

City of Independence

City Commission/Staff Annual Goal Setting Session

Location: Independence Country Club

Date & Time: Wednesday, January 20, 2021, 8:00AM – 3:00PM

Key Meeting Objectives:

- 1) Progress update on implementing the current 5-year community-based strategic plan.
- 2) Prioritize areas of the plan for attention and resource allocation in the upcoming year.
- 3) Identify essential next steps for implementation of the plan.
- 4) Build trust, cohesion, and alignment as a team.

Wednesday, January 20th

8:00 a.m. – 9:00 a.m.

Capital Improvements Plan Presentation and Update

Mayor Ysusi called the meeting to order.

9:00 a.m. – 9:15 a.m.

Setting Expectations. Discuss the typical process of follow up on the strategic plan and establish expectations for what we plan to accomplish today.

9:15 a.m. – 10:00 a.m.

Staff Report. Update on progress on the strategic plan. *(See Attachment A – 2020 Goals Achieved)*

10:00 a.m. – 10:15 a.m.

Break

10:15 a.m. – 11:30 a.m.

Prioritization of Initiatives. Which items in the strategic plan should we prioritize for resource allocation in the upcoming budget year? Are there any additional items that should be considered?

11:30 a.m. – 12:00 p.m.

Framing Initiatives within Budgetary Constraints. What will these initiatives cost? Given the current budget, which combination of initiatives appears the most realistic to implement?

Minutes of the Independence City Commission's January 20, 2021 Special Meeting

12:00 p.m. – 12:45 p.m.

Lunch

1:15 p.m. – 2:00 p.m.

Alignment of Efforts. How can the Commission, administration, and departments continue to improve in effectively communicating, achieving goals, and building team chemistry?

1:15 p.m. – 2:00 p.m.

Action Planning for Top Initiatives. Break into small groups to build more specific plans for the top initiatives.

(See Attachment B – 2021 Intention Statements and Creative Pathways)

2:00 p.m. – 2:15 p.m.

Break

2:15 p.m. – 2:45 p.m.

Community Involvement. How do we want to ensure that the community is informed on the implementation of the plan? How else should we include the public to improve transparency? Identify next steps if needed.

2:40 p.m. – 3:00 p.m.

Wrap Up & Next Steps

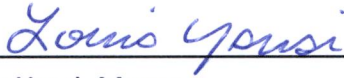
Everyone agreed to support Intention Statements and Creative Pathways.

3:00 p.m.

Adjourn

A motion was made by Commissioner Caflisch, seconded by Commissioner Hayse to adjourn. Motion carried. 3 – 0.

Minutes of the Independence City Commission's January 20, 2021 Special Meeting



Louis Ysusi, Mayor



Leonhard Caflisch, Commissioner



Dean Hayse, Commissioner

Attest:



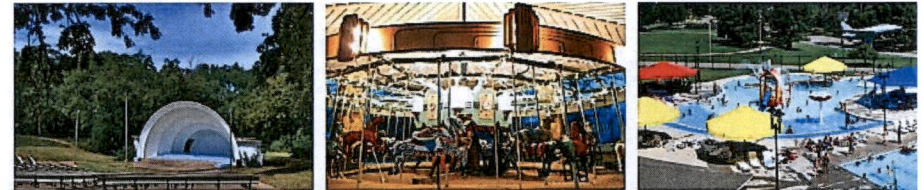
City Clerk/Treasurer

STRATEGIC PLANNING SESSION 2021

2020 Goals Achieved



Independence



COMMUNITY-BASED STRATEGIC PLAN 2018-2023
FOR THE CITY OF INDEPENDENCE, KANSAS

SEPTEMBER 2018

ECONOMIC DEVELOPMENT

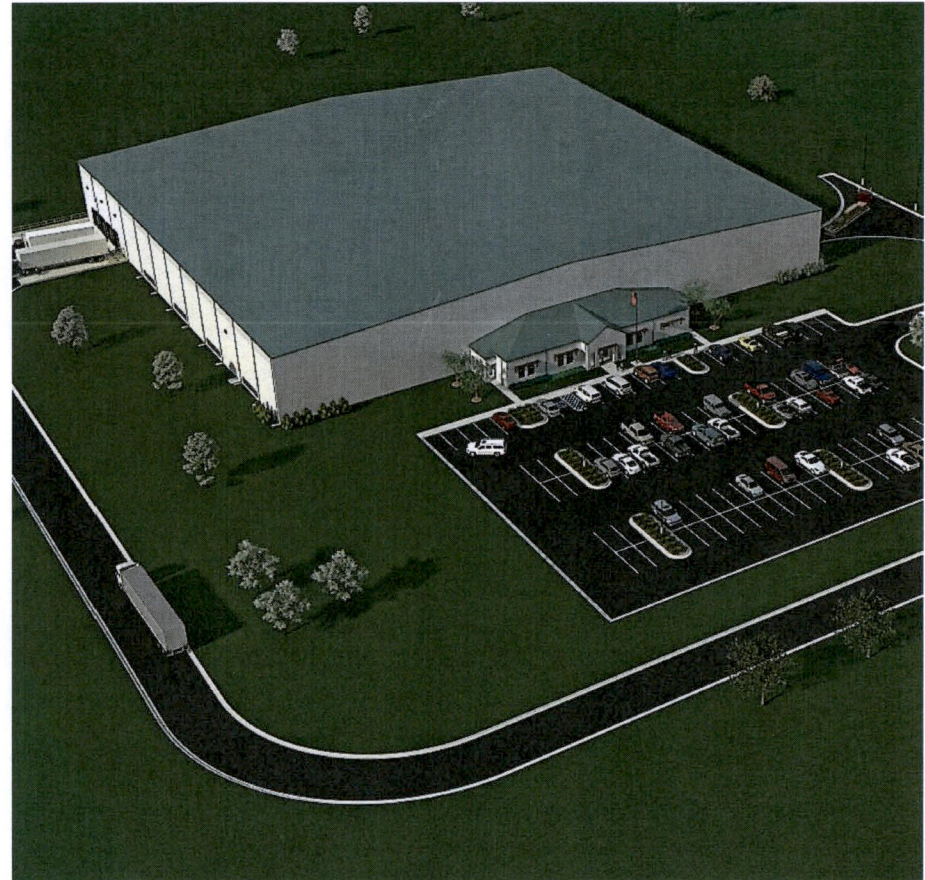
Establish an environment where businesses succeed while growing the community.

Guiding Principles

- Work with the Economic Development Advisory Board to develop and evaluate Economic Development efforts
 - City employees as well as a representative from the Chamber, Main Street and MCAC worked with Board members.

Measures of Success/Deliverables

- Economic Development Policies implemented
 - Developed the Project Initiation Form, the Business Incentive Policy and the Grant Review Policy for one-time COVID-19 emergency relief grants of \$5,000 each provided to 71 local businesses.
- Meeting schedule implemented
 - The Economic Development Advisory Board meets the first Tuesday of each month at 3:30 PM.
- Site selection certification
 - The City has been awarded a grant through MCAC for site selection certification and will be working into 2021 to complete it.
- Vacant Registry
 - Delayed due to Covid-19 and other pressing priorities.



LONG TERM CAPITAL PLANNING

Balance the needs of the City between maintenance of existing verses addition of new infrastructure.

Guiding Principles

- Improve streets; water/sewer infrastructure; facilities and buildings; and equipment and technology
 - Phase 1 of the Water Treatment Plant was completed, and Phase 2 initiated which includes a Master Plan.
 - Phase 1 of 1916 City Hall is still in progress and nearing completion.
- Maintain quality streets; water/sewer infrastructure; facilities and buildings; and equipment and technology.
 - The Fire/EMS Department purchased a new ambulance, 2 new ventilators and 2 new cardiac monitors. A new pickup truck was purchased for the Water Treatment Plant. The Street Department purchased a new Street Sweeper and the Sanitation Department purchased two new trash trucks.
 - Several streets were resurfaced in 2020 (see next slide).
- Ensure applicable infrastructure; facilities and buildings; and equipment and technology are insured with sufficient coverage
 - Insurance coverage is reviewed each year.

Measures of Success/Deliverables

- Established budget guidelines to ensure success
- Defined planning horizons; i.e. the amount of time to look into the future to make decisions
- Understand incremental investments, accruals and reserves



2020 Street Improvements



Locations	Estimated Total
Links Lane from Taylor Road to Birdie Drive	\$44,323.40
Morningside Drive from Penn to 5 th	\$13,708.39
Morningside Place from Penn to 5 th	\$13,627.27
Coffeyville Avenue from South Cement Street to South 2nd Street	\$40,719.59
West Pine from North 16 th to North 20 th	\$34,471.82
North 19 th Street from West Pine to West Laurel	\$32,040.31
North 20 th from Pine to Cottonwood	\$7,191.00
Dean Street (gravel) from Sycamore to Cottonwood	\$7,240.94
Dean Street (gravel) from Railroad to Sycamore	\$7,240.94
North 15 th Street (gravel) from West Sycamore to West Cottonwood	\$15,980.00
Overlay terminal entrance at Independence Municipal Airport	\$4,234.70
Total Proposed 2020 Asphalt Overlay Project	\$220,778.36

The following additional expenses are estimated relating to ADA compliance:

Locations with ADA	Estimated Total
Coffeyville Avenue from South Cement Street to South 2nd Street	\$1,200.00
West Pine from North 16 th to North 20 th	\$25,600.00
North 19 th Street from West Pine to West Laurel	\$34,800.00
Dean Street (gravel) from Sycamore to Cottonwood	\$5,400.00
North 15 th Street from West Sycamore to West Cottonwood	\$4,800.00
Estimated Design, Inspection & Contingencies	\$28,720.00
Total ADA Work for Proposed 2020 Asphalt Overlay Project	\$100,520.00

Total 2020 Asphalt Overlay with ADA Project Estimated Cost	\$321,298.36
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BRANDING/TOURISM

Promote and make Independence a destination point.

Guiding Principles

- Communicate and collaborate with the public

Measures of Success/Deliverables

- Update website
 - Updating the website is scheduled to begin in April and should be completed by the end of the year.
- Increased tourism
 - Covid-19 severely impacted tourism; however, sales tax revenues were above budgeted estimates.
- Sign plan concept completed with funding identified for implementation in 2021
 - A letter of intent was issued to Color-Ad, Inc for a Wayfinding Sign Project and Avia Design Group was engaged for consulting services related to the project.
 - Some funding has been pledged by partnering with other entities, with additional funding sources in process of being identified.
- Increased transient guest tax implemented
 - Modifying the collection of guest tax was reviewed and it was determined that this could create a funding deficit for some cities in the County. Due to Covid-19, increasing the guest tax was not explored further.
- Approved concept for RV park
 - This project was placed on hold due to Covid-19



Intention Statement Four: QUALITY HOUSING

Improved aesthetics throughout the community by improving the quality of housing.

Guiding Principles

- Communicate with the public by promoting opportunities for improved housing

Measures of Success/Deliverables

- Increased number of houses condemned
 - 23 houses were declared dangerous and unsafe; 20 properties were condemned at public hearings; 3 property owners were given deadlines to remove or rehabilitate.
- Land Bank proposal developed that identifies who is taking the lead
 - The Independence Housing Authority approved the funds to establish an Independence Land Bank and presented to the Independence City Commission. This item was tabled and is scheduled for the January 28th Commission meeting for further consideration and possible action.
- 20-25 condemned houses removed
 - 19 condemned houses were removed by the City, and an additional 6 were removed by private parties for a total of 25.
- Rehabilitated houses; two homes through other agencies and five homes through Love Independence.
 - LOVE Independence Day in 2020 was impacted by COVID-19, however, two homes were painted. One home was partially rehabilitated by the Housing Authority. Some homes were rehabilitated by private parties, but we are unsure how many as the extent of the improvements may not have required a building permit.



Attachment B

STRATEGIC PLANNING SESSION 2021

Intention Statements and Creative Pathways



JANUARY 20, 2021
CITY OF INDEPENDENCE, KANSAS

Strategic Planning Session 2021



Intention Statement One: INFRASTRUCTURE

Evaluate and develop City facilities and resources to enhance efficiencies.

Creative Pathways

- GIS
 - Training to utilize ArcGIS software
 - Assess process for data collection and entry
 - Determine who is doing the data collection and entry
 - Determine what information needs to be captured
 - Determine additional tools/modules needed
- City Hall and FD
 - Owner/Architect agreement for Fire/EMS
 - Selection process for Construction Manager at Risk
 - Preparation of contract documents for both facilities
 - Bidding and awarding the contract for both facilities.
- Public Works/Utilities Facility
 - Define preliminary scope
 - Assess needs
 - Make decision on sanitation services
 - Review other comparable municipal facilities
 - Determine location
 - Hire architect to prepare definitive scope and preliminary cost estimates

Guiding Principles

- Identify needs and trends for strategic decision making
- Rehabilitate a historic structure that serves as an anchor for downtown.
- Improve Fire/EMS response time from a centralized location
- Improve employee morale and encourage shared resources (human, equipment, tools, etc)

Measures of Success/Deliverables

- Have a GIS system in place that defines street, water and sewer infrastructure.
- Phase II construction of City Hall/Fire-EMS in process.
- Hire an architect to define the scope, complete concept and prepare preliminary cost estimates for Public Works/Utilities Facility

Strategic Planning Session 2021



Intention Statement Two: TECHNOLOGY

Save employees time and improve customer service.

Creative Pathways

- Hire and train an I.T. person
- Staff to analyze and identify processes
 - Identify potential workflows
 - Write down each step
- Redo forms and applications to be electronically fillable
- Fully utilize software (Incode, Laserfiche, Office, Civic Plus, etc.)
 - Initiate workflows
 - Send text alerts for bills or announcement
 - Paperless billing
 - Agenda Module with Livestreaming
 - Automate/digitize license process
 - List license holder's business information online
 - Review license rates
 - Switch to a preferred credit card provider that is compatible with software (Civic Plus and Incode)

Guiding Principles

- Identify bottlenecks in processes
- Identify how potential changes affect others before implementing

Measures of Success/Deliverables

- Functioning website (user friendly)
- Optimize City Clerk's Office
 - Developed workflows
 - Review Incode settings and functions
- Improved communications internally and externally

Intention Statement Three: COMMUNICATION

Every person who contacts the City via any pathway gets what they need and have a good positive experience in the process.

Creative Pathways

- Improve public interface with City
 - Updating phone system
 - Establish policy for auto email responses
 - Protocol for walk-ins
 - User friendly website that creates a flow of information that is useful
 - Effective utilization of Facebook
- Employee roles in communication with the public
 - Training on how to communicate during onboarding
 - Establish process to turn in community requests that may not be in that employee's department
- Internal Communication
 - Process to provide information to employees
- Regional Communication
 - Establish/expand regional idea sharing

Guiding Principles

- Improving public interface with City
- Train employees to effectively communicate with the public
- Employees have a voice and are heard
- Improve regional partnerships

Measures of Success/Deliverables

- Citizen survey annually or every two years
- Employee engagement survey
- Successful regional collaborations

Intention Statement Four: EMPLOYEE EMPOWERMENT/SUCCESSION PLANNING

Develop environment where employees succeed by guiding the City.

Creative Pathways

- Transformational Leadership
 - Treat employees as volunteers
 - Train leaders on transformational leadership
 - Get to know employees
- Succession Planning
 - 360 evaluations
 - Budget for promotions
 - Incentivize employee growth
 - Hire the right employees that fit into succession planning
 - Retention interviews verses exit interviews
- Lifecycle Planning
 - Identify what has a lifecycle
 - Establish lifecycle
 - Establish maintenance schedules
 - Establish replacement schedules
 - Establish costs/budget

Guiding Principles

- Utilize transformational leadership to develop personnel and operations.

Measures of Success/Deliverables

- Lifecycle planning
 - Lifecycle plans written
 - Track predicted expenses versus surprise expenses
 - Lifecycle plan is practical and projects completed
- Transformational Leadership
 - Track feedback from employees for improvements in morale (employee engagement survey)
 - Improved 360 evaluation scores
 - Reduced turnover

Strategic Planning Session 2021



- Succession Planning
 - Communicate 360 evaluation outcomes to employees
 - Timely promotions
 - Sufficient numbers of certified employees
 - Tracking of certifications
 - Certification compliance
 - Reduced turnover