



**AGENDA
CITY OF HARRISONVILLE
BOARD OF ALDERMEN
SPECIAL MEETING
CITY HALL
JULY 21, 2014
6:00 PM**

- 1. Call to Order**
- 2. Roll Call**
 - A. Roll Call**
- 3. Agenda Items**
 - A. Preliminary Approval of 2015 Objectives**
- 4. Adjourn From Special Meeting**

Posted on City Hall Bulletin Board this 17th day of July 2014

Kim Hubbard, City Clerk

The Board of Aldermen meeting is an open meeting but is not a meeting of the public. There is a place on the agenda for comments of citizens under PUBLIC PARTICIPATION. Our rule is that comments by any individual or group shall not exceed (4) minutes. The Board of Aldermen request that concerns be initially addressed at the appropriate action level before coming to the Board of Alderman



STAFF REPORT

TO: Board of Aldermen
FROM: Keith Moody, City Administrator
DATE: July 16, 2014
SUBJECT: Preliminary Approval of 2015 Objectives

Type of Item: *Approval*

Background: Developing objectives for 2015 is the first task that the Department Heads and Aldermen are charged with in the budget development process. The Objectives have been reviewed with the City Administrator with the submitter for completeness and to assure they serve to improve citizen satisfaction areas that are below average, improve ICMA performance measures that are below average, address directives from the Strategic Implementation Committee, address priorities set by the Board or further the broadly termed Goals that the Board re-adopted. The Objectives are incorporated into a comprehensive list, under the Goal which the Objective best relates.

The Objectives are given Preliminary approval at this stage; in doing so Department Heads are given confirmation from the Board that they believe these are good ideas. The Department Head shall then incorporate the financial impacts into the budget account identified in the Objective. As the complete budget is developed, the City's ability to afford completing the Objectives will be assessed. It is almost certain that even though the Objectives are good ideas, the City will not be able to afford to implement them all at this time.

Policy Question: Should the Board of Aldermen give preliminary approval to the 2015 Objectives?

Budget Impact: Again, the ability of the City to afford completing the Objectives will be assessed as the budget revenues and expenditures are pulled together over the next month. Objectives may be eliminated due to financial constraints.

Review: If there are questions concerning the appropriateness or effectiveness of

an Objective the Board should raise those issues **NOW**. By giving an Objective preliminary approval the Board is confirming their support of the Objective, although funding ability remains to be determined.

An Objective may list options, the Board may leave the options as presented and decide later on which they wish to pursue or list only one option they wish to pursue in the Objective. Staff will be in attendance to answer questions about Objectives.

Recommendation: I recommend preliminary approval of these Objectives with any changes/edits the Board of Aldermen deems appropriate.

A. Action Item (ID # 1491)

Preliminary Approval of 2015 Objectives

Attachments:

2015 Goals and Objectives- Preliminary (DOC)

Fiscal Year 2015

Organizational Goals & Current Objectives

A. Enhance Communication and Engagement with the Community
– by expanding opportunities to inform and engage citizens in an open and participatory manner.

Objectives:

1. Complete an Update to the Citizen's Strategic Planning Process

Justification:

In 2009 the citizens/business owners of Harrisonville completed a strategic planning process facilitated by the National Civic League. That process engaged more than a hundred stakeholders from the community in a nine month process of learning about the services and facilities of the city, investigating areas of concern expressed by the community and developing initiatives for the elected officials to pursue as the city moves forward in setting strategy. Nearly all of those initiatives have been completed and the city should take this opportunity to engage our community stakeholders in a similar fashion to report on how those initiatives have been employed over the past 5 years as well as developing strategic initiatives for the future.

The process would again be facilitated by an expert in the area of strategic community planning. There would likely be 8 to 12 meetings held in the evenings or weekends to allow for as much participation as possible.

Cost Estimate: \$50,000 **Account 01-6-0101-0413**

Completion Date: July 31, 2015

Responsible Party: Public Information Officer and City Administrator

Submitted By: Mayor and Board of Aldermen

B. Improve Community Assets – *through timely maintenance and replacement as well as improving assets to modern standards.*

Objectives:

1. Place Water Treatment Plant Improvement Bond Question on **April 2015** Ballot

Justification: An initiative presented by the Strategic Planning Committee in 2009 was for the City to revisit our plans for purchasing water from Kansas City. That initiative has resulted in a change in direction where now the City has identified that long term (30+ years) our raw water source and water treatment plant can serve our needs for water and do so more cost efficiently than purchasing water from Kansas City. A Capital Facilities Plan has been completed identifying the needed improvements to these water resources with an estimated cost of \$9.5 million.

Voter approval for the issuance of **\$9.5** million in water system improvement revenue bonds is required. A simple majority is required to pass the measure. With voter approval the City would apply to the DNR for participation in the State Revolving Low Interest Loan program which currently provides funding for these projects at just over 2% interest cost. Placing the bond question on the April 2015 ballot will not incur additional election costs as the City will already be paying for the election of aldermen. The only expense will be on educational materials.

Cost Estimate: \$6,000 **Account 08-6-0103-0216**

Completion Date: April 6, 2015

Responsible Party: Public Information Officer and Public Works Director

Submitted By: Mayor and Board of Aldermen

2. Lease purchase of treadmills for Community Center

Justification: The Community Center opened in January, 2005. At that time there were 19 treadmills purchased for the fitness center and 3 more were added in 2011. In the past 3 years, the treadmills have required more and more repairs as is anticipated for treadmills that are nearly 10 years old. The cost for repairs on the treadmills is rapidly increasing and currently 3 treadmills have been removed from the fitness floor because of extensive repairs needed that are beyond the budget. In addition, 3 other treadmills recently required new boards, which is the highest repair item for a treadmill. These 3 treadmills were our newest models and it was therefore deemed worthwhile to repair them at this time. The budget for 2014 was \$2,570 which has already been exceeded. A treadmill repair can cost anywhere from \$200 to \$3,000 or higher depending on the parts being repaired.

Over the past year the HCC membership increased to its highest number since opening, which is 4,400 members, surpassing the previous high number of 3,900. This means higher usage of our treadmills. Today treadmills have additional features; including TV's on the unit that can be viewed during use as well as upgraded screen options and plug-ins for iPod. For those who are familiar with other "state of the art" fitness centers, the up to date treadmills are

no comparison to older out of date treadmill models and these features have come to be expected by the membership and also help contribute to membership growth and retention.

Staff is recommending that we trade in the 17 older treadmills, currently on the floor (keeping the recently repaired 3 newer models) and move forward with a 3-year lease purchase on 12 upgraded treadmills. This option would mitigate the risk for increasing repair costs on the already outdated equipment. Based on estimates received to date a new treadmill with the desired features would cost approximately \$5,000. In order to lease 12 treadmills it would cost around \$66,000, which would be spread out over a 3-year lease period.

The trade in value on the 17 older treadmill models (approximately \$5,500) as well as an increase in the membership fees (which has not increased since 2012) would cover the cost to lease this equipment. The lease purchase option comes with full maintenance coverage on the treadmills. In addition, after three years the treadmills can be traded in for new ones and the lease continued.

Cost Estimate: \$23,000 **Account 15-6-1126-0307**

Completion Date: February 1, 2015

Responsible Party: Recreation Superintendent

3. Resurface Community Center Parking Lot and Service Road

Justification: The Community Center has been open for about 10 years with approximately 500 people a day coming through the doors. The parking lot is showing its age with cracks, separation at seams and minor sink holes where cars park. If these areas are not repaired the blacktop will start to come up and it will be much more expensive to repair down the road. Staff is recommending a resurfacing of the parking lot and restriping for parking, as well as complete service road improvement.

Cost Estimate: \$25,000 **Account 15-6-0990-1004**

Completion Date: September 30, 2015

Responsible Party: Parks & Recreation Director

4. Paint Exterior of Main Hangar Building.

Justification: The main hangar building it is the first part of the airport that visitors and clients see when using the airport. The building is showing age and is in need of painting.

Cost Estimate: \$12,000 **Account 01-6-0717-0210**

Completion Date: September 30th, 2015

Responsible Party: Airport Manager

5. Improve Filters at Water Treatment Plant

Justification: An evaluation of the filter media at the water treatment plant found both the sand and the anthracite layers in place are not deep enough to meet MDNR standards. A hydraulic analysis found that the underdrain pipes and baffles are not sufficient to adequately clean the filter media causing mudballs and Powder Activated Charcoal to accumulate. This project would improve the backwash and underdrain issues and replace the filter media to comply with MDNR standards.

Cost Estimate: \$1,500,000 **Account 08-6-0931-3048**

Completion Date: May 15, 2015

Responsible Party: Public Works Director/Chief Water Plant Operator

6. Turnout Gear Replacement

Justification: This is the third and final installment for the turnout gear replacement. This year will be less turnout gear; however the age of the fire helmets are reaching their recommended replacement date. The proposal would be replace the remaining 6 sets of turnout gear and replace the 25 fire helmets.

Cost Estimate: \$ 20,000 **Account 16-6-0103-0502**

Completion Date: March 31, 2015

Responsible Party: Captain Duane Gerke

C. Keep Our Community Safe & Secure – *for all citizens, businesses, and visitors.*

Objectives:

1. Offer a Citizens' Police Academy

Justification: The Citizens' Police Academy is a group of citizens who are interested in learning more about how the police department operates and the policing challenges our city faces. Participants in each session commit to meeting for three hours one night per week, for ten weeks, to learn about each aspect of the department.

The purpose of the Harrisonville Citizens' Police Academy is to develop positive relations between the police and community through education. The goals are to create a growing nucleus of responsible,

well-informed citizens who can share first hand their opinions about police practice and service. Citizens will gain an appreciation of the programs and challenges facing law enforcement and have the opportunity to offer comments and ideas regarding solutions. This program offers an excellent transition into our VIPS program.

Instructors are officers and personnel from the department who speak on their area of expertise, as well as special guest speakers. The training room in the new police station provides us the opportunity to offer this program.

Cost Estimate: \$5,000 **Account 01-6-0311-0207**

Completion Date: November 30, 2015

Responsible Party: Police Chief

2. Join the Community Narcotics Enforcement Team (CNET)

Justification: The success of narcotics investigations revolves around the ability to share information with surrounding law enforcement agencies. CNET was established several years ago and includes the following members: Bates County SO, Cass County SO, Dade Count SO, Henry County SO, Vernon County SO, Butler PD, Rich Hill PD, Lockwood PD, Adrian PD, and the El Dorado PD. Joining this organization would not only provide us current information but also additional resources to combat illegal drug activity. This is a program that we will assess the value of each year before renewing our participation.

Cost Estimate: \$5,000 **Account 01-6-0311-0216**

Completion Date: January 31, 2015

Responsible Party: Investigation's Lieutenant

D. Provide Great Customer Service – *with professional, timely and friendly staff.*

Objectives:

1. LED Street Light Conversion

Justification: Convert remaining 1,000 metal halide street lights to LED. LED's last longer and are more energy efficient. Approximately 600 lights have been converted from metal halide to LED and Induction fixtures with the majority paid for through the MARC Bright Cities Grant Program we were involved with. This has saved the City approximately \$36,432/yr in KWH savings for the past two years. The LED fixtures last approximately 4 times longer and use 45% of the energy consumed by metal halide fixtures. LED lights will pay for

themselves in four years with three to four years remaining in their service life. This objective would be completed over the next 3 years with approximately 330 fixtures replaced per year at \$300 per fixture. After the complete installation the street light conversion will save the City approximately \$97,152 per year in power cost savings.

Cost Estimate: \$99,000/yr. for 3 years **Account 07-6-0721-0318**

Completion Date: 2017

Responsible Party: Electric Department Director

2. Hire an Intern to Work with Historic Preservation Commission & Square Association

Justification: This Historic Preservation Commission (HPC) has requested funds to hire an intern to work on projects and a new association focused on promoting the square could benefit from the assistance of this intern. Projects that have been discussed include:

- Expanding the Historic Preservation/Harrisonville's presence on the City web page and/or establishing a web page link. This would allow the HPC to provide more historical information to the public.
- Having a guest speaker(s) attend their meeting(s), conducting professional development, and/or make a special presentation to the HPC and the public.
- Update Commission information with regards to CLG Requirements.

Cost Estimate: \$6,000 **Account 01-6-0608-0102**

Completion Date: October 15, 2015

Responsible Party: Director of Community Development

Submitted by: Director of Community Development / Historic Preservation Commission

3. Add a Full Time IT Support Position

Justification: The Systems admin position was created in 2002 out of a growing need for the reliability of in house IT support. The position was originally responsible for the single city hall server and pc's at city hall, fire, ems, and parks of approximately 30. At the time connectivity was with 10 dialup lines and 10 email addresses.

Today we have the original position plus 1 ever changing part time staff responsible for; 120 plus pc's, laptops, and tablets, 9 production servers and support of 3 others, 17 varying internet connections with 12 hardware firewalls, 5 other varying network appliances, 12 major applications and countless smaller application, and 172 current email addresses.

We have implemented countless new and additional software, services, and pieces of hardware that are more and more taxing on the staffing. The position has become a 24 hour a day 7 day a week position supporting our police and fire services as well as ongoing off hours maintenance of other existing systems.

The staff has also become point on phone and cell phone service and billing issues. Any issues pertaining to banking, credit card processing, PCI, HIPAA, and other security issues fall under the department's purview.

As a stop gap, we have continued to employ a strategy of defining a person in each dept. as the software administrator for their particular product. This was implemented because it is virtually impossible for one person to keep up with the setup and day to day operations of each software. It is also helpful because people who do a job are more familiar with the business process of their department. This is still a solid strategy that has been hindered by turnover in some key positions and hiring replacements without those same skills or providing for their training. However, we have implemented a great deal more technology over the last 12 years than we can continue to maintain.

As we continue to move forward and add new services, maintain, and improve existing services, we will have to look to increase staffing as well as bolster our infrastructure as both are being pushed to their limits. We currently aren't capable of doing enough training, planning, security, policy, or compliance as the department has become reactive due to the amount of day to day workload just keeping everyone else working. Replacing the entry-level part-time position with a reliable regular employee will improve our service on all these levels.

Cost Estimate: \$50,000 (net increase) **Account 01-6-0203-01xx**

Completion Date: April 30, 2015

Responsible Party: Systems Administrator, Finance Director

E. Cultivate a Rewarding Work Environment – *where creativity, efficiency and productivity are continuous pursuits.*

Objectives:

1. Complete Digital Archiving of Building Permits and Associated Documents.

Justification: This will allow staff to retrieve information faster with the Palidin System. To retrieve older information, staff oftentimes must go to the basement of City Hall and dig through boxes of information in an attempt to locate a document. This objective would be completed using existing staff and resources.

Cost Estimate: \$0

Completion Date: December 31, 2015

Responsible Party: Building Official

Submitted By: Director of Community Development

2. Outsource Payroll Processing

Justification: Outsourcing payroll would lessen the load and free staff's time to concentrate on other aspects of their job. The new system would give employees access to their paid time off and benefit information online at any time and would simplify the process of requesting and gaining approval for time off for the employee as well as the approving supervisor. The service would improve accuracy of tracking the hours worked as well as improving the accuracy and efficiency of data collection and entry.

Implementation costs will be approximately \$6,000 with annual service fees totaling \$30,000 (\$2,500 per month). Not filling the part time HR Specialist position and the elimination of the INCODE payroll software maintenance fee will offset the annual costs of this objective.

Cost Estimate: \$6,000 net increase **Account 01-6-0103-0201**

Completion Date: January 31, 2015

Responsible Party: City Clerk

Submitted By: City Clerk

F. Encourage Investment in Our Community – *whether it be redevelopment, new development or maintenance.*

1. Parks & Recreation Foundation Funding Development

Justification: In the last quarter of 2013, the Parks & Recreation Board approved the establishment of the Parks & Recreation Foundation through the Truman Heartland Community Foundation. The "HPRF" is a charitable nonprofit foundation that was established for the purpose of helping individuals and families in need participate in Parks & Recreation activities and to enhance Parks & Recreation amenities and services.

The goal for 2015 will be to further develop funding to the Foundation through special event fund raising, such as a golf tournament and other events as they are organized.

Cost Estimate: N/A

Completion Date: Ongoing

Responsible Party: Parks & Recreation Director

2. Obtain Economic Impact Analysis Software

Justification: The IMPLAN software system will allow the City to address questions about our local economy, such as:

- What would the economic impact of this project be?
- What would the effect of this company closure be?

IMPLAN offers [U.S. data for regional economic models](#) from ZIP Code level up to nationwide. The software will allow the City to use IMPLAN data to conduct economic impact studies at various levels of complexity. The software's user interface will allow us to view economic data about our area, customize a study to a specific industry, and perform economic impact analysis. A few examples of what this software and data can do for the City are as follows.

- *Assessing the Impact of New Businesses.* With the opening of new businesses comes an increase in local jobs. IMPLAN can estimate the number of jobs that will be generated by the introduction of a new business into the study economy.
- *Assessing the Impact of Tourism.* IMPLAN can help predict the economic effects of the establishment and operations of national parks, national forests, ski resorts, golf courses and other tourist driven opportunities.
- *Assessing the Impact of Institutions of Higher Education.* IMPLAN can help a City assess the value of a new college or university.

Given the number of industrial prospects (presently 13) and the possibility of establishing an MCC campus in Harrisonville, this will be a valuable tool in developing economic development strategies.

Cost Estimate: \$950 **Account: 01-6-0608-0216**

Completion Date: January 31, 2015

Responsible Party: Economic Development Manager

Submitted By: Director of Community Development