

City of

INDEPENDENCE

2021 Annual Report





**Dean Hayse,
Vice Mayor**



**Louis Ysus,
Mayor**



**Leonhard Caflisch,
Commissioner**

In 2021 the City Commission conducted 45 City Commission meetings, adopted 31 ordinances (including 2 charter ordinances) and 37 resolutions. They also approved 12 proclamations. They also adopted the 2022 budget on September 9, 2021. The City accomplishments in this report would not be possible without the support of the City Commission.

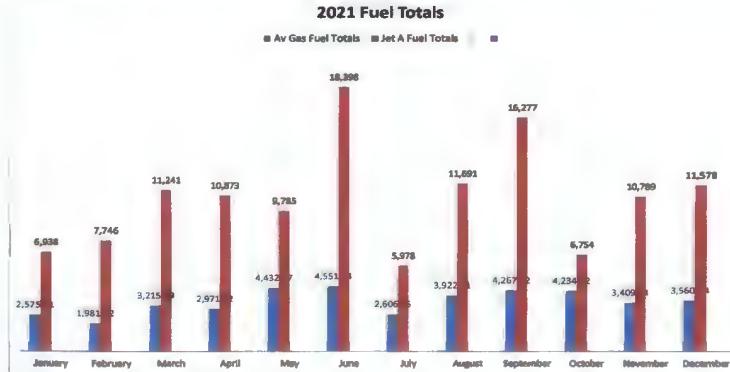
2021 CITY COMMISSION

AIRPORT

188,857.64 gallons of
fuel sold, generating
\$579,268.64

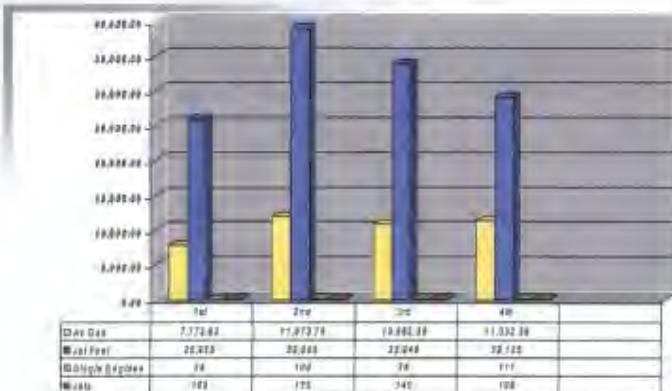


	January	February	March	April	May	June	July	August	September	October	November	December
Av Gas Fuel Totals	2,575.21	1,981.82	3,215.89	2,871.92	4,432.27	4,551.74	2,606.15	3,922.41	4,267.72	4,234.12	3,409.84	3,560.44
Jet A Fuel Totals	6,938	7,746	11,241	10,873	9,785	18,398	5,978	11,691	16,277	6,754	10,789	11,578



317 single engines and 495 jets were fueled at the Independence Municipal Airport in 2021.

2021 Quarterly Report



AIRPORT PROJECTS



The completed projects in 2021 were reconstructing South Apron Runup area and Remark Runway 17-35. The scheduled project for 2022 is to remove Taxiway B, Rehabilitate Taxiway D, and Terminal Apron. Below are future requested grant projects (subject to available grant funding) at the Independence Municipal Airport:

Airport 2023	Phase	Status	Date Information	Total Cost	FAA/KDOT Portion	City Portion
- Seal Coat and Remark Taxiways	Conceptual	Future	FY 2024	\$300,000	\$270,000	\$30,000
Airport 2024						
- Rehab South Portion of 17-35 Taxiway, End Taxiways	Conceptual	Future	FY 2026	\$400,000	\$360,000	\$40,000
Airport 2026+						
- Replace Guidance Signs	Conceptual	Future	FY 2028	\$80,000	\$72,000	\$8,000
- Reconstruct Runway 17-35	Conceptual	Future	FY 2028	\$7,400,000	\$6,660,000	\$740,000



AWOL/ANIMAL CONTROL

DOGS

- ★ 136 adopted
- ★ 129 reclaimed



CATS

- ★ 167 adopted
- ★ 09 reclaimed

12 volunteers worked 1,215 hours in 2021.

Animal Control issued 15 citations

Total animals sheltered: 441
Dog spays/neuters: 254
Cat spays/neuters: 285

BUILDING



35 commercial building permits issued, representing \$25,959,149 in construction

29 other permits issued, representing \$653,345

\$78,083.75 collected in permit fees

\$26,612,494 total building valuation

11 condemned structures removed by the City



Tyler
Henry,
Building
Inspector

BUILDING



2021 Electrical and Plumbing Boards

The Electrical Board has been working on upgrading the Code from 2011 NEC to 2014 NEC for 2022.



CODE ENFORCEMENT



Grass violations

Yards with Notices written once	631
Mowed by owner	444
Mowed by Contractor	651
Mowed by Contractor multiple times	187
Checked and rechecked	1,595 yards

Environmental Violations Written

Violation cases closed	344
Trash and construction debris cleaned up	152
Vehicles tagged or removed	180
Furniture, appliances, and outdoor storage removed	104
Houses with damage repaired	13
Garages with damage repaired	10
Fences, fence around pools	9
Wild overgrowth not covered by mowing	43
Complaints resolved	55
*Individual issues resolved	511
Sent to court	8

*Some properties had multiple issues.



EMERGENCY MANAGEMENT



- Flooding Mitigation
 - City of Independence participates in the CRS program and 2021 activities included monthly social media flood safety tips, floodplain monitoring for building activity, notifications to realtors and landlords on the floodplain requirements and required notifications, flood safety brochures distribution in the community and the annual year-end report to the commission on January 13, 2022.
 - Mitigation in Whiskey Creek with phase two clearing of the creek from Walnut to Laurel Street.
 - Mitigation in Whiskey Creek with spraying from Cherry to Walnut to prevent regrowth of vegetation and trees from the 2020 mitigation efforts.
 - Submission of the 2021 CRS audit to FEMA for review. Submission was done on 12/20/2021.
- COVID-19 Response
 - The established weekly community pandemic calls continued and then were switched to bi-weekly in the fall. These calls continue to include department heads and community leaders.
 - City continued to update policies with the latest guidelines released by the CDC/KDHE throughout the year.
 - Established an OSHA policy for Fire-EMS in September 2021 and drafted the over 100 employee OSHA requirements. City continues to work KDOL for direction on the plan and if implementation will be required.
 - City continues to provide employee assistance with COVID testing and communications efforts.

FINANCE



REVENUES	BUDGET	ACTUAL
TAXES (GENERAL FUND, ALL TYPES)	\$ 4,797,013	\$ 5,100,596
LICENSES & PERMITS	\$ 59,000	\$ 110,856
MUNICIPAL COURT	\$ 119,000	\$ 96,470
FIRE/EMS SERVICES	\$ 976,000	\$ 973,053
PARK	\$ 53,000	\$ 79,130
CEMETERY	\$ 53,800	\$ 74,060
MEMORIAL HALL	\$ 30,000	\$ 32,606
WATER	\$ 3,073,930	\$ 2,983,786
SEWER	\$ 2,451,330	\$ 2,396,379
SANITATION	\$ 1,188,000	\$ 1,315,944
AIRPORT	\$ 670,300	\$ 702,415
1% SPECIAL USE SALES TAX	\$ 1,930,000	\$ 2,296,192

Total revenue collected In all budgeted funds \$22,715,585.69

Unaudited amounts



Lacey Lies, Director of Finance



Dave Schwenker, City Clerk

Received **11**
requests
for a total of **17**
Open Records
items

FINANCE

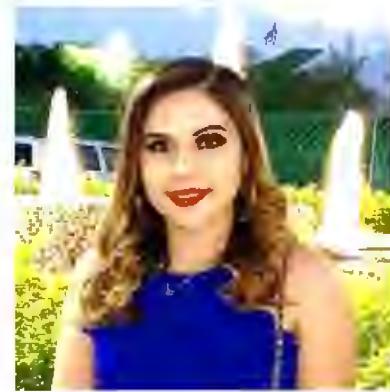


INDEPENDENCE
KANSAS

TRANSACTIONS PROCESSED	TOTAL
IVR Payments*	6,239
Online Payments	10,672
Bank Drafts (in office)	6,430
Credit Card Drafts (in office) (now discontinued)	97
In Person or Drop Box Utility Payments	27,133
Bills Generated	53,051



Donna Dean,
Utility Billing
& Accounts Receivable



Jessica Jaimes, Clerk I

FINANCE -- LICENSES



INDEPENDENCE
KANSAS

TYPE	TOTAL
GARAGE SALE	221
CITY OCCUPATION	385
OUTSIDE CITY OCCUPATION	194
RESIDENTIAL LANDLORD	186
ELECTRICIAN	44
HOME OCCUPATION	46
PLUMBER	38
MEDICAL/HEALTHCARE	29
RESTAURANT/FOOD	23
CMB/ALCOHOL	20
ANIMAL LICENSE	313
BARBER/BEAUTY	17
ROOFING	12
AUTO	13
DAYCARE	6
TRANSIENT VENDOR	4
INSURANCE	9
MOTEL/MOBILE HOME	9
TAX SERVICES	5
AMUSEMENT	6
REAL ESTATE	4
PAWNBROKER'S	2
PRECIOUS METAL/SCRAP METAL	1
FIREWORK DISPLAY	2
TAXI	1



Lana Robinson,
Deputy City Clerk

1,590 TOTAL LICENSES IN 2021

MUNICIPAL COURT



549 Cases Filed

48 Trials

205 Found Guilty

16 Diversions

172 Cases Dismissed

13 DUI's Filed

2 Trials

2 Found Guilty

6 Diversions

0 Dismissals



\$40,261.44

collected in court fines

MEMORIAL HALL



Total Rental Fees Collected
= \$28,208

Facility Usage Detail –
Number of times used:

- ★ **Civic Center – 165**
- ★ **Kitchen – 224**
- ★ **Gallery – 259**
- ★ **Veterans Room – 158**
- ★ **Am. Legion Room – 25**
- ★ **VFW Room – 0**
- ★ **Spanish Room – 0**
- ★ **Patriot Room – 1**
- ★ **Lobby – 64**
- ★ **Auditorium – 51**
- ★ **Green Room – 2**
- ★ **Dressing Rooms - 39**

First Friday



Neewollah Play Returned in 2021!



PARK, ZOO & CEMETERY



PARK

- ★ Completed electrical and lighting upgrade at Hill Bandshell
- ★ ADA compliant sidewalks were installed at Independence Dog Park.
- ★ Battleship rehab completed in Riverside Park.
- ★ 30,057 amusement tickets sold, generating \$14,213.17.
- ★ Glow Golf was hosted one per month from May - Oct, and sold 531 tickets, generating \$2,655.00
- ★ Park facility rentals generated \$23,283.43 Concession stand \$14,249.17

Activities in the Park & Zoo



Welcomed New Park & Zoo Director Scott Patton



ZOO

- ★ Construction of new ADA compliant sidewalks has begun in Kiddy Land. Sidewalks and single family restroom expected to be completed first quarter 2022.
- ★ First round of meetings conducted for development of Zoo Master Plan. Anticipated completion by June 2022.
- ★ New animals: 2 ducks, 1 macaw.
- ★ Passed USDA inspection, which will expire in Nov 2024.

CEMETERY

- ★ Sold 83 cemetery spaces, with 136 burials, 64 cremations and 56 new stones placed.

FIRE/EMS



2,913 Medical Calls

2,121 Emergency

792 Non-Emergency

1,598 Patients Transported

537 Transfers

2:18 Avg Response Time

(National Avg is 7 Minutes)



Fire Calls

27 Structure Fires

49 Gas Leaks

15 Grass Fires

49 Outside Fires

8 Car Fires

84 False Alarms

5 Smoke Scares

4 Carbon Monoxide

7 Haz Mat Spills

64 Aircraft Standbys

66 Public Assists

26 Mutual Aid

100 Fire Alarms



FIRE/EMS



Projects

- Training - Water Plant (Chlorine), ACLS, PALS, PHTLS, Shift training, Live training with Neodesha Fire
- 30 Inspections required by State Fire Marshal.
- Stuff the Ambulance-Christmas Toys for KVC foster kids
- Downtown Building Inspections
- Installed Smoke Detectors
- Bay Driveway Construction - completed
- Fire Prevention Video
- Annual Pump Testing
- Hose Testing
- Adopted 2 families for Christmas
- Delivered Toys for Christmas to 2 families



Projects Cancelled due to Covid-19

- KU Fire Training
- Kid's Camp
- Downtown Movie Night
- Career Day

Collaborations

- Rescue tools donated from Caney Fire Dept.
- Added Dearing Rural Fire to our 2nd alarm for structure fires.

Grant Purchases

- 10- SCBA air packs and bottles
- 16- SCBA masks
- 1- Ambulance
- 2- Neonate transport devices

Slide 17

LC0

Finished

Lydia Collins, 2022-01-13T16:57:025

POLICE



INDEPENDENCE
KANSAS

- ★ Participated in the SAFE programs. IPD also participated in many community events as well as having our Police Chief's Advisory Committee.
- ★ On-going crime prevention efforts including house watches and extra patrols, as well as speaking about crime prevention at various clubs, organizations and in radio ads.
- ★ Our full-time dispatchers are all certified in Emergency Medical, Police, and Fire Dispatch. Additionally, our dispatch section is responsible for data entry of pawn tickets, traffic and ordinance citations, and records clerk duties.
- ★ Dispatchers handled 19,349 calls for service. Of those, 12,042 were handled by PD.
- ★ A total of 2,173 incident and crime reports were taken. Patrolmen investigated 182 vehicle accidents; executed 661 felony and misdemeanor arrests; conducted 417 traffic stops and filed 5 truancy reports.



- ★ We have three full-time dispatchers, one records clerk and one supervisor. We have three full-time dispatcher positions open. Dispatch accounts for 21% of our full-time personnel, with a total of 28 IPD employees. Our dispatchers are responsible for directly dispatching for eight public safety agencies and receive 911 calls for an additional 14 in Kansas and Nowata County Oklahoma.
- ★ Dispatchers answered 8,670 calls to 911 and 19,349 calls for service. Overall, with inbound, outbound and 911 calls, dispatchers handled 59,035 phone calls.



WATER TREATMENT



Repainting Backwash Pumps



New carbon room Door installed



Pulled electric motor On #1 Air Compressor For Rebuild



Installed New Seals In Carbon Pump



New Motor Installed Compressor Cleaned And Repainted



Installed a Blind Plate



Paddle Repair



Pulled a New Chlorine Line



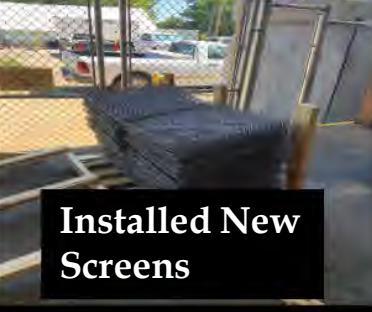
Installed Panic Bars on Chlorine Room Doors



Started Dismantling #2 Backwash Pump for Rebuild



Cleaning Alum Tanks



Installed New Screens



Rebuilt #2 Backwash Pump



Basins Drained And Cleaned



Added Signs to the Chlorine Tanks



Installed New Screen Wash Pump

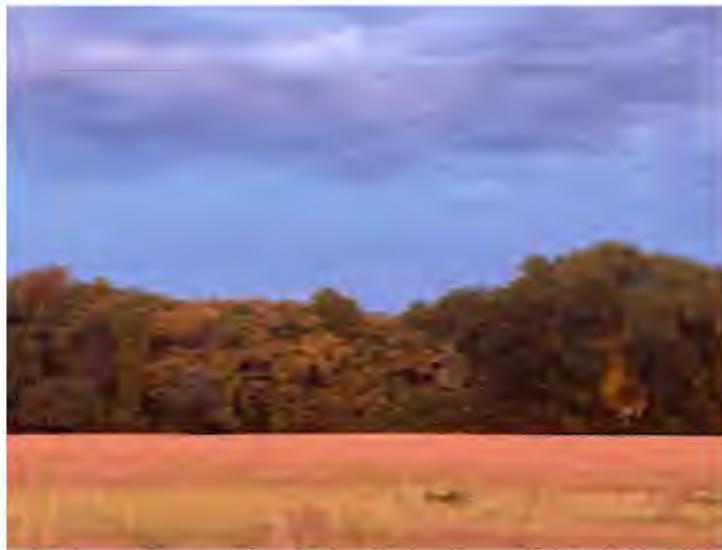


Rebuilt Lime Feeder

Produced approximately
487,666,000

gallons of drinking water for customers

WASTEWATER TREATMENT



The belt filter press processed 66 tons of biosolids 2020, and they were land applied in June 2021. 75 tons of biosolids were processed in August 2021 and land applied in December 2021.

Treated

741,000,000

gallons of wastewater

Our high flow day was January 1, 2021 (5.36 MGD)

Our low flow day was September 19, 2021 (0.30 MGD)

Average Peak Flow for 2020 was **3.69 MGD** (million gallons per day)

2021 was a year of repairs on some of the major equipment. The grit removal system's paddle drive which continually rotates 24/7, to keep grit separated while waiting for removal by pump, required a major bearing replacement. This was accomplished by plant staff, saving the City from engaging the manufacturer to do the repair. Another bearing replacement was required on one of the three digester blowers. This also was done by plant staff. Electrical components are commonly installed in harsh environments at the plant. Motor starters, level sensors and wiring were replaced in different areas of the plant.

WATER/SEWER



Installed 2 drains at the Zoo and repaired a washout below the tortoise pen.



Replaced 50 feet sewer main at Cottonwood & Dean and 2nd & Magnolia



1-800-DIG-SAFE
Responded to and completed 1,445 Line spots

Repaired 279 water main leaks
Replaced and installed 16 new services

Replaced 734 feet of water line at: Fruitland Ave, E Maple, W Maple S 11th, N 2nd, Hill, W Laurel, Birdie Dr, Brookside, Wald & Magnolia, 9th & Beech, 2nd & Magnolia, 9th & Walnut, E Laurel, S 19th, W Main, N Penn, 58 Rd, S 19th, Airport, S 14th, Penn & Catalpa, N 6th, 13th & Beech, 1400 Irving



Serviced and Cleaned 30,588 feet of sewer main pipe

STREET DEPARTMENT



Completed all routine tasks... hanging downtown banners, setting barricades for events, annual leaf pickup, setting up voting booths, etc.

Partnered with the Sanitation Department in Recycling



In October of 2021 the Brush Dump was opened to the public the 1st Saturday of each month.

Picked up **981** piles of brush through work orders and performed 15,000 linear feet of crack seal.

Removed 6 dead trees from the Rights-of-Way.

Swept 213 lane miles of streets.

Cleaned up entire City after a February Ice Storm took out several trees



Mowed the Dikes in the Sludge Ponds At the Water Treatment Plant.

Assisted Water Department with after hours water leaks.

Slide 23

LC0

Finished

Lydia Collins, 2022-02-09T16:36:38.235

SANITATION

Picked up **162** appliances and **745** miscellaneous work orders (furniture, bedding, misc. trash)



Picked up **6,153.03** tons of trash

After the Spring Cleanup, Thursdays were added to the schedule for Bulk Waste Drop-off at 21st & Maple



CITY OF
INDEPENDENCE
KANSAS

A graphic for "CITY HALL NEWS" featuring the City of Independence logo and the text "SUMMER 2021".

Your cart is on its way

Sanitation service set for overhaul



After an extended period of thoughtful research and planning, a revamp of the City's sanitation service is now underway. Beginning Monday, September 27, the way your residential trash is collected will be different. There will be new methods and a new schedule for trash pickup, all in an effort to improve our service to you and streamline our operations to be as efficient as possible.

Here's what you need to know:

CITY PROVIDED TRASH CARTS ARE COMING

Every residential sanitation customer will receive a 95-gallon poly cart trash dumpster like the one pictured on the left. The cart will be delivered to your home a few days prior to the new service launch (September 27). Each cart will be marked with the City of Independence logo and a serial number that is specific to your address. You will no longer be responsible for providing your own trash can!

OUR PICK-UP SCHEDULE IS CHANGING

Our trash collection frequency will be changing to once a week, rather than twice, as is currently the schedule in most residential neighborhoods. Your new cart is designed to hold up to 300 pounds of waste, which is plenty of capacity for the average household's weekly trash. We will announce the new pick-up schedule on the City's website well in advance of our launch date. [Read More ▶▶▶](#)

RECYCLING

1 lbs.
COLLECTED!

★ Average 60 Drop-offs per Month

★ Average 2 Tons
monthly collections

Recycling is on Tuesdays, in addition to
the 1st Saturday. Bulk waste drop-off is on
Thursdays.

CITY OF INDEPENDENCE KANSAS

Recycling Drop-Off Location
Sanitation Yard - 21st & Maple

EVERY Tuesday 11:00 a.m. - 1:00 p.m.
FIRST Saturday 8:00 a.m. - Noon

Now accepting debris, appliances, furniture and other bulky items

EVERY Tuesday 11:00 a.m. - 1:00 p.m.
EVERY Thursday 8:00 a.m. - 2:00 p.m.

Chamber of Commerce
Pride Committee

YES

- Aluminum Cat Food Cans
- Aluminum Cans (flatten if possible)
- Appliances
- Books/Phone Books
- Car & Lawn Mower Batteries
- Cardboard
- Cell Phones
- E-Waste
- Glass Bottles (remove lids)
- Household Batteries
- Junk Mail
- Magazines/Catalogs
- Newspapers
- Paper/Shredded Paper/Office Waste
- Slick Coated Boxes (cereal, cracker or tissue boxes)
- Steel Cans (rinse out, remove lids and labels)

Plastics Bagged Separately

- #1 Clear Bottles & Jars - Screw Neck (water, peanut butter, ketchup, etc.)
- #2 Cloudy Jugs & Bottles (milk, vinegar, cat litter, etc.)
- #2 Solid Colored Jugs & Bottles (detergent, bleach, coffee, shampoo, etc.)

NO

- Aerosol Cans
- Bubble Wrap
- Building Materials
- Ceramic
- Clam Shell Containers
- Dark bottles
- Light Bulbs
- Mirrors
- Packing Peanuts
- Paint Cans
- Paper Plates
- Paper Towels
- Plant Pots
- Shiny Items
- Solo Cups
- Styrofoam
- Trays
- Tin Foil/Pie Plates
- Tires
- Waxed Cardboard
- Windshields
- Wrapping Paper

Household Hazardous Waste may be dropped off at Montgomery County Household Hazardous Waste Department, 114 North Weld, March through November on the 3rd Wednesday of the month from 8:00 a.m. - 3:00 p.m. For questions call 331-4139.

For more information contact the Independence Chamber of Commerce at 331-1890

LET'S SORT IT OUT!

OUR RECYCLING COLLECTION CENTER CAN ONLY
ACCEPT PROPERLY SORTED ITEMS. PLEASE NOTE...

PLASTIC

WE CAN'T accept: Heavy plastics (i.e. detergent jugs), prescription bottles or shopping bags

CARDBOARD & PAPER

PLEASE separate your cardboard and paper:
What's considered cardboard:

- Brown paper bags
- Corrugated boxes
- Cardboard rolls
- File folders

Paper we can accept:

- White paper (i.e. copy paper)
- Blueprints

What we CAN'T accept:
Slick-surfaced paper (magazines, calendars, etc.), books of any kind (hard or paper back), spiral bound notebooks

RECYCLING HOURS

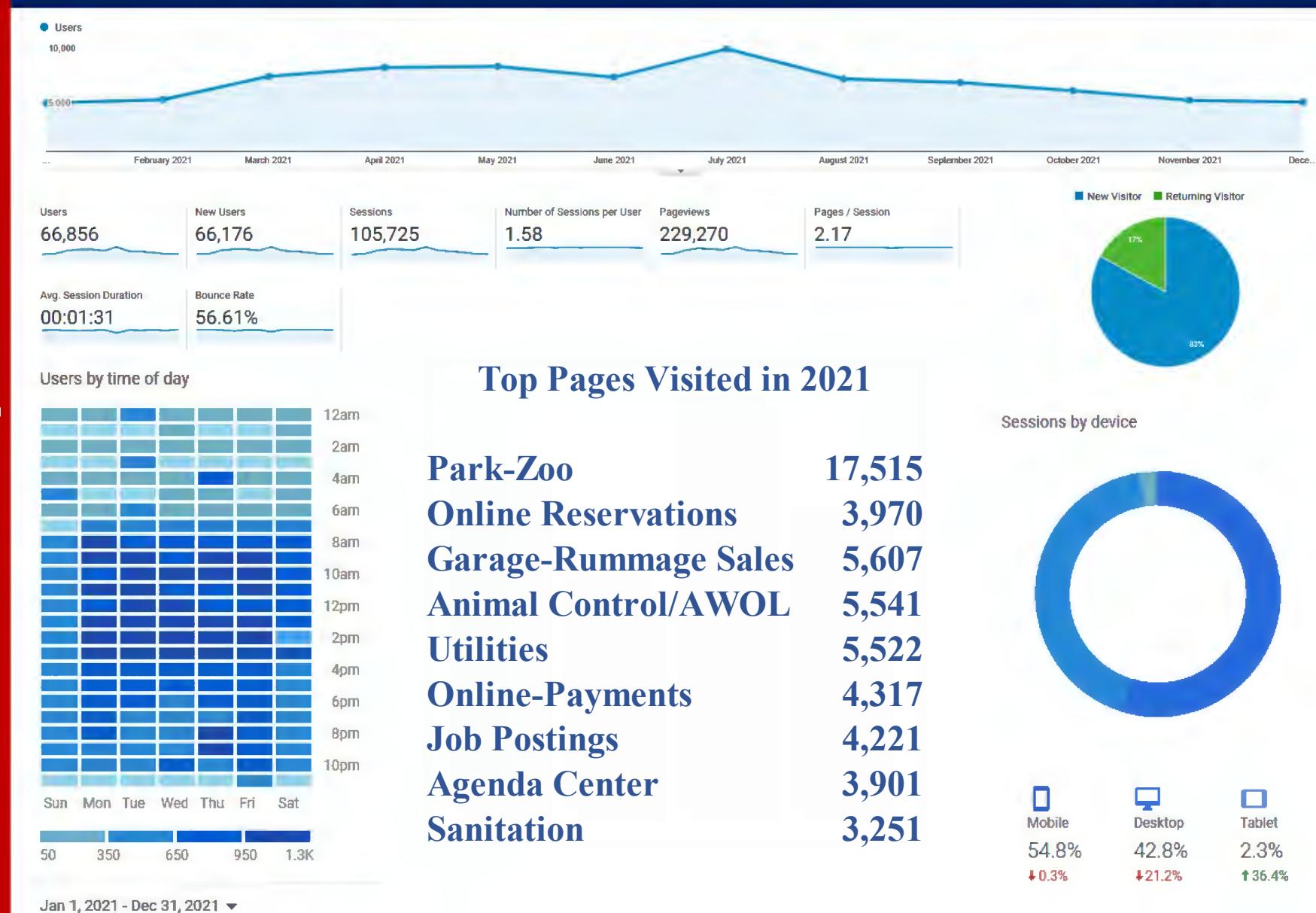
1st Saturday of the Month
8 a.m. to noon
Thursdays
8 a.m. to 2 p.m.
City Sanitation Yard, 21st & Maple

INDEPENDENCE KANSAS

WEBSITE



INDEPENDENCE
KANSAS



PLANNING & ZONING



2021 Planning Commission

Processed 2 Rezoning Requests	Planning Commission	City Commission
<i>2313 N Penn Ave Rezoning Request from R-1 to C-1</i>	Denied 03/02/2021	Denied 03/25/2021
<i>117 N Wald Ave Rezoning Request from R-3 to M-1</i>	Recommended 05/04/2021	Approved Ord. 4363

Kendall Neill, Chair
Lisa Richard, Vice Chair
Rachel Lyon, Secretary



PLANNING & ZONING



2021 Planning Commission

Processed 6 Conditional Use Permits	Planning Commission	City Commission
<i>2700 West Main Street "Medical clinics, outpatient services"</i>	Recommended 04/20/21	Approved Res. No. 2021-014
<i>2400 West Main Street "Storage and warehousing of nonhazardous goods"</i>	Recommended 05/04/21	Approved Res. No. 2021-016
<i>117 N. Wald Avenue "Supplementary parking"</i>	Recommended 05/04/21	Approved Res. No. 2021-017
<i>517 South 4th Street "Children's home"</i>	Recommended 08/03/21	Approved Res. No. 2021-029
<i>1001 N. 13th Street "Retail trade not elsewhere listed"</i>	Recommended 08/03/21	Approved Res. No. 2021-030
<i>105 S. 4th Street "Storage and warehousing of nonhazardous products"</i>	Recommended 09/07/21	Approved Res. No. 2021-033



PLANNING & ZONING

2021 Planning Commission

Processed 4 Text Amendments	Planning Commission	City Commission
<i>Appendix B. Zoning including, but not limited to Appendix A. "Listing of Permitted and Conditional Uses" "Medical clinics, outpatient services" and "Medical laboratory services"</i>	Recommended 04/20/2021	Approved Ord. 4361
<i>Appendix B. Zoning to Appendix A. "Listing of Permitted and Conditional Uses" to add "Utility substations not elsewhere listed"</i>	Recommended 08/03/2021	Approved Ord. 4370
<i>Appendix A Subdivisions of the City Code</i>	Recommended 12/07/2021	Approved Ord. 4377
<i>Appendix B. Zoning including, but not limited to Article IX. Processing Procedures for Conditional Uses</i>	Recommended 12/07/2021	Approved Ord. 4378

PLANNING & ZONING



2021 Planning Commission

Processed 1 Planned Unit Development	Planning Commission	City Commission
<i>Request for a Planned Unit Development at 2313 North Pennsylvania Avenue</i>	Denied 03/02/2021	Denied 03/25/2021
Processed 1 Moratorium	Planning Commission	City Commission
<i>Request for a Moratorium on commercial cannabis activity.</i>	Recommended 03/02/2021	Approved Ord. 4352

PLANNING & ZONING



2021 Board of Appeals Approvals

Processed 4 Variances	Board of Zoning Appeals
<i>311 East Main Street (exceed maximum sign size)</i>	Approved 02/02/2021
<i>2700 West Main Street (exceed maximum sign size and number of signs)</i>	Approved 05/04/2021
<i>105 South 4th Street (setback)</i>	Approved 09/07/2021
<i>1328 Irving Street (setback)</i>	Approved 12/07/2021



ECONOMIC DEVELOPMENT ADVISORY BOARD (EDAB)



*Chair, Chuck Goad
Vice-chair, Wayne Stephany
Secretary, Tony Royse*

1st Tuesday of the month, 3:30 pm

Policies	Economic Development Advisory Board	City Commission
Establish a Neighborhood Exterior Grant Program	Recommended 03/02/2021	Approved Res. No. 2021-008
Modify Central Business District Commercial Building Grant	Recommended 03/02/2021	Approved Res. No. 2021-009
Modify the Neighborhood Exterior Grant Program	Recommended 08/03/2021	Approved Res. No. 2021-026

INDEPENDENCE LAND BANK



On January 28, 2021, the City Commission created the Independence Land Bank. The purpose of the Land Bank is to develop a focused property management strategy to improve the community's aesthetic appearance by returning dilapidated, condemned and abandoned structures into productive uses.

2021 Land Bank Board Members:

Gary Hogsett
John Heckman
Lori Wesselowski
Mary Jo Wallis
Shelley Hudson
Lisa Richard
Tim Emert

Acquired Property: 201 East Main Street



ADMINISTRATION



ECONOMIC DEVELOPMENT

- ★ Fed Ex Distribution Plant building approved and construction started in October 2021
- ★ Precision Railroad Expansion approved with construction in 1st quarter 2022
- ★ Scooter's at 10th and Main and opened December 2021
- ★ Domino's Pizza 24th and Main to open 1st Quarter 2022
- ★ Labette Health Incentive approved to expand their facility scheduled to be designed in 2022
- ★ Wayfinding Signs approved and to be installed in 2022

ADA COMPLIANCE

- Dog Park ADA sidewalk and ADA curb ramp.
- 100 Blk East Main ADA curb ramp.
- 100 Blk West Main ADA curb ramp repairs.
- 14th and Chestnut ADA curb ramp
- 6th & Cottonwood (2) ADA curb ramps.

INFRASTRUCTURE

- ★ Water Plant Phase 2 was initiated which includes a Master Plan. Master Plan was approved with 2022 project being designed
- ★ 1916 City Hall Phase II continued throughout 2021 with approval of Fire-EMS bids in December 2021. City Hall to be bid in 2022
- ★ Waterline / Meter Project Design completed and will bid in 2022
- ★ Maple Street Reconstruction design completed and bid for construction in 2022
- ★ Enterprise Drive expansion design completed and bid for construction in 2022
- ★ Vacated East Myrtle Street by the Mg. County yard
- ★ Central Park Design approved and scheduled for bid in 2022

STRATEGIC PLAN

- ★ The Commission and staff set goals for 2021 at the Annual Strategic Planning Session (see 2021 goals and accomplishments on the Planning Retreat slides)

HUMAN RESOURCES

- ★ Hired new Park & Zoo Director Scott Patton
- ★ Conducted an Employee Engagement Survey with 75 participants
- ★ Employee communication efforts were increased due to safety protocols and personnel policies enacted due to COVID-19
- ★ Supplemental Retirement benefits increase was approved by the Commission

COMMUNICATIONS

- ★ The COVID-19 Pandemic continued to dominated public communication efforts in 2021 through such resources as the City newsletter, Facebook, Website, Cable Channel 65, Microsoft Teams (virtual meetings), and video live streaming public meetings and community events such as First Friday
- ★ City continues to increase the use of Facebook Live streams of all Commission and Planning & Zoning meetings to the Public
- ★ Bi-Weekly Community Emergency Committee continued to meet providing updates to the community on COVID

STRATEGIC PLANNING SESSION



2021 Featured Accomplishments

- GIS updates continue as the City adds infrastructure and data to the system
- Construction documents for City Hall Phase II were prepared for presentation to the Commission on January 27, 2022
- The Fire-EMS Addition construction contract was awarded in December 2021
- Public Works/Utilities facility planning continued with hiring an architect to prepare definitive scope and preliminary cost estimates
- The City hired an I.T. Coordinator that started in 2nd quarter 2021
- The City continues to update forms and software to better serve the community with remote access
- The City updated the phone system in December 2021
- The City performed a community survey and the results were presented on May 27, 2021



Independence



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

SEPTEMBER 2018

In 2021 a 190,000 square foot Fed-Ex Distribution Center project valued at \$24,000,000 was negotiated for construction in the West Laurel Industrial Park. Construction is currently in process.

STRATEGIC PLANNING SESSION



2021 Intention Statement One: INFRASTRUCTURE

Evaluate and develop City facilities and resources to enhance efficiencies.

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.
 - Streets – The Pavement Condition Index (PCI) has been entered in the GIS system.
 - Water/Sewer -- The City Engineer is working with TranSystems to migrate data into the City's ArcGIS account. There is a backup plan with PEC if the migration is not successful.
 - Stormwater -- This data is currently on paper only and is planned to be scanned in. The City Engineer is working with PEC on an estimated cost to get that information into the City's ArcGIS account.
- Phase II construction of City Hall/Fire-EMS in process.
 - Construction awarded on December 23, 2021 for Fire/EMS
 - Design to be presented for approval on January 27, 2022 for 1916 City Hall
- Hire an architect to define the scope, complete concept and prepare preliminary cost estimates for Public Works/Utilities Facility.
 - Evaluated multiple similar facilities regionally and incorporated design elements.
 - Proposals for architectural services to be presented for approval on January 27, 2022 for design of a Public Works/Utilities Facility



STRATEGIC PLANNING SESSION



2021 Intention Statement Two: TECHNOLOGY

Save employees time and improve customer service.

Guiding Principles

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

Measures of Success/Deliverables

- Information Technology
 - Hired a full-time I.T. Coordinator
- Functioning website (user friendly)
 - In the process of a website refresh to be completed in 2022
 - Approved agenda module with livestreaming to be implemented in 2022
 - Fillable forms were uploaded to the website by the Clerk's Office
- Optimize City Clerk's Office
 - Developed workflows
 - Optimized several functions including bill payment, processing for service orders, licensing, accounts payable, and paperless payroll
 - Review Incode settings and functions
 - Hired a consultant to assist with training on-site
 - Evaluated services, dropped unused features and renegotiated rates
- Improved communications internally and externally
 - Replaced antiquated phone system with a streamlined automated system with customer service capabilities 24/7
 - Installed new camera system at Memorial Hall to livestream meetings



STRATEGIC PLANNING SESSION



2021 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.

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

- Improve Public Interface
 - Phone system update completed in December of 2021
 - Facebook utilized for information sharing and livestreaming of meetings
 - Quarterly newsletter published
- Citizen survey annually or every two years.
 - Citizen survey conducted and presented on May 27, 2021
- Employee engagement survey.
 - Conducted in November of 2021
- Successful regional collaborations.
 - Priorities shifted to focus efforts on large economic development initiatives. Worked with the Economic Development Advisory Board (EDAB), Montgomery County Action Council (MCAC) and the State on economic development projects including Fed-Ex Distribution Center and Precision Railway Design expansion.



Economy boost delivered! **FedEx facility gets underway**

A major commercial development project that will bring dozens of new jobs and a significant economic boost to Independence is now underway in the West Laurel Industrial Park.

In early December, the City issued an official building permit for the construction of a FedEx Ground package sorting and distribution center, a project that has been in the works since the Independence City Commission approved the sale of industrial park land last June.

The \$24 million project will include a 192,500-square-foot facility and will eventually employ a mix of full- and part-time workers, with operations running seven days a week. Property clearing and dirt work is in progress,

and the project is expected to take approximately 22 months.

In addition to the land sale in June, the commission also voted to extend utilities to the site and approved an application for a Kansas Department of Transportation (KDOT) grant to assist with the extension of Enterprise Drive. Passauer said KDOT has committed \$1,103,992 to support roadway improvements for the project.

"This project represents a great economic boost for Independence, thanks to the efforts of several individuals and organizations," Passauer said. "We are thrilled to support FedEx in this project and welcome the new facility to our community."★

STRATEGIC PLANNING SESSION



2021 Intention Statement Four: EMPLOYEE EMPOWERMENT/ SUCCESSION PLANNING

Develop environment where employees succeed by guiding the City.

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.
 - Adopted Master Plan for the Water Treatment Plant
 - Approved preparation of a Master Plan for the Zoo.
 - Evaluated operations and redesign for Southeast Liftstation. Maintenance schedules were implemented.
 - Inventory management plan entered into Incode for insured assets.
- Transformational Leadership
 - Track feedback from employees for improvements in morale (employee engagement survey).
 - Improved 360 evaluation scores
 - Reduced turnover
 - Employee engagement survey completed in November 2021. This is currently being reviewed with Department Directors to determine opportunities for improved morale. The need for increased compensation was mentioned by several employees.
 - Budget adopted for 2022 included 2% COLA, 2% Merit, and planned promotions. Inflation rates are at multi-generational highs (6.8% CPI November 2021) above approved COLA of 2%.
 - Employee appreciation luncheon was held in December.
 - Main Street Gift Certificates were distributed to employees in December.



STRATEGIC PLANNING SESSION



Intention Statement Four: EMPLOYEE EMPOWERMENT/ SUCCESSION PLANNING

Develop environment where employees succeed by guiding the City.

Guiding Principles

- Utilize transformational leadership to develop personnel and operations.

Measures of Success/Deliverables

- Succession Planning
 - Communicate 360 evaluation outcomes to employees
 - Timely promotions
 - Sufficient numbers of certified employees
 - Tracking of certifications
 - Certification compliance
 - Reduced turnover
 - Potential promotions were discussed with department heads in 2021 and budgeted for 2022
 - Engaged in a collaborative process with Montgomery County government entities to resolve the CDL shortage by exploring the development of a County CDL school
 - Increased Express wages, including CDL's



CITIZEN SURVEY



THE RESULTS ARE IN!

791 citizens participated in the Independence resident satisfaction survey this spring.

See the results at:

www.independenceks.gov



Overall perception:
21 (Good)

Parks & Recreation:
57 (Great)

Public Safety:
44 (Great)

Customer Service:
43 (Great)

Utility Services:
43 (Great)

Maintenance:
21 (Good)

Communications:
17 (Good)

City Processes:
6 (Good)

Code Enforcement:
-2 (Poor)

CITIZEN SURVEY



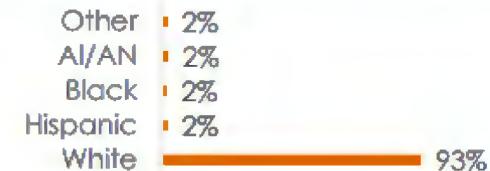
Good gender split



A predominantly older cohort



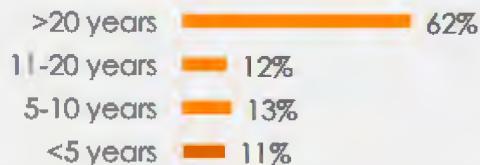
And typically, white



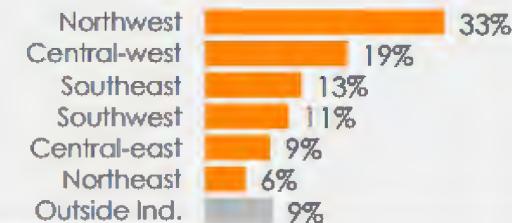
88% live in Independence

88%

Largely long-term residents



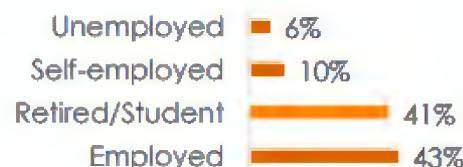
Most (63%) live on west side



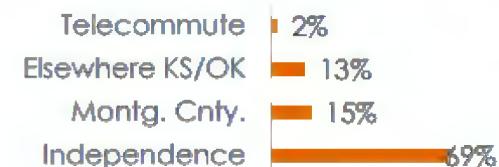
Even income distribution



About half are working



Most work in the city



The overall perception of independence is ~22—which is good. It is, however, below average when compared to the overall average



CITIZEN SURVEY



Overall top/bottom 10 net promoter scores by question



Of all satisfaction-based questions, 3 areas achieved truly excellent scores

5 of the top 10 delighters were related to riverside park and the zoo

FedEx Facility West Laurel Industrial Park



Economy boost delivered!

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WAYFINDING SIGNS

Finding our way toward an optimized tourism economy

If you're an Independence hometowner, you likely have no difficulty navigating the community to get to our beloved points of interest. It's a no-brainer to wind around the Riverside Park playground and miniature golf course to reach the zoo and concessions stand. If you want to take in a children's summer theater show, you zip straight out South 10th to the ICC campus and Inge Theatre. A First Friday presentation at the Civic Center? Everyone knows that's in the basement of Memorial Hall; and if it's a great night for cruise by Elk City Reservoir, you know you've got a few different route options depending on where you live in town.

But if you are a visitor or newcomer to our community, finding some of our gems may seem more like a literal treasure hunt. Or you may not know what to look for at all. For example, if you're just passing through and have an overnight stay at a motel on the west side of town, you'll find virtually no signage to invite you to the downtown area, park and zoo, museum, etc.

We hope some great new wayfinding signage will remedy this situation and, in turn, boost our local tourism economy. The signage will not only be directional, but informational as well.

"We don't want to keep our community assets a secret or inhibit our visitors' ability to maneuver around town," said Lacey Lies, the City's Finance Director and staff champion for the wayfinding signage project. "When guests travel here and can easily locate our attractions, shopping districts, recreation, dining and entertainment establishments, they will spend more time and contribute to our economy. And they will come back. That's a win for everyone."

The wayfinding signage project is picking up steam, thanks to Independence City Commission action last October to approve a signage fabrication contract with production company ColorAd, Inc. ColorAd and its partner design company, Avia,

"When guests travel here and can easily locate our attractions...they will spend more time and contribute to our economy. That's a win for everyone."

have been working with the City for the past year to develop sign concepts based on identified points of interest in the community and current wayfinding voids in high-traffic areas where signage could be most beneficial.

The project includes the development of 45 directional and informational signs with a cohesive, attractive design to be installed on sturdy concrete footers throughout the community. This will include 30 vehicular signs (intended to be read by motorists); two informational kiosks; eight pedestrian guides, and five pedestrian totems.

Costs for the project are anticipated at approximately \$339,000, which includes a City commitment of \$100,000; an additional \$150,000 contribution by FORPAZ (Friends of Riverside Park and Zoo) and the Independence Tourism and Visitors Bureau; and \$67,000-plus pledged from other businesses and organizations. Funding solutions are still being developed for the remaining gap.

Having effective wayfinding signage in place is a key component in visitor satisfaction and, in turn, a robust tourism economy, according to nationally recognized downtown development expert Roger Brooks, who evaluated Independence in

2014. Brooks shared insights on opportunities to elevate the aesthetic of downtown Independence and to achieve a more inviting vibe in the community. Many downtown businesses have heeded Brooks' advice by adding benches, flowers and improved signage to contribute to the district's curb appeal.

The wayfinding signage is a major, comprehensive next step in facilitating community revitalization. Sign prototypes are under review at the City now, with final design decisions expected soon, and the first signs should go up in the summer, with anticipated project completion before the end of the year. ★



The City Commission unanimously approved a contract with Color-Ad, Inc. for the fabrication and installation of the wayfinding signs on October 14, 2021.

1916 City Hall



INDEPENDENCE
KANSAS



Substantially completed the Design of the Rehabilitation of 1916 City Hall

Fire/EMS Addition



The Fire/EMS
Addition
Design was
Completed



The Contract
for
Construction
was
authorized on
December 23,
2021

LOVE INDEPENDENCE DAY

Saturday, April 24, 2021



[Independence Kansas Fire/EMS Department April 24, 2021](#)

3rd Shift helping
paint a house for
Love
Independence
Day. RIP Jerry
Bright.



[GET INDEPENDENCE](#)

[April 23, 2021](#)

LOVE Independence is FULL of LOVE tomorrow.
2:00 p.m. tomorrow on the corner of Penn. Avenue & Laurel
there will be a Bronze Memorial for Remington, our beloved
Fire Dog



[Lacey Lies](#)

[April 23, 2021](#)

My team
celebrated [Love](#)
[Independence](#) Day
by stepping into
the shoes of the
Indy Street Dept
and picked up
brush around
town. We have a
new-found
appreciation for
them and all their
hard work!

SERVICE AWARDS



Employees Celebrate Service Milestones

Jim Bennett
Cemetery Sexton

★★★
25 Years



Curtis Wilson
Public Service Worker II

★★★
20 Years



Jason Reddy
Police Sergeant

★★★
15 Years



Marcus Hamilton
Fire Captain/EMT

★★★
15 Years

Kevin Henry
Water Plant Operator II

★★★
10 Years



Melissa Adey
Dispatch/Records Supervisor

★★★
10 Years



Jerry Harrison
Police Chief

★★★
5 Years



Jessica Jaime
Clerk 1

★★★
5 Years



Daniel Bowers
Police Sgt.

★★★
5 Years



Rick Barnes
Maintenance III

★★★
5 Years



Norman Williams Sr.
Public Service Worker I

★★★
5 Years

2021 RETIREMENTS

Mike Passauer, Public Works Director – 31 Years
Terry Lybarger, Utilities Director – 40 years



Help us celebrate Terry!

Please join us
as we wish
**TERRY
LYBARGER**
all the best upon
his retirement,
effective March 1,
after more than
40 years of service.
We're honoring Terry
with a card shower.



*Cards may be
mailed/delivered to:*
**City of Independence
811 W. Laurel
Independence, KS 67301**



Help us celebrate Mike!

Please join us
as we wish
**MIKE
PASSAUER**
all the best upon
his retirement,
effective April 1,
after 31 years
of service.
We're honoring Mike
with a card shower.



*Cards may be
mailed or delivered to:*
**City of Independence
811 W. Laurel
Independence, KS 67301**

Thank you!



**Thank you to all City employees who have
worked overtime and additional shifts due
to staffing shortages.**

You are awesome and appreciated!



Thank You...