
STRATEGIC PLANNING SESSION 2022

Intention Statements and Creative Pathways



JANUARY 19, 2022
CITY OF INDEPENDENCE, KANSAS

Intention Statement One: ECONOMIC DEVELOPMENT

Establish an environment where businesses succeed while also growing the community.

Creative Pathways

- Collaborative business recruitment
 - Collaborate with BEST, Main Street, MCAC, Chamber, Independence Action Partnership, and Independence Industries
 - Collaborate with the State
- Create an environment for development
 - Maximize incentives
 - Neighborhood Revitalization
 - Land Acquisition
 - Demolition Grant
 - Downtown Building Grant
 - Building Codes
 - Review current building codes
 - Review other successful communities
 - Review development process
 - Better data through building permits
 - Streamlined process
 - Clearly communication a timeline and expectations to the public
- Improve housing and housing opportunities
 - Maximize incentives
 - RHID
 - Downtown Building Grant
 - Upper Story Housing Grant
 - Neighborhood Exterior Grant
 - Neighborhood Revitalization
 - Land Acquisition
 - Demolition Grant
 - Rehabilitation
 - Apply for a CDBG rehabilitation grant
 - New Construction
 - Partner with Building Trade Program
- Comprehensive Plan
 - Select a firm
 - Work with the Planning Commission to develop the plan
 - Present to the Commission for adoption (2023)

Strategic Planning Session 2022



Guiding Principles

- Coordinate with Economic Development Advisory Board
- Collaboration with stakeholders (Independence Housing Authority to develop housing)
- Leverage ARPA funding where possible to minimize budgetary impact

Measures of Success/Deliverables

- Businesses
 - Retain and expand existing business
 - Recruit new businesses
- Housing
 - New housing construction has begun the process
 - Rehabilitated existing housing
 - Receive a CDBG Grant
- Comprehensive Plan
 - Planning process is started

DRAFT

Intention Statement Two: **RETAIN AND RECRUIT EMPLOYEES**

Recruit and retain a strong workforce.

Creative Pathways

- Evaluate Possible Policy changes
 - Expand insurance access for new hires
 - Career advancement
 - Create additional job classifications for public works and utilities
 - Adjust daily/weekly work schedules for select positions
 - Accrued vacation adjustments
- Compensation and incentives
 - Internal market and pay gap review
 - Provide uniforms and equipment
 - Evaluate cost-benefit of overtime verses increased pay
 - Consider longevity pay
 - Consider opportunities for daycare
- Enhance current benefits
 - Teach and help increase the leveraging of current Health Insurance Perks
 - Training
 - Communication to staff through department heads and HR
- Refine recruitment
 - Highlight educational and advancement opportunities in recruiting
 - Better communicate incentives and benefits to potential hires
 - New recruitment material and messaging highlighting:
 - Highlight schools, parks, quality of life to work and live here
 - Stable employment for the City of Independence

Guiding Principles

- Each person is different.
- Help employees save money.

Measures of Success/Deliverables

- Reduced turnover
- Improved Employee satisfaction

Intention Statement Three: INFRASTRUCTURE

Maintain City investment for reliable infrastructure at the lowest total cost to our citizens.

Creative Pathways

- Create maintenance model for Streets
 - Use PCI model to plan maintenance/repair/replace planning
 - Understand cost, budget issues
 - Build model for street maintenance using best practices from other communities
- Other maintenance model for Other Streetside (Curb, Gutter, Stormwater, Traffic Lights)
 - Understand installed infrastructure (i.e., review current status of curb, gutter, sidewalks and map)
 - Get electronic data on stormwater system
 - Benchmark plans from other cities
- Prioritize metrics for quality, reliability, cost, timing for public structures and grounds (Zoo, Cemetery, Park, Memorial Hall, City Hall, Fire/EMS)
 - Assess Zoo needs via master planning process
 - Assess Park power needs
 - Understand long term maintenance of City-owned facilities
- Create maintenance model for Water and Sewer systems
 - Follow through on Water Treatment Plant Master Plan
 - Understand system maintenance needs: plant, towers, lines
 - Understand line repair history
 - Understand lift station repair needs

Guiding Principles

- Engineering standards, regulations, records, history, quality metrics
- Projects should be prioritized based on perceived public needs
- Budget
- Revenue

Measures of Success/Deliverables

- Maintenance Model and Multi-Year Plan for Streets is drafted
- Electronic information on storm sewer, sanitary sewer, and water lines is entered into GIS
- An evaluation of what other cities do is completed
- Collection of data on existing infrastructure has commenced

Strategic Planning Session 2022



- Zoo Master Plan is completed
- Building D energy savings is completed
- Planned Water Treatment, Water Distribution and Sanitary Sewer projects are completed

DRAFT