

City of Independence

MEMORANDUM

City Council Office

DATE: April 17, 2018
TO: Honorable Mayor and City Council Members
FROM: Jordan C. Ellena, City Management Analyst *JCE*
SUBJECT: City Management Analyst's 2017 Annual Report



Section 1.43.007 (F) of the Independence City Code requires the City Management Analyst to provide an annual report to the City Council at least 75 days before the beginning of each fiscal year detailing activities. As such, I am providing you with this memorandum that summarizes my activities for the period April 2017-March 2018.

Annual Work Plan Activities

The Audit and Finance Committee approved the following work plan for the Management Analyst (listed in order as completed and presented to the Audit and Finance Committee):

1. Review of External Communications

- a. **Project Scope:** Report designed to evaluate and make recommendations regarding the city's current external communications practices including: the use of logos and collateral materials, the city website, social media accounts, City7 broadcasts, and other publications at the departmental and citywide levels.
- b. **Project Status:** Final Report presented to and accepted by the Audit and Finance Committee at the June 23, 2017 committee meeting. The report contained the following findings and recommendations:
 - **Finding:** City lacks overall communications strategies: including public relations.
 - **Recommendation:** City Manager's Office should develop a citywide communications plan.
 - **Recommendation:** External Communications should flow through the PIO to achieve message consistency, organization-wide.
 - **Finding:** A proliferation of logo's and collateral design lead to a confused image of the city.
 - **Recommendation:** The city should undertake an organization-wide rebranding process to identify one brand image and supporting collateral material to support it.
 - **Finding:** Outdated customer service technology leads to frustrated customers.

- **Recommendation:** The organization should evaluate current customer service technologies to improve staff's ability to offer effective customer service.
- **Recommendation:** Develop a smartphone app for the city's Action Center.
- **Finding:** A consolidated customer service/complaint center could address many customer service issues.
 - **Recommendation:** City should further explore the feasibility of implementing a 311-type customer service center to centralize some customer interaction efforts.

2. Review of Police Hiring and Recruitment

- a. **Project Scope:** This audit looks at the IPD's current recruitment and hiring process in an attempt to identify deficiencies that contribute to lower numbers of applicants for open police officer positions. The deficiencies identified have been compared to best practices in the field of policed recruitment and the stated goals of the IPD.
- b. **Project Status:** Final report presented to and accepted by the Audit and Finance Committee at the September 29, 2017 meeting. The report contained the following findings and recommendations:
 - **Finding:** Police recruitment operates without data-driven decision making.
 - **Recommendation:** Collect data from applicants, recruits, current and recently separated employees about their views on the recruitment and hiring process.
 - **Finding:** Department lacks coordinated marketing and recruitment outreach effort.
 - **Recommendation:** Develop a coordinated marketing and recruitment effort.
 - **Finding:** Hiring process is efficient by opportunities for improvement exist.
 - **Recommendation:** Utilize a perpetual job posting for the position to identify interested parties when they are ready.
 - **Recommendation:** Consider ways to expedite the overall hiring process.

3. Review of Tourism Merger with the Parks and Recreation Department

- a. **Project Scope:** This memo looked at the merger of the Tourism Department into the Parks and Recreation Department.
- b. **Project Status:** Final report presented to and accepted by the Audit and Finance Committee at the December 15, 2017 meeting. The memo contained the following findings:
 - **Finding:** Long-term stability and succession planning needs to be addressed within the department.
 - **Finding:** Marketing Independence within the Metro remains a struggle.
 - **Finding:** The city needs to continue to seek ways to ensure that adequate funding exist through sales taxes and other means.

4. Review of Time in the Code Compliance Process

- a. **Project Scope:** This report looks at data related to the amount of time a code compliance case take to work through both the city's administrative process and through municipal court, if applicable, in an attempt to identify any areas of improvement.
- b. **Project Status:** Final report presented to and accepted by the Audit and Finance Committee at the March 30, 2018 meeting. The report contained the following findings and recommendations:
 - **Finding:** Staff has maximized the efficiency of the administrative process for code compliance.
 - **Recommendation:** Continue to target more aggressive performance measures for the code enforcement division.
 - **Recommendation:** Look for ways to increase voluntary compliance rates through programs aimed at neighborhood cleanups.
 - **Finding:** The municipal court system is slower in comparison but is focused on maintaining due process of the property owner.
 - **Finding:** Missouri Senate Bill 572, specifically, has had a major impact on the city's ability to recoup fines related to code compliance cases.
 - **Recommendation:** Continue to stay engaged with the state legislature to provide data on the impacts of laws regarding municipal court.

Additional Review Activities

In addition to the audits and reviews assigned as part of the Management Analyst's annual work plan, the following reports or special projects were requested by the City Council and approved for completion by the Audit and Finance Committee:

- City-wide multi-function printer review

Contract Reviews

Section 1.43.007 (D) of the Independence City Code states that "The Management Analyst shall audit all proposed City contracts anticipated to cost in excess of Two Million Dollars (\$2,000,000.00) or scheduled to be in effect for more than twelve months and anticipated to cost in excess of Five Hundred Thousand Dollars (\$500,000.00) prior to the proposed contracts being submitted to the City Council." This review is to consider, among other things, whether all parties have adhered to proper procedures in the bidding process. In fulfilling these duties, the following contracts were reviewed during the reporting period:

- City Clerk
 - 2017 Midyear Records Disposition Report
 - 2017 End of Year Records Disposition Report
- Finance
 - New ERP System (Tyler Munis)
- Independence Power and Light
 - AMI Project Management
 - AMI Construction
 - Missouri City Divestiture

- Public Works
 - Uptown Farmer's Market Design-Build Contract
 - Independence Communications Center Construction Contract

Non-Audit and Review Activities

As part of my ongoing efforts to enhance my knowledge of issues and affairs important to the City of Independence, the following actions were taken:

- Attended City Council Legislative and Study Sessions to track City affairs.
- Attended weekly Department Director's meeting to assess emerging issues.
- Served on an interview committee to review applicants and recommend candidates for the Redevelopment Coordinator position.
- Attended other City-business related meetings and events:
 - Mayor's Prayer Hour
 - Mayor's State of the City Address
 - Communications Center Ground Breaking
 - Rockwood Golf Course/MCPower Ground Breaking
 - Demolition of 1010 Hayward Avenue

Externally, I attended the following meetings and functions in which the City of Independence was a stakeholder:

- Independence Chamber of Commerce Legislative Briefings
- Independence Chamber of Commerce Monthly Membership Luncheons
- Independence Economic Development Council Eggs'n'Issues Meeting
- Independence Economic Development Council Business Awards Luncheon
- Independence Economic Development Council Quarterly Investors Luncheon
- Eastern Jackson County Betterment Council Meetings
- Missouri Municipal League Westgate Meetings
- Mid-America Regional Council Regional Assembly Luncheon
- Mid-America Regional Council Managers Roundtable

If you should have any questions about this annual report or the activities detailed therein, please do not hesitate to contact me. I look forward to the continued opportunity to be of service to you.