# Our Vision:
Our quality neighborhoods, 21st century jobs, growing economy, safe, family-friendly community, and cultural diversity make Independence, Missouri a nationally recognized city with a unique history and sense of place.

# Our Mission:
Transforming our community through engagement, innovation, and sustainable services.

## City of Independence, Missouri
Independence for All

## Strategic Plan
2017 - 2021

### Customer Focused
- **Goals**: Improve customer service and communication
- **Objectives**: Improve customer service

### Financially Sustainable
- **Goals**: Ensure City finances are stable and sustainable
- **Objectives**: Control long-term costs, Optimize resources, Improve long-range financial planning and decision-making

### Growth
- **Goals**: Increase economic prosperity of the community
- **Objectives**: Attract and retain quality employers, Grow retail and commercial business

### Quality
- **Goals**: Achieve livability, choice, access, health and safety through a quality built environment
- **Objectives**: Reduce blight, Improve visual appearance, Improve public infrastructure and facilities, Reduce crime and disorder, Increase perception of safety, Stabilize and revitalize neighborhoods, Build new housing units

## How we use resources:
- **Responsible**: We practice fiscal responsibility. We carefully plan for and spend our resources in appropriate, cost-effective ways.
- **Sustainable**: We manage our resources wisely, using only what we need to meet the current needs of our citizens while also keeping in mind the needs of future generations.

## Services are:
- **Quality**: We provide safe, sustainable, and well-maintained public facilities and municipal services to residents and visitors.
- **Reliable**: We protect public health and the environment by providing consistent, reliable, and efficient city services.

## Solutions are found through:
- **Collaboration**: We get more work done when we work across departments and partner with the community.
- **Open communication**: We are clear with our ideas and decisions. We aim to build respect and trust, resolve our differences, and create a positive environment.

## Our attitude is:
- **Congenial**: We maintain a positive attitude and atmosphere because we treat everyone with respect and fairness.
- **Empathetic**: We are able to step into someone else’s shoes, listen, and understand another point of view.
- **Engaging**: We actively engage our citizens to ensure that community concerns and aspirations are consistently understood and considered.
- **Responsive**: We always respond to citizen concerns in a timely and efficient manner.
- **Trustworthy**: Our promises instills trust in our actions and decisions.

## Decision making:
- **Accountable**: We accept responsibility for our actions. Our decisions have a real impact on the community and we follow our words with actions.
- **Credible**: We employ experienced and qualified staff. We use trusted sources and our decisions are based on balanced and objective information.
- **Innovative**: We don’t shy away from new ideas. We think of creative ways to work together. Our open thinking helps us accomplish our goals.
- **Ethical**: We make equitable, fair and just decisions because that’s the right thing to do.
- **Transparent**: We are open and honest with our decisions and supporting data.
- **Visionary**: We make smart, long-term decisions that consider future needs.
<table>
<thead>
<tr>
<th>GOALS</th>
<th>OBJECTIVES</th>
<th>MEASURES</th>
<th>STRATEGIES</th>
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<tbody>
<tr>
<td>CUSTOMER-FOCUSED</td>
<td>Improve customer service and communication</td>
<td>Improve citizen survey customer service rating</td>
<td>Streamline and simplify reporting to make efficient use of staff time and ensure clear, concise information is delivered to the City Council and public.</td>
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<td>Communicate more effectively internally and externally</td>
<td>Improve communications rating on internal staff survey and citizen survey</td>
<td>Develop and implement a communication strategy to share the strategic plan with city employees and public.</td>
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<td>Enhance the City’s primary public information tools: Channel 7, website, CityScene newsletter, social media.</td>
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<td>Make improvements to the City’s internet/network so it is easier for employees to find information and collaborate.</td>
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<td>Implement the new utility billing system to improve understanding of utility charges.</td>
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<td>Complete implementation of Cityworks to improve data gathering and reporting.</td>
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<td>Create more opportunities for employees to interact with management and share ideas.</td>
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<td>Promote and expand open data in accordance with the What Works Cities standard.</td>
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<td>Use new methods and technologies to identify and reach all internal and external audiences.</td>
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<td>FINANCIALLY SUSTAINABLE</td>
<td>Ensure City finances are stable and sustainable</td>
<td>Improve overall citizen satisfaction with value of services provided</td>
<td>Continue to advance the employee wellness program to contain health insurance and workers compensation costs.</td>
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<td>Conduct a comprehensive market salary study and implement recommendations in the employee pay plan.</td>
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<td>Negotiate fair, sustainable compensation and benefit agreements with labor unions.</td>
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<td>Increase efficiencies to control costs of local government operations.</td>
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<td>Optimize resources</td>
<td>Grow and diversify revenue sources</td>
<td>Explore the use of general obligation bonds for infrastructure and facilities projects.</td>
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<td>Identify and capture sustainable funding sources.</td>
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<td>Improve long range financial planning and decision-making</td>
<td>Maintain or improve municipal credit ratings and financial ratios</td>
<td>Develop long range financial forecasts and capital plans for every major governmental fund.</td>
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<td>Develop better financial reporting to improve awareness and access to information for decision-making.</td>
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<td>Develop or refresh financial policies such as, but not limited to, fund balance policy, investment policy, debt management policy, and one-time revenues policy.</td>
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<td>Develop cost of service studies for utilities and ensure appropriate customer rates.</td>
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<td>Develop life cycle costing to better understand the total cost of ownership for facility and infrastructure investments.</td>
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<td>Implement modern financial and human resources management software.</td>
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<td>Improve financial analysis and reporting on development incentives.</td>
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<td>GROWTH</td>
<td>Attract and retain quality employers</td>
<td>Increase population</td>
<td>Support and empower the Independence Economic Development Council to recruit/retain businesses, develop entrepreneurs, and facilitate workforce training with community partners.</td>
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<td>Increase number of good-paying jobs</td>
<td>Develop an image/marketing campaign that targets perception of Independence by people inside and outside of Independence.</td>
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<td>Increase household income</td>
<td>Improve partnerships and coordination with all school districts and social service agencies.</td>
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<td>Partner with KCATA to ensure that public transportation connects the Independence workforce to quality jobs.</td>
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<td>Complete the City of Independence Comprehensive Plan update, utilizing a robust community engagement process to identify neighborhoods, housing choice, transportation and economic development needs and goals.</td>
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<td>Support development of an industrial/office business park.</td>
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<td>Develop utilities master plans for areas targeted for development in the Comprehensive Plan.</td>
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<td>Create an Economic Development Policy to guide decision-making and ensure a progressive and effective approach to public incentives.</td>
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<td>Grow retail and commercial business</td>
<td>Increase capita sales tax collection</td>
<td>Support redevelopment of key corridors through land use planning/zoning and incentives.</td>
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<td>Increase ticket sales for museum admissions, arena events, and other tourism sites and activities</td>
<td>Attract and retain visitors to the City’s historic sites, amenities, and events.</td>
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<td>Promote hotel/motel industry best practices to ensure quality guest facilities that attract community visitors.</td>
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<td>Obtain legislative authority to pursue the Museum and Tourism Related Activities Tax to support tourism needs.</td>
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<td>Develop historic programming to benefit historic areas and districts.</td>
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<td>Support historic preservation efforts to protect community historical resources.</td>
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<td>Achieve fullness, choice, access, health and safety through a quality built environment.</td>
<td>Reduce crime and disorder</td>
<td>Customize crime performance measures for specific policing programs or strategies</td>
<td>Implement proactive policing efforts.</td>
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<td>Increase visual appearance of major commercial corridors and historic sites</td>
<td>Improve citizen survey ratings of visual appearance and function of major commercial corridors and historic sites</td>
<td>Develop corridor plans for: US 40 Highway, MO 291, 23rd Street and Fairmount District, US 24.</td>
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<td>Improve condition and maintenance of public infrastructure and facilities</td>
<td>Increase citizen satisfaction with condition and maintenance of streets, sidewalks, public buildings, parks, curbs and gutters</td>
<td>Implement recommendations of Parks and Recreation 2010 Master Plan.</td>
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<td>Increase the median value of owner-occupied housing units</td>
<td>Increase perception of safety on annual citizen survey</td>
<td>Improve street lighting and sidewalks in priority locations.</td>
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<td>Stabilize and revitalize neighborhoods</td>
<td>Increase the median value of owner-occupied housing units</td>
<td>Implement the Neighborhood Safety Program.</td>
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<td>Build new housing units to fill market need</td>
<td>Increase the number of residential building permits issued</td>
<td>Consider adjusting code and building specifications to create more flexible development - such as for new urbanist developments.</td>
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