

CITY OF INDEPENDENCE, MISSOURI
Independence for All
STRATEGIC PLAN
2017 - 2021

Our Vision:
 Our quality neighborhoods, 21st century jobs, growing economy, safe, family-friendly community, and cultural diversity makes 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.

	Goals	Objectives
CUSTOMER-FOCUSED	Improve customer service and communication	Improve customer service Communicate more effectively internally and externally
FINANCIALLY SUSTAINABLE	Ensure City finances are stable and sustainable	Control long-term costs Optimize resources Improve long-range financial planning and decision-making
GROWTH	Increase economic prosperity of the community	Attract and retain quality employees Grow retail and commercial business
QUALITY	Achieve livability, choice, access, health and safety through a quality built environment	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

Values

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.

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	GOALS	OBJECTIVES	MEASURES	STRATEGIES
CUSTOMER-FOCUSED	Improve customer service and communication	Improve customer service	Improve citizen survey customer service rating	Implement process to better track and respond to citizen calls for service.
				Implement effective customer service training for all front-line employees.
				Use social media to provide responses to customers/citizens.
		Communicate more effectively internally and externally	Improve communications rating on internal staff survey and citizen survey	Streamline and simplify reporting to make efficient use of staff time and ensure clear, concise information is delivered to the City Council and public.
				Develop and implement a communication strategy to share the strategic plan with city employees and public.
				Enhance the City's primary public information tools: Channel 7, website, CityScene newsletter, social media.
				Make improvements to the City's intranet/network so it is easier for employees to find information and collaborate.
				Implement the new utility billing system to improve understanding of utility charges.
				Complete implementation of Cityworks to improve data gathering and reporting.
				Create more opportunities for employees to interact with management and share ideas.
				Promote and expand open data in accordance with the What Works Cities standard.
Use new methods and technologies to identify and reach all internal and external audiences.				
	GOALS	OBJECTIVES	MEASURES	STRATEGIES
FINANCIALLY SUSTAINABLE	Ensure City finances are stable and sustainable	Control long-term costs	Improve overall citizen satisfaction with value of services provided	Continue to advance the employee wellness program to contain health insurance and workers compensation costs.
				Conduct a comprehensive market salary study and implement recommendations in the employee pay plan.
				Negotiate fair, sustainable compensation and benefit agreements with labor unions.
				Increase efficiencies to control costs of local government operations.
		Optimize resources	Grow and diversify revenue sources	Explore the use of general obligation bonds for infrastructure and facilities projects.
				Identify and capture sustainable funding sources.
		Improve long-range financial planning and decision-making	Maintain or improve municipal credit ratings and financial ratios	Develop long-range financial forecasts and capital plans for every major governmental fund.
				Develop better financial reporting to improve awareness and access to information for decision-making.
				Develop or refresh financial policies such as, but not limited to, fund balance policy, investment policy, debt management policy, and one-time revenues policy.
				Develop cost of service studies for utilities and ensure appropriate customer rates.
				Develop life-cycle costing to better understand the total cost of ownership for facility and infrastructure investments.
Increase major fund balances to meet policy targets		Implement modern financial and human resources management software.		
		Improve financial analysis and reporting on development incentives.		
	GOALS	OBJECTIVES	MEASURES	STRATEGIES
GROWTH	Increase economic prosperity of community	Attract and retain quality employers	Increase population Increase number of good-paying jobs Increase household income	Support and empower the Independence Economic Development Council to recruit/retain businesses, develop entrepreneurs, and facilitate workforce training with community partners.
				Develop an image/marketing campaign that targets perception of Independence by people inside and outside of Independence.
				Improve partnerships and coordination with all school districts and social service agencies.
				Partner with KCATA to ensure that public transportation connects the Independence workforce to quality jobs.
				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.
				Support development of an industrial/office business park.
				Develop utilities master plans for areas targeted for development in the Comprehensive Plan.
				Create an Economic Development Policy to guide decision-making and ensure a progressive and effective approach to public incentives.
		Grow retail and commercial business	Increase per capita sales tax collection Increase ticket sales for museum admissions, arena events, and other tourism sites and activities	Support redevelopment of key corridors through land use planning/zoning and incentives.
				Attract and retain visitors to the City's historic sites, amenities, and events.
				Promote hotel/motel industry best practices to ensure quality guest facilities that attract community visitors.
		Obtain legislative authority to pursue the Museum and Tourism Related Activities Tax to support tourism needs.		
		Develop historic programming to benefit historic areas and districts.		
		Support historic preservation efforts to protect community historical resources.		

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QUALITY	Achieve livability, choice, access, health and safety through a quality built environment	Reduce blight in commercial corridors, entryways and neighborhoods	Improve citizen satisfaction with appearance of commercial corridors	Conduct proactive code enforcement sweeps along key commercial corridors and entryways.	
			Improve citizen satisfaction with code enforcement	Cross-train inspectors to conduct code enforcement and zoning enforcement.	
			Increase number of dangerous buildings demolished or repaired	Revise policies and procedures to more aggressively and efficiently process code enforcement actions.	
			Increase valuation of key commercial corridors	Streamline process to demolish dangerous vacant buildings.	
				Improve the process to suspend/ revoke business licenses for properties with frequent violations.	
				Acquire blighted properties that could be redeveloped for improved economic activity.	
		Improve visual appearance of major commercial corridors and historic sites	Improve citizen survey ratings of visual appearance and function of major commercial corridors and historic sites		Evaluate and prioritize recommendations of current corridor plans: Truman Road Green Gateway Plan, Truman and Winner Road Commercial Node Plan, US 24 Highway Corridor Study Plan, Englewood Art District Circulation Plan, Northwest Independence Sidewalk Health Impact Assessment, Noland Fashion Square Development Plan, Noland Road CID Plan, Linking Independence Plan (Square to National Trails Museum), Square Revitalization Plan, 40 Highway Corridor Study, Little Blue Parkway Plan, Mid-Town Truman Road Plan.
					Develop corridor plans for: US 40 Highway, MO 291, 23rd Street and Fairmount District (US 24).
					Implement recommendations of Trails Museum Master Plan designed to improve the historic sites.
					Beautify major entryways into the city.
					Target street and sidewalk maintenance along major corridors and around historic sites.
		Improve condition and maintenance of public infrastructure and facilities	Increase citizen satisfaction with condition and maintenance of streets, sidewalks, public buildings, parks, curbs and gutters		Proactively clean up public right-of-way along major corridors and near historic sites.
					Develop a pavement condition index and implement a street maintenance program that targets improvements in high visibility and high need areas.
					Renew the Streets Sales Tax as part of a sustainable funding strategy for public infrastructure.
					Evaluate space and maintenance needs for city buildings and determine a long-term strategy for needed improvements.
		Reduce crime and disorder	Customize crime performance measures for specific policing programs or strategies		Ensure the Complete Streets Policy is implemented during all new construction and renovation.
					Prioritize and implement recommendations of the Parks and Recreation 2010 Master Plan.
			Reduce the number of disorderly houses and businesses		Increase public education regarding crimes of opportunity.
					Proactively address crime trends and patterns with targeted policing efforts.
					Implement a business crime prevention outreach program.
Increase perception of safety	Increase perception of safety on annual citizen survey		Implement the video surveillance monitoring program for convenience and tobacco stores.		
			Balance proactive policing efforts with community engagement within allocated resources.		
			Identify strategies to improve and expand resources, such as Crisis Intervention Teams, for mental health needs.		
			Consider ways to prevent crime and increase perception of safety in building codes and community design.		
			Improve street lighting and sidewalks in priority locations.		
			Continue support and enhance Volunteers in Police Services (VIPS) program.		
Stabilize and revitalize neighborhoods	Increase the median value of owner-occupied housing units		Expand the Neighborhood Watch Program.		
			Increase park patrol to enhance perception of park safety.		
Build new housing units to fill market need	Increase the number of residential building permits issued		Improve community outreach and good news stories.		
			Enhance police and city officials presence at community meetings and events such as neighborhood association meetings.		
			Target incentive programs (including tax abatement), CDBG and HOME resources in neighborhoods in need of revitalization and stabilization.		
		Develop model zoning codes to encourage affordable housing units near transit or other key services at activity centers.			
		Consider adjusting code and building specifications to create more flexible development - such as for new urbanist developments.			
		Ensure that land use policies and housing strategies incorporate Community for All Ages best practices.			
		Develop a housing strategy for the Little Blue Valley to encourage mid-range and executive housing.			