Independence for All 2021 Action Plan

GOAL: CUSTOMER FOCUSED Improve customer service and communication					
Improve customer service	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			
Communicate more effectively internally and externally	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			

GOAL: FINANCIALLY SUSTAINABLE				
Ensure City finances are stable and sustainable				
OBJECTIVES	STRATEGIES	PRIMARY DEPARTMENT(S)		
Control long-term costs	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		
	Improve the management of cyber security risks while protecting sensitive information.	Tech Services		
Optimize resources	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		
Sustainable Funding	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		
Long-range financial planning	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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Conduct proactive code enforcement sweeps in neighborhoods along key commercial corridors and entryways. Reduce blight Research code enforcement best practices and develop a rapid response plan to quickly address code violations. Work with community partners to acquire blighted properties that could be redeveloped for improved economic activity. Community Development Update the Trails Museum Master Plan to focus emphasis on museum exhibits and visitor experience. Improve appearance of najor commercial corridors and historic sites Explore land acquisition along Truman Road to enable beautification of major entryways into the city. Explore land acquisition along Truman Road to enable beautification of major entryways into the city. Explore land acquisition along Truman Road to enable beautification of major entryways into the city. Evaluate space and maintenance needs for city buildings and determine a long-term strategy for needed improvements. Ensure the Complete Streets Policy is implemented during all new construction and renovation. Expand water main replacement program. Echance Public Health Enhance Public Health Enhance Public Health Reduce crime and disorder Reduce crime and disorder Reduce crime and disorder Reduce crime and disorder Reduce crime and source is a construction and control in the control contents. Continue Trap, Neuter, Release (TNR) program to support medical outreach, including expansion of behavioral crisis and police. Increase public education regarding crimes of opportunity. Implement a business crime prevention outreach program. Amend the Unified Development outreach program. Police Improve Fire Department delephyment to address increase in responses and response time. Amend the Unified Development outreach program. Police Improve Fire Department delephyment outpeten program. Police Continue to support and enhance Volunteers in Police Services (VIPS) program. Balance proactive policing efforts with community engagement within allocated resources. Polic		GOAL: QUALITY	
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Health & Animal Services			Police, Fire, Communications
Health & Animal Services	Stabilize and revitalize neighborhoods		Community Development Believ
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Develop cooperative agreements with neighboring municipalities to address issues related to homelessness along shared jurisdictional boundaries. Police, Health & Animal Services and Services along shared police, Health & Animal Services along shared polices, Health & Animal Services along shared polices			Police, Health & Animal Services
along corridors to support revitalization and stabilization			Community Development
Implement the vacant building registry program. Community Development			Community Development
Incorporate best practices code changes into the UDO to encourage infill housing units in neighborhoods, around transit and activity centers.		Incorporate best practices code changes into the UDO to encourage infill housing units in neighborhoods, around transit	Community Development
Rehab blighted housing for low-income home ownership.		Rehab blighted housing for low-income home ownership.	Community Development
Collaborate with community partners on various methods to stabilize neighborhoods.		Collaborate with community partners on various methods to stabilize neighborhoods.	Community Development

Independence for All 2021 Action Plan

GOAL: Growth Increase economic prosperity of community					
Attract and retain quality employers	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, Utilit			
Grow retail and commercial business	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			