

## Independence for All 2021 Action Plan

<b>GOAL: CUSTOMER FOCUSED</b> Improve customer service and communication		
OBJECTIVES	STRATEGIES	PRIMARY DEPARTMENT(S)
<b>Improve customer service</b>	Increase use of IndepNow to better track and respond to citizen calls for service.	Communications
	Implement customer service training of all front-line employees to ensure the equitable treatment of all customers.	Communications, Human Resources
	Continue to use social media to engage with customers/citizens.	Communications
<b>Communicate more effectively internally and externally</b>	Streamline reporting to make efficient use of staff time to deliver clear, concise information to the City Council and public.	Communications
	Develop and implement a communication strategy to share the strategic plan with city employees and public.	Communications
	Enhance the City's primary public information tools: Channel 7, website, CityScene newsletter, social media.	Communications
	Expand collaborative use of Cityworks and enhance existing workflow processes to better support city departments.	Tech Services

<b>GOAL: FINANCIALLY SUSTAINABLE</b> Ensure City finances are stable and sustainable		
OBJECTIVES	STRATEGIES	PRIMARY DEPARTMENT(S)
<b>Control long-term costs</b>	Continue to advance the employee wellness program to contain health insurance and workers compensation costs.	Human Resources
	Pursue plan design changes to Stay Well Employee Insurance Program to control long-term expenditures.	Human Resources
	Conduct a market salary study and implement recommendations in the employee pay plan focused on recruitment and retention.	Human Resources
	Negotiate fair, sustainable compensation and benefit agreements with labor unions.	City Manager, Human Resources
	Utilize technology to make city operations more efficient.	Tech Services
<b>Optimize resources</b>	Improve the management of cyber security risks while protecting sensitive information.	Tech Services
	Seek voter approval of general obligation bonds for infrastructure and facilities projects.	Finance & Administration
	Seek voter approval of City Charter changes to reflect updated best practices.	City Manager
	Expand the scope of the Shared Services Initiative to leverage relationships with participating jurisdictions and capture economies of scale.	City Manager
<b>Sustainable Funding</b>	Obtain permanent, viable funding for the Health Department.	City Manager, Health & Animal Services
	Identify and capture funding for Cemetery maintenance and support.	City Manager, Parks, Recreation & Tourism
	Pursue the Museum and Tourism Related Activities Tax to support tourism needs.	City Manager, Parks, Recreation, & Tourism
	Research additional long-term revenue streams and funding sources to support delivery of basic services.	Finance & Administration
<b>Long-range financial planning</b>	Develop cost of service studies for utilities and ensure appropriate customer rates.	City Manager, all Utilities
	Begin to establish life-cycle costing analyzing the total cost of ownership for fleet, facility, and infrastructure investments.	Finance & Administration, Municipal Services
	Complete implementation of financial and human resources management software.	Finance & Administration, Human Resources

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<b>GOAL: QUALITY</b>		
Achieve livability, choice, access, health and safety through a quality built environment		
OBJECTIVES	STRATEGIES	PRIMARY DEPARTMENT(S)
<b>Reduce blight</b>	Conduct proactive code enforcement sweeps in neighborhoods along key commercial corridors and entryways.	Community Development
	Research code enforcement best practices and develop a rapid response plan to quickly address code violations.	Community Development
	Work with community partners to acquire blighted properties that could be redeveloped for improved economic activity.	Community Development
<b>Improve appearance of major commercial corridors and historic sites</b>	Update the Trails Museum Master Plan to focus emphasis on museum exhibits and visitor experience.	Parks, Recreation & Tourism
	Implement recommendations of the Downtown Redevelopment Plan as guided by the Independence on a Roll working group.	Municipal Services, Community Development
	Develop and implement strategies to reduce chronic issues of litter and debris and illegal dumping within the community.	Municipal Services, Communications
	Explore land acquisition along Truman Road to enable beautification of major entryways into the city.	Municipal Services, Community Development
<b>Improve public infrastructure and facilities condition</b>	Target street and sidewalk maintenance along major corridors and around historic sites.	Municipal Services, Community Development
	Evaluate space and maintenance needs for city buildings and determine a long-term strategy for needed improvements.	Municipal Services
	Ensure the Complete Streets Policy is implemented during all new construction and renovation.	Municipal Services
	Develop new Parks and Recreation Master Plan.	Parks, Recreation & Tourism
<b>Enhance Public Health</b>	Expand water main replacement program.	Water
	Identify strategies to improve and expand resources for mental health needs, including expansion of behavioral crisis and intervention centers.	Police, Fire, Health & Animal Services
	Create a Community Paramedicine Program to support medical outreach, including mental, homeless and substance abuse.	Fire, Health & Animal Services
	Continue Trap, Neuter, Release (TNR) program to reduce feral cat population.	Health & Animal Services
<b>Reduce crime and disorder</b>	Maintain status as no-kill Animal Shelter.	Health & Animal Services
	Increase public education regarding crimes of opportunity.	Police
	Implement a business crime prevention outreach program.	Police
<b>Increase perception of safety</b>	Proactively address crime trends and patterns with targeted policing efforts.	Police
	Improve Fire Department deployment to address increase in responses and response time.	Fire
	Amend the Unified Development Ordinance (UDO) to include Crime Prevention Through Environmental Design (CPTED ) regulations for certain uses.	Community Development
	Increase enforcement of solicitation and loitering ordinances.	Police
	Improve street lighting and sidewalks in priority locations.	Municipal Services, Power & Light
	Expand the Neighborhood Watch Program.	Police
	Balance proactive policing efforts with community engagement within allocated resources.	Police
	Continue to support and enhance Volunteers in Police Services (VIPS) program.	Police
	Implement and support development of Cadets program.	Police
Increase park patrol to enhance perception of park safety.	Police, Parks, Recreation & Tourism	
<b>Stabilize and revitalize neighborhoods</b>	Improve community outreach and good news stories.	Police, Fire, Communications
	Develop a homeless strategy to reduce unhoused population to effective zero and connect individuals with necessary resources.	Community Development, Police, Health & Animal Services
	Develop cooperative agreements with neighboring municipalities to address issues related to homelessness along shared jurisdictional boundaries.	Police, Health & Animal Services
	Target incentive programs (including tax abatement), CDBG and HOME resources in neighborhoods, activity centers and along corridors to support revitalization and stabilization.	Community Development
	Implement the vacant building registry program.	Community Development
	Incorporate best practices code changes into the UDO to encourage infill housing units in neighborhoods, around transit and activity centers.	Community Development
	Rehab blighted housing for low-income home ownership.	Community Development
Collaborate with community partners on various methods to stabilize neighborhoods.	Community Development	

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<b>GOAL: Growth</b> Increase economic prosperity of community		
OBJECTIVES	STRATEGIES	PRIMARY DEPARTMENT(S)
<b>Attract and retain quality employers</b>	Support and empower the Independence Economic Development Council to recruit/retain businesses, develop entrepreneurs, and facilitate workforce training with community partners.	City Manager, Community Development
	Invest in and publicize workforce development programs.	Community Development
	Continue partnerships and coordination with all school districts and social service agencies to address community needs.	Community Development
	Coordinate with RideKC partners to ensure that public transportation connects the Independence workforce to quality jobs.	Community Development
	Support development of an industrial/office business park. Evaluate the development of a certified site, with all infrastructure in place.	Community Development
	Develop utilities master plans for areas targeted for development in the Comprehensive Plan.	Community Development, Utilities
<b>Grow retail and commercial business</b>	Support redevelopment of key corridors through land use planning/zoning and incentives.	Community Development
	Adopt International Code Council (ICC) building and energy codes.	Community Development
	Update Business License Code.	Community Development
	Attract and retain visitors to the City's historic sites, amenities, and events.	Parks, Recreation & Tourism
	Begin implementation of enhancements to City-owned historic sites.	Parks, Recreation & Tourism
	Complete Master Housing Study and implement strategies to address various community housing needs.	Community Development
	Leverage and maximize the Historic District designation for the Square, and explore establishing additional historic districts to preserve historic appearance.	City Manager
	Research and implement strategies and goals in the Historic Preservation Master Plan to protect community historical resources.	Community Development