

Minutes of the Independence City Commission's April 5, 2019 Special Meeting

The Independence City Commission met for a special meeting on April 5, 2019 at 9:00 A.M. at the Independence Country Club. Mayor Louis Ysusi, Commissioner Gary Hogsett and Commissioner Leonhard Caflisch were present. Others present included:

City Staff

Craig Whitehead, City Manager
Kelly Passauer, Assistant City Manager
Lacey Lies, Director of Finance
David Schwenker, City Clerk/City Treasurer
David Cowan, Director of Public Safety
Shawn Wallis, Fire Chief
April Nutt, Director of Housing Authority
Jerry Harrison, Police Chief
Terry Lybarger, Director of Utilities
Mike Passauer, Public Works Director
Barb Beurskens, Park and Zoo Director

Visitors

Dan Griffiths
Dean Hayse

The meeting was held as a Strategic Planning Retreat for the Commission and City staff.

Dan Griffiths, with Tanner, LLC, in Salt Lake City, Utah, served as the facilitator of the Strategic Planning retreat.

The following Key Meeting Objectives was the purpose of the retreat.

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.

The Mayor called the meeting to order.

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

Expectations:

- Roadmap for next year

Minutes of the Independence City Commission's April 5, 2019 Special Meeting

- Identify Budget Priorities
- Proactive verses reactive, longer term
- Look back, evaluate and lessons learned
- Are we following the plan we have?
- Commission interaction with staff to get their thoughts.

B. Staff Report. Update on progress of the strategic plan (see attachment from Craig Whitehead)

Comments by the Commissioners:

- Initiatives and action steps for asset management/GIS Implementation
- Vacant City-owned buildings

C. Prioritization of Initiatives. Which items in the strategic plan should we prioritize for resource allocation in the upcoming budget year?

- Sales Tax Re-up – Tie to specific projects
- Streets Budget (maintenance of existing streets)
- ADA Improvements
- Public Safety Facilities and Apparatus Replacement
- Automated Meter Reading (in process and funded through enterprise fund)
- Water Treatment Phase II (in process and funded through enterprise fund)
- Water/Sewer Line Replacement (in process and funded through enterprise fund)
- New Streets
 - Mulberry Street from 13th Street to 21st Street
 - 13th Street from Willow Street to Oak Street
 - Hackney Avenue from Enterprise Drive to Oak Street
- Zoo Improvements
- Beautification to downtown – wayfinding signs
- Help for new business recruitment and retention
 - Connection to City facilities
 - Incentives
 - Economic Development Plan for the City
- Quality of Life Facility Maintenance Plan
 - Pool
 - Memorial Hall

Minutes of the Independence City Commission's April 5, 2019 Special Meeting

- o Library
- o Park and Zoo

D. Breakdown into Groups

Mayor Louis Ysusi's Table (Mike Passauer, Shawn Wallis and Kelly Passauer)

1. Streets & ADA
 - a. Maintenance of existing streets
 - i. Reconstruction
 1. West Maple Street reconstruction (possible access management funds since it parallels a highway)
 - ii. Evaluate sealing existing asphalt
 - iii. Mill and overlays
 - b. ADA Improvements
 - c. New Streets
 - i. Mulberry Street from 13th Street to 21st Street
 - ii. 13th Street from Willow Street to Oak Street
 - iii. Hackney Avenue from Enterprise Drive to Oak Street
2. Public Safety Facilities and Apparatus Replacement
3. Water/Sewer/Storm Sewer Infrastructure
 - a. Automated Meter Reading
 - b. Water Treatment Phase II
 - c. Water/Sewer Line Replacement
 - d. Storm Sewer evaluation, repair, replacement, additions/extensions to deal with drainage issues.
4. Quality of Life Maintenance and Improvement Plan
 - a. Pool
 - b. Memorial Hall
 - c. Library
 - d. Park and Zoo
5. Help for new business recruitment and retention
 - a. Connection to City facilities
 - b. Incentives
 - c. Economic Development Plan for the City (piggyback off MCAC's new plan)
6. Beautification to downtown – Wayfinding signs

Minutes of the Independence City Commission's April 5, 2019 Special Meeting
Vice Mayor Leonhard Cafilisch's Table (Craig Whitehead, Lacey Lies, Jerry Harrison and April Nutt)

1. Automated Meter Reading
2. Streets
3. Economic Development – Maintain and look for future growth
4. Water/Sewer Lines – Savings with reduction of inflow and infiltration (I/I)
5. Quality of Life Maintenance Issues and Zoo

Commissioner Gary Hogsett's Table (David Cowan, Barb Beurskens, Terry Lybarger and David Schwenker)

They stated that they took water off the table because it is already funded and noted that sales tax needs to be reupped to take care of these things to take it off the property taxes.

1. Streets all together (maintenance and new streets)
2. Business Incentive and economic development – sales tax up – crucial to continue to build on our downtown and businesses
3. Signage

E. Collective Prioritization of Initiatives

1. Streets & ADA
 - a. Maintenance of existing streets
 - b. ADA Improvements
 - c. New Streets
2. Help for new business recruitment and retention
 - a. Connection to City facilities
 - b. Incentives
 - c. Economic Development Plan for the City (piggyback off MCAC's new plan)
3. Quality of Life Maintenance and Improvement Plan
 - a. Pool
 - b. Memorial Hall
 - c. Library
 - d. Park and Zoo
4. Other
 - a. Beautification to downtown – wayfinding signs
 - b. Public Safety Facilities and Apparatus Replacement

F. Alignment of Efforts

How do we ensure that we work together in a productive and unifying way? What pitfalls do we need to address to ensure long-term success?

1. Improve communication and talk to each other more.
 - a. Pre-Meeting communication
 - i. Input to the agenda, work sessions help
2. Promoting a continuity of the message
3. Empower and support residents in solving their problems
4. Send questions to staff ahead of the meeting
5. Get information out to Commissioners well in advance
6. Staff and Commission Unity --> Community Unity
7. Trust on all sides – “Independence was above that”
8. Questions from constituents to Commission
 - a. Commissioners share specific “pothole” complaints with staff right away so that they can be addressed
9. Clear messaging on property taxes – where the money goes
10. Consider increasing newsletter frequency
11. Consider short issue updates at the beginning of Commission meetings

G. Action Planning for Top Initiatives

Break into small groups to build more specific plans for the top initiatives.

Commissioner Gary Hogsett's Table (David Cowan, April Nutt, Terry Lybarger, Craig Whitehead and David Schwenker)

Intention Statement – Economic Development plan to guide the City's development

1. Creative Pathways
2. Incentive Policy
3. Ambassador Program
4. Economic Development staff working team
5. Way finding signs
6. Mapping out our process

Deliverables

1. Piggyback on existing Economic Development Study (MCAC)
2. Organize and meet with top five employers
3. Determine the team and set meeting date and time
4. Planning and partnering
 - a. Plan price tag of development
 - b. Partner with interested organizations
 - c. Get groups together

Vice Mayor Leonhard Cafilisch's Table (Lacey Lies, Jerry Harrison and Barb Beurskens)

Intention Statement – Maintain Quality of Life facilities

1. Creative Pathways
 - a. Audit for needs
 - b. Prioritize the needs
 - c. Funding the needs
 - d. Implement best practices

2. Deliverables
 - a. Certification of Professional Organization; i.e. AZA Accreditation for Zoo
 - b. Inventory of needs
 - c. Identify best practices
3. Guiding Principles
 - a. Maintain quality facilities
 - b. Meet the needs of patrons
 - c. Staying current; i.e. tech upgrades
 - d. Expanding utilization of facilities; program issues
 - e. Develop master plan for facilities

Mayor Louis Ysusi's Table (Mike Passauer, Shawn Wallis and Kelly Passauer)

Intention Statement – Improve infrastructure to address transportation and accessibility

1. Creative Pathways
 - a. Develop and implement a 20-year plan for street maintenance, replacement, and expansion of streets
 - b. Increase budget allocation for streets and accessibility
 - c. Coordinate locations with utility infrastructure providers (to ensure new streets are not dug up for utility replacements or repairs) and to meet ADA needs
2. Deliverables
 - a. Increased allocated funds (2019 allocated \$370,000 for streets that will be overlaid)

Minutes of the Independence City Commission's April 5, 2019 Special Meeting

3. Guiding Principle -- Continue to identify streets and accessibility needs and seek additional funding based on a 20-year plan
 - a. Grants
 - b. Sales Tax
 - c. Property Tax

H. Community Involvement.

How do we want to include the Strategic Planning Advisory Committee in relaying plan implementation to the public? How else should we include the public to improve transparency?

1. 2-minute video State of the IPD on Facebook
2. Department heads give a report at the beginning of the meeting
 - a. 5 minutes, or
 - b. 30 second blurbs, no longer than a minute.
 - c. Possibly feature property taxes first, address citizen budget
3. Increase publication of newsletters to more than once a quarter.
 - a. Possibly a shorter version monthly but maintain quarterly.

I. Wrap Up & next Steps

J. Adjourn

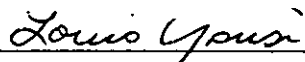
Motion:

Mayor Ysusi moved to adjourn. Commissioner Caflich seconded.


Aye: Ysusi, Caflich, Hogsett

Nay: None

Minutes of the Independence City Commission's April 5, 2019 Special Meeting



Louis Ysusi, Mayor




Leonhard Cafilisch, Commissioner



Gary Hogsett, Commissioner

Attest:



City Clerk/Treasurer

Status of Community-Based Strategic Plan 2018 – 2023

April 5, 2019

Major Actions/Accomplishments to date:

- *Developed Action Steps for each Strategic Directive's Key Initiatives*
- *Developed Spreadsheet for each Key Initiatives' Action Steps to outline goals in SMART format and target dates*
- *Using online ENVISIO Software Program for project management of Directive's Key Initiatives and Action Steps*
- *Uploaded Key Initiatives Action Steps to ENVISIO; ENVISIO Software will provide web-site "Dashboard" to keep community informed on progress of Key Initiatives.*

Strategic Directive 1 – Economic Development: *"I want to live in a community where there are well-paying employment opportunities that allow me to provide for my family."*

Key Initiative 1.g. – Embed culture focus that all city services relate back to economic development.

Key Initiative 1.j. – Riverside Park: Commission approved ADA sidewalks and new swings in playground.

Key Initiative 1.k. – New Housing: Drainage study is in process for the development of the 7.39 acres north of Bradley Court. Awaiting receipt of quotes to clean up the hedgerow that is north of Bradley Court and Patton Court.

Key Initiative 3.b. – Healthcare: Staff completed preliminary interviews with all current healthcare providers in the community. The preliminary interview found all of the providers have an active presence in the community and are all working to expand their services to the community. A few key items continually came up in all of the discussions, but the lack of healthcare needs assessment survey for the City of Independence seems to be the top priority.

Strategic Directive 2 – Infrastructure: *"I want to live in a community where I can safely travel across town, with working roads and well-maintained public structures."*

Key Initiative 1.a. – Increased street rehabilitation budget by \$220k to \$370k for 2019 program.

Key Initiative 3.a. – Automated Meter Reading (AMR) Request for Proposal nearly complete; final recommendation of system in July 2019.

Key Initiative 5.a. – Annual review on-going; updates in GIS/Pictometry.

Key Initiative 7.b. – Implementing ADA 2017 Transition Plan: Phase Four project scheduled for this spring. Submitted proposed 2019 Assessment/Transition Plan for Commission review. Also, RFQ developed for consultant to prepare detailed assessment and 2019 ADA Self-Assessment and Transition Plan; addresses requirements of ADA Title II, Part 35, Subpart D.

Key Initiative 9.a. – Police created internal building committee to outline needs for new facility.

Strategic Directive 3 – Beautification: *“I want to live in a place that is clean and well-kept, where I am proud to bring family and friends to visit.”*

Key Initiative 1.a. – Removal of Condemned Residential Structures: The Independence Housing Authority and the City of Independence have both budgeted \$50,000 each in their 2019 budgets.

Key Initiative 1.b. – The Independence Housing Authority and the City of Independence will partner to complete a community-wide housing assessment scheduled to begin June 2019 with a completion goal of August 2019.

Key Initiative 1.c. – Completed Police Crime Map; monthly crime analysis begun and ongoing; Code violation form developed, workflow established.

Key Initiative 2.a.b. – Completed study to reconfigure solid waste collection to once per week; additional services: Sanitation crew will pick up brush on Thursdays and Fridays.

Key Initiative 3.a. – Expanded recycling services by adding weekly drop-off day.

Key Initiative 4.a. – Staff organized a Community Advisory Committee for Blight and Beautification and held two meetings. The committee developed a “quick win” initiative to clean up the community that runs from March 1, 2019, through May 1, 2019. The primary goal is to clean up all of the trash and debris in the community. The committee will next begin to review City Codes, demolition, abandon houses, and prepare to visit Civic Groups, Organizations and set up round tables with the community.

Strategic Directive 4 – Parks and Recreation: *“I want to live in a city where my family can enjoy outdoor recreation, and where my kids have options of fun things to do.”*

Key Initiative 1.a. – Memorial Hall: rental policy changed to make more attractive for for-profit venues.

Key Initiative 3.b. – Police/Safety/Code/Fire/EMS: Kids Camp: The Fire-EMS staff has held our first committee meeting for Kids Camp 2019. The committee has voted to increase the attendance to 100 kids and to have a full day of activities in 2019. The scheduled date is June 26, 2019, and the committee is now working on fundraising efforts.

Key Initiative 4.a. – Ralph Mitchell Zoo – Replaced three animal shelters and improvements to animal facilities i.e. – new catch pens.

Key Initiative 6.a. – released Veteran’s Day video.

Strategic Directive 5 – Community Spirit & Unity: *“I want to live in a community that feels like an extension of my family. One where we can trust the City’s decisions, one where we see the best in one another, and that no matter your background, you feel like you belong.”*

Key Initiative 1.a. – Modifications to governing body: set public forum for April 17 for citizen input.

Key Initiative 3.a. – Administration: began community-wide distribution of City Manager’s Administrative Report and Sales Tax Report through media, website, social media, and Chamber.

Key Initiative 3.a. – Police: posted weekly administrative reports on IPD Facebook page.