style of utilizing a dog's unconditional affection and enthusiasm for people to bring happiness to the community is like no other. With the help of Eddie, Officer Mahn is bridging any gap between the Florissant Police Department and the community we serve.

Fulton – Fulton Stream Team (Medium City Category - population 5,000 – 15, 000)

Two years ago, the portion of Stinson Creek that flows through Fulton was found to have lower-than-allowed dissolved oxygen levels. The Missouri Department of Natural Resources required the City to improve those numbers. One solution has been the creation of the Fulton Stream Team, to help inform and educate citizens about the impact of stormwater pollution. Thanks to the efforts of the city of Fulton Engineering Department and the cooperation of local schools, colleges and youth-based organizations, the stream team has been able to educate more than 200 students. From incorporating Halloween costumes into a stream cleanup to getting into the streams and showing kids the tiny creatures living there, the use of creativity and interactivity has left an indelible impression on students. The success of the Fulton Stream Team's programs has been noticeable as community groups continue to seek out the team for presentations. Creating a stream team can be beneficial to any city with a stormwater system. We all live in a watershed and it is important to know what can be done to protect it. Each municipality has the opportunity to craft educational programs that focus on the pollution issues that their community faces.

Grandview – MO 150 Outer Roads (Large City Category – population 15,000 – 30,000)

Providing adequate access to the I-49 interchanges has long been a challenge for the city of Grandview. The interstate essentially bisects the City and impedes local connectivity and development. The MO 150 Outer Roads design-build project addressed this issue by extending and realigning the outer roads and improving the sidewalk and trail system crossing the interstate and connecting to the park and trail system along Route 150. To come in on budget (\$2.6 million) and on time, Grandview Public Works decided to go with the design-build process that became a driving force for innovation on this project. It was the first design-build project for the Missouri Department of Transportation for a local public agency, and since federal highway funds (Federal-Aid) were involved, it required specific documentation and procedures. The team of Burns & McDonnell and Kissick Construction constructed two new bridges, new roads, as well as new lighted trails and a pedestrian tunnel. The project improves access for an underserved population, enhances safety and provides attractive, sustainable and ADA-compliant infrastructure to promote the future development of more than 150 acres of land.

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Independence – Corridor Code Enforcement Initiative (Extra Large City Category - population more than 30,000)

The city of Independence's Corridor Code Enforcement (CCE) Initiative is systematically working through major corridors in the City to proactively address property maintenance and zoning violations. The program began with a 4-mile segment on U.S. Highway 24 from the western limits to Noland Road. Staff made contact with owners and inspected every property on the corridor to make concentrated impact in a highly visible area. The CCE Initiative is one of the first steps implemented through the City's Five-Year Strategic Plan, successfully acting on the objective to improve the visual appearance of major commercial corridors and historic sites by working with business owners and residents.

Kansas City – Increasing Revenue Utilizing Data Analytics (Extra Large City Category - population more than 30,000)

In 2013, the city of Kansas City implemented new tax administration software to improve the efficiency and effectiveness of revenue collections. As part of this process, the Finance Department's Revenue Division embarked on a multi-year project to maximize revenue by fully utilizing the tools available in the new software. Prior to 2013, the City's outdated software and business processes could not accommodate the security controls required to automate the process for identifying non-filing taxpayers. As such, the ability to match IRS data was limited to a cumbersome and time-consuming manual process that lent itself to inefficiencies, as well as the potential for human error. As the new process was implemented, the City created a data warehouse to match data and built the software programs to accurately identify under-reported tax liabilities and non-filing taxpayers through an automated process. The results thus far show an increase in revenue of more than \$10 million over three years. This amount includes collection of past years' delinquencies, as well as expansion of the tax base as more taxpayers become aware of the City's tax-filing requirements. Even greater successes are predicted to result from the new system in the years ahead.

Kimberling City – City Newsletter (Small City Category – population less than 5,000)

The "Kimberling City Newsletter" was created because the City had no means of consistent communication with its citizens or businesses. This is the first newsletter published by the City since it was incorporated in 1973. People did not have facts or information, and many were frustrated, confused and angry at the way the City operated. Why are certain decisions being made? Why are issues not addressed? The creation of the City newsletter has resolved this communication void and met communication objectives. The citizens now look forward to receiving the quarterly updates from the City in the mail and often call City Hall to compliment the newsletter topics. Newsletters are mailed because a large portion of the population are senior citizens without internet access. In these hardcopy issues, the citizens learn about upcoming city meetings, the status of infrastructure improvements, permits, fees and ordinance enforcement. The mayor, board of aldermen, city administrator, city clerk, police chief and public works manager were all involved with this project. An informative newsletter like this can be replicated by any city willing to accept the challenge. Kimberling City has recognized the need for communication and has addressed the need in a positive and transparent manner.

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Kirkville – Style Guide for the City of Kirkville (Large City Category - population 15,000 – 30,000)

Beginning in January 2017, the city of Kirkville's Public Information Division, under the supervision of the city manager and at the direction of the assistant city Manager, began implementing a style guide as part of a new public information policy. A style guide is a set of standards for the design of documents and related materials in order to enforce a specific style to improve communication. This new style guide was the result of months of work to "rebrand" the City and its multiple departments. Most significantly, this document was produced "in house" in lieu of contracting with a marketing or graphic design firm, potentially saving taxpayers tens of thousands of dollars. This style guide implemented consistent branding and messaging across all municipal departments; from vehicle decals to business cards. While the implementation of this new style guide is ongoing, it has been successfully implemented in a number of areas, from the city's website to police department recruitment flyers. In an age when municipalities struggle with the dissemination of misinformation, this new style guide has improved communication and helped build trust with residents.

Kirkwood – Kirkwood Safety Town (Large City Category - population 15,000 – 30,000)

The city of Kirkwood and The Magic House, St. Louis Children's Museum, teamed up to educate the region's youngest residents about safety with Safety Town, an interactive exhibit designed for children ages three through 10. This innovative project provided an opportunity to achieve two major objectives: 1) To educate children of Kirkwood and the St. Louis region about essential safety lessons through a fun, unique learning environment; and 2) To provide an opportunity for a private-public partnership with community collaboration. The project successfully brought together the city of Kirkwood and the Magic House for a mutually beneficial, synergistic relationship, creating additional opportunities for future public service and community outreach. This project also allowed for inter-department cooperation between major departments, lending to team cohesion. Finally, one of the true components to the successful development was the overwhelming community involvement. Various community leaders, organizations, and businesses were instrumental in project oversight and fundraising, that provided funding for half of the project expenditures. The model provided by this project can provide guidance to other communities for successful outreach and meeting public safety needs through public-private collaboration. In addition, the physical Safety Town and curriculum can be easily shared and replicated for other municipalities.

Liberty – Liberty Utilities Operation Center (Large City Category - population 15,000 – 30,000)

This is the first project in the state of Missouri utilizing design-build delivery to receive State Revolving Fund (SRF) financing and the largest wastewater treatment plant in the state to utilize design-build delivery. The success of this project served as a catalyst for Design Build legislation in Missouri and sets the bar for other cities considering design-build delivery. The city of Liberty had been outsourcing treatment to a neighboring community for decades. With the ever-increasing and potentially unknown costs to continue outsourcing, the City decided to review alternatives. With the assistance of outside consultants, studies revealed that the City could construct new treatment facilities at a cost of up to \$95 million. User rates would be significantly less than outsourcing and treatment capacity would be increased. With this, the City put the project on the August 2013 ballot for issuing \$95 million in bonds. The citizens of Liberty returned a resounding 91 percent approval. The City estimated that outsourced treatment was costing users close to an additional \$1 million per year. The primary team of Liberty; Veenstra and Kimm; Goodwin Brothers; and CMT, provided facilities to meet the City's development and regulatory needs for generations with stable, predictable user rates.

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Marceline – Marceline Municipal Swimming Pool (Small City Category – population less than 5,000)

The city of Marceline began the Municipal Swimming Pool Project in 2013 after receiving almost 300 letters in support of replacing the 57-year-old swimming pool. After a failed \$2 million General Obligation Bond issue, the voters of Marceline approved a financing combination of a 1/2 cent sales tax and a \$1 million General Obligation Bond. The City hired Carrothers Construction, LLC, that partnered with Larkin Aquatics for the pool design and construction. A generous donation from a local business owner made it possible for a year-round facility. Other local organizations provided donations for pool equipment. The objective of the Marceline Municipal Swimming Pool Project was to demolish an aging pool facility and construct a new public swimming pool providing:

- An enjoyable respite for the public;
- A year-round heated pool with climate controlled bathhouse;
- Healthy exercise options and ADA compliancy;
- Reduced maintenance costs; and
- Increased visitors to improve the local economy.

The completed project is a 150,544-gallon pool with four swim lanes, one diving board, an 80-foot open flume slide, basketball goal, play structures with two slides, ADA lift and zero entry, and a climate-controlled bathhouse. The project was completed for a pool opening on May 27, 2017.

Maryland Heights – Police Department Policy Initiative (Large City Category - population 15,000 – 30,000)

The Maryland Heights City Council authorized operational and staffing assessments of all departments beginning in 2016. Given the national attention on law enforcement, as well as internal departmental matters, the Police Department was the first to undergo review. The goal of the assessment was twofold: to ensure resources met or exceeded the service expectation of residents, businesses and visitors; and, to evaluate internal departmental policy and procedures to ensure compliance with best practices. As a result of the assessment, the City, specifically the police chief, mayor, city administrator and members of the City Council Committee on Public Safety, identified initiatives and developed solutions that were instituted for the benefit of the City, police department and its employees. These included: implementation of secondary employment contracts; revisions to the recruitment, hiring and promotion processes; creation of new positions in jail operations and dispatch; and revisions to policies and procedures to address internal matters. Finding consensus and developing meaningful solutions was critical to the department's long-term efficiency and effectiveness. In the months since implementation, evaluations revealed improved employee morale; streamlined hiring process that yielded immediate results; revamped work schedule in dispatch; and establishment of a model secondary employment contract.

Nixa – Community Alternative Sentencing Court (Large City Category - population 15,000 – 30,000)

The Nixa Alternative Sentencing Court has an ongoing objective to break the systemic causes of recidivism by addressing the underlying causes of criminal behavior in municipal offenders suffering from homelessness, mental illness, drug abuse, alcohol abuse and poverty. The Nixa Alternative Sentencing Court has admitted 16 participants since October 2016, that has resulted in one graduate and zero incidents of recidivism. However, the lasting effects of the sentencing court are found in the true-to-life impacts each individual participant has on their friends, family and community. The sentencing court has

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engaged its participants by utilizing an innovative approach to treatment courts through personal connections and community involvement. Every community resource organization involved has volunteered their time and efforts toward this cause and the program boasts community partners such as Missouri State University, Nixa Police Department, Burrell Behavioral Health, Least of These, and Alternatives. Recently (05/25/2017) the program served as a model to municipal Courts throughout the state as Judge Joel Harris presented "Treatment Court Efforts in Municipal Courts" to 350 municipal and associate court judges at the MMACJA Annual Conference.

North Kansas City – Burlington Corridor Complete Street Plan (Small City Category – population less than 5,000)

The Burlington Corridor Complete Street Plan establishes a new direction for Burlington Street/Route 9 through North Kansas City. The existing corridor is both a state highway and an arterial corridor, serving heavy industrial uses on the south and commercial uses on the north. It is the front door to North Kansas City, but has very little curb appeal. The Complete Street Plan focused on how to design improvements within the existing right-of-way in order to achieve a corridor that serves all transportation uses in a more welcoming, green environment. The project was led by a stakeholders group to provide outreach to stakeholders along the corridor. This group included MoDOT, KCATA, BikeWalkKC, as well as business owners and community residents. An innovative part of this project was the use of visualization to help the community understand the proposed improvements and generate support. The project developed a series of videos illustrating the proposed design, giving the community an immediate sense of what the improvements would look and feel like. The videos were so successful that the City Council has moved forward on constructing the archway shown in the video at the intersection of Burlington and Armour Road.

Olivette – Community Art Project (Medium City Category - population 5,000 – 15, 000)

In 2014, Olivette residents approved a bond to construct a new City Hall for police, fire and administration. With primary focus on designing a functional work space, we also envisioned a comfortable place for residents to visit, explore and engage. Through the Community Art Project, an engaging community area was developed. The project consists of three distinctly different art pieces located in the main lobby and hallways. Partnering with local artists, the local elementary school, first responders and our construction team, each project required special thought and preparation. The three pieces include an original watercolor collage by a local artist and lifelong resident Marian Steen; an 800+-tile mosaic of a tree created by elementary students, first responders, City staff, and residents; and finally, a history wall brought to life through photos, documents and metal reliefs. Today, residents old and young come to the City Center to find their tile in the mosaic, study the historic photos, and take-in the colors and elements of the original artwork. These three pieces welcome visitors to the City Hall, engage them and increase civic pride - all things that every municipality needs in this time of governmental distrust.

Raymore – Internal Services – Public Benefits (Large City Category - population 15,000 – 30,000)

Many cities find cost savings in outsourcing, but the city of Raymore, through careful planning and innovative thinking, discovered that it could save millions of taxpayer dollars by internalizing services and taking control of public amenities to provide residents with an even higher quality of services. Prior to 2016, the City contracted all lane striping of roadways and all public sidewalk repairs. In the spring of 2016, the City internalized these operations through the purchase of lane-striping and mudjacking equipment. In a single summer, the City's public works operations budget saved more than \$500,000 by

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doing the work internally rather than outsourcing the work. The new internal services also meant public works crews were more responsive to resident concerns when problem areas on city sidewalks or streets outside of the annual maintenance plan were noticed. At the same time, the City determined it would be more cost effective for the City to purchase rather than lease street lights from Kansas City Power & Light and took over maintenance of those existing lights. This investment will save the City more than \$3.8 million over the next 10 years in contracting repairs and allowed the City Council to utilize the cost savings and invest in city employees by increasing the LAGERS retirement benefit. The innovative thinking and planning required to make these service investments yielded measurable returns seen by both employees and, more importantly, Raymore residents.

Rockaway Beach – Multijurisdictional Agreement (Small City Category – population less than 5,000)

The Keeping Our Communities Safe program objectives were to join together the law enforcement agencies of two adjacent municipalities, the city of Merriam Wood and city of Rockaway Beach, to assist each other in routine law enforcement operations that cross jurisdictional boundaries, to ensure public safety of citizens by providing adequate levels of police services to address any foreseeable routine or emergency situation. The program's objectives were successfully achieved through the mutual collaboration of both municipalities. The program was implemented in October 2016 and is directed and overseen by both chiefs of police representing the city of Merriam Woods and city of Rockaway Beach. Rural communities throughout the country face significant issues when trying to solve the problem of providing increased levels of law enforcement coverage and other services to their communities. The issues include lack of funding; local control; not enough manpower to provide respite for law enforcement; and long shifts for the officers who must be on-call 24 hours/7 days a week, causing undue stress and fatigue for the officers. Keeping Our Communities Safe program is an innovative, cutting-edge program that is applicable to other cities with similar issues, allowing cities to provide safety for all.

St. Charles – Keep It Close Campaign (Large City Category - population 15,000 – 30,000)

Keep your cell phone close. It may save your life or the lives of others in an emergency situation. In August of 2015, (former) Ward 3 Council Member Laurie Feldman was preparing her deck for repairs. She moved a flower box away from the edge when she bumped a weak side rail and fell 12 feet to the ground. In shock and unable to move most of her body due to her injuries, she was able to reach her cell phone that she had thankfully placed in her pocket earlier and dialed 911. She credits that call and the amazing work of St. Charles city emergency responders with saving her life. With broken bones, a ruptured spleen and internal injuries, she spent 78 days in the hospital and rehab, and many more months of therapy at home recovering. Council Member Feldman, the mayor, City Council, and city staff formulated a campaign in March of 2016 to save lives and protect citizens by encouraging them to keep their cell phones close by, so that they are available during an emergency. This program successfully launched in September and was incorporated into the annual St. Charles Night Out program.

St. Joseph – City/University Aquatic Facility Partnership (Large City Category - population 15,000 – 30,000)

Missouri Western State University was struggling with an aging indoor aquatic facility that was in desperate need of renovation. Due to the significant cost of needed capital repairs to the pool and the high cost of operations, the University was faced with the difficult decision of closing the facility or finding a community partner to assist with renovations and continued operations. The City, simultaneously, was conducting public meetings to discuss long-term solutions to aquatic needs (both indoor and outdoor) in the community. The University and City Officials began discussions on how to solve both problems,

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mutually and beneficially, for the betterment of the community. A partnership was formed, agreements were entered into and executed, and the MWSU Thomas Eagleton Indoor Pool became a reality for the community. The University was able to renovate its aging pool and keep the facility open for students and alumni to utilize, and the City was able to provide cold weather aquatic services for the general public that did not exist in St. Joseph. Working together, the City and the University created a successful partnership that resulted in additional amenities for the entire community.

St. Robert – Patriotic Park (Small City Category – population less than 5,000)

The city of St. Robert created a city patriotic/tourism park that depicts the City's values and pride. The park area displays an M60 Army Tank, numerous rock boulders with painted unit insignia of military units, and a Freedom Rock, that is part of the national effort of patriotism in all 50 states. The city of St. Robert serves as the prelude to the main gate entrance into Fort Leonard Wood, one of the largest military training facilities in the United States. The mayor and board of aldermen, park committee, and the citizens of St. Robert created the tribute to show our appreciation to active duty military, veterans and their families for military service and personal sacrifices. The secondary purpose was to promote tourism locally and showcase the community's pride along Interstate 44 to draw national and state attention. The City started the park in 2002 by shipping a M-60 Army Tank from Fort Drum, New York, to display. In 2015, the decision was made to add huge boulders for each unit (all branches of service) located on Fort Leonard Wood to paint each unit's insignia. This park is turning into a magnificent site to see and is visible to travelers along Interstate 44.

Union – Veterans Memorial Park (Medium City Category - population 5,000 – 15, 000)

Veterans Memorial Park located in Union, is a newly completed park project that on the surface would appear no different than similar park projects in communities across the country. The park consists of a walking trail, pavilions, baseball fields, and convertible soccer and football fields. What makes the park unique is the community effort that made the park possible and the continued partnership to enhance and maintain the facility. Organizations such Kiwanis, Rotary, and the Missouri Pathfinders stepped forward to sponsor pavilions; upgrade the main playground; and dedicate Missouri's first Disabled Veterans Memorial located within the park. As the project neared completion, it became clear additional staff would be needed to help maintain the park. The City coordinated with Empac Inc., an organization that specializes in training and job placement for individuals who have developmental, mental or physical challenges. Through their program, the City was able to hire an individual. With continued support and guidance, this individual has become an integral part of the project and valued employee of the City. The park has become a keystone project for the community, one that truly reflects the generosity and dedication of citizens and staff.

Vinita Park – 21st Century Community Policing Program (Small City Category – population less than 5,000)

The North County Cooperative Police is a unique organization; its objective primarily focuses on people and not revenue. They serve multiple municipalities in North St. Louis County District 1. The project focuses on "21st Century Community Policing," working together in diverse neighborhoods and communities. The belief is that community partnership and outreach is the driving force behind the successful coalition with the municipalities. The program currently serves six municipalities; Wellston, Pine Lawn, Beverly Hills, Velda Village Hills, Charlack; and the home city of Vinita Park. Each community has a dedicated precinct office operating at all levels of police services, while responding to the unique needs of the different communities. The building blocks of success are based on trust, training,

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responsive policies, crime reduction, officer safety and technology. The officers are coaching youth athletic teams, helping seniors, hosting a movie night with citizens, or just getting out of the car and shaking hands during normal patrol. The mission is to serve and protect the people, while actively engaging the people. Trust between the people and the police is what makes us unique. One of our greatest endeavors as a police department is working to rebuild trust among the people within the communities that we serve. "To protect and serve" are not just mere words, they are actions of the officers. "We don't give up; we get out of the vehicle; we build some bridges; and we work until we make change."

Wentzville – Vietnam War Memorial Renovation Project (Large City Category - population 15,000 – 30,000)

Wentzville is home to the nation's first Vietnam War Memorial. 2017 marks the 50th anniversary of both the Vietnam War and the City's memorial. In preparation of this significant anniversary, the board of aldermen voted to allocate funds for renovation and expansion, determined to make the memorial a first-class tribute to Vietnam War veterans. A property survey determined a portion of the memorial was on land owned by the Wentzville Fire Protection District (WFPD). WFPD agreed to donate the property to the City. The design for the memorial was developed in-house by a member of the City's parks department. Construction began in February, with a completion goal set prior to the annual Run for the Wall event. During this event, motorcyclists travel cross-country from California to the Vietnam War Memorial Wall in Washington D.C. The city of Wentzville is one of the original stops on this annual tribute to Vietnam War veterans. The project was completed in time for this special event. In addition to WFPD, the City worked closely with American Legion Post 323, VFW Post 5327 and other civic organizations. Such a project could be undertaken by any City determined to rally behind its own community treasure.

West Plains – Greater Ozarks Center for Advanced Technology (Medium City Category - population 5,000 – 15, 000)

Reeling from some key economic development losses and a community clamoring for more jobs, the leaders in West Plains, knew something needed to be done, quickly. Putting aside traditional rivalries and forging a spirit of collaboration rarely seen in today's society, representatives from Missouri State University-West Plains, the South-Central Career Center of the West Plains School District, and the city of West Plains created a unique alliance to bring technological training in demand by manufacturers to area residents. Their goal: to provide the citizens of West Plains with better careers through hands-on education and training. This is the story of how the Greater Ozarks Center for Advanced Technology (GOCAT), the state's first advanced manufacturing training facility, was born in West Plains.

Willard – DARE/PAL Camping Character (Medium City Category - population 5,000 – 15, 000)

When people think of innovation, their mind often thinks of the latest new app or technology gadget that can change peoples' lives. However, innovation in land use can have an equally large impact on the lives within a community. The city of Willard has committed to repurposing land through an intentional process that intertwines activity between the schools, businesses, and local government. Beginning in 2012, the Willard Police Department, the Police Athletic League (PAL) program, and volunteers envisioned using overgrown and unutilized city property to provide a place where youth could interact with police officers beyond their participation in the schools D.A.R.E. program. By accomplishing this outcome, an excellent outdoor environment for our youth to be strengthened in the areas of responsibility, honor, self-control and discernment has been realized. Today, youth can center on those competencies with police instructors while learning the sweet science of boxing, tactical jiu-jitsu, and camping through our new DARE/PAL Outdoor Character Camp.

**THANK YOU TO ALL THOSE
MUNICIPALITIES
THAT SUBMITTED NOMINATIONS FOR
THIS YEAR'S
INNOVATION AWARDS!**

IT IS TRULY APPRECIATED!

**REMEMBER IF YOU HAVE A GREAT
INNOVATIVE IDEA, WATCH FOR
INFORMATION FOR SUBMITTING YOUR
PROJECT IN 2018!**