



**AGENDA
CITY OF HARRISONVILLE
BOARD OF ALDERMEN
REGULAR MEETING
CITY HALL
MAY 4, 2015
7:00 PM**

- 1. Call to Order & Pledge of Allegiance**
- 2. Roll Call**
 - I. Roll Call**
- 3. Ceremonial Matters**
- 4. Public Participation**
- 5. Approval of Minutes**
 - A. Board of Aldermen - Regular Meeting - Apr 20, 2015 7:00 PM**
- 6. Agenda Items**
 - A. Council Bill 036: A Resolution Authorizing the City Administrator to Execute an Agreement with Jedd Beasley for the Purpose of Abatement of Health and Environmental Violations 2015-2016**
 - B. Council Bill 037: AN ORDINANCE TO AMEND SECTION 385.120 OF THE HARRISONVILLE CITY CODE PROHIBITING UTILITY VEHICLES ON CITY STREETS.**
 - C. 2014 Citizen Satisfaction Survey Presentation by ETC**
 - D. Discussion of Strategic Plan Update Process**
 - E. Appointment Process**
- 7. Aldermen and Committee Reports**
- 8. Report from the City Administrator**
- 9. Report from the Mayor**
- 10. Questions from the Media**
- 11. Adjourn to Executive Session**

12. Adjourn From Regular Session

Posted on City Hall Bulletin Board this 30th day of April 2015

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



DRAFT
MINUTES
CITY OF HARRISONVILLE
BOARD OF ALDERMEN
REGULAR MEETING
CITY HALL
APRIL 20, 2015
7:00 PM

1. **Call to Order & Pledge of Allegiance**
2. **Roll Call**

Attendee Name	Title	Status	Arrived
Bret Brown	Board Member	Present	
Bret Reece	Board Member	Present	
David Dickerson	Board Member	Present	
Doug Meyer	Board Member	Present	
Ivan Stull	Board Member	Present	
Marcia Milner	Board Member	Present	
Morris Coburn	Board Member	Present	
Stacey Dahlman	Board Member	Present	
Kevin Wood	Mayor	Present	

Others Present: City Administrator Keith Moody, City Attorney Steve Mauer, Finance Director, Mike Tholen, Police Chief John Hofer, City Kim Hubbard, Public Information Officer Sheryl Stanley, Public Works Director Jerry Gibbs, Electric Department Director Keith Thomas, and Assistant Public Works Director Eric Patterson.

3. **Ceremonial Matters**

None.

4. **Public Participation**

None.

5. **Approval of Minutes**

- A. **Board of Aldermen - Regular Meeting - Apr 6, 2015 7:00 PM**

Minutes were approved.

RESULT:	ACCEPTED [UNANIMOUS]
MOVER:	Morris Coburn, Board Member
SECONDER:	David Dickerson, Board Member
AYES:	Brown, Reece, Dickerson, Meyer, Stull, Milner, Coburn, Dahlman

6. Certify Election Results

A. AN ORDINANCE DECLARING THE RESULTS OF THE CITY GENERAL ELECTION HELD ON APRIL 7, 2015, FOR THE OFFICES OF MAYOR AND FOUR ALDERMEN.

City Attorney Mauer read Council Bill 034 by title only. Alderman Meyer made the motion to move Council Bill 034 to its second reading. Alderman Reece seconded the motion and it was approved by the following roll call vote:

Ayes: Aldermen Dickerson, Dahlman, Stull, Brown, Meyer, Reece, Milner, and Coburn

Nays: None

Absent: None

Abstain: None

City Attorney Mauer read Council Bill 034 by title only for a second time.

Council Bill 034 became Ordinance 3309.

RESULT:	ADOPTED [UNANIMOUS]
AYES:	Brown, Reece, Dickerson, Meyer, Stull, Milner, Coburn, Dahlman

7. Swearing In of New Mayor and Board of Aldermen

Mayor Wood presented outgoing Aldermen Doug Meyer, Bret Reece and Bret Brown with plaques for their commitment and time serving on the Board of Aldermen and the community. Well-wishes were shared from the other aldermen.

City Clerk Hubbard swore in Brian Hasek as Mayor, Judy Bowman, Alderman Ward 1, Marcia Milner, Alderman Ward 2, Clint Long, Alderman Ward 3, and Josh Stafford, Alderman Ward 4.

8. Expressions of Appreciation to Outgoing Officials

City Administrator Moody read Resolution from the state of Missouri and Mayor Hasek presented Kevin Wood with a plaque recognizing his service to Harrisonville for 17 years, 14 years as Mayor and 3 years as an Alderman.

9. Recess to a Reception for Outgoing and New Board Members (15 Minutes)

Mayor Hasek announced there would be recess and invited all in attendance to join the reception for outgoing and new board members.

Alderman Coburn made the motion to adjourn meeting. Alderman Dickerson seconded the

motion and it was approved by a voice vote. Meeting adjourned at 7:25 p.m.

Kevin Wood, Mayor & Ex-Officio
Chairman of the Board of Aldermen

ATTEST:

Kim Hubbard, City Clerk

APPROVED by the Mayor this 20th day of April, 2015.

10. Reconvene the Board of Aldermen Meeting/Call to Order

Mayor Hasek called meeting to order at 7:42 pm

11. Roll Call

Aldermen in Attendance: Aldermen Judy Bowman, Stacey Dahlman, Marcia Milner, Morris Coburn, David Dickerson, Clint Long, Ivan Stull, Josh Stafford, and Mayor Hasek.

12. Agenda Items**A. Elect Acting President of the Board**

Mayor Hasek opened the floor for nominations for President of the Board. Alderman Coburn nominated Alderman Dickerson. Alderman Milner nominated Alderman Stull.

With no further nominations Alderman Dahlman made a motion to close nominations, Alderman Coburn seconded the motion and it was approved by a voice vote.

A vote was taken for each nominee by the showing of hands, the results were as follows:

Alderman Dickerson-3 votes

Alderman Stull-5 votes

Alderman Stull was elected as the Acting President of the Board.

B. Appointment of Brad Bockelman and Rusty Bennett to the Harrisonville Planning & Zoning Commission

Mayor Hasek recommended appointments to the Planning and Zoning Commission of Brad Bockelman to fill the vacancy of Cody Chancellor and Rusty Bennett to fill the vacancy of Bill Mills. Alderman Dickerson made the motion to approve the Mayor's recommendations and Alderman Coburn seconded the motion.

Alderman Bowman inquired who else had applied to serve on P & Z. There was discussion regarding the process of reviewing applicants and wanting to know more about the applicants. Alderman Milner asked if this item could be tabled. City Attorney Mauer stated that it could. Alderman Milner made the motion to table and City Attorney Mauer explained the motion to table supersedes the motion to approve. Alderman Bowman seconded the motion to table. The motion to table was approved by a voice vote 5-3, Aldermen Dickerson, Coburn and Long voting No.

Appointments to the P & Z were tabled.

C. Re-appointment of Municipal Judge Kevin Anderson

City Clerk Hubbard reported April 2005 was the last time the re-appointment of the Municipal Judge took place. Ms. Hubbard went on to report that the current Judge, Kevin Anderson, has agreed to stay on with the Board's approval. Alderman Long asked if this re-appointment should be handled like other Board appointments. Ms. Hubbard explained the municipal judge is paid through the City's payroll system and is not like other appointments. Mayor Hasek encouraged the Board to approve this re-appointment recommendation.

Alderman Coburn made the motion to approve. Alderman Dickerson seconded the motion and it was approved by a voice vote.

Kevin Anderson was re-appointed to serve as Municipal Judge.

D. A Resolution Authorizing the City Administrator of the City of Harrisonville to Enter into an Agreement with Grand River Fencing to Install Fencing for the North Electric Substation at a Cost Not to Exceed \$17,823.60

City Attorney Mauer read Council Bill 035 by title only. Mr. Thomas reviewed the bids that were received and reported staff was recommending the bid be awarded to Grand River Fencing.

Alderman Coburn made the motion to approve and Alderman Dickerson seconded the motion and it was approved by voice vote.

Council Bill 035 became Resolution 023.

13. Aldermen and Committee Reports

Alderman Dahlman congratulated the new members of the Board.

Alderman Milner congratulated the new members of the Board.

Alderman Coburn welcomed the new Board members and thanked Mr. Jacobs for the installation of a sign.

Alderman Bowman congratulated the new members of the Board and thanked Mr. Moody for his assistance in resolving an issue in the Eastern Hills Subdivision.

Alderman Dickerson congratulated everyone.

Alderman Stull extended his congratulations to everyone.

Alderman Stafford stated he was excited to get started.

14. Report from the City Administrator

Mr. Moody reported the orientations with the new Mayor and Board members lasted about 2 hours. Mr. Moody gave an update on the historical part of town and talked about an update to the strategic planning process.

15. Report from the Mayor

Mayor Hasek thanked everyone for the warm welcome and asked for patience while going through the learning process.

16. Questions from the Media

No media in attendance.

17. Adjourn to Executive Session

No executive session.

18. Adjourn From Regular Session

Alderman Dickerson made the motion to adjourn the meeting. Alderman Coburn seconded the motion and it was approved by a voice vote. The meeting adjourned at 7:59 p.m.

Kevin Wood, Mayor & Ex-Officio
Chairman of the Board of Aldermen

ATTEST:

Kim Hubbard, City Clerk

Minutes Acceptance: Minutes of Apr 20, 2015 7:00 PM (Approval of Minutes)



TO: Board of Aldermen
FROM: Rick Deluca, Director
DATE: April 29, 2015
SUBJECT: Resolution to Execute an Agreement with Jedd Beasley

Type of Item: *Approval*

SUBJECT Health and Environmental Abatement Contract

Every two years the City of Harrisonville bids/accepts proposals for the abatement of code violations. The contractor would be expected to mow weeds/high grass/brush, clean up trash/refuse and abate other related violations.

City staff placed an ad in the newspaper, posted the RFP in City Hall and on the City web site. We received one bid from Jedd Beasley. Mr. Beasley currently provides the City with abatement services. Staff has received no complaints regarding Mr. Beasley and he has been responsive to our requests. Furthermore, the rates in the 2015 bid are the same as the rates that were approved by the Board in 2013.

Recommendation: *Staff recommends awarding Mr. Beasley the contract.*

Attachments:

Invitation to Bid

Bid Package

Bid Document - Beasley

Copy of Contract

Council Bill No. 036**Resolution No.****A Resolution Authorizing the City Administrator to Execute an Agreement with
Jedd Beasley for the Purpose of Abatement of Health and Environmental Violations
2015-2016**

WHEREAS, The City of Harrisonville contracts annually during the summer for someone to address nuisance violations (i.e. mowing and trash) at various locations, and

WHEREAS, a notice for bids was posted and bids were accepted to perform the work, and

WHEREAS, Jedd Beasley was the low bidder for this job, with a bid of \$30 per hour for standard mowing and \$30 per hour for trash abatement (plus landfill fee).

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF HARRISONVILLE, MISSOURI, AS FOLLOWS:

Section 1: That the City Administrator of the City of Harrisonville is hereby authorized and directed to enter into an Agreement with Jedd Beasley to provide mowing services for a fee of \$30 per hour and \$30 per hour for trash abatement (plus landfill fee).

Section 2: That this resolution shall become effective immediately upon its passage and approval.

PASSED AND RESOLVED by the Board of Aldermen and APPROVED by the Mayor of the City of Harrisonville, Missouri, this 4th day of May, 2015.

Brian Hasek, Mayor and Ex-Officio
Chairman of the Board of Aldermen

ATTEST:

Kim Hubbard, City Clerk

APPROVED by the Mayor this 4th day of May 2015

M E M O R A N D U M

TO Mayor Hasek & Board of Aldermen

FROM Rick DeLuca, Director of Community Development

DATE April 28, 2015

SUBJECT Health and Environmental Abatement Contract

Every two years the City of Harrisonville bids/accepts proposals for the abatement of code violations. The contractor would be expected to mow weeds/high grass/brush, clean up trash/refuse and abate other related violations.

City staff placed an ad in the newspaper, posted the RFP in City Hall and on the City web site. We received one bid from Jedd Beasley. Mr. Beasley currently provides the City with abatement services. Staff has received no complaints regarding Mr. Beasley and he has been responsive to our requests. Furthermore, the rates in the 2015 bid are the same as the rates that were approved by the Board in 2013.

Recommendation: Staff recommends awarding Mr. Beasley the contract.

Attachments:

Invitation to Bid
Bid Package
Bid Document – Beasley
Copy of Contract



STAFF REPORT

TO: Board of Aldermen
FROM: John Hofer, Director
DATE: April 29, 2015
SUBJECT: Amendment to UTV Ordinance

Type of Item: *Approval*

The recently adopted UTV Ordinance 385.120, has some potential issues that need to be addressed before our officers begin any enforcement. The ordinance is very general in description and does not address the following concerns:

- ☐ The actual hours of operation for a UTV due to the lack of required lighting that is standard on all motor vehicles with operating turn signals. The ordinance does not specify the lighting requirement for the UTV.
- ☐ Mechanical turn signals will be a concern for other motorists on the public streets. This is a safety concern for safe movement of all vehicles on the roadway. The ordinance also does not require the operator to have passed an examination for the operation of a motorcycle which requires the use and knowledge of hand signals.
- ☐ There is no general statement in the ordinance for operators to adhere to all traffic laws.
- ☐ The display of the actual permit. The ordinance does not require that the permit be displayed permanently on the UTV but only be carried. This will present a stop and detain issue for officers if the permit is not displayed upon the vehicle to be clearly observed and the ability to use the permit for more than one UTV.
- ☐ There is no provision in the ordinance for a safety inspection of the UTV or who would do that. This will be a general safety concern for the operators and other motorist if a UTV is unsafe mechanically to be on the public street.
- ☐ Other safety concerns are, not requiring any type of safety cage or roll-bar to protect occupants of the UTV, headgear or safety glasses for eye protection or requiring the UTV to have a windshield.
- ☐ The speed limit defined in the ordinance is not exceed 45 MPH however based on the locations where a UTV can travel, the maximum speed limit they can travel is 35 MPH. I believe this will be confusing for operators. The geographical areas within the city limits will also limit any potential operator to that area because they will not be able to travel along the prohibited routes to access any other area of the city.
- ☐ The ordinance states a person operating a UTV shall have a valid operator's or chauffeur's license. This will include drivers who have Intermediate license which are between the ages of 16 & 18. The state currently restricts Intermediate drivers but the ordinance would not. This could create a problem for the school district.
- ☐ Under the prohibited areas defined in the ordinance such as State Highways 2 & 7, the ordinance

does not name the specific street such as South St or Mechanic St. I again believe this will also be confusing to operators and may create some debate.

Please see the attached red line version of this ordinance prepared by City Attorney Mauer's Office. Staff is still concerned with the inspection of such vehicles, the crossing of prohibited roadways, and the fee of only \$15 collected.

Staff recommends approval of the proposed ordinance amendments.

Council Bill No. 037**Ordinance No.****AN ORDINANCE TO AMEND SECTION 385.120 OF THE HARRISONVILLE
CITY CODE PROHIBITING UTILITY VEHICLES ON CITY STREETS.**

Please see the attached red-line version of the ordinance with amendments.

BILL NO. _____
 VOTED FOR: _____
 VOTED AGAINST: _____

ORDINANCE NO. _____
 FIRST READING: _____
 SECOND READING: _____

AN ORDINANCE TO AMEND SECTION 385.120 OF THE HARRISONVILLE CITY CODE PROHIBITING UTILITY VEHICLES ON CITY STREETS.

WHEREAS, the Board of Aldermen for the City of Harrisonville desire to amend its Code to create Section 385.120 regarding the use of Utility Vehicles within City Limits.

NOW, THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF HARRISONVILLE, MISSOURI, AS FOLLOWS:

That Section 385.120 shall be created to read as follows:

SECTION 385.120: UTILITY VEHICLES, PROHIBITED – EXCEPTIONS – OPERATION OF UNDER AN EXCEPTION – PROHIBITED USES – PENALTY.

A. DEFINITION – UTILITY VEHICLE: Any motorized vehicle manufactured and used exclusively for off-highway use which is sixty-three inches or less in width, with an unladen dry weight of one thousand eight hundred fifty pounds or less, traveling on four or six wheels, to be used primarily for landscaping, lawn care, or maintenance purposes.

1. No person shall operate a utility vehicle, as defined in section 340.010 of RSMo., upon the streets of this city, except pursuant to Section 304.032 RSMo., and as follows:

- (1) The Chief of Police may issue a special permit, pursuant to Section 304.032, RSMo., for utility vehicles to be used on streets within the city limits by licensed drivers.
- (2) Said permit to be issued upon proof that the applicant has a valid operator's or chauffeur's license, that the applicant has liability insurance, covering the operation of said vehicle in an amount meeting the Missouri minimum standards for automobile insurance; and
- (3) the payment of a fee of fifteen dollars;

2. No person shall operate a utility vehicle within any stream or river in this state, except that utility vehicles may be operated within waterways which flow within the boundaries of land which a utility vehicle operator owns, or for agricultural purposes within the boundaries of land which a utility vehicle operator owns or has permission to be upon, or for the purpose of fording such stream or river of this state at such road crossings as are customary or part of the highway system. All law enforcement officials shall enforce the provisions of this subsection within the City.

3. A person operating a utility vehicle shall have a valid operator's or chauffeur's license, but shall not be required to have passed an examination for the

operation of a motorcycle, ~~and. Intermediate licensed drivers are prohibited from operating UTVs.~~ Utility vehicles shall be operated at a speed no greater than the posted or established speed limit for the street which they are on, but in no case shall they operate at a speed in excess of ~~forty~~thirty-five miles per hour.

4. Operation of a utility vehicle is prohibited along the following roadways:

- (1) ~~South Street or~~ State Highway 2;
~~(2) Mechanic Street or~~ State Highways ~~2 and 7~~;
~~(3) State Highway 291;~~
- (2) Commercial Street; and
- (3) Interstate 49/Highway 71.

The only use allowed on the above roadways is limited to crossing said roadway.

5. No persons shall operate a utility vehicle:

- (1) In any careless way so as to endanger the person or property of another; or
- (2) While under the influence of alcohol or any controlled substance.

6. No operator of a utility vehicle shall carry a passenger, except for a utility vehicle in which the seat of such vehicle is designed to carry more than one person. Any driver and/or passenger must wear a seatbelt at all times the vehicle is in operation.

7. A violation of this section shall be a misdemeanor. In addition to other legal remedies, the City may institute a civil action in a court of competent jurisdiction for injunctive relief to prevent such violation or future violations and for the assessment of a civil penalty not to exceed one hundred dollars per day of violation.

B. DISPLAY OF PERMIT

The UTV permit shall be permanently affixed to the driver's side front post approximately 12 inches below the roof line, to be visible to any authorized public official or police officer.
~~carried at all times by the applicant to whom issued while operating the UTV in the City and shall be exhibited by such applicant whenever he/she shall be requested to do so by any authorized public official or police officer.~~

C. SAFETY REQUIREMENTS

All utility vehicles are subject to the following safety requirements, in addition to any other requirements identified in RSMo Chapter 304:

- (1) must be equipped with a manufacture's installed safety cage with a minimum of four posts;
- (2) have either a full windshield or the operator and passenger will be required eye protection;
- (3) be equipped with operational mechanical turn signals.

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1.5"

- (4) all operators and all occupants shall wear protective headgear as defined in 380.190;
- (5) seat belts shall be required by all occupants as stated in 380.160; and
- (6) lights shall be required on all vehicles after dark. Specifically, utility vehicle as defined in 301.010 RSMo, shall be equipped with at least two (2) approved headlamps mounted at the same level with at least one (1) on each side of the front of the vehicle. Every motorcycle shall be equipped with at least one (1) and not more than two (2) approved headlamps. Any utility vehicle without proper headlights shall be prohibited from dusk to dawn as defined by 380.010.

D. TRAFFIC LAWS

Operation of any utility vehicle shall be subject to all provisions of RSMo Chapter 304, which is adopted as a part of this ordinance by reference. Operators of said utility vehicles shall adhere to all traffic laws identified therein.



TO: Board of Aldermen
FROM: Keith Moody, City Administrator
DATE: April 30, 2015
SUBJECT: 2014 Citizen Satisfaction Survey Presentation by ETC

Type of Item: *Presentation*

Background: Harrisonville has completed a citizen satisfaction survey every other year since 2008. The Survey is provided to each residential utility account. ETC Institute administers the survey, their Direction Finder survey allows us to compare our results to regional (MO/KS) and national benchmarks as the survey is administered in cities throughout the united states. Results are presented in graphs enhancing comprehension of the results.

Review: Chris Tatham from ETC will present the attached power point at the meeting. His expertise in administering the survey makes his insight invaluable. The results of the survey are good, with Harrisonville satisfaction at or above 30 of the 50 MO-KS benchmarks. The Importance-Satisfaction tool included in the survey will be used in setting goals/priorities during our 2016 budget preparation process. The survey is included on the City's web site for citizens to review as well.

C. Discussion Item (ID # 1842)

2014 Citizen Satisfaction Survey Presentation by ETC

Attachments:

2014 Harrisonville Survey Presentation by ETC (PPTX)

2014HarrisonvilleDF_final report (PDF)

Appx A_GIS Maps (PDF)

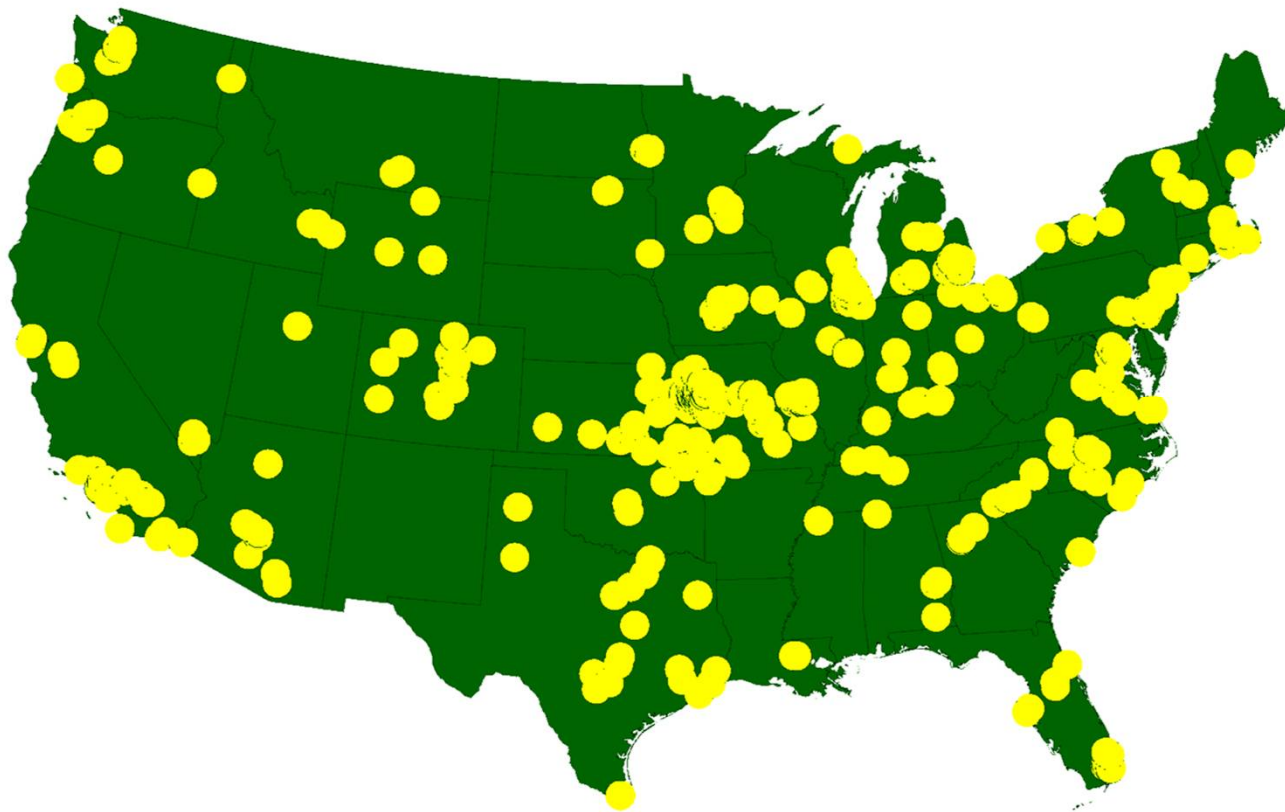
City of Harrisonville Citizen Survey Findings

Presented by
ETC Institute

May 4, 2015

A National Leader in Market Research for Local Governmental Organizations

...helping city and county governments gather and use survey data to enhance
organizational performance for more than 30 years



**More than 2,050,000 Persons Surveyed Since 2006
for more than 850 cities in 49 States**

Agenda

- q Purpose
- q Methodology
- q Bottom Line Up Front
- q Major Findings
- q Conclusions
- q Questions

Purpose

- q To objectively assess resident satisfaction with the delivery of City services
- q To measure trends over time
- q To gather input from residents to determine priorities for the community as part of the City's ongoing planning process
- q To compare Harrisonville's performance with other communities

Methodology

q Survey Description

- q included most of the questions that were asked in 2012 and a few new ones

q Method of Administration

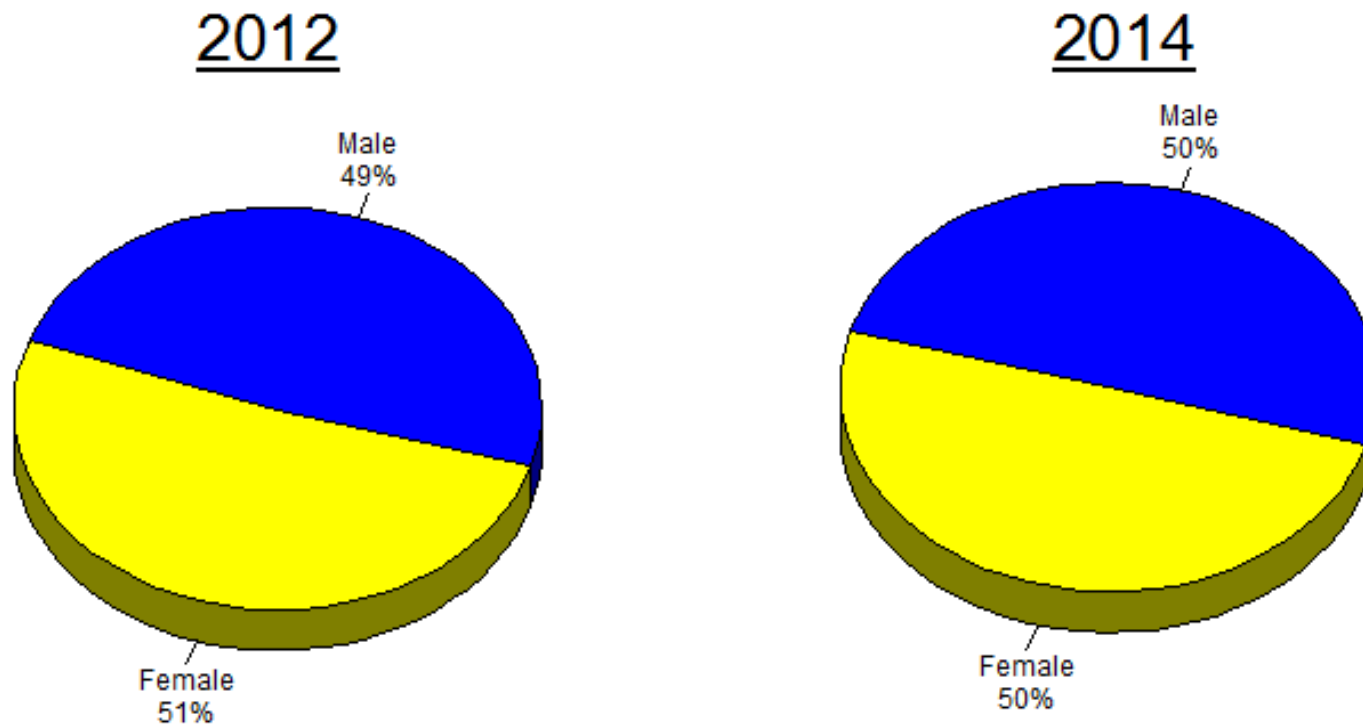
- q Surveys mailed to all households in the City
- q Phone follow-up needed to ensure results were representative of the City
- q Each survey took approximately 15 minutes to complete

q Sample Size

- q 669 completed surveys
 - q Confidence level: 95%; Margin of error: +/- 3.8%
- ## q Home address was geocoded to allow GIS Mapping

Q31. Demographics: Gender of Respondents

by percentage of respondents



Source: ETC Institute (2014 - City of Harrisonville, MO)

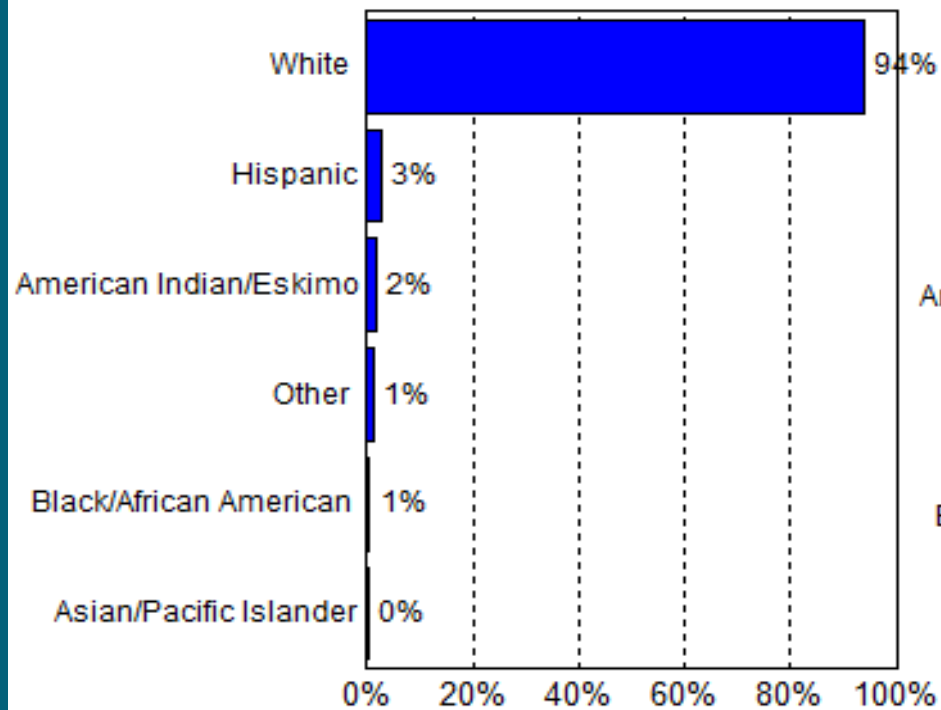
TRENDS

Good Representation by Gender

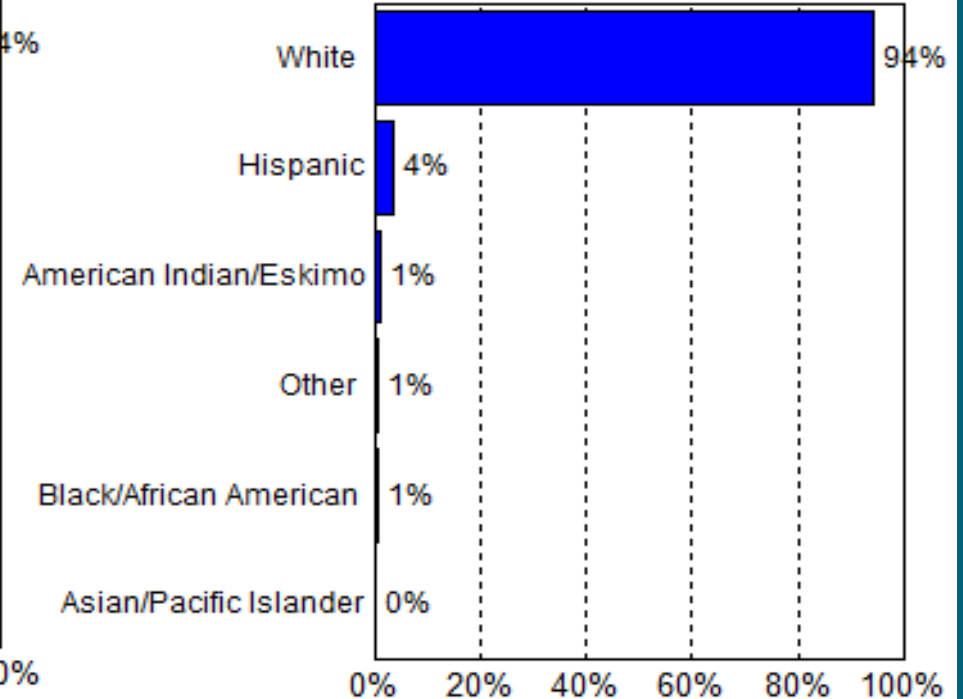
Q25. Demographics: Race/Ethnicity

by percentage of respondents (multiple responses allowed)

2012



2014



TRENDS

Source: ETC Institute (2014 - City of Harrisonville, MO)

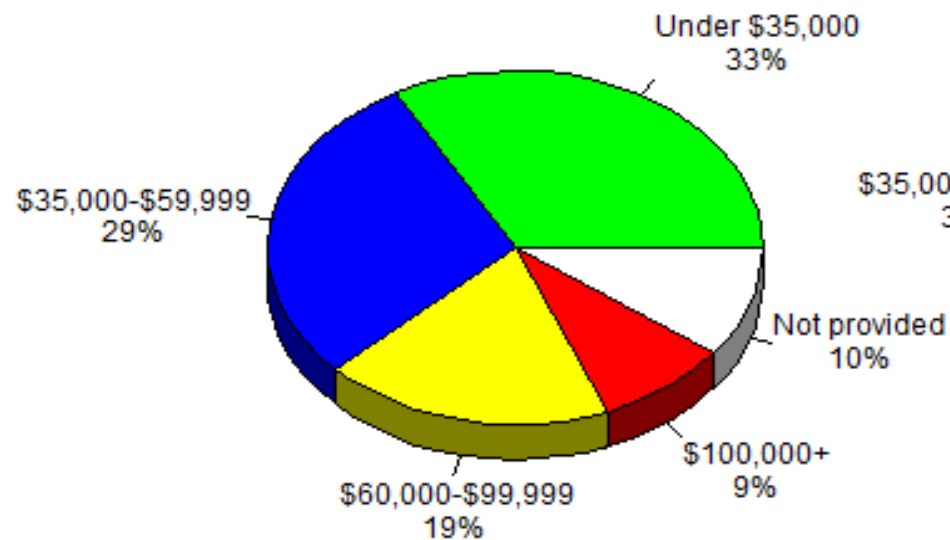
Good Representation by Race/Ethnicity

7

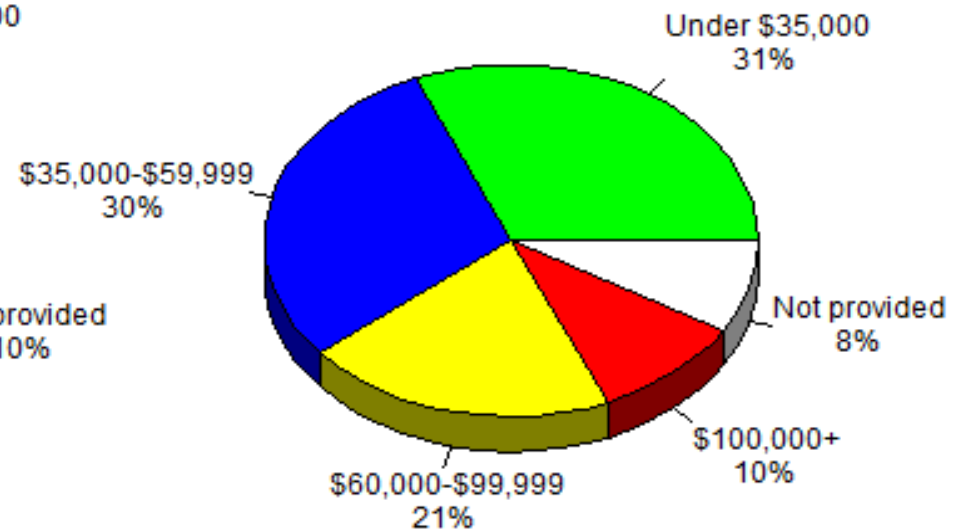
Q30. Demographics: Total Annual Household Income

by percentage of respondents

2012



2014



Source: ETC Institute (2014 - City of Harrisonville, MO)

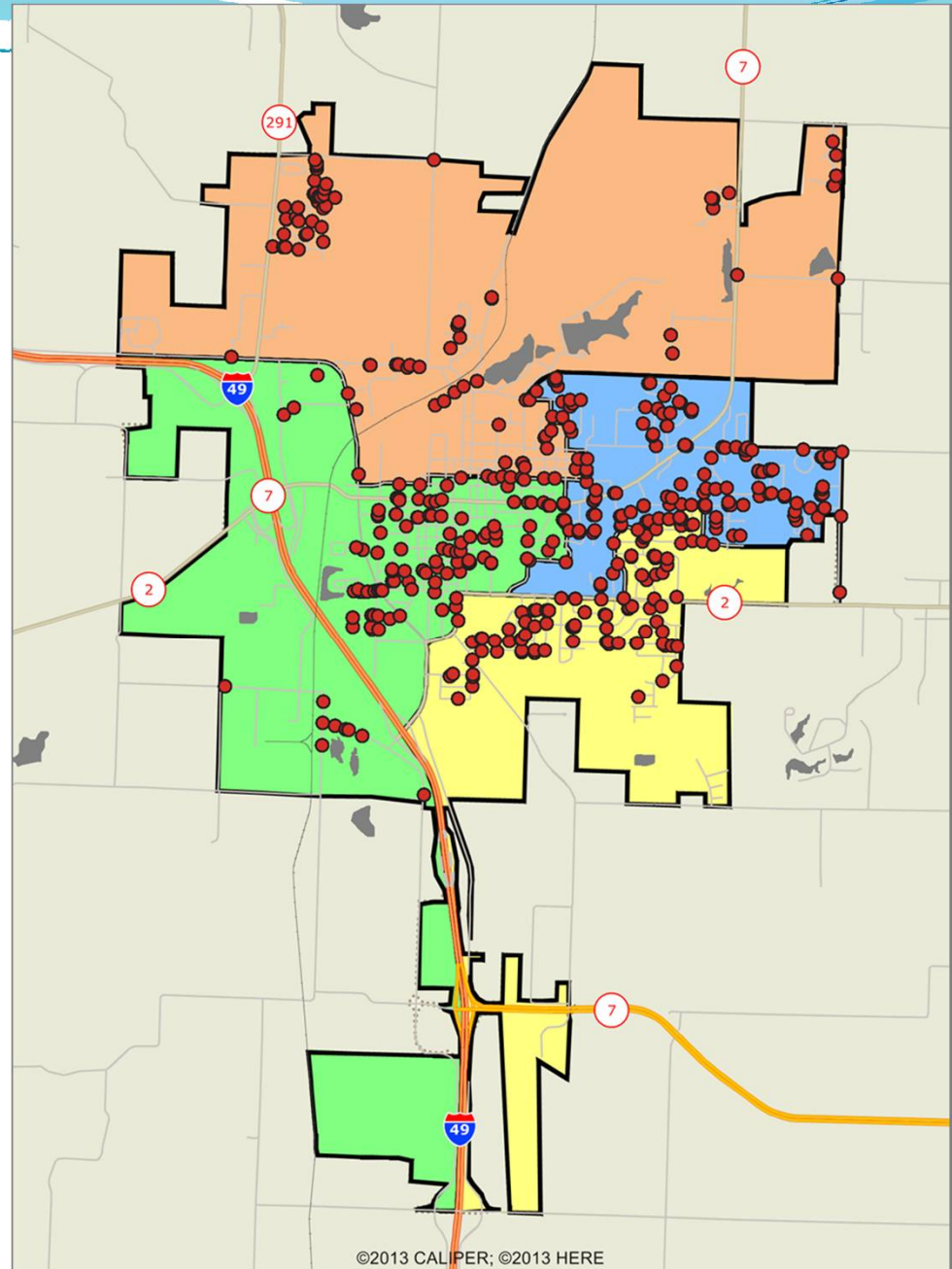
TRENDS

Good Representation by Household Income

City of Harrisonville 2014 Community Survey

Location of Respondents By Ward

Good Distribution By LOCATION



Bottom Line Up Front

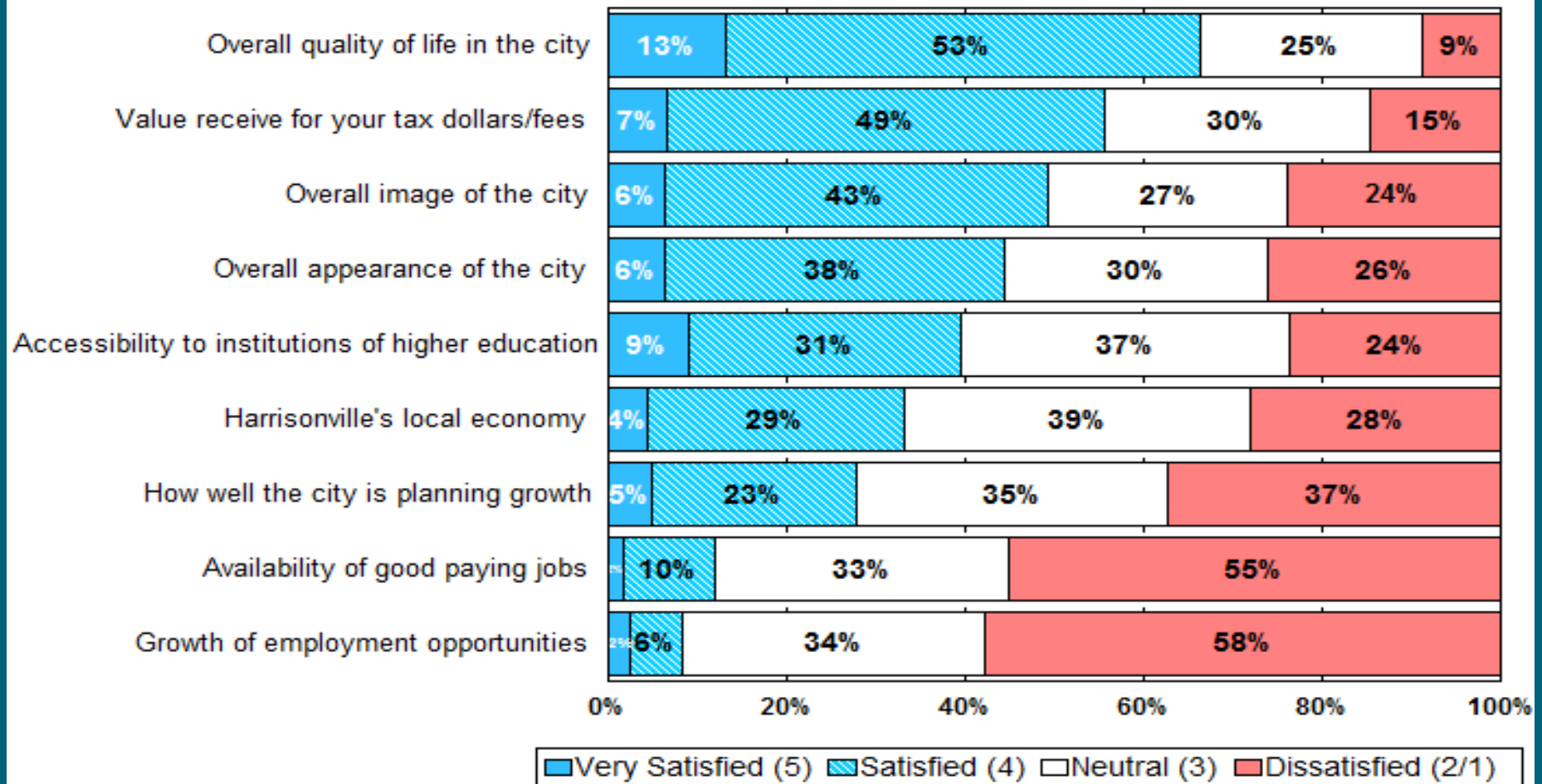
- q Residents generally have a positive perception of the City.
- q Satisfaction levels are generally the same throughout the City.
- q Since 2008, the City of Harrisonville's long-term performance has improved significantly in many areas, but have been some short-term decreases.
- q Issues related to growth management, infrastructure preservation and code enforcement should continue to be high priorities.

Topic #1

What Do Residents Generally Think of the City?

Q3. Satisfaction with Items That Influence Perceptions of the City of Harrisonville

by percentage of respondents (excluding don't knows)

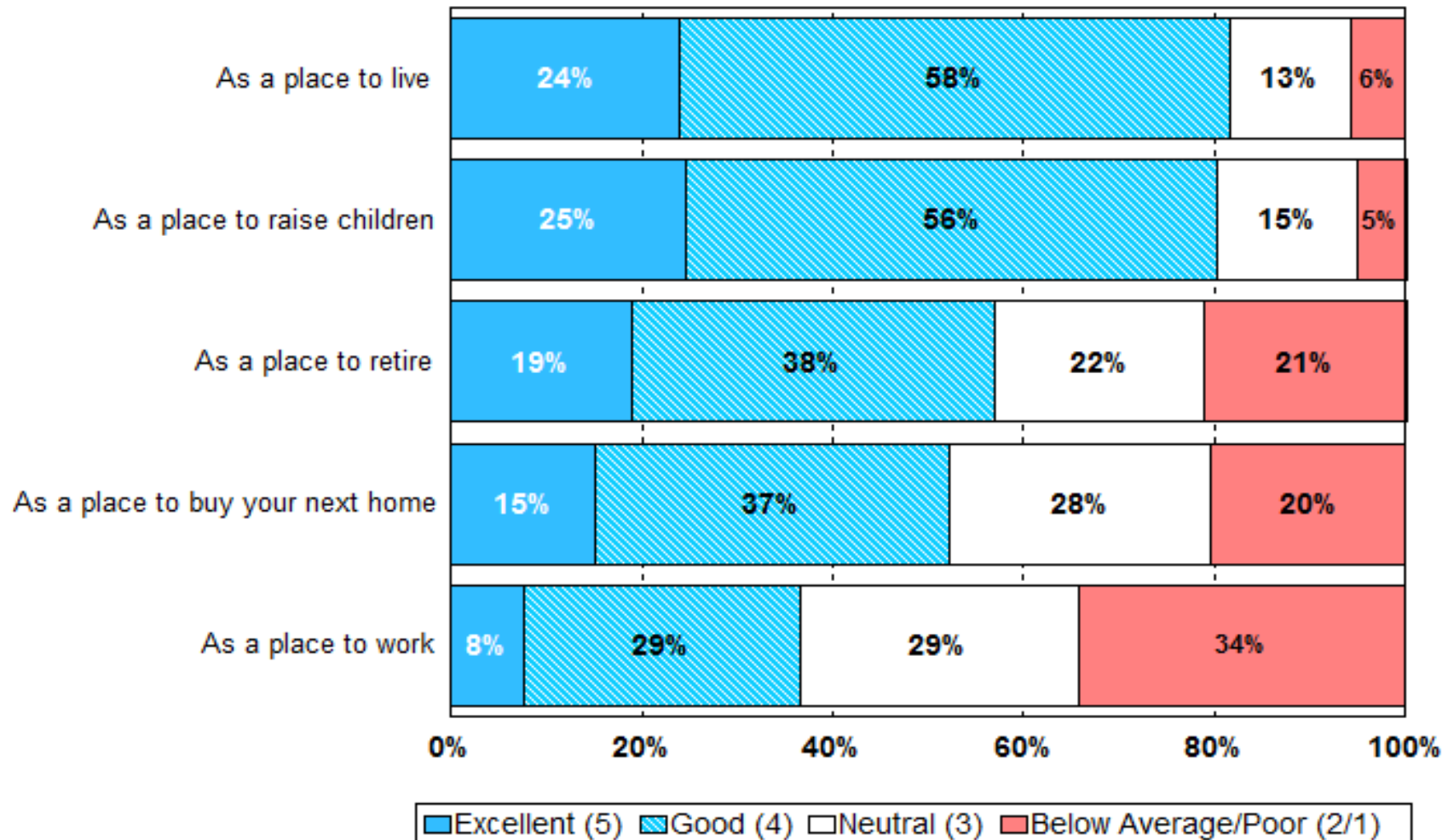


Source: ETC Institute (2014 - City of Harrisonville, MO)

Most Residents Feel Good About the Overall Quality of Life in Harrisonville, but There Are Some Concerns About Growth and the Availability of Good Paying Jobs

Q4. Quality of Life Ratings

by percentage of respondents (excluding don't knows)



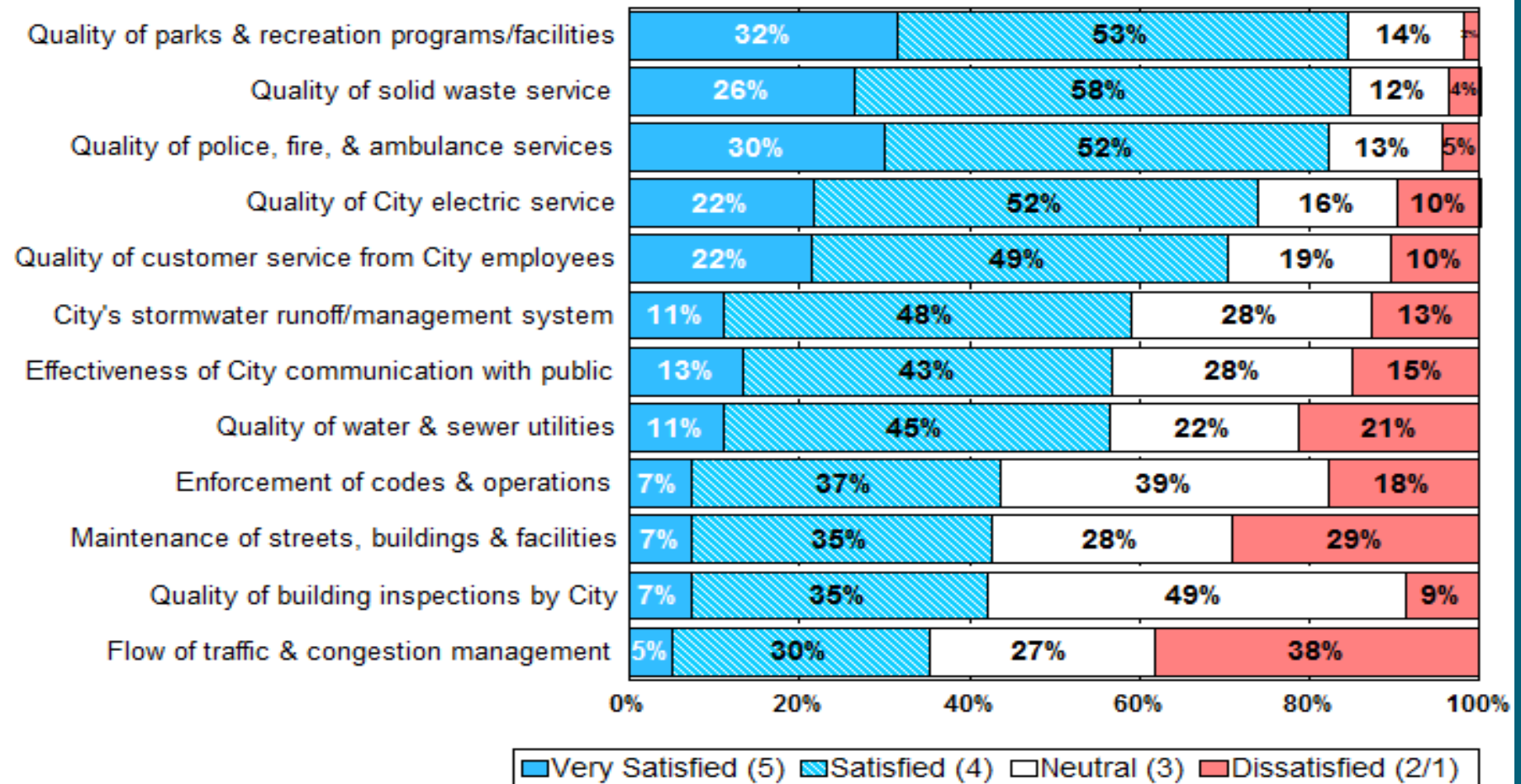
Source: ETC Institute (2014 - City of Harrisonville, MO)

Most Residents Feel Good About Harrisonville As a Place to Live and Raise Children

13

Q1. Overall Satisfaction with Harrisonville City Services

by percentage of respondents (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

Topic #2

Is the City Equitably Delivering Services Throughout the City?

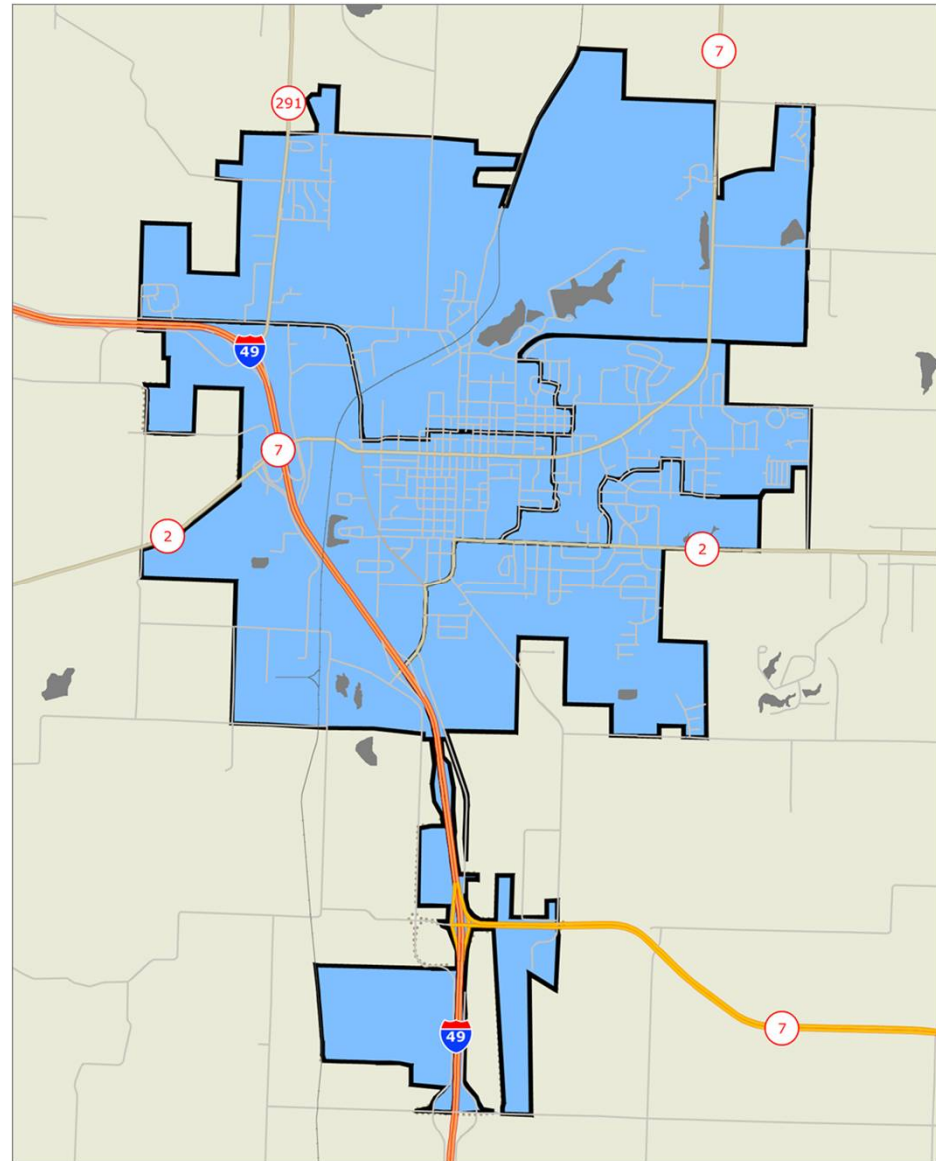
Satisfaction with Police, Fire, & Ambulance Services

Satisfaction Ratings
Were High in All
Areas of the City

LEGEND

Mean rating
on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other (no responses)



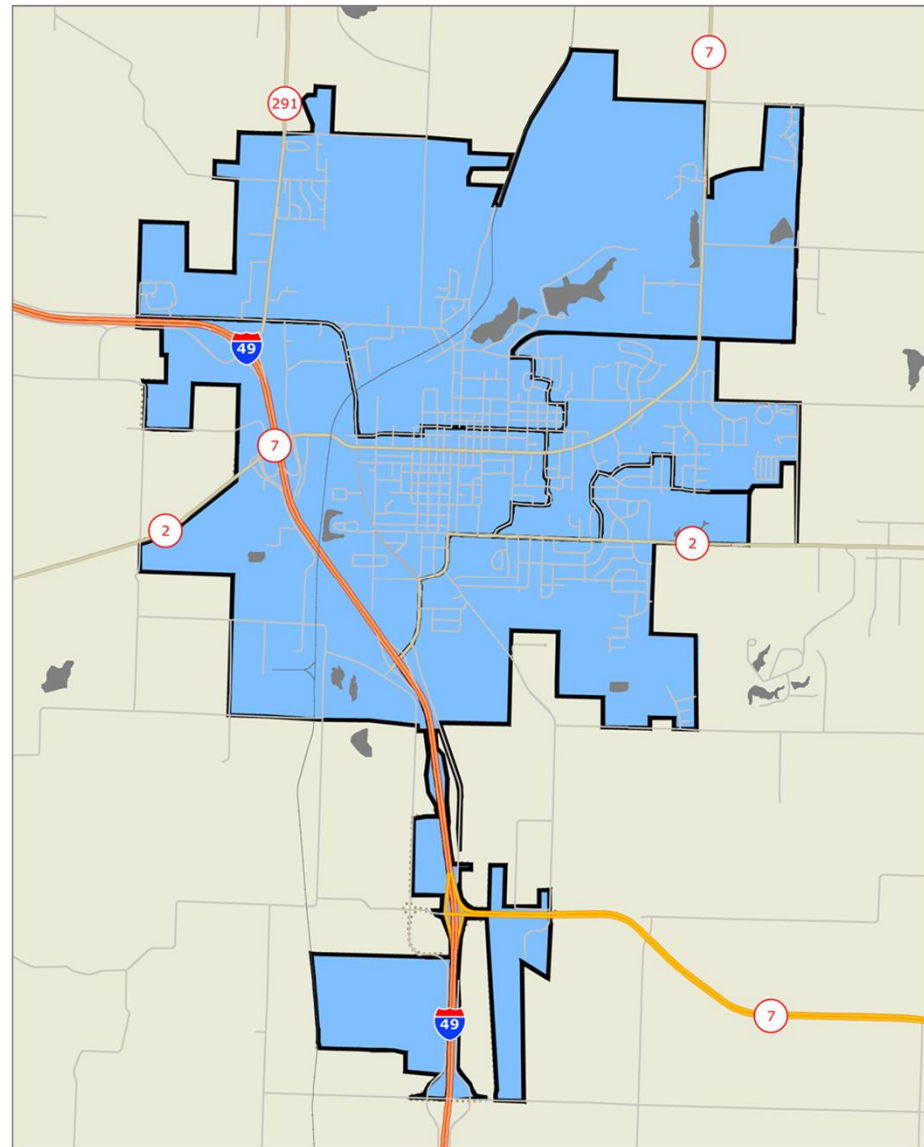
Satisfaction with Parks and Recreation Programs and Facilities

Satisfaction Ratings
Were High in All
Areas of the City

LEGEND

Mean rating
on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other (no responses)



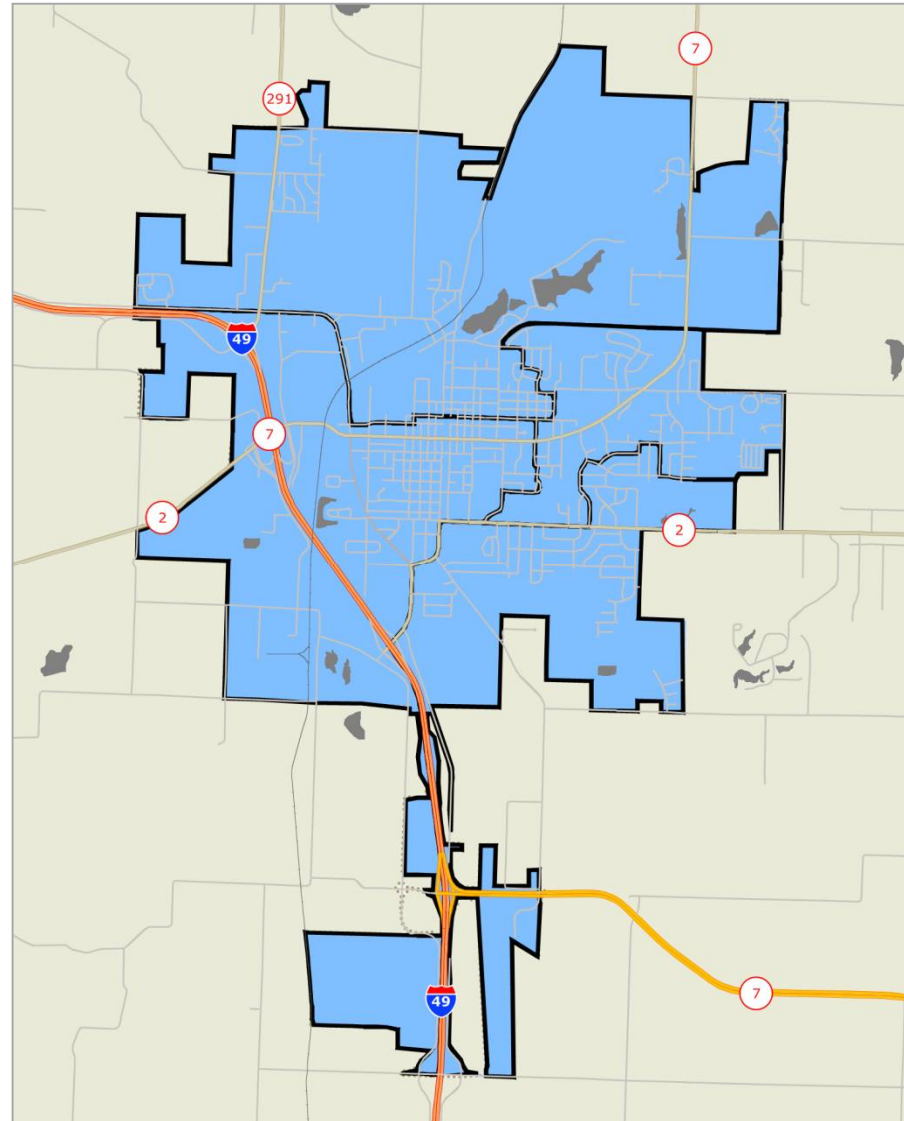
Satisfaction with Customer Service From City Employees

Satisfaction Ratings
Were High in All
Areas of the City

LEGEND

Mean rating
on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other (no responses)



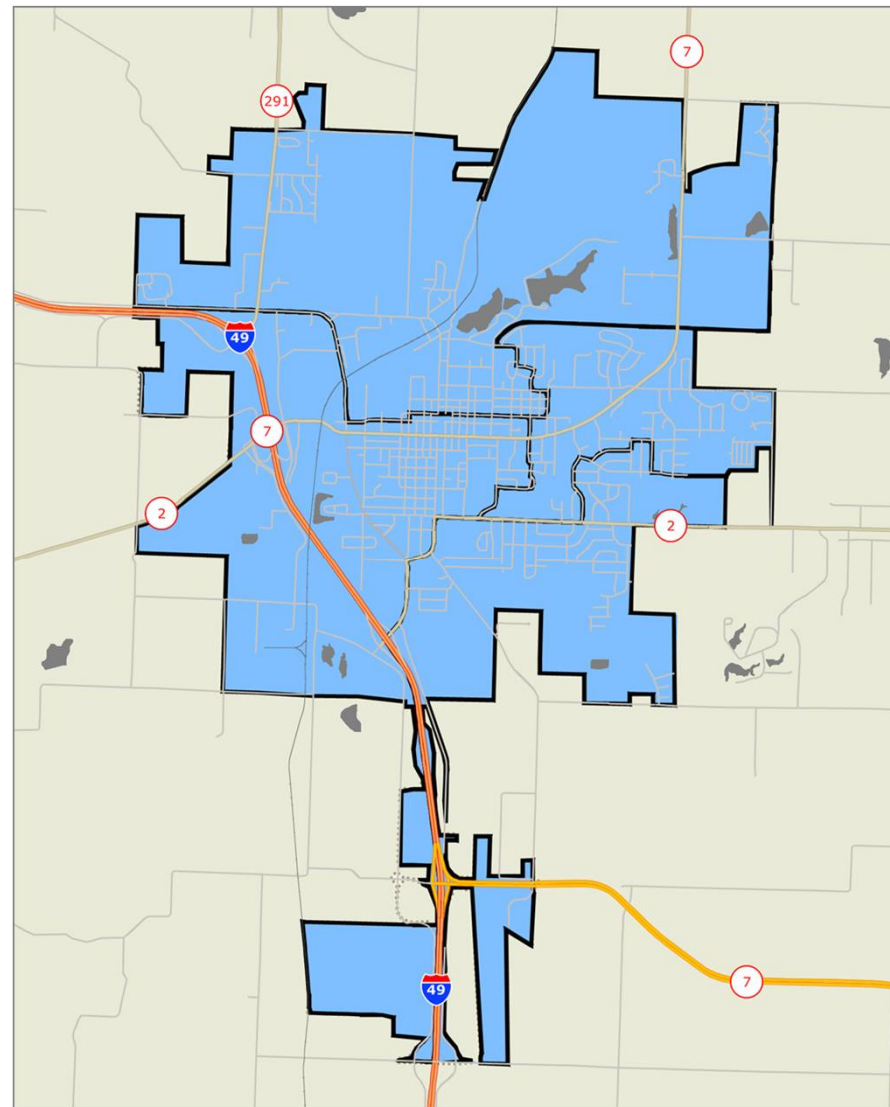
Satisfaction with the Effectiveness of City Communication with the Public

Satisfaction Ratings
Were High in All
Areas of the City

LEGEND

Mean rating
on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other (no responses)



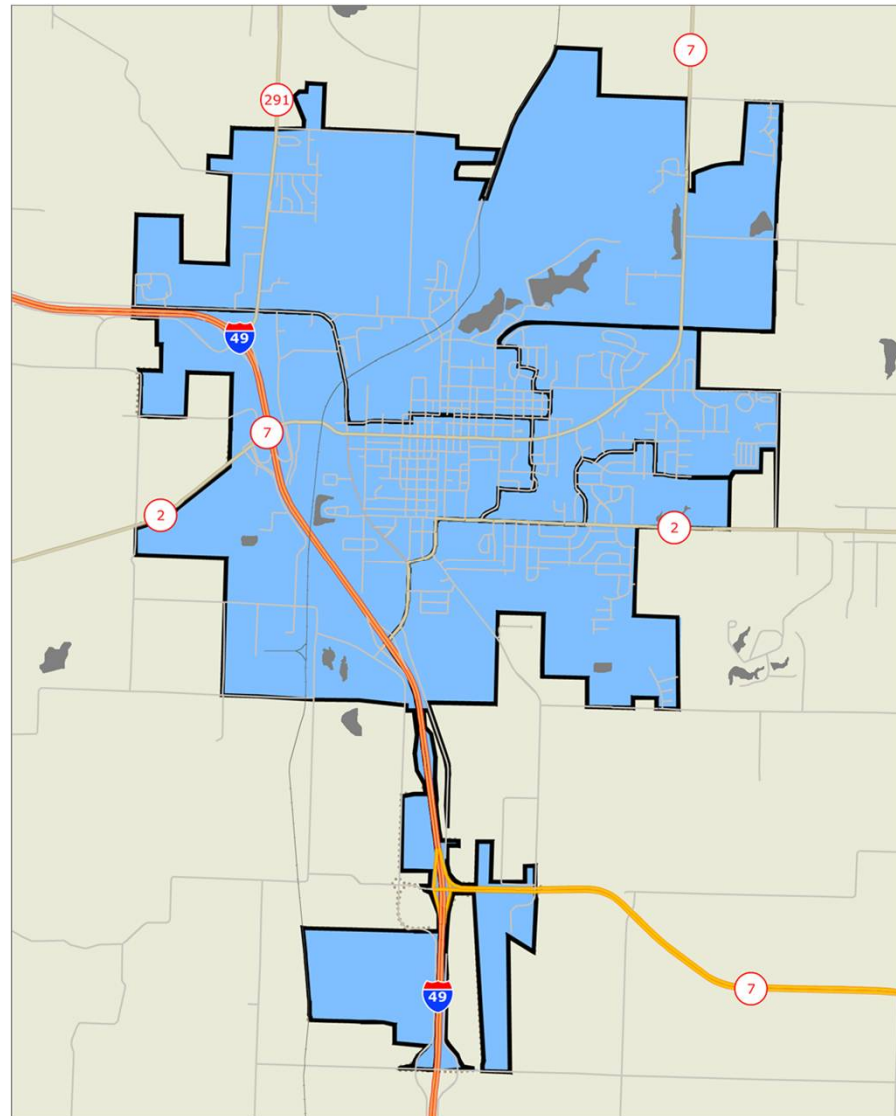
Satisfaction with the City's Stormwater Runoff/ Stormwater Management System

Satisfaction Ratings
Were High in All
Areas of the City

LEGEND

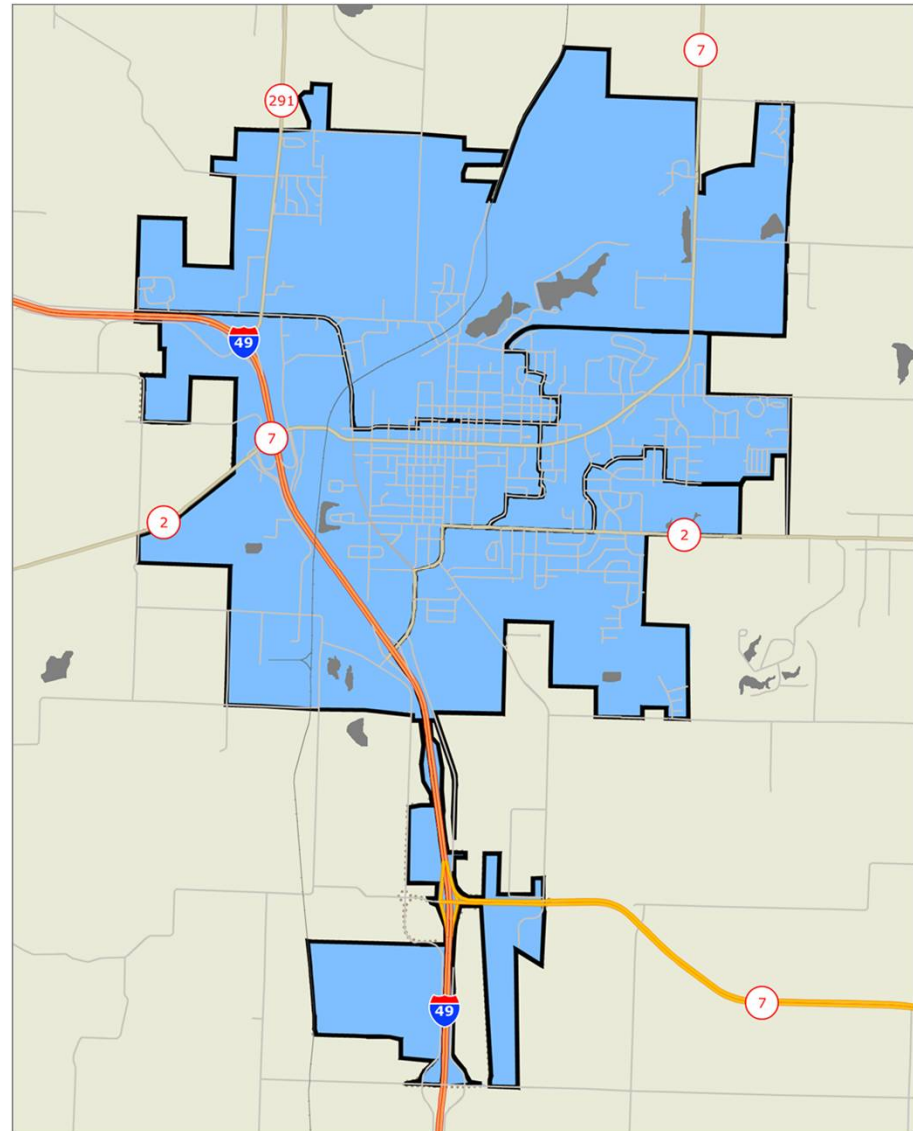
Mean rating
on a 5-point scale, where:

- | | |
|---|---------------------------|
|  | 1.0-1.8 Very Dissatisfied |
|  | 1.8-2.6 Dissatisfied |
|  | 2.6-3.4 Neutral |
|  | 3.4-4.2 Satisfied |
|  | 4.2-5.0 Very Satisfied |
|  | Other (no responses) |



Satisfaction with the Quality of Solid Waste Service

Satisfaction Ratings
Were High in All
Areas of the City



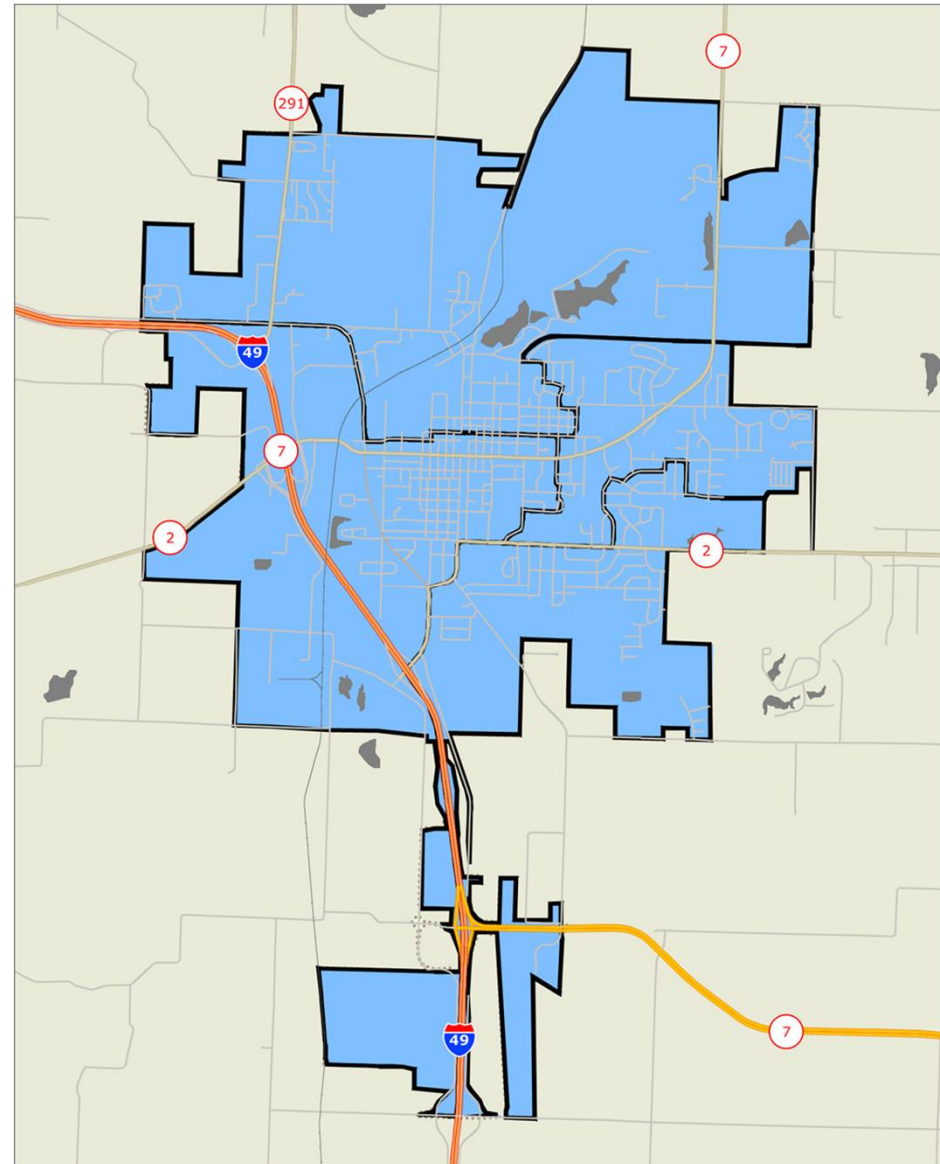
Satisfaction With Quality of City Electric Service

Satisfaction Ratings
Were High in All
Areas of the City

LEGEND

Mean rating
on a 5-point scale, where:

- | | |
|---|---------------------------|
|  | 1.0-1.8 Very Dissatisfied |
|  | 1.8-2.6 Dissatisfied |
|  | 2.6-3.4 Neutral |
|  | 3.4-4.2 Satisfied |
|  | 4.2-5.0 Very Satisfied |
|  | Other (no responses) |



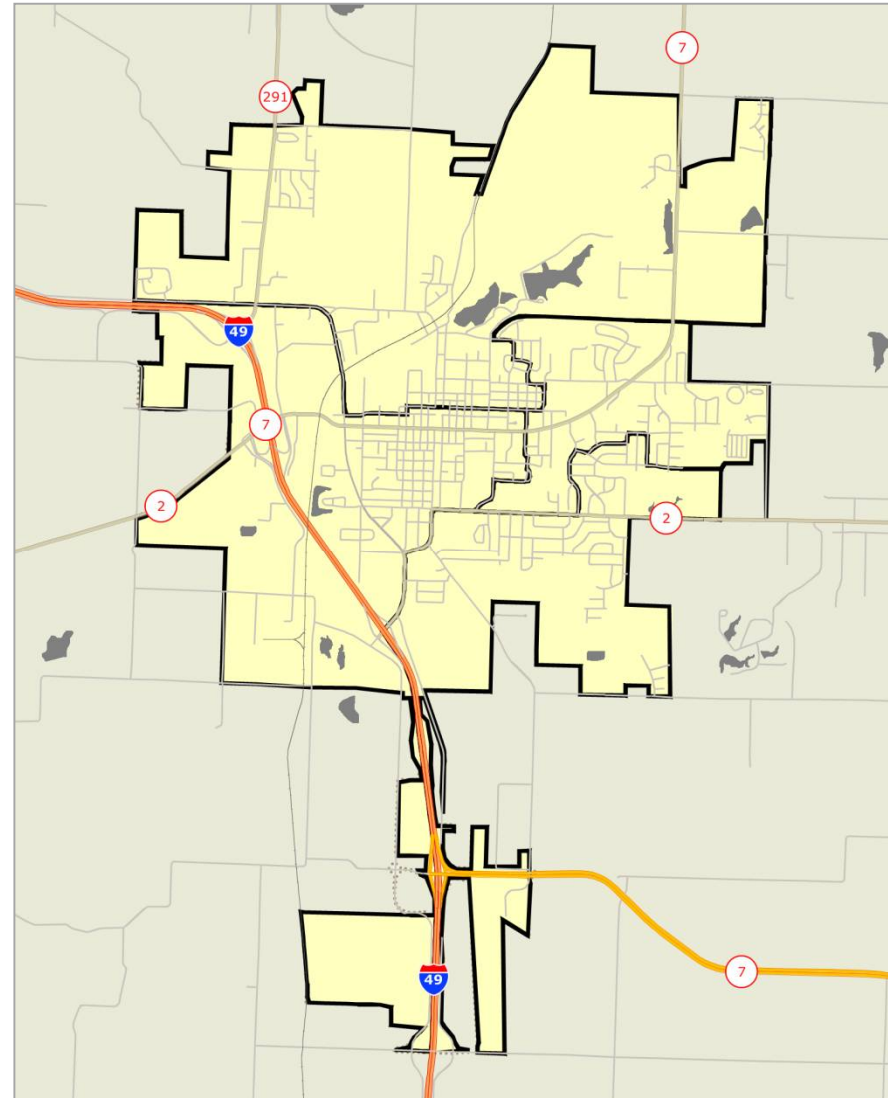
Satisfaction with the Enforcement of Codes & Ordinances

**Satisfaction Ratings
Were the Same in All
Areas of the City**

LEGEND

Mean rating
on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other (no responses)



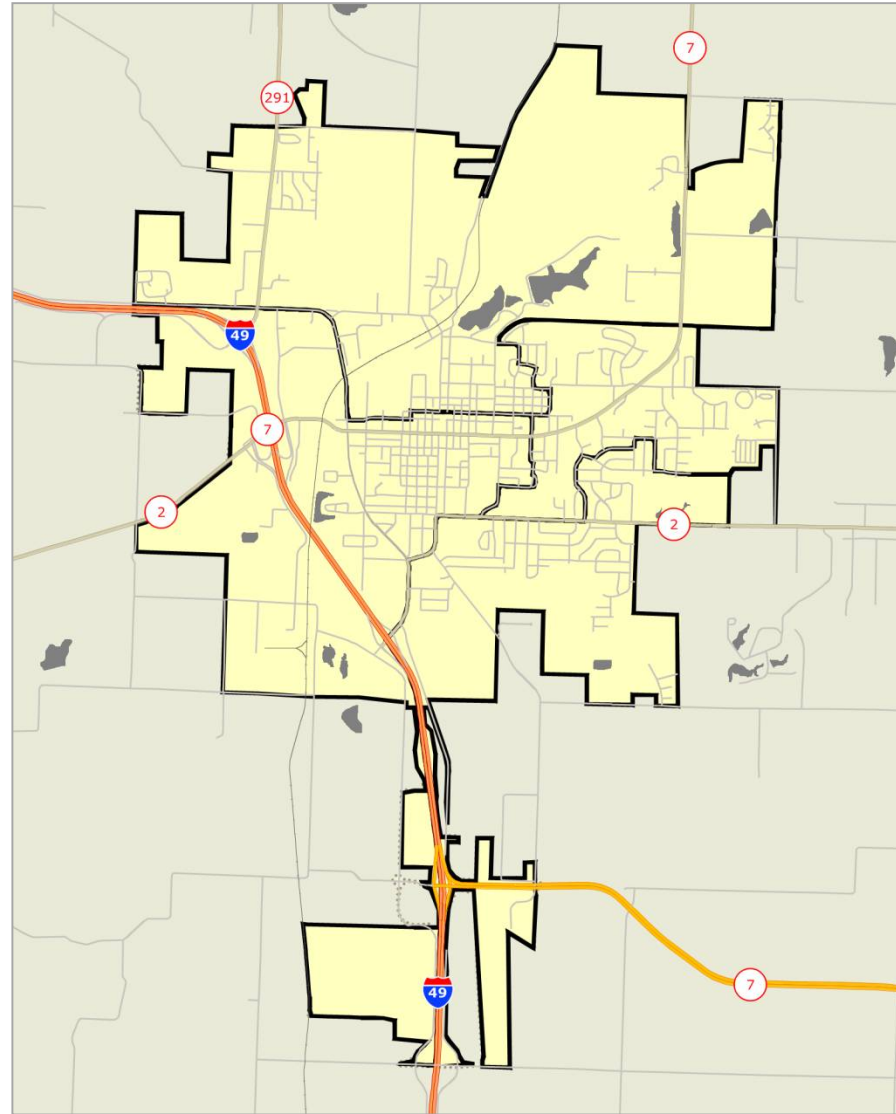
Satisfaction with the Maintenance of Streets, Buildings and Facilities

**Satisfaction Ratings
Were the Same in All
Areas of the City**

LEGEND

Mean rating
on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other (no responses)



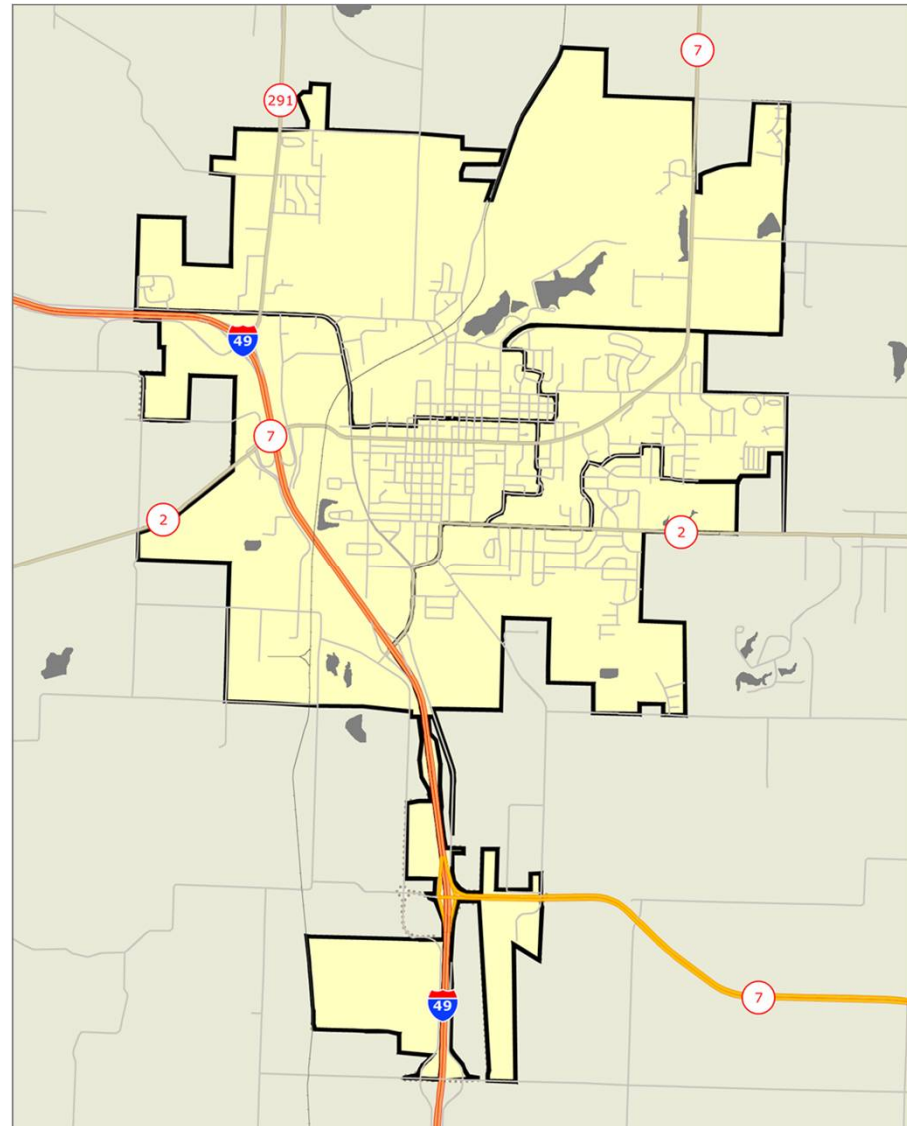
Satisfaction with the Flow of Traffic & Congestion Management

**Satisfaction Ratings
Were the Same in All
Areas of the City**

LEGEND

Mean rating
on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other (no responses)



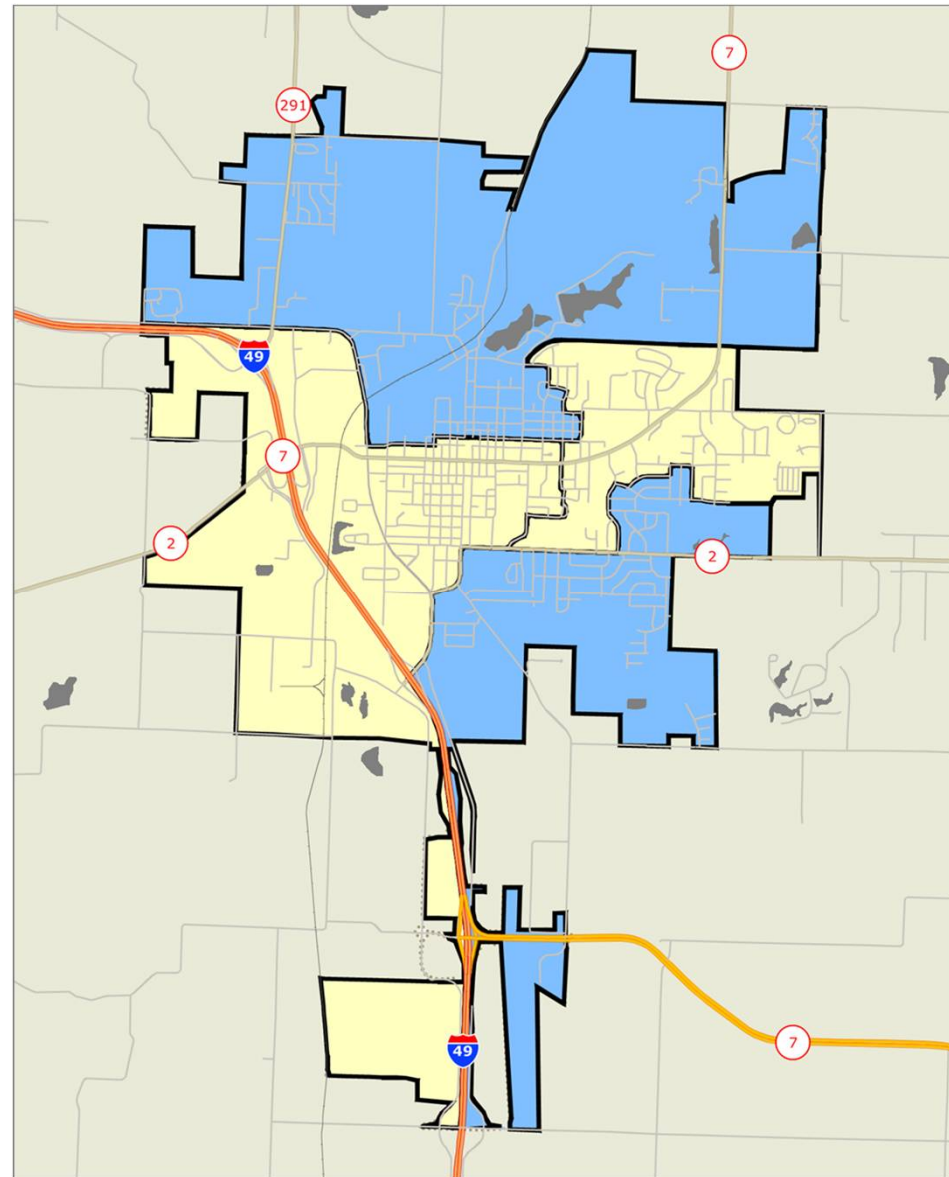
Satisfaction with Water and Sewer Utilities

Satisfaction Ratings
Were Mixed
Throughout the City

LEGEND

Mean rating
on a 5-point scale, where:

- 1.0-1.8 Very Dissatisfied
- 1.8-2.6 Dissatisfied
- 2.6-3.4 Neutral
- 3.4-4.2 Satisfied
- 4.2-5.0 Very Satisfied
- Other (no responses)



Topic #3

How Has The City's Performance Changed Over Time?

Notable Increases in Satisfaction From 2012

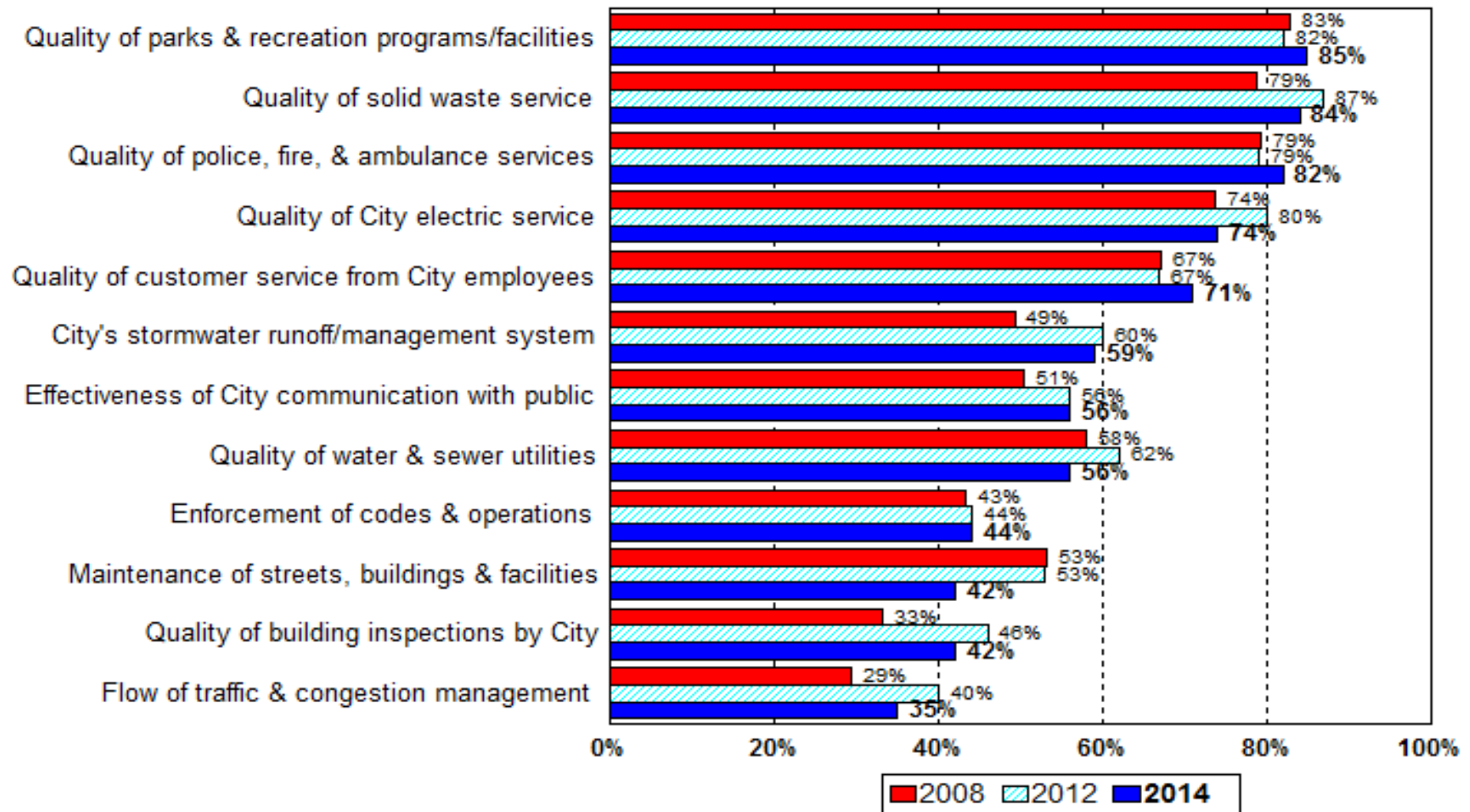
- q Maintenance of city buildings (+14%)
- q City employees addressing issues in a timely manner (+10%)
- q City employees resolving issues to customer's satisfaction (+7%)
- q Quality of local fire protection (+7%)
- q Effectiveness of administrators/department directors (+5%)
- q Timeliness of utility bill (+5%)
- q Charges for electric service (+5%)
- q Charges for water/sewer service (+5%)
- q Ease of access to downtown (+5%)
- q Senior recreation opportunities (+5%)

Notable Decreases in Satisfaction From 2012

- q Condition of commercial streets (-8%)
- q The City as a place to work (-7%)
- q Quality of City electric service (-6%)
- q Quality of water and sewer utilities (-6%)
- q The City as a place to buy next home (-6%)
- q Adequacy of street lighting (-6%)
- q Dependability of electric services (-6%)
- q Enforcing clean-up of litter and debris (-6%)

TRENDS: Overall Satisfaction with Harrisonville City Services

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



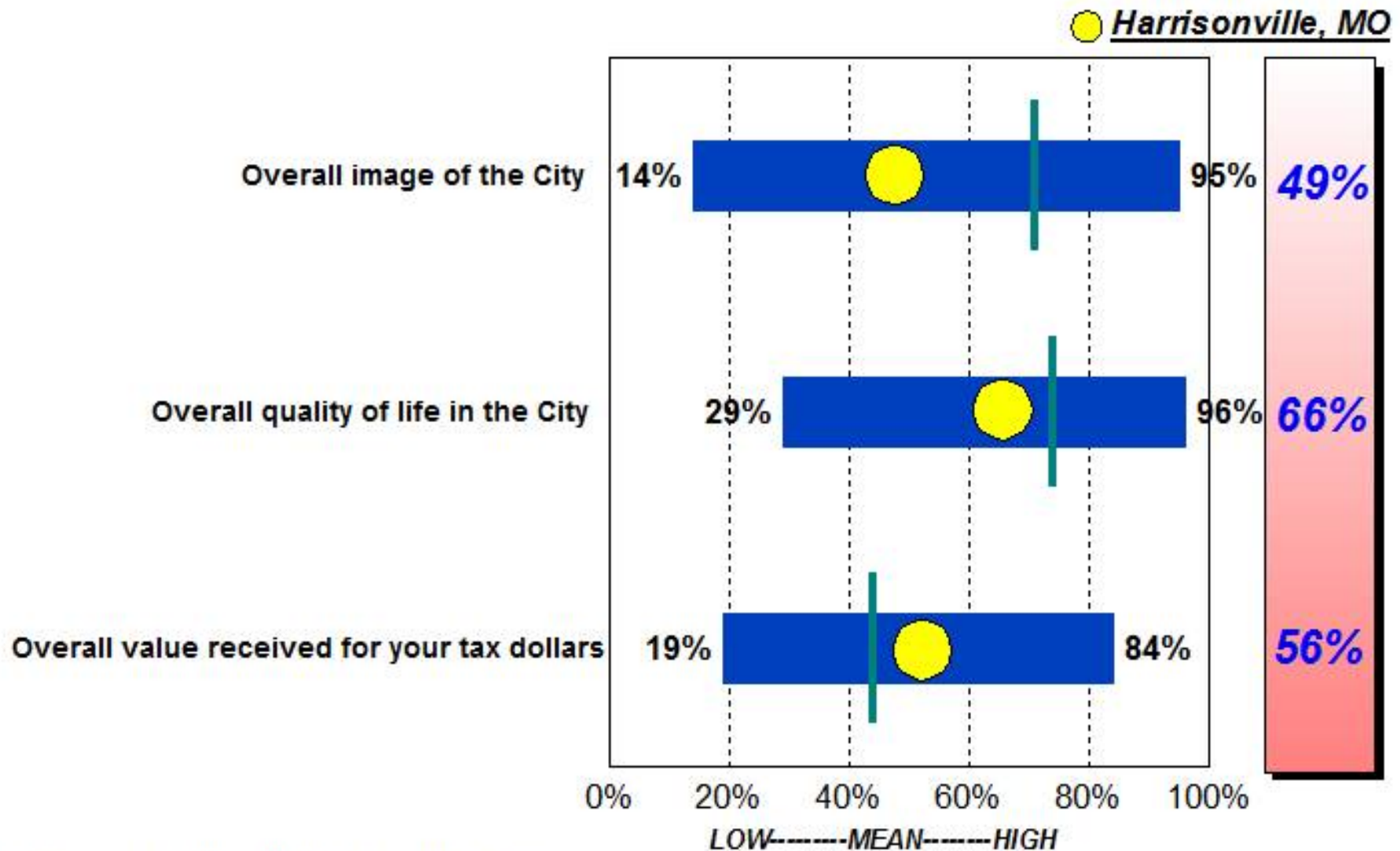
Source: ETC Institute (2014 - City of Harrisonville, MO)

Topic #4

How Does Harrisonville's Performance Compare to Other Communities?

Perceptions that Kansas and Missouri Residents Have of the City in Which They Live - 2014

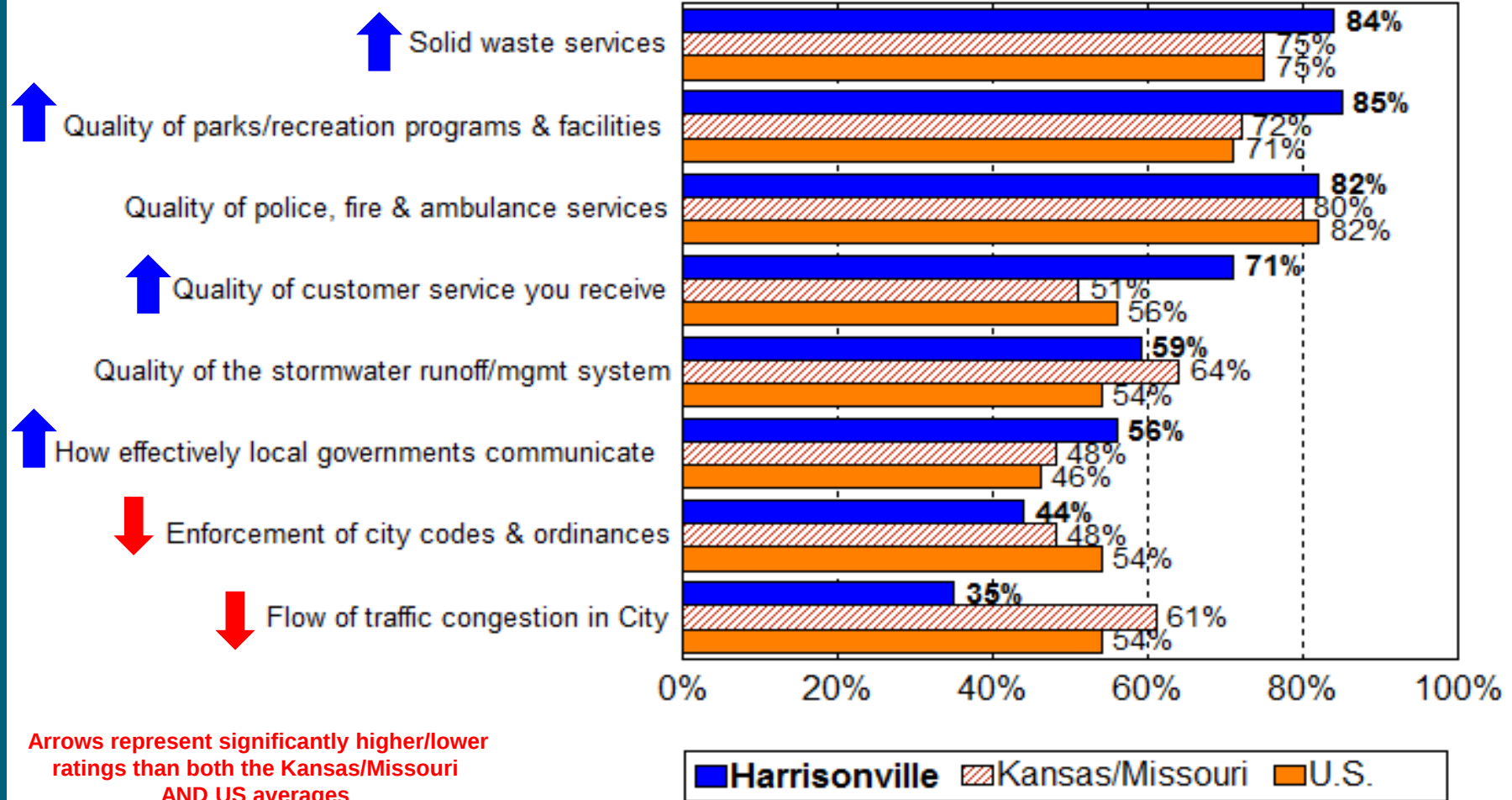
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Overall Satisfaction with City Services: City of Harrisonville vs. Kansas/Missouri vs. U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



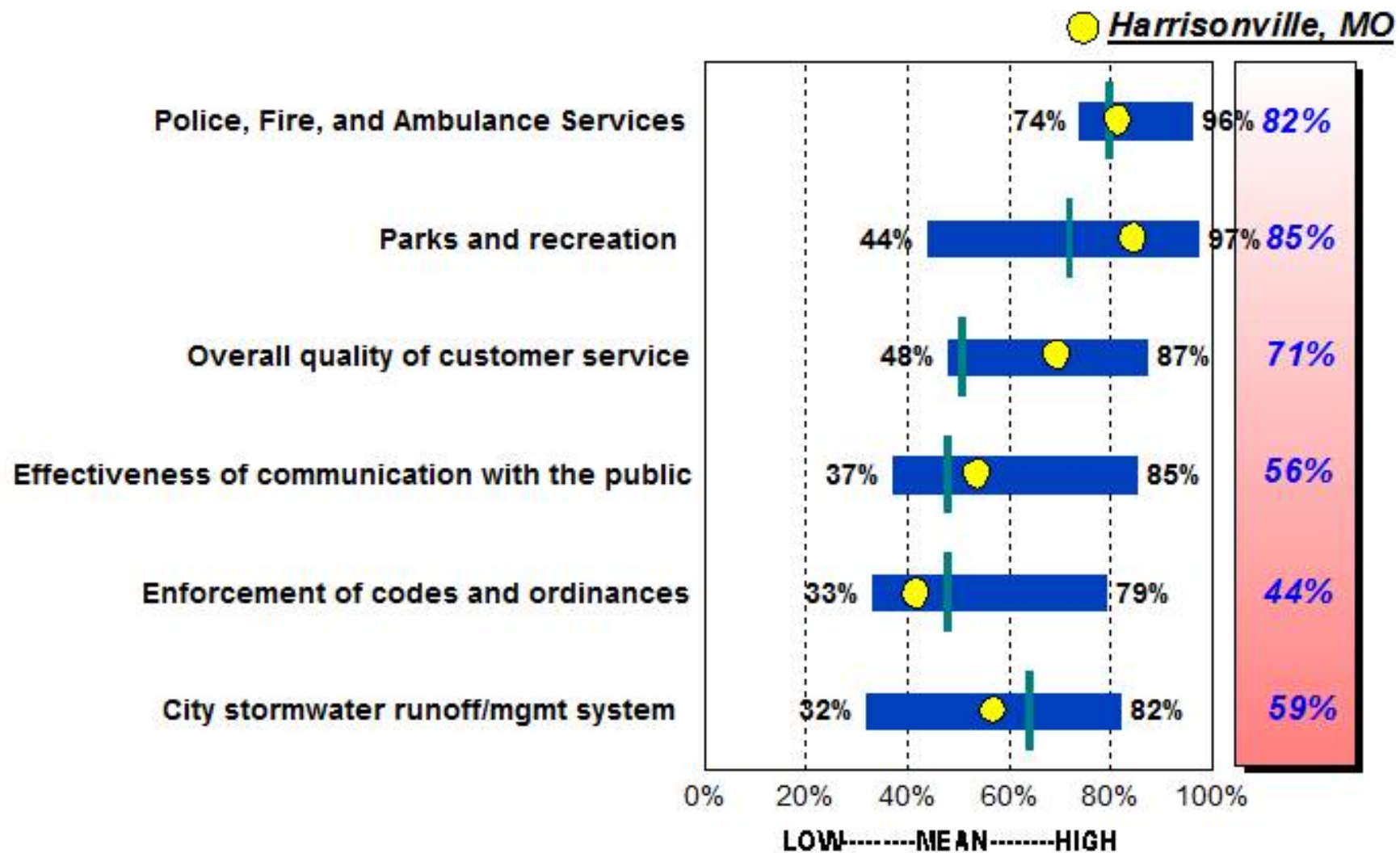
Source: ETC Institute (2014 Harrisonville Citizen Survey)

Significantly Higher: ↑

Significantly Lower: ↓

Overall Satisfaction With City Services - 2014

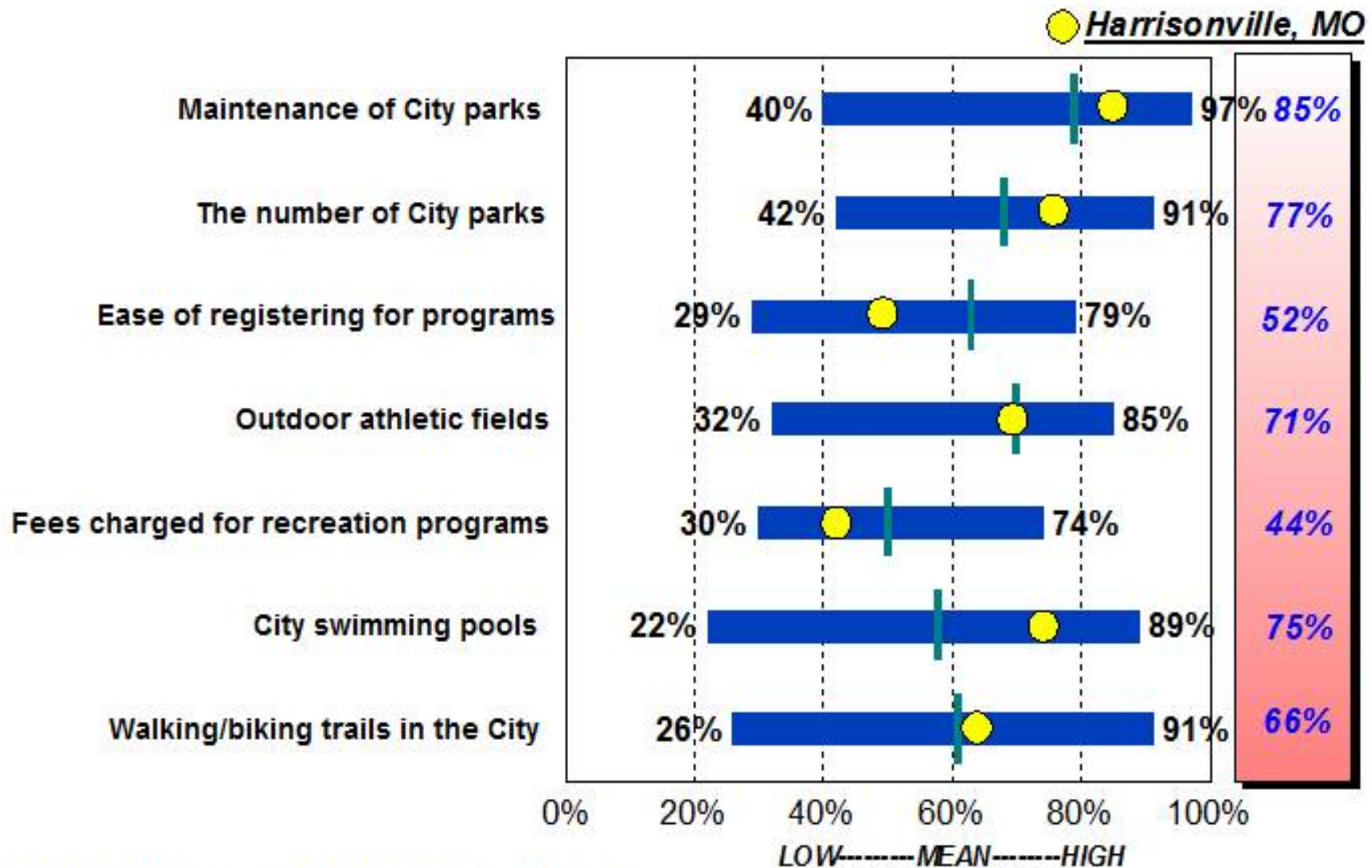
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with Parks and Recreation Services Provided by Cities in Kansas and Missouri - 2014

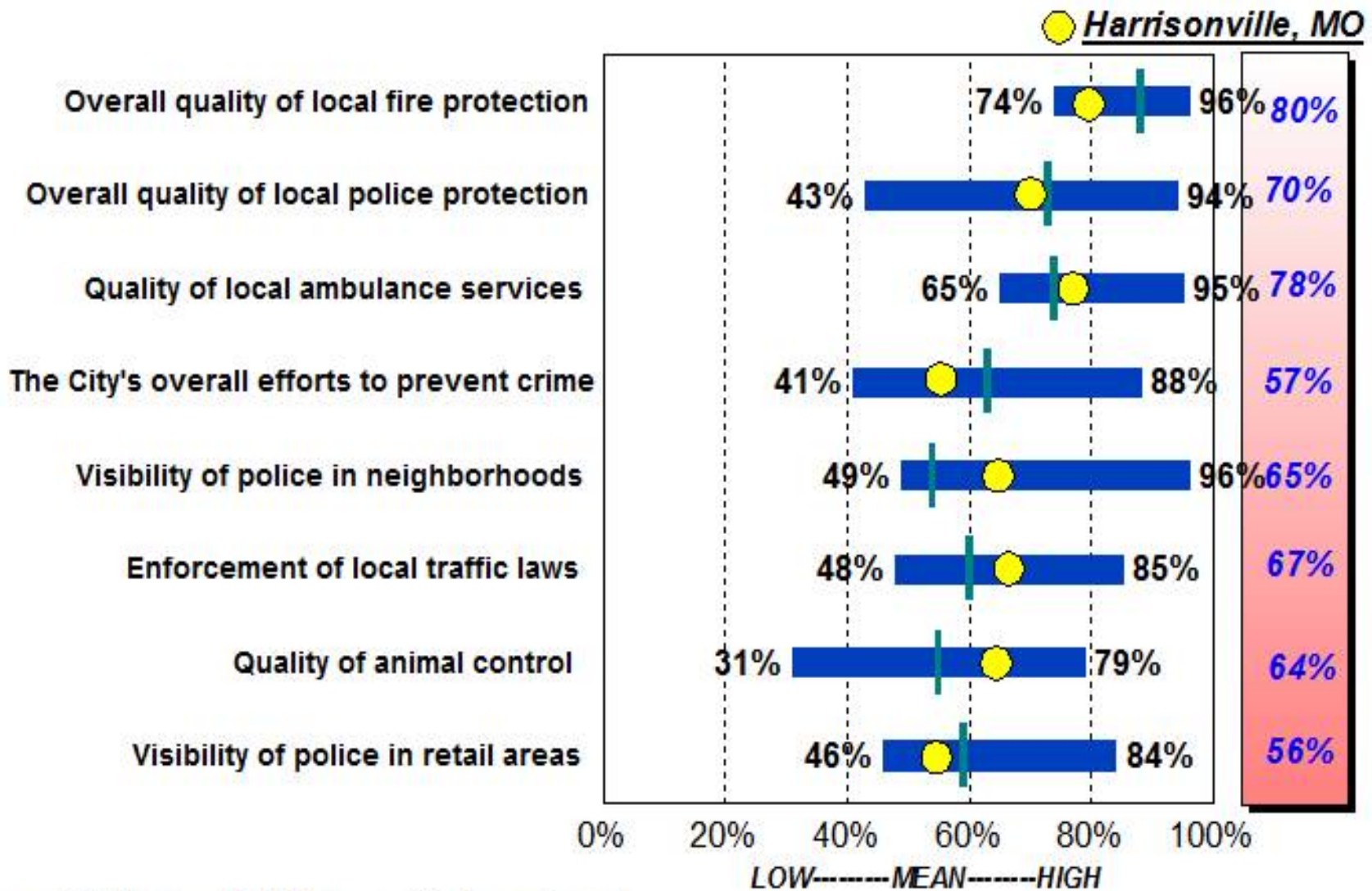
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with Various Public Safety Services Provided by Cities in Kansas and Missouri - 2014

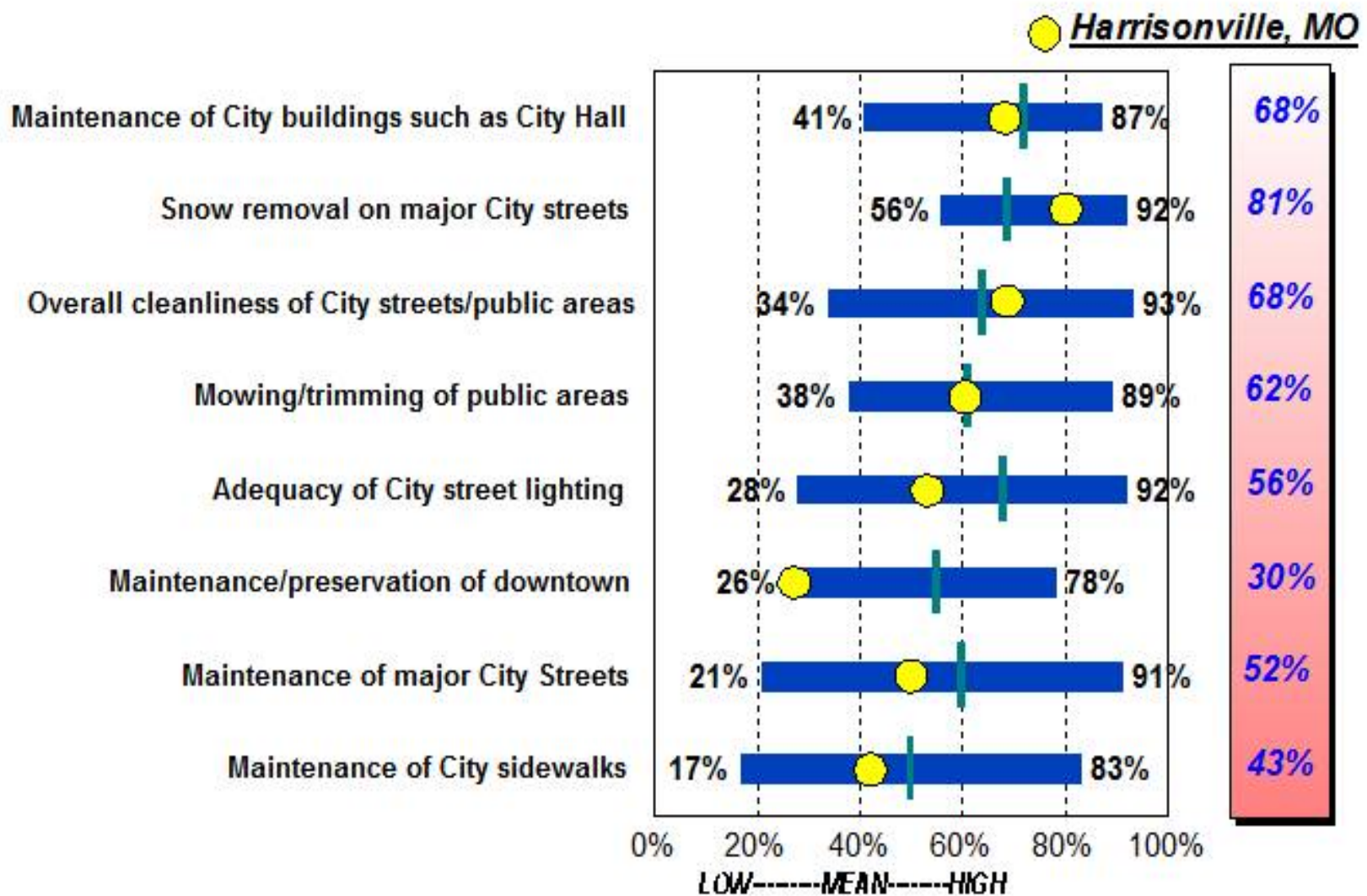
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with Maintenance Services Provided by Cities in Kansas and Missouri - 2014

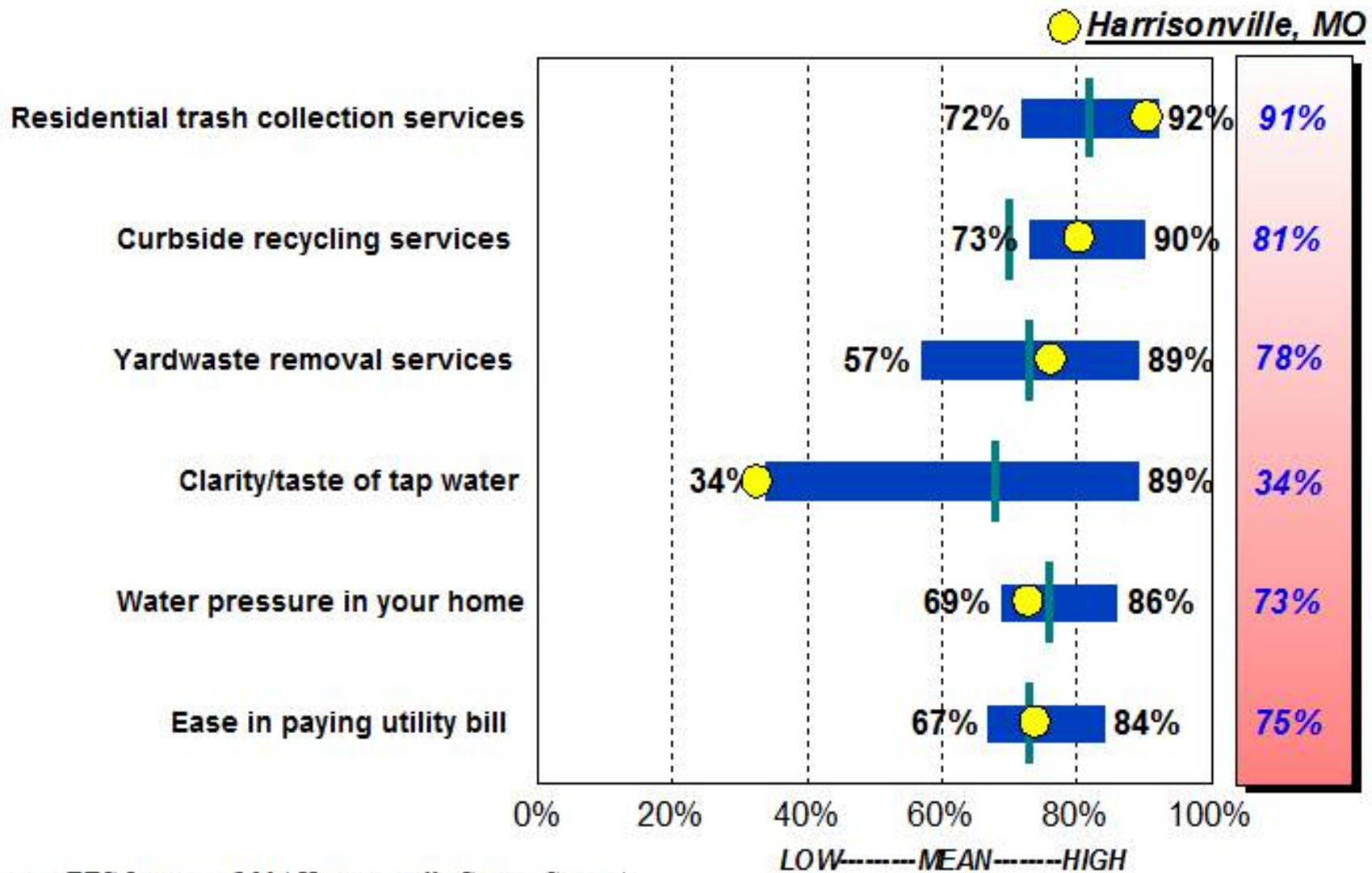
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with Utility Services Provided by Cities in Kansas and Missouri- 2014

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale

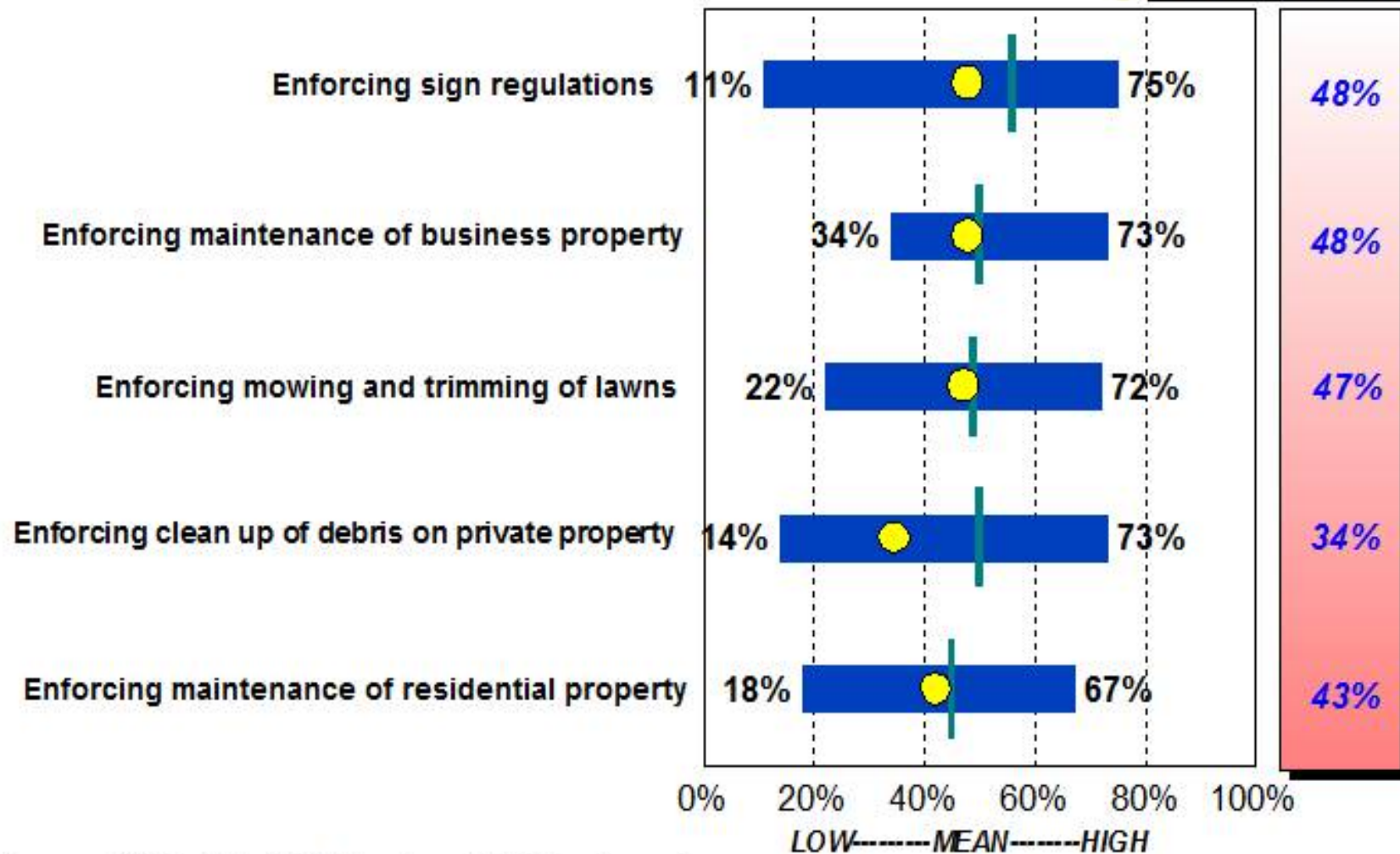


Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with the Enforcement of Codes and Ordinances by Cities in Kansas and Missouri - 2014

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale

● Harrisonville, MO



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Topic #5

What Are the Top Priorities for the Future?

Importance-Satisfaction Rating

2014 City of Harrisonville Citizen Survey

OVERALL

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Flow of traffic & congestion management	55%	1	35%	12	0.3577	1
Maintenance of streets, buildings & facilities	54%	2	43%	10	0.3123	2
<u>High Priority (IS .10-.20)</u>						
Quality of water & sewer utilities	27%	3	56%	8	0.1160	3
<u>Medium Priority (IS <.10)</u>						
Enforcement of codes & operations	15%	5	44%	9	0.0867	4
City's stormwater runoff/management system	17%	4	59%	6	0.0699	5
Effectiveness of City communication with public	15%	7	57%	7	0.0639	6
Quality of City electric service	15%	6	74%	4	0.0395	7
Quality of building inspections by City	4%	12	42%	11	0.0255	8
Quality of customer service from City employees	8%	9	70%	5	0.0247	9
Quality of police, fire, & ambulance services	14%	8	82%	3	0.0246	10
Quality of parks & recreation programs/facilities	8%	10	85%	1	0.0127	11
Quality of solid waste service	5%	11	85%	2	0.0077	12

Highest Priorities: 

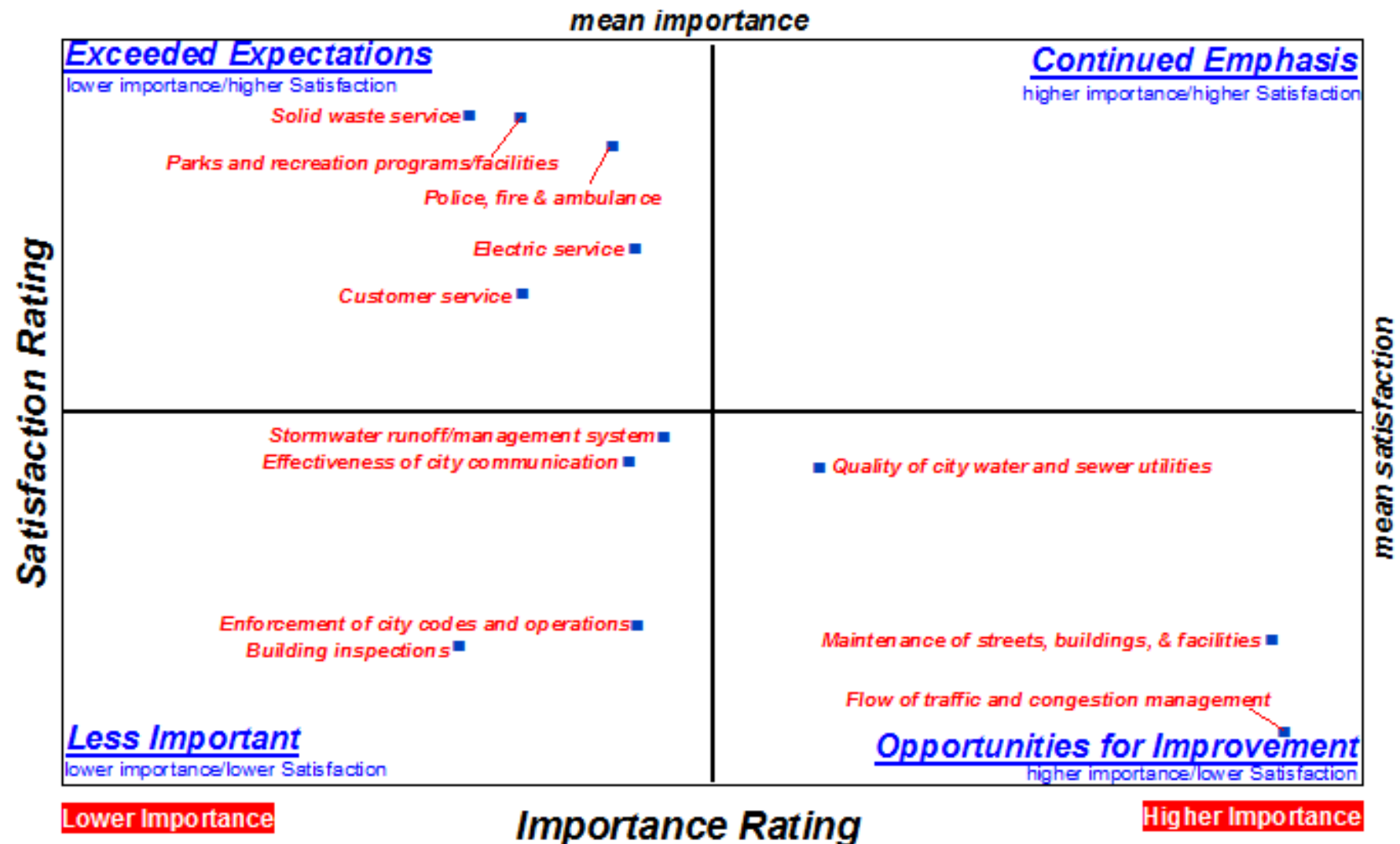
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2014 Harrisonville Citizen Survey

Importance-Satisfaction Assessment Matrix

-Overall City Services-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2014)

Importance-Satisfaction Rating

2014 City of Harrisonville Citizen Survey

CITY MAINTENANCE

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<i>Very High Priority (IS >.20)</i>						
Maintenance/preservation of downtown	30%	1	29%	15	0.2132	1
<i>High Priority (IS .10-.20)</i>						
Overall maintenance of city streets	29%	2	52%	12	0.1389	2
Maintenance of sidewalks	19%	3	43%	14	0.1106	3
Maintenance of State Highways	19%	4	44%	13	0.1056	4
<i>Medium Priority (IS <.10)</i>						
Adequacy of city street lighting	13%	5	56%	9	0.0550	5
Adequacy of storm drainage systems	11%	6	53%	11	0.0497	6
Snow removal on neighborhood streets	7%	7	65%	7	0.0260	7
Mowing-trimming along city streets	7%	8	62%	8	0.0255	8
City responsiveness to service requests	5%	9	54%	10	0.0246	9
Maintenance of city buildings	4%	10	68%	6	0.0132	10
Overall cleanliness of city streets	4%	11	69%	5	0.0115	11
Maintenance of traffic signals	3%	12	71%	2	0.0098	12
Maintenance of street signs	1%	15	69%	4	0.0031	13
Cleanliness of city buildings	1%	14	70%	3	0.0030	14
Snow removal on major city streets	1%	13	81%	1	0.0023	15

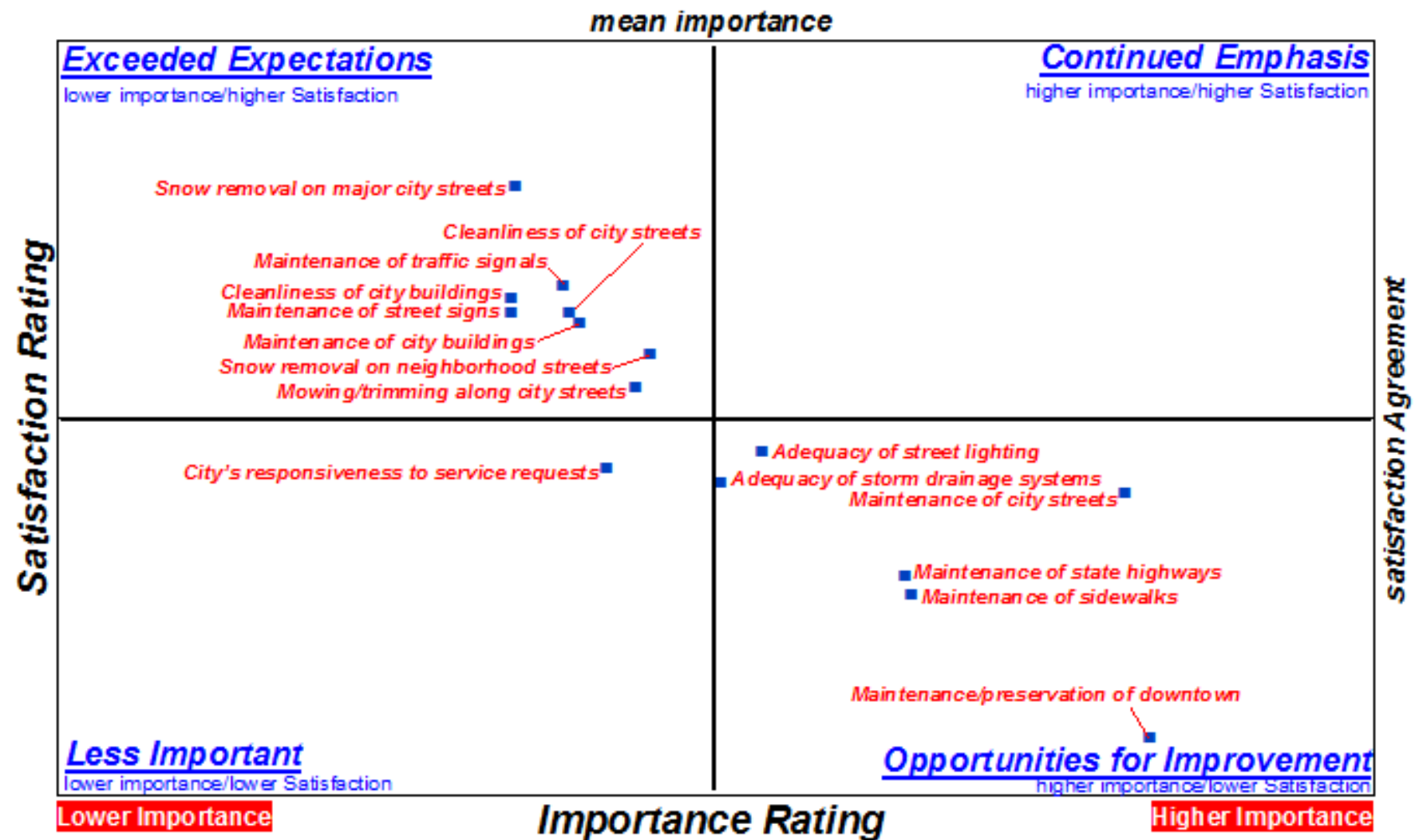
Highest Priorities: 

43

2014 Harrisonville Citizen Survey Importance-Satisfaction Assessment Matrix

-Maintenance-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2014)

Importance-Satisfaction Rating

2014 City of Harrisonville Citizen Survey

PARKS and RECREATION

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<i>High Priority (IS .10-.20)</i>						
Teen recreation opportunities	25%	1	40%	14	0.1463	1
<i>Medium Priority (IS <.10)</i>						
Fees charged for recreation programs	14%	3	44%	13	0.0797	2
Number of walking and biking trails	17%	2	66%	7	0.0588	3
Other city recreation programs	11%	6	48%	12	0.0545	4
Senior recreation opportunities	12%	5	57%	9	0.0529	5
Special events sponsored by the city	8%	7	77%	3	0.0197	6
The city's youth athletic programs	5%	11	59%	8	0.0194	7
Maintenance of city parks	13%	4	85%	1	0.0189	8
The city's adult athletic programs	3%	13	52%	10	0.0158	9
Quality of city's indoor recreation facilities	6%	8	76%	4	0.0154	10
Quality of outdoor athletic fields	5%	10	71%	6	0.0142	11
Number of city parks	6%	9	77%	2	0.0132	12
Ease of registering for programs	3%	14	52%	11	0.0129	13
City swimming pools	5%	12	75%	5	0.0116	14

Highest Priorities: 

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Importance-Satisfaction Rating

2014 City of Harrisonville Citizen Survey

PUBLIC SAFETY

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<i>Medium Priority (IS < 10)</i>						
City efforts to prevent crime	23%	2	57%	13	0.0961	1
Visibility of police in the neighborhoods	23%	1	66%	10	0.0777	2
Visibility of police in retail areas	16%	3	56%	14	0.0712	3
Quality of animal control	13%	4	64%	11	0.0461	4
Quality of local police protection	13%	5	70%	6	0.0370	5
Enforcement of local traffic laws	7%	6	67%	9	0.0238	6
Fire related education programs	6%	9	60%	12	0.0229	7
Police related education programs	7%	7	68%	8	0.0226	8
How quickly police respond to emergencies	6%	8	71%	5	0.0167	9
City fire prevention programs	4%	12	68%	7	0.0136	10
Quality of local ambulance service	5%	10	78%	2	0.0113	11
How quickly ambulance respond to emergencies	5%	11	78%	3	0.0102	12
How quickly fire personnel respond to emergencies	4%	14	76%	4	0.0094	13
Quality of local fire protection	4%	13	80%	1	0.0088	14

Highest Priorities: ALL AREAS MEDIUM PRIORITIES

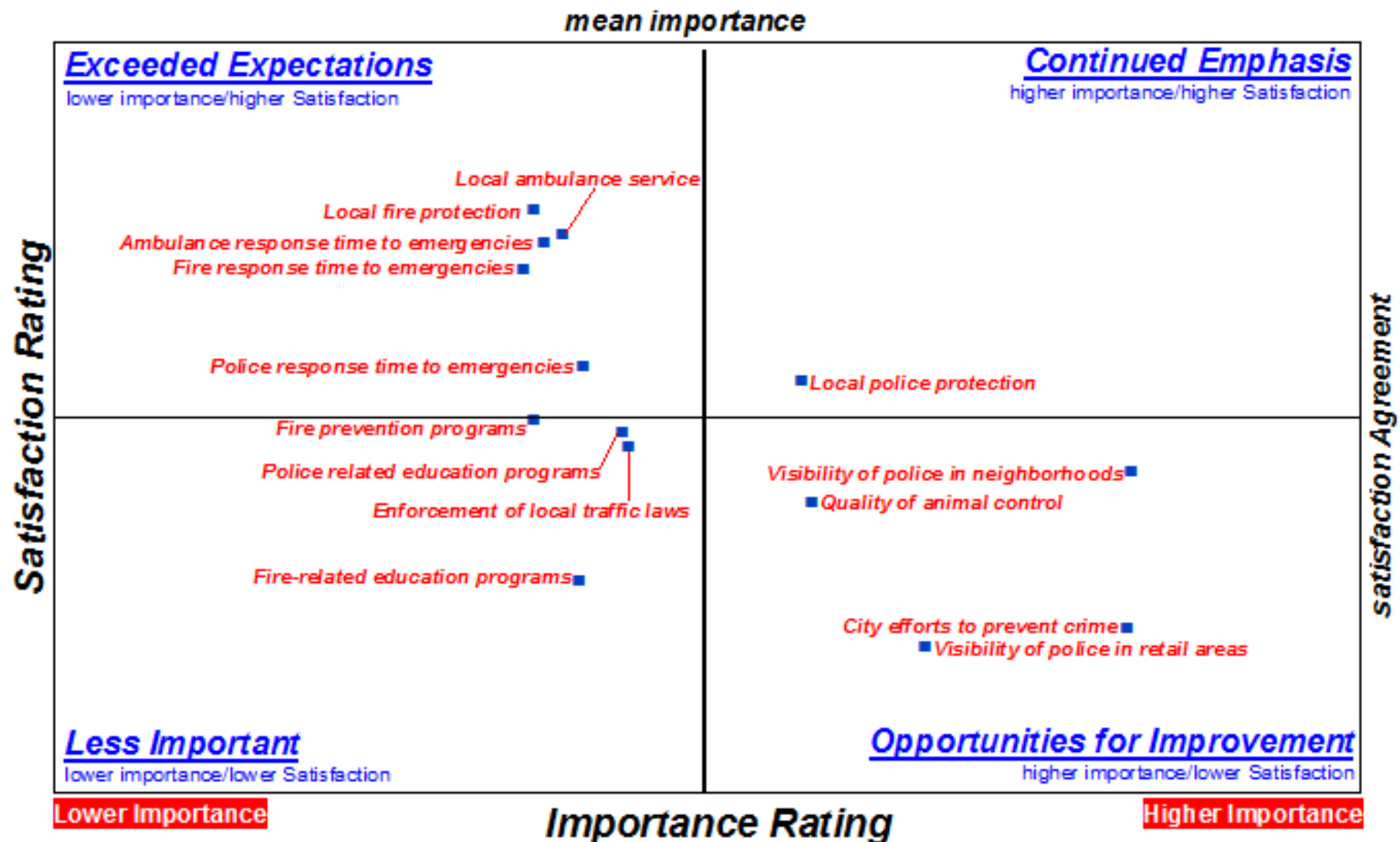
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2014 Harrisonville Citizen Survey

Importance-Satisfaction Assessment Matrix

-Public Safety-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)

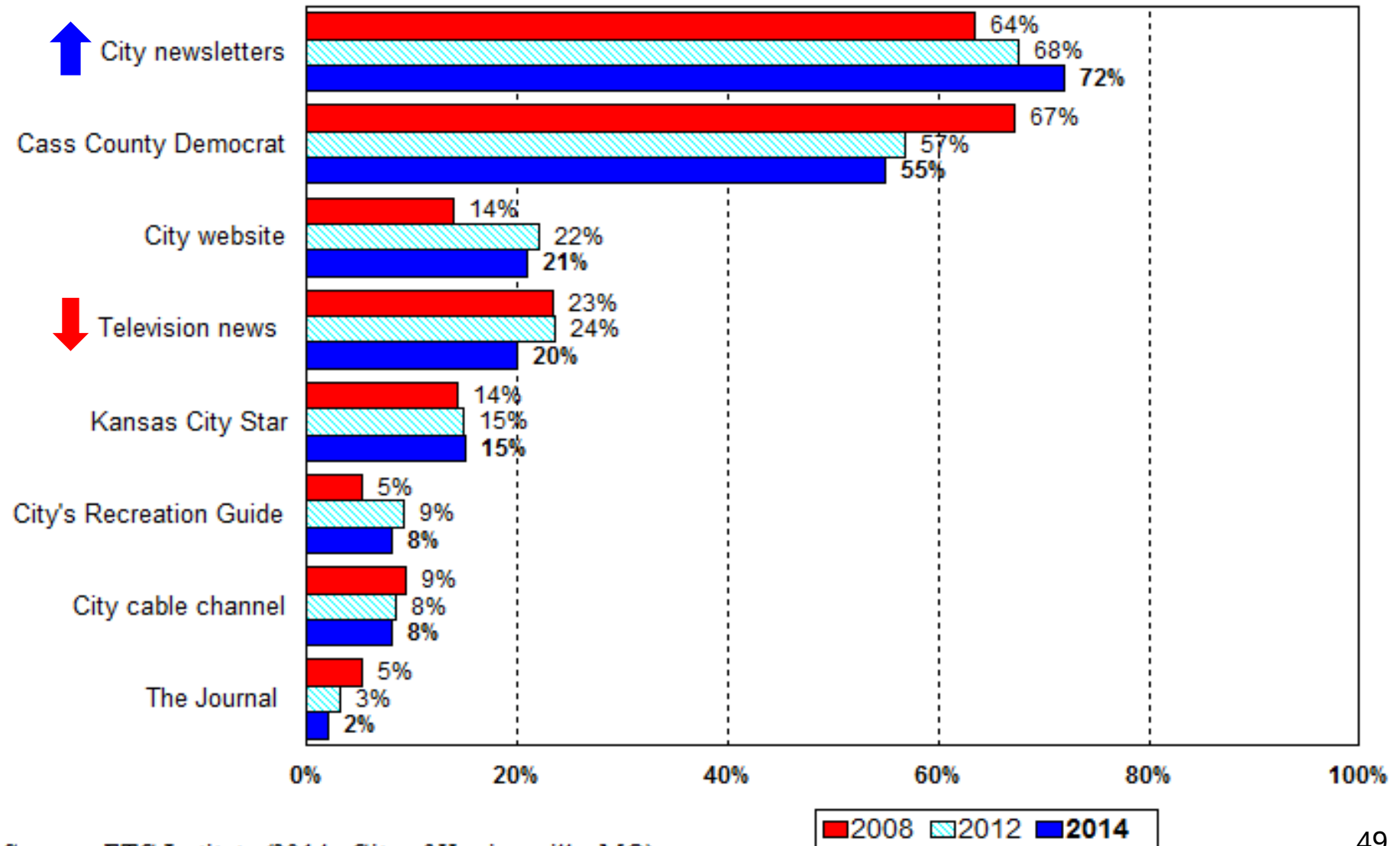


Source: ETC Institute (2014)

OTHER FINDINGS

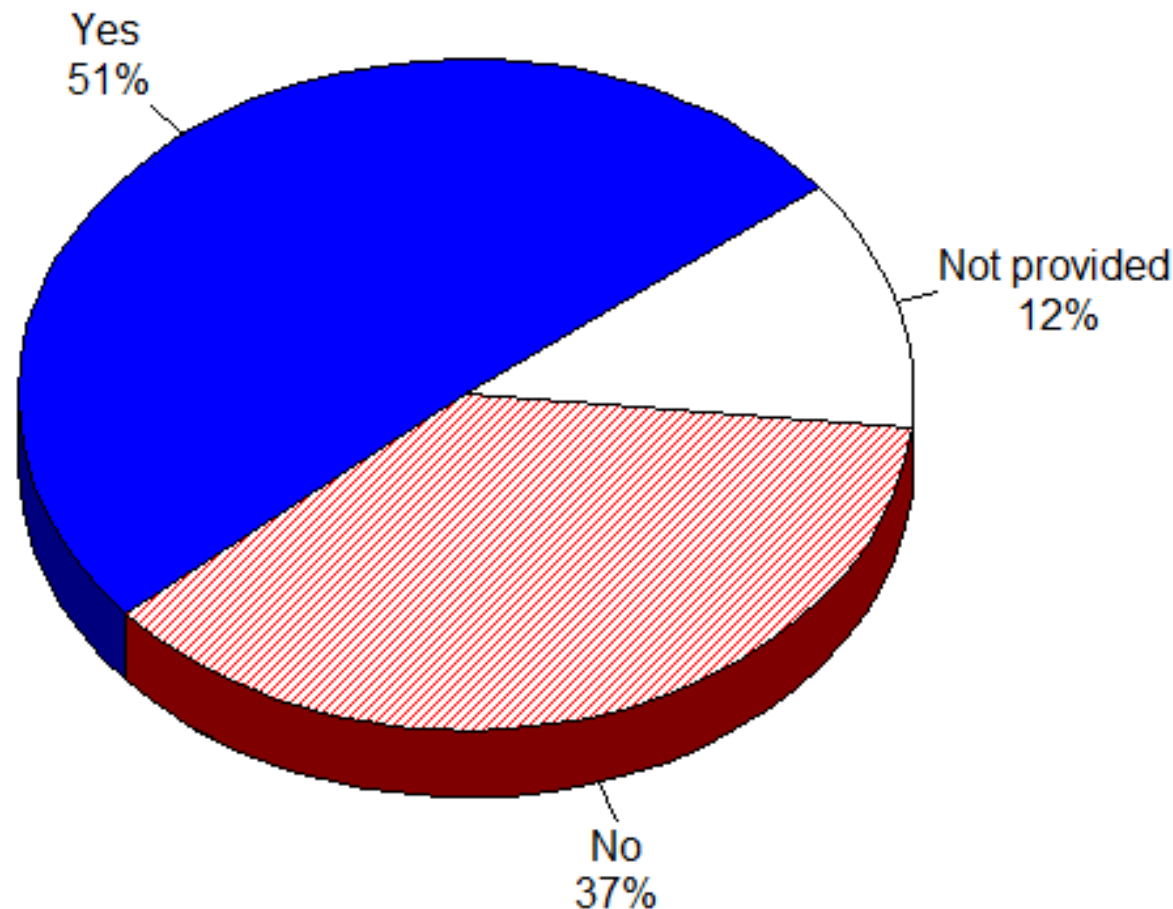
TRENDS: Sources Residents Get Information About City Issues, Services and Events

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Q22. Would you support reducing the general property tax rate by \$.15/100 of assessed value in exchange for a sales tax increase of one-half percent to fund street improvements?

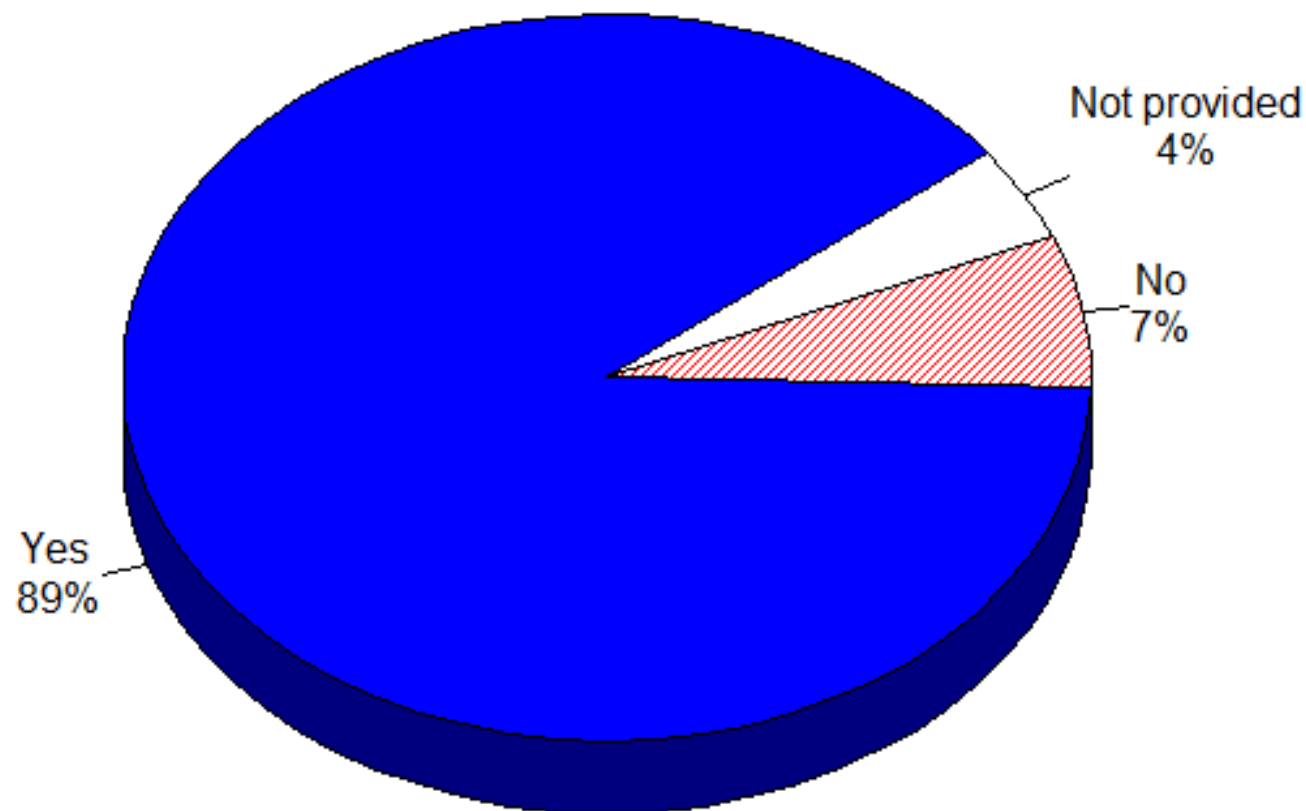
by percentage of respondents



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q23. Should the City make efforts to attract companies that pay higher wage jobs in fields such as technology based companies and manufacturing?

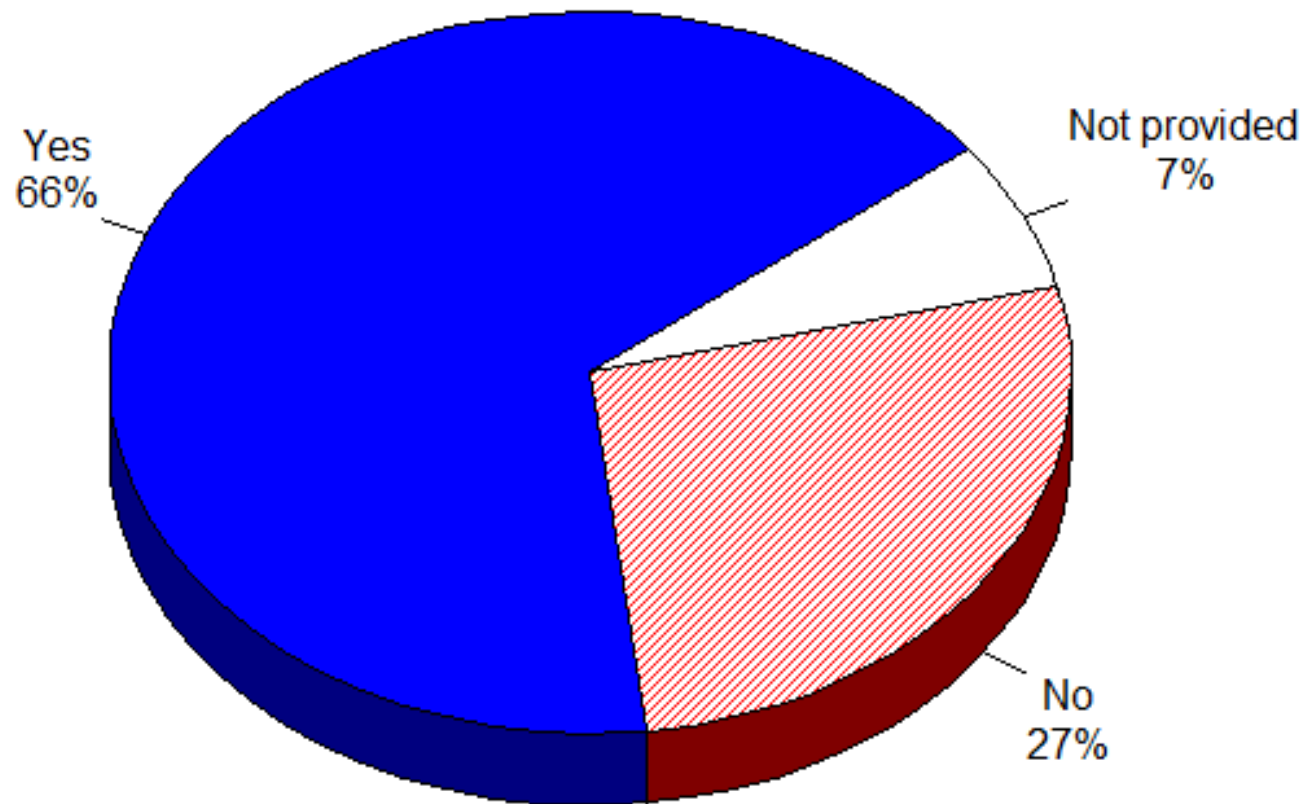
by percentage of respondents



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q24. Would you support keeping the parks sales tax at one-half percent to sustain the parks and recreation facilities and services currently provided?

by percentage of respondents

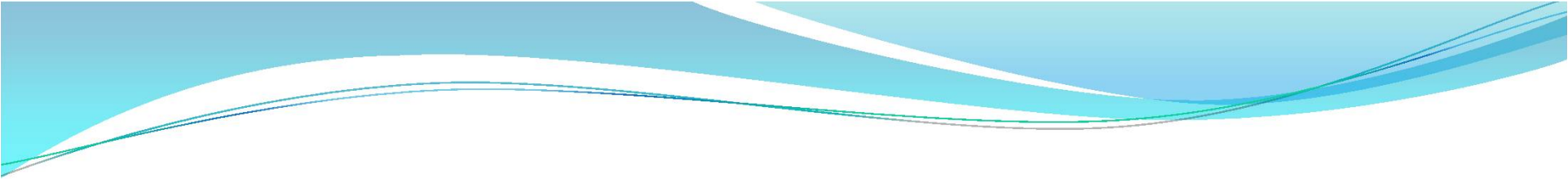


Source: ETC Institute (2014 - City of Harrisonville, MO)

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Summary

- q Residents generally have a positive perception of the City.
- q Satisfaction levels are generally the same throughout the City.
- q Since 2008, the City of Harrisonville's long-term performance has improved significantly in many areas, but have been some short-term decreases.
- q Issues related to growth management, infrastructure preservation and code enforcement should continue to be high priorities.



Questions?

THANK YOU

2014 City of Harrisonville Citizen Survey

...helping organizations make better decisions since 1982

Final Report

Attachment: 2014HarrisonvilleDF_final report (1842 : 2014 Citizen Satisfaction Survey Presentation by ETC)

Submitted to the City of Harrisonville, Missouri

by:

ETC Institute
725 W. Frontier Circle
Olathe, Kansas
66061

April 2015



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2014 Harrisonville Citizen Survey

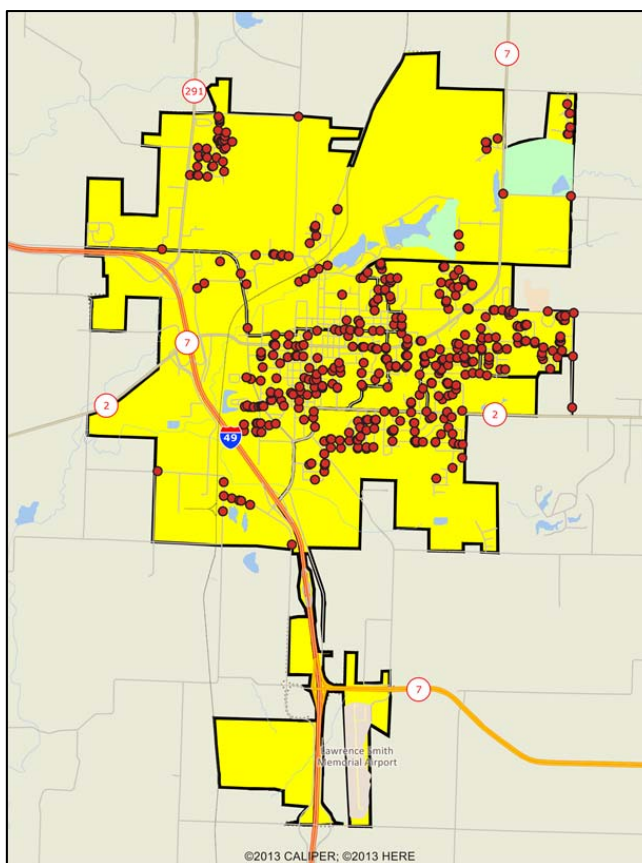
Executive Summary Report

Overview and Methodology

During December 2014, ETC Institute administered a community survey for the City of Harrisonville. The purpose of the survey was to assess satisfaction with the delivery of City services and to help determine priorities for the community as part of the City's ongoing planning process. Previous community surveys were administered in 2008, 2010, and 2012.

Methodology. A seven-page survey was mailed to all households that receive a utility bill from the City. Approximately seven days after the surveys were mailed, residents who received the survey were contacted by phone. Those who indicated that they had not returned the survey were given the option of completing it by phone. Of the households that received a survey, 669 completed the survey. The overall results for 669 households have a precision of at least $\pm 3.8\%$ at the 95% level of confidence.

In order to understand how well services are being delivered in different areas of the City, ETC Institute geocoded the home address of respondents to the survey. The map to the right shows the physical distribution of respondents to the resident survey based on the location of their home.



Don't know responses. The percentage of "don't know" responses has been excluded from graphs to show trends from previous surveys and to facilitate valid comparisons. Since the number of "don't know" responses often reflects the utilization and awareness of city services, the percentage of "don't know" responses has been included in the tabular data in Section 4 of this report.

This report contains:

- a summary of the methodology for administering the survey and major findings
- charts showing the overall results for most questions on the survey and trends from 2008, 2012 and 2014 (Section 1)
- benchmarking data that show how the results for the City of Harrisonville compare to other cities (Section 2)
- importance-satisfaction analysis that identifies priorities for investment (Section 3)
- tabular data showing the overall results for all questions on the survey (Section 4)
- a copy of the survey instrument (Section 5)
- GIS maps that show the results of the survey on maps of the City (published separately as Appendix A)
- cross-tabular data showing the overall results by key demographic areas (published separately as Appendices B and C)

Perceptions of the Community

Most residents have a positive perception of the City. Eighty-two percent (82%) of those surveyed, who had an opinion, gave positive ratings for Harrisonville as a place to live, and 81% gave positive ratings for Harrisonville as a place to raise children. Only 9% of the residents surveyed were dissatisfied with the overall quality of life in the City.

Overall Satisfaction with Major City Services

Based upon the combination of “very satisfied” and “satisfied” responses, residents were **most satisfied** with the following major categories of city services: parks and recreation programs/facilities (85%), solid waste service (84%), and police/fire/ambulance service (82%). Residents were **least satisfied** with the flow of traffic and congestion management in the City (35%), the quality of building inspections by the City (42%), and the maintenance of streets, buildings and facilities (42%).

Although overall satisfaction improved or stayed the same in most of the major service categories that were rated, there were significant decreases in satisfaction ratings in some of the specific areas that were assessed on the survey. The most significant increases and decreases among all items that were assessed on the survey are listed below.

Most Significant INCREASES. The most significant increases in satisfaction from 2012 to 2014 were:

- Maintenance of city buildings (+14%)
- City employees addressing issues in a timely manner (+10%)
- City employees resolving an issue to customer’s satisfaction (+7%)
- Quality of local fire protection (+7%)
- Effectiveness of administrators/department directors (+5%)
- Timeliness of utility bill (+5%)
- Charges for electric service (+5%)

- Charges for water/sewer service (+5%)
- Ease of access to downtown (+5%)
- Senior recreation opportunities (+5%)

Most Significant DECREASES. The most significant decreases in satisfaction from 2012 to 2014 were:

- Condition of commercial streets (-8%)
- The City as a place to work (-7%)
- Quality of City electric service (-6%)
- Quality of water and sewer utilities (-6%)
- The City as a place to buy next home (-6%)
- Adequacy of street lighting (-6%)
- Dependability of electric services (-6%)
- Enforcing clean-up of litter and debris (-6%)

Top Priorities for Improvement

The major categories of City services that residents thought should receive the most emphasis from City leaders over the next two years based on the percentage of residents who selected the item as one of their top three choices were:

- the flow of traffic and congestion management (55%)
- the maintenance of streets, buildings and facilities (54%)
- quality of water and sewer utilities (27%)

SATISFACTION WITH SPECIFIC CITY SERVICES

Maintenance

The maintenance services that residents were most satisfied with, based upon the combination of “very satisfied” and “satisfied” responses, were: snow removal on major city streets (81%), the maintenance of traffic signals (71%), the cleanliness of city buildings (70%), and the maintenance of street signs (69%).

The maintenance services that residents thought needed the most emphasis over the next two years were: (1) the maintenance and preservation of downtown and (2) the overall maintenance of city streets.

Utility Services

The utility services that residents were most satisfied with, based upon a combination of “very satisfied” and “satisfied” responses, were: residential trash collection (91%), the timeliness of utility bill (81%), and curbside recycling services (81%). Residents were least satisfied with the clarity and taste of tap water (34%).

Communication

The communication services that residents were most satisfied with, based upon a combination of “very satisfied” and “satisfied” responses, were: the quality of City’s newsletters (67%) and the availability of information about City programs and services (54%). Residents were least satisfied with public involvement in local decision making (28%).

Other Communication-Related Findings

- The sources that residents received most of their information about City issues, services and events were: City’s newsletters (72%) and the Cass County Democrat (55%).
- There was a significant increase in the percentage of residents who reported they received information via the City newsletters (increase of 4% from 68% in 2012 to 72% in 2014). There was a significant decrease in the percentage of residents who reported they received information via television news decrease of 4% from 24% in 2012 to 20% in 2014).
- The types of information that residents were most interested in reading about in City publications were: road/street improvements (56%), special events sponsored by the City (48%), and parks/recreation programs and activities (46%).
- Sixty-four percent (64%) of residents were NOT aware that they could receive email notifications from the City by registering for the service through the City’s web page and 36% were aware.

Customer Service

Eighty-one percent (81%) of the residents surveyed, who had interacted with a City employee the previous year, felt it was “very easy” or “somewhat easy” to reach the city employee in the department they needed; 19% felt it was “very difficult” or “difficult”.

Eighty percent (80%) of the residents surveyed, who had interacted with a City employee the previous year, thought City employees were “always” or “usually” courteous and polite; 71% thought employees “always” or “usually” did what they said they would do in a timely manner; 70% thought City employees “always” or “usually” gave prompt, accurate, complete answers, and 65% thought employees “always” or “usually” helped resolve an issue to their satisfaction.

Code Enforcement

The highest levels of satisfaction with the enforcement of codes and ordinances, based upon a combination of “very satisfied” and “satisfied” responses, were: enforcement of the maintenance of business property (48%), enforcement of sign regulations (48%), and enforcement of the mowing and trimming of lawns (47%).

Transportation

The transportation service that residents were most satisfied with, based upon a combination of “very satisfied” and “satisfied” responses, was the ease of access to downtown (67%). Residents were least satisfied with the availability of public transportation in the City (20%).

The transportation service that residents felt was most important for the City to emphasize over the next two years was the flow of traffic along 291. Residents also felt it was important to address the condition of commercial streets.

Public Safety

The public safety services that residents were most satisfied with, based upon a combination of “very satisfied” and “satisfied” responses, were: quality of local fire protection (80%), the quality of local ambulance service (78%), how quickly ambulance personnel respond to emergencies (77%), and how quickly fire personnel respond to emergencies (76%). The public safety services that residents felt were most important for the City to emphasize over the next two years were: (1) the visibility of police in neighborhoods and (2) the City’s efforts to prevent crime.

Parks and Recreation

The parks and recreation services that residents were most satisfied with, based upon a combination of “very satisfied” and “satisfied” responses, were: the maintenance of city parks (85%), the number of city parks (77%), special events sponsored by the City (76%), and the quality of the city’s indoor recreation facilities (76%).

The parks and recreation services that residents felt city leaders should emphasize most over the next two years were: (1) teen recreation opportunities and (2) the number of walking and biking trails.

Other Findings

- Thirty-one percent (31%) of residents are aware that OATS offers on-call pickup and delivery services. Nearly half (49%) were not aware of the service, but were familiar with OATS; 16% indicated they were not familiar with OATS, and 5% did not provide a response.

- More than half (51%) of residents support reducing the general property tax rate by \$.15/100 of assessed value in exchange for a sales tax increase of one-half percent to fund street improvements. Thirty-seven percent (37%) are not supportive of this proposal, and 12% did not provide a response.
- Eighty-nine percent (89%) of residents surveyed indicated the City should make efforts to attract companies that pay higher wage jobs in fields such as technology based companies and manufacturing. Seven percent (7%) indicated the city should not make the effort, and 4% did not provide a response.
- Two-thirds (66%) of residents support keeping the parks sales tax at one-half percent to sustain the parks and recreation facilities and services currently provided. Twenty-seven percent (27%) do not support this option, and 7% did not provide a response.

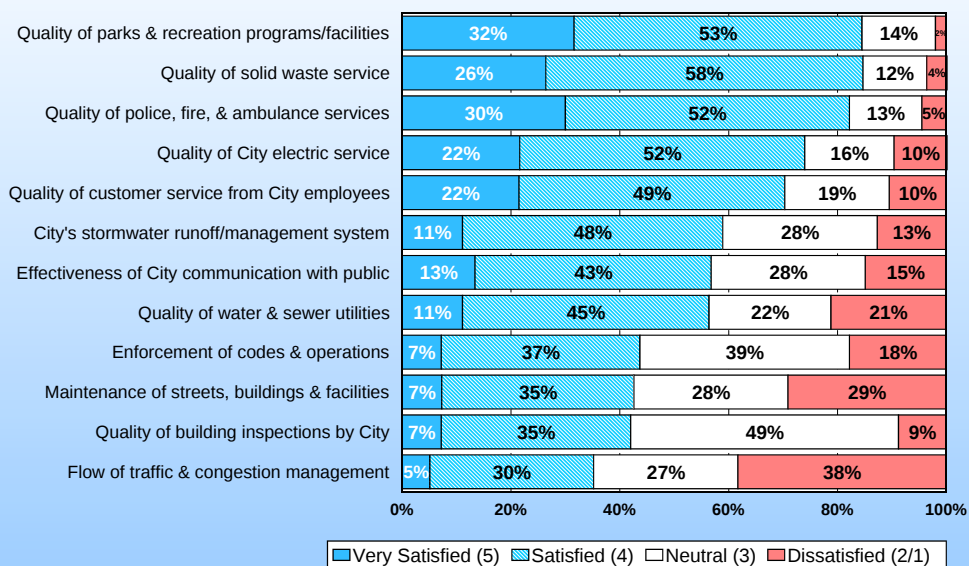
Section 1: Charts & Graphs

2014 City of Harrisonville Citizen Survey

Attachment: 2014HarrisonvilleDF_final report (1842 : 2014 Citizen Satisfaction Survey Presentation by ETC)

Q1. Overall Satisfaction with Harrisonville City Services

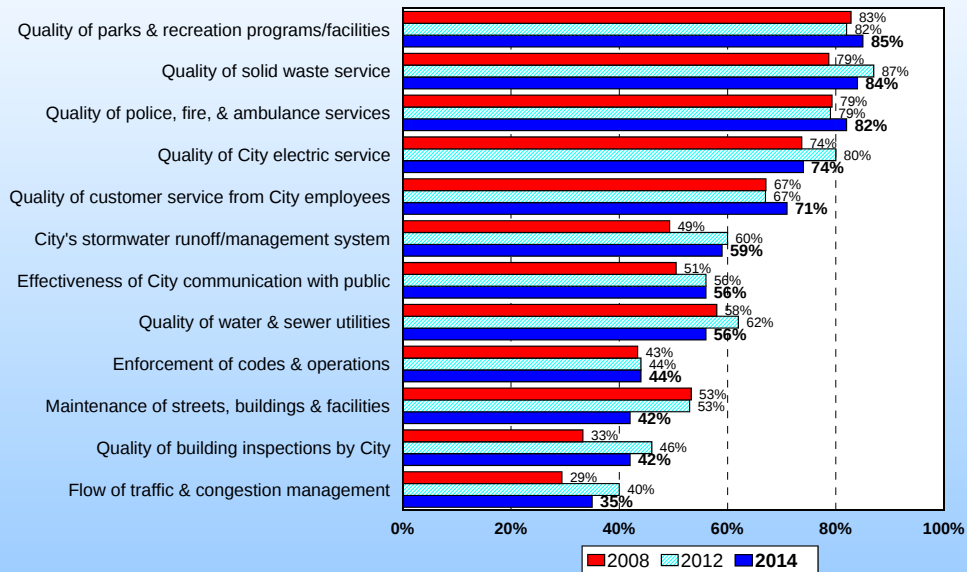
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

TRENDS: Overall Satisfaction with Harrisonville City Services

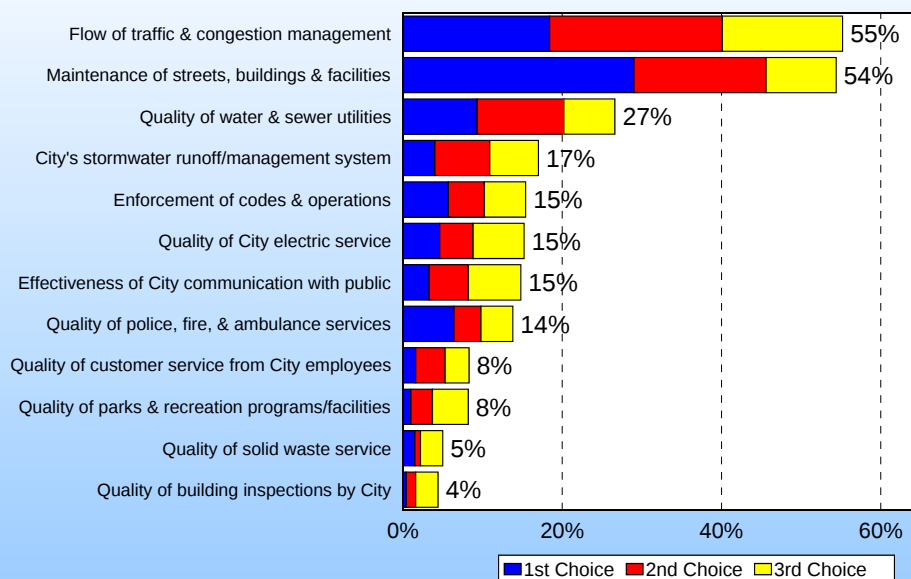
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q2. City Services That Should Receive the Most Emphasis Over the Next Two Years by Major Category

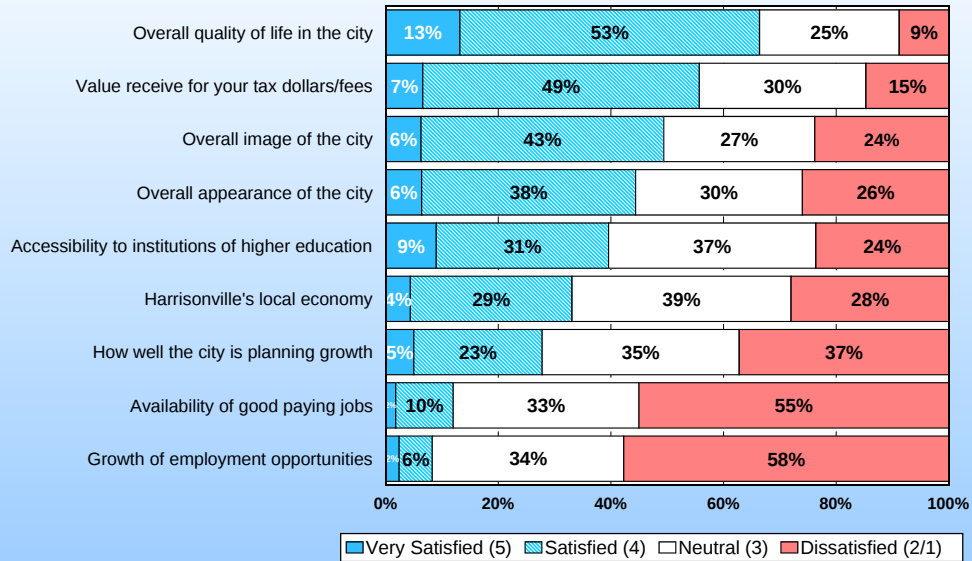
by percentage of respondents who selected the item as one of their top three choices



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q3. Satisfaction with Items That Influence Perceptions of the City of Harrisonville

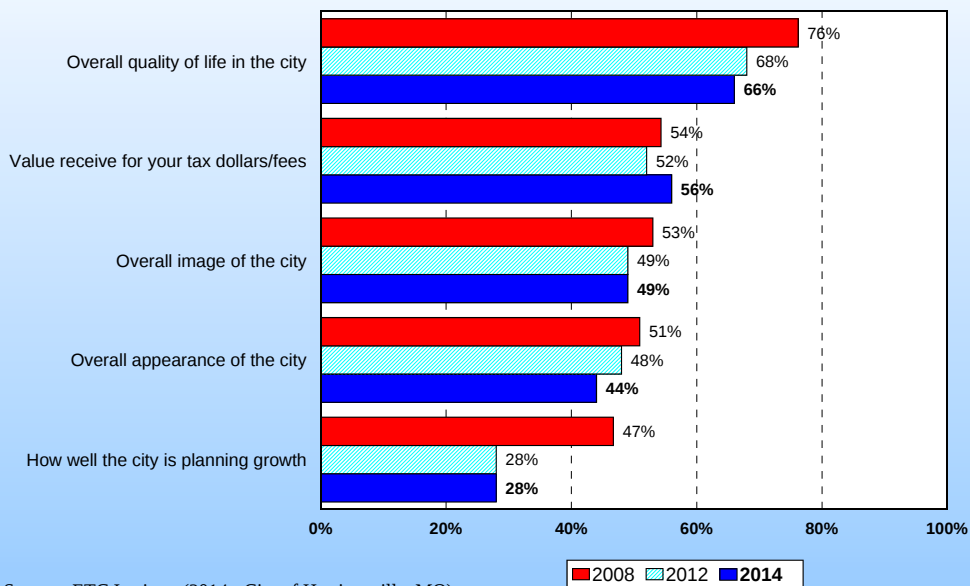
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

TRENDS: Satisfaction with Items That Influence Perceptions of the City of Harrisonville

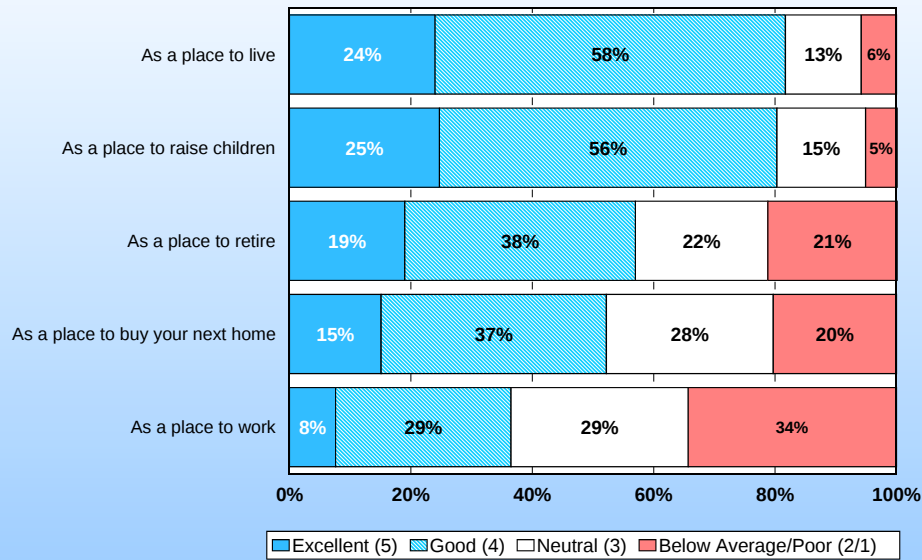
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q4. Quality of Life Ratings

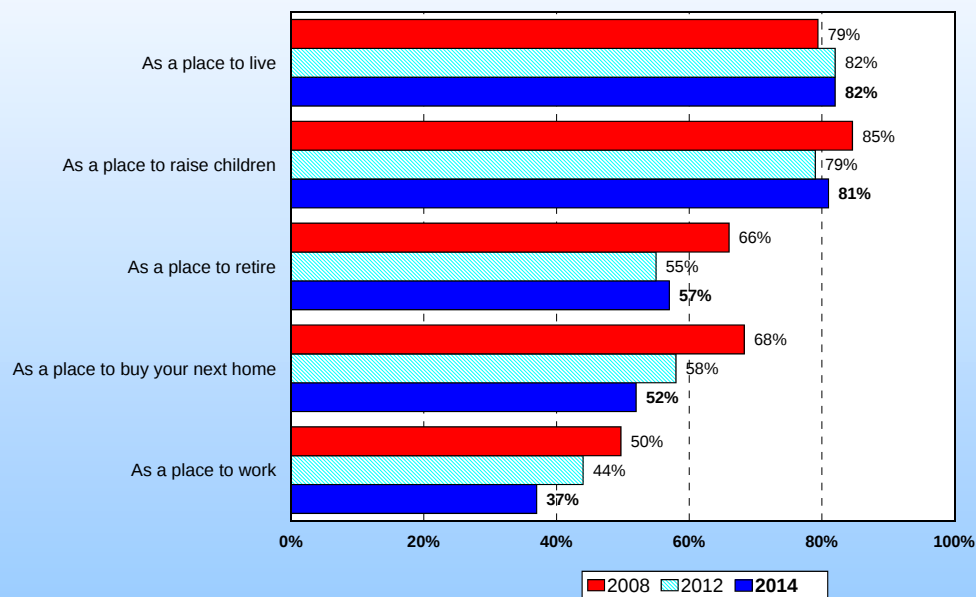
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

TRENDS: Quality of Life Ratings

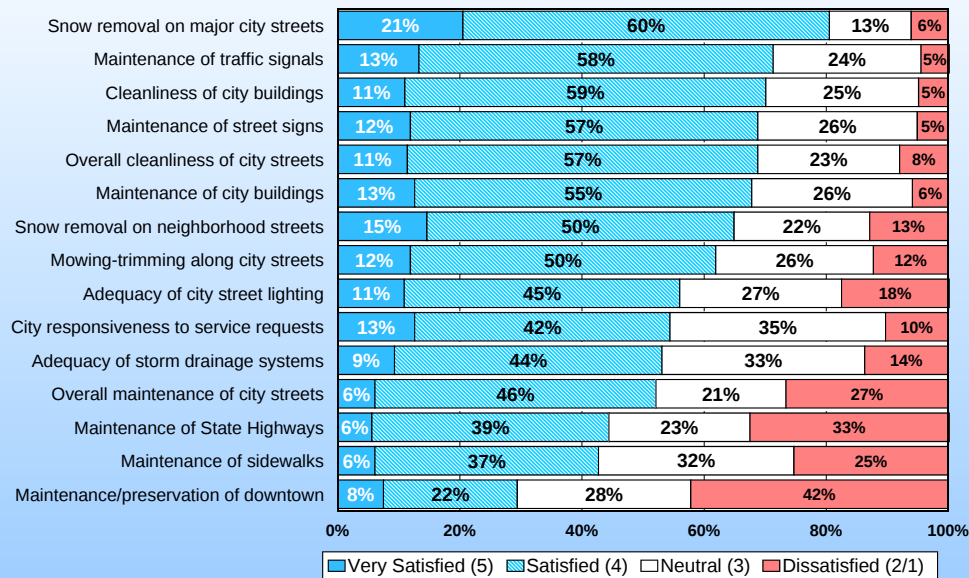
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q5. Satisfaction with City Maintenance

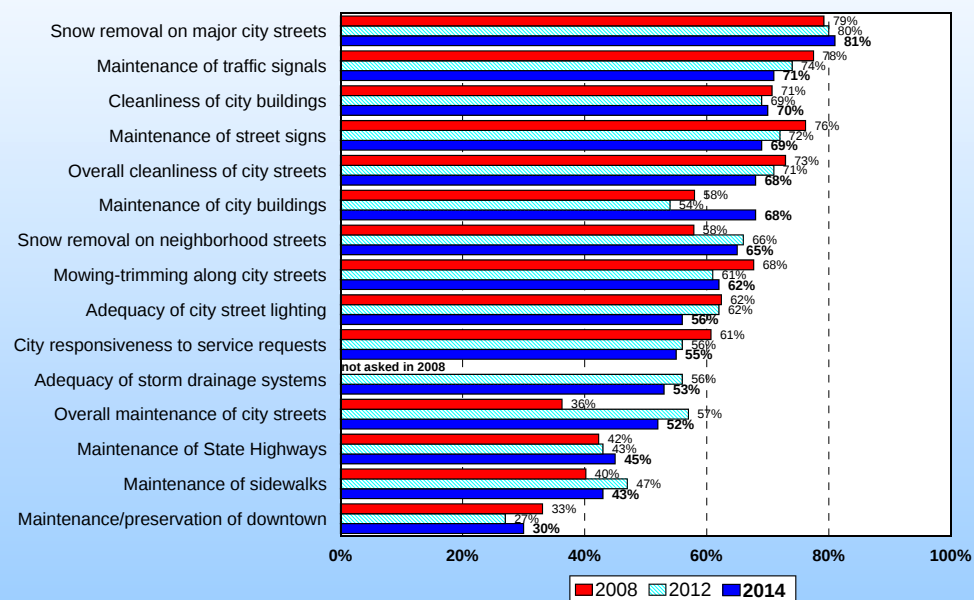
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

TRENDS: Satisfaction with City Maintenance

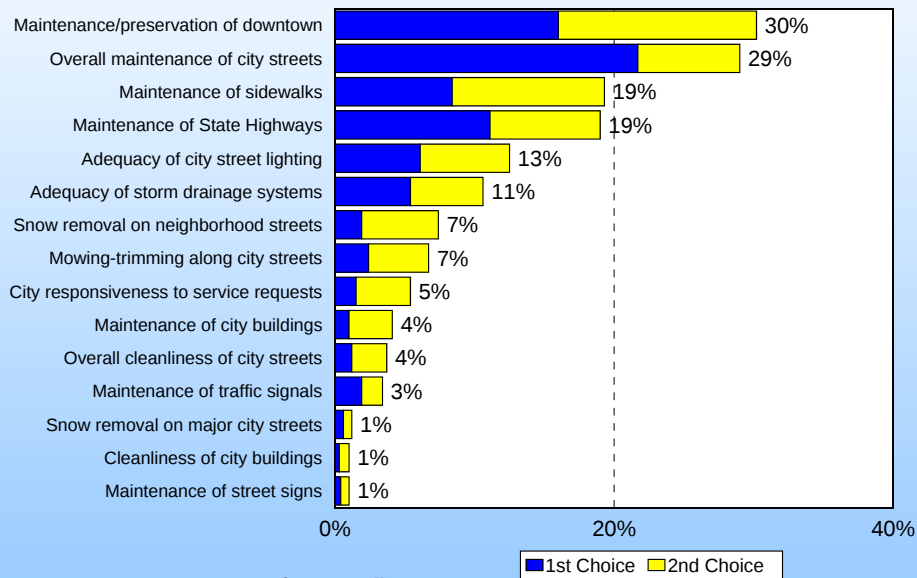
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

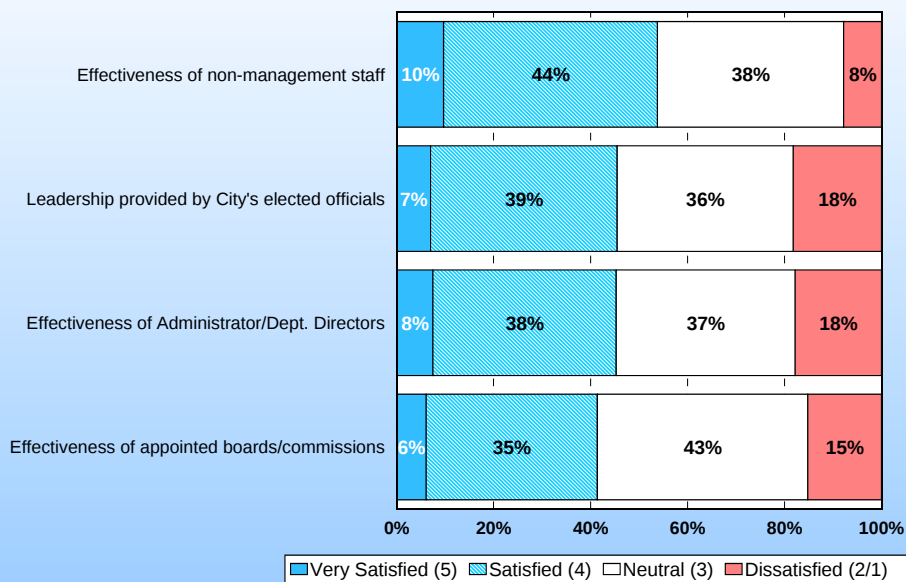
Q6. Maintenance Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



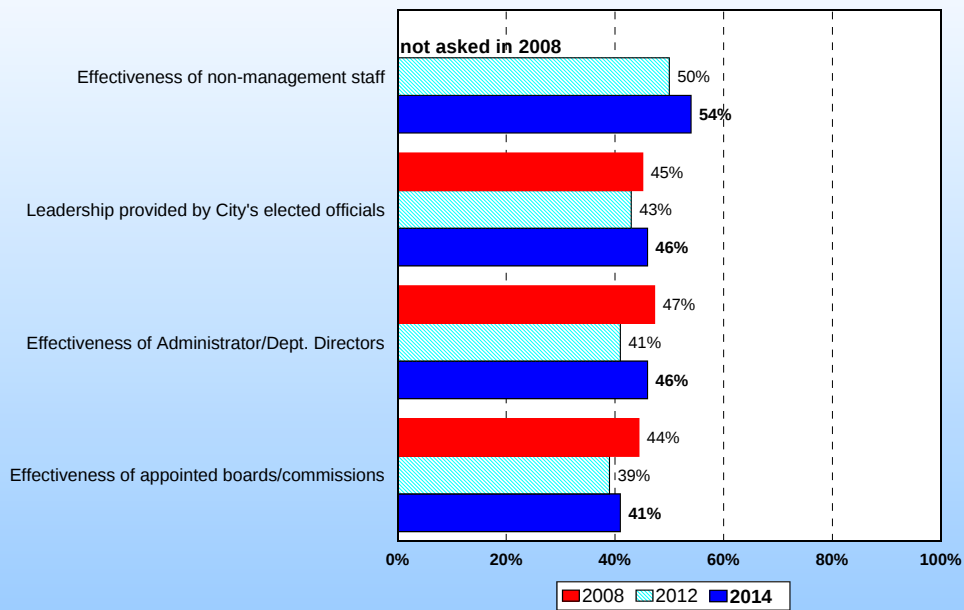
Q7. Satisfaction with City Leadership

by percentage of respondents (excluding don't knows)



TRENDS: Satisfaction with City Leadership

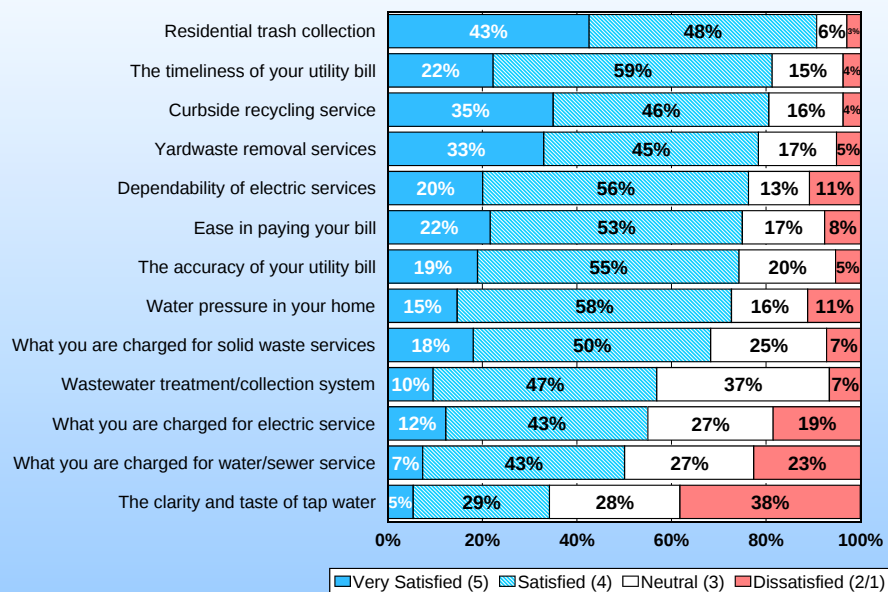
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q8. Satisfaction with Utility Services

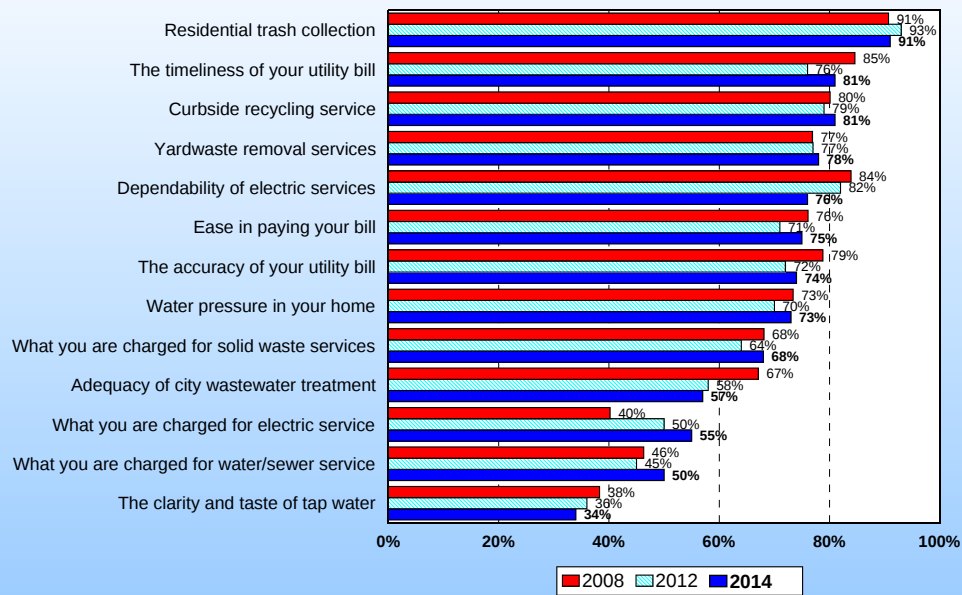
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

TRENDS: Satisfaction with Utility Services

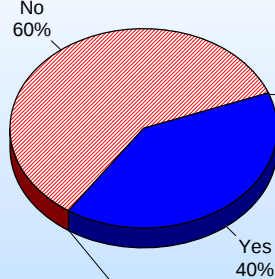
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



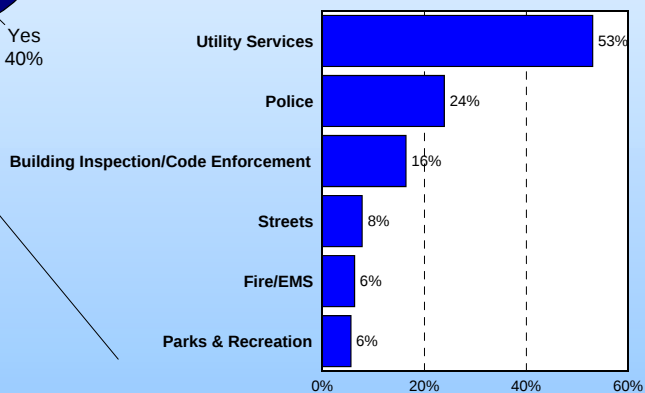
Source: ETC Institute (2014 - City of Harrisonville, MO)

Q9. Have you called or visited the City with a question, problem or complaint during the past year?

by percentage of respondents



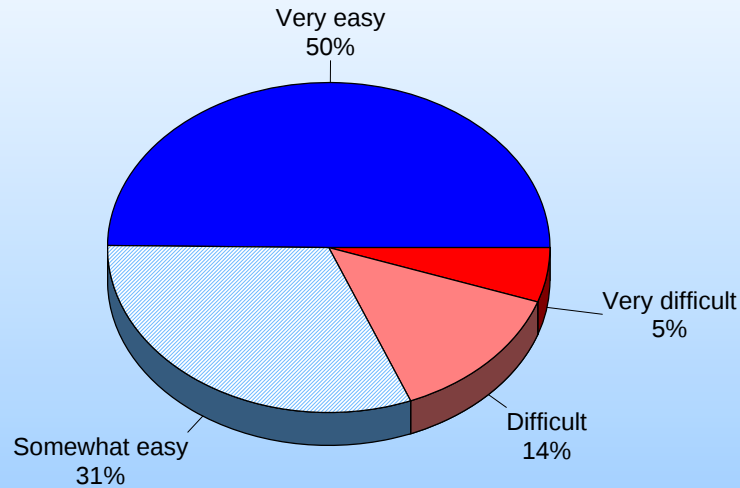
Q9a. If YES: Which department did you contact most recently?



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q9b. How easy was it to contact the person you needed to reach?

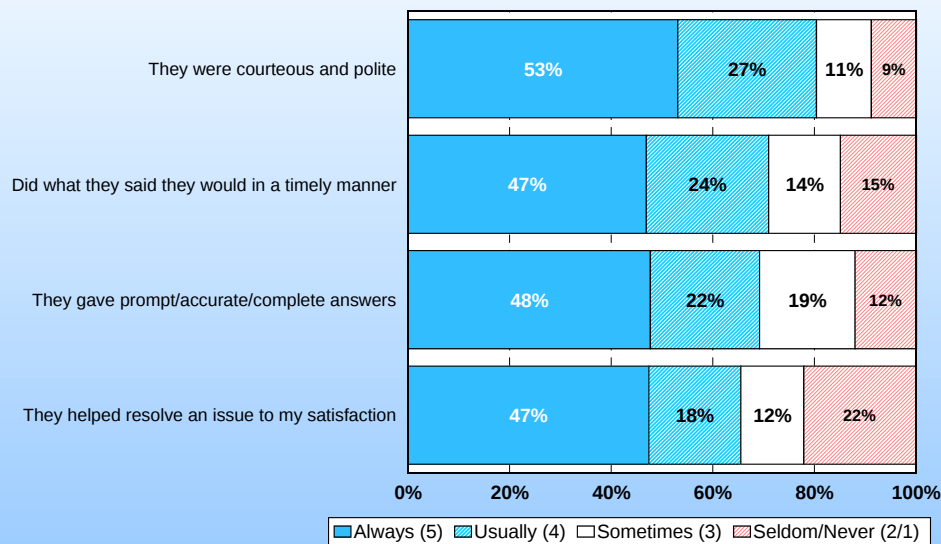
by percentage of respondents who indicated they had called or visited the City during the past year



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q9c. Ratings of How Often City Employees Displayed Various Behaviors During the Past Year

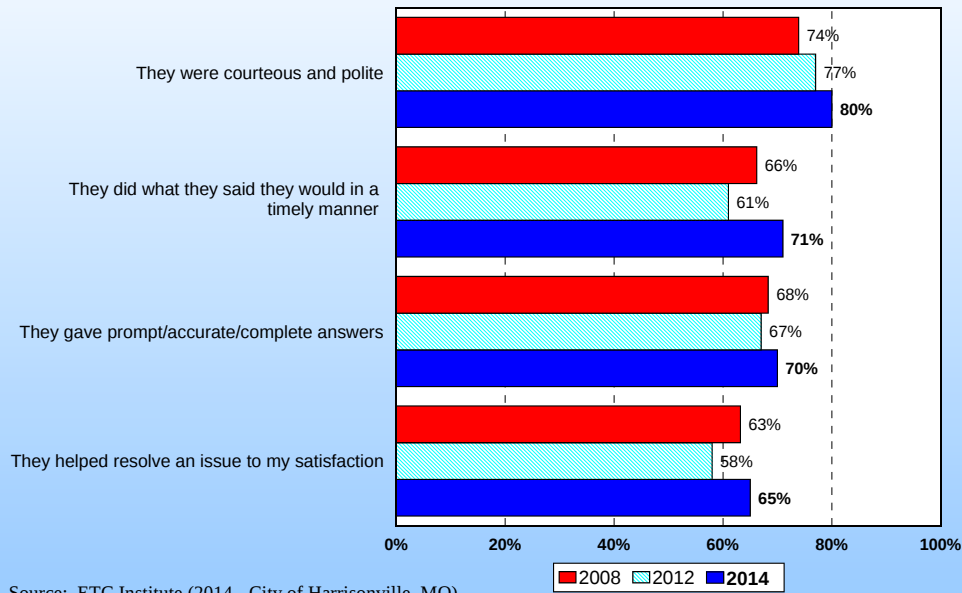
by percentage of respondents who indicated they had interacted with a City employee during the past year
(excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

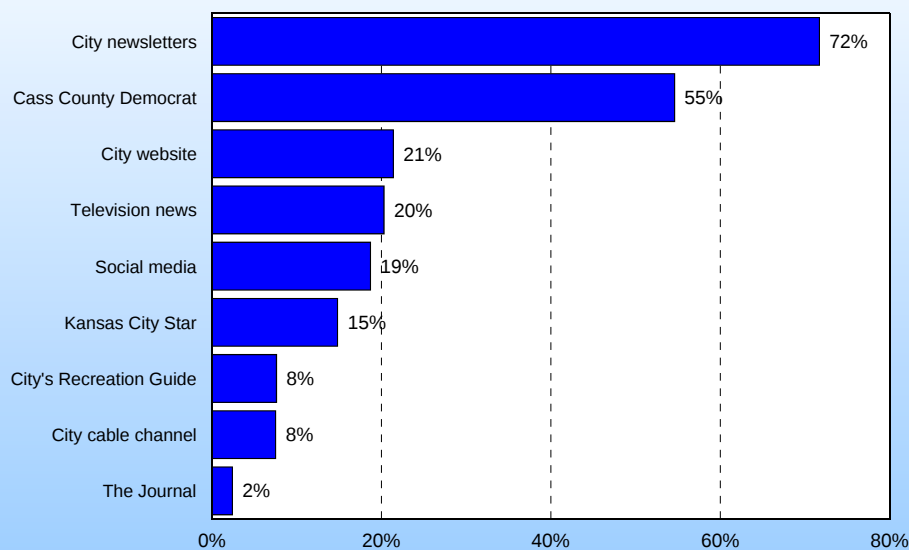
TRENDS: Ratings of How Often City Employees Displayed Various Behaviors During the Past Year

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



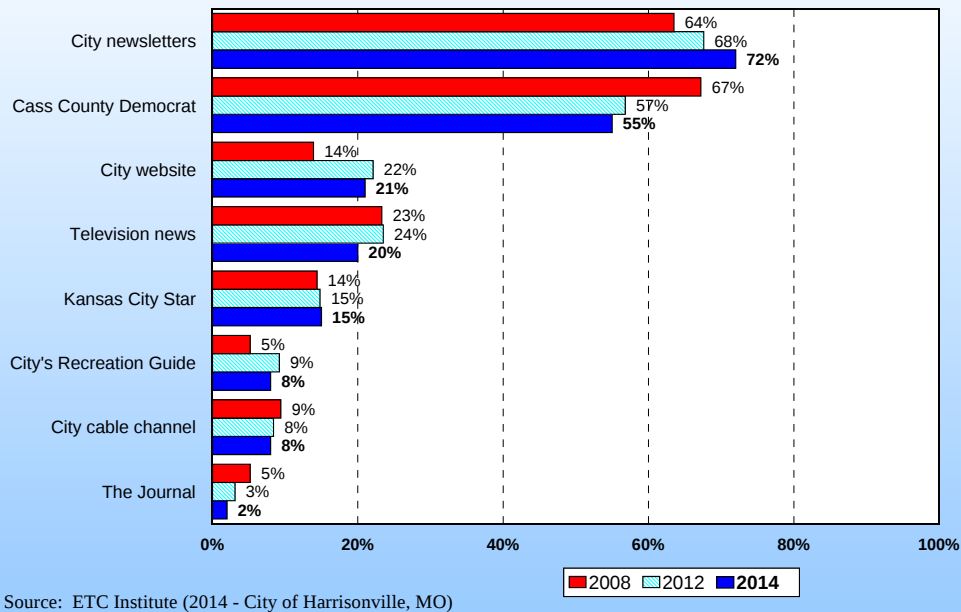
Q10. Sources Residents Get Information About City Issues, Services and Events

by percentage of respondents (multiple responses allowed)



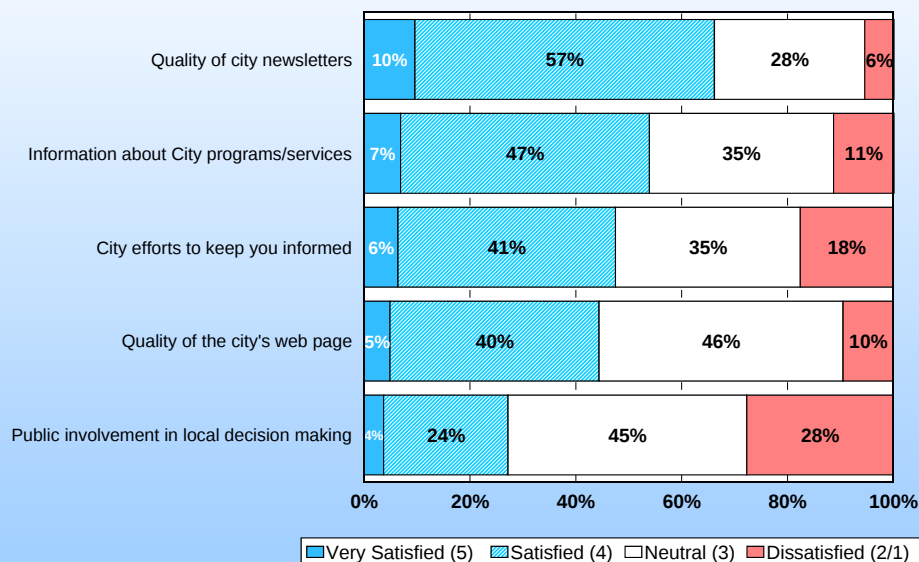
TRENDS: Sources Residents Get Information About City Issues, Services and Events

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



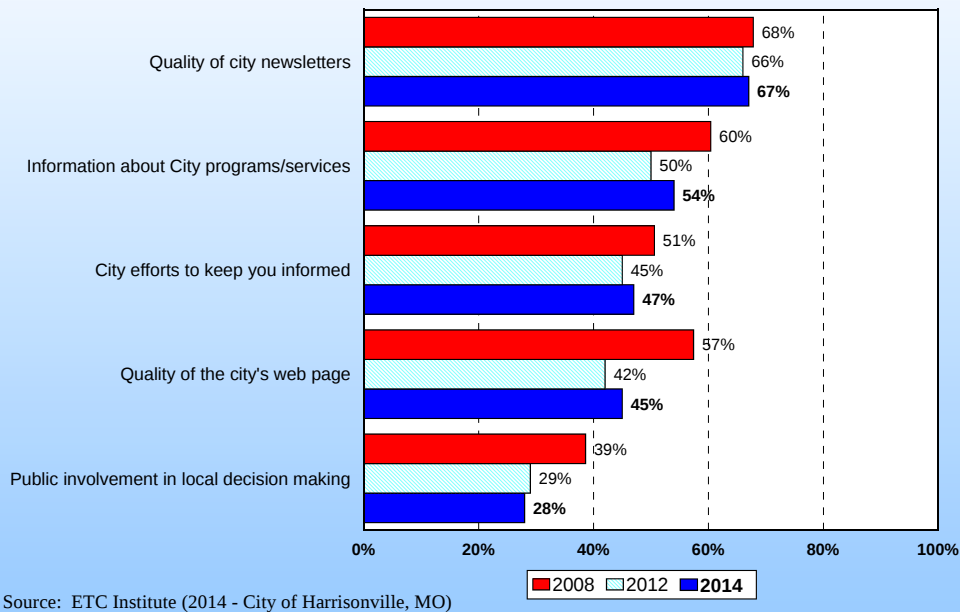
Q11. Satisfaction With City Communication

by percentage of respondents (excluding don't knows)



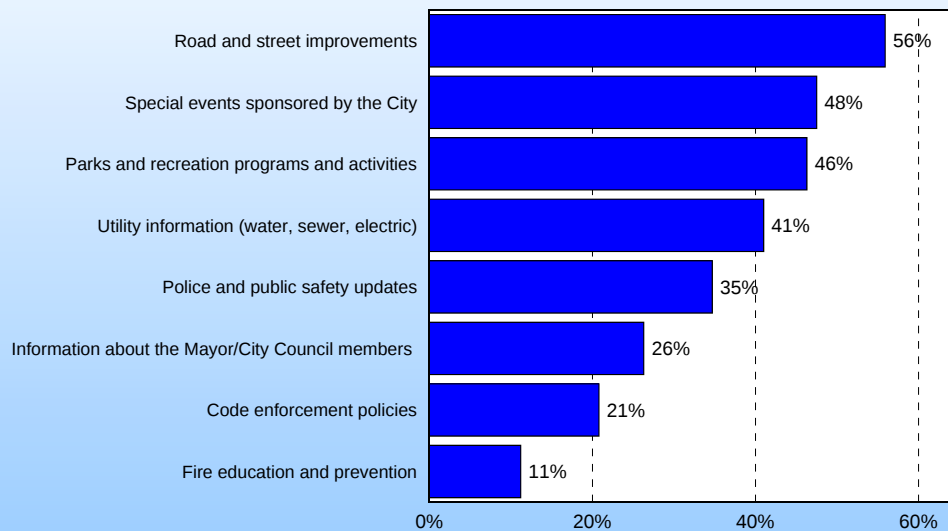
TRENDS: Satisfaction With City Communication

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



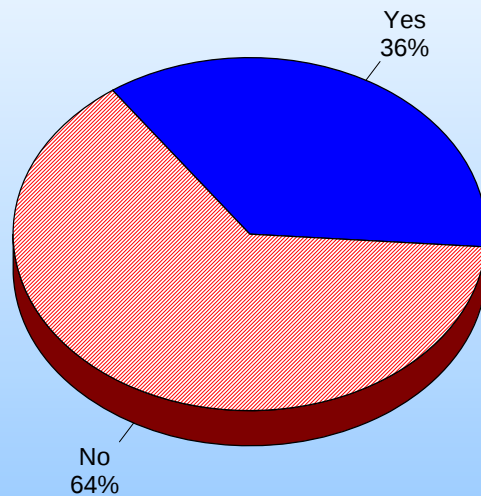
Q12. Which of the following types of information would you be most interested in reading about in City publications?

by percentage of respondents (multiple responses allowed)



Q13. Are you aware that you can receive email notifications from the City by registering for the service through the City's web page?

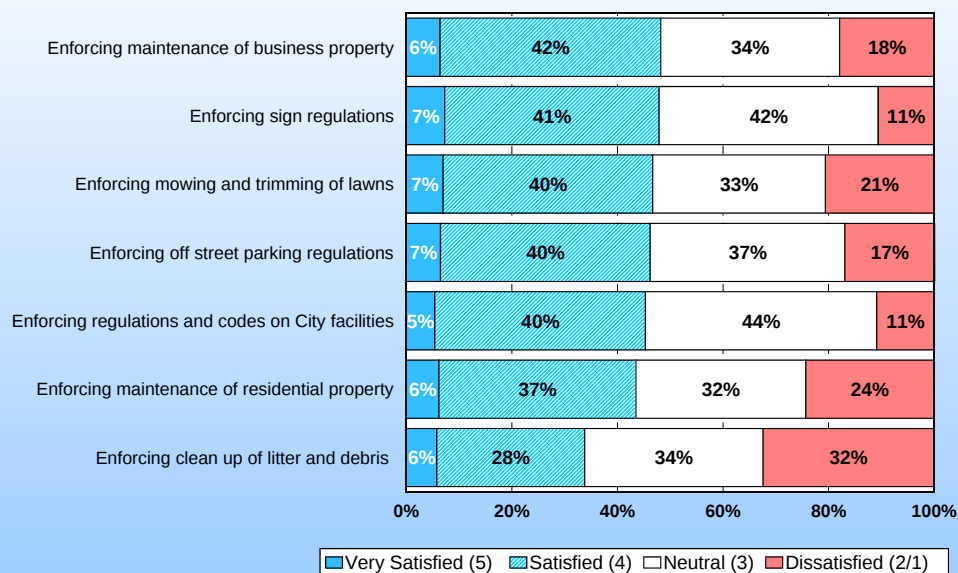
by percentage of respondents



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q14. Satisfaction With City Codes and Ordinances

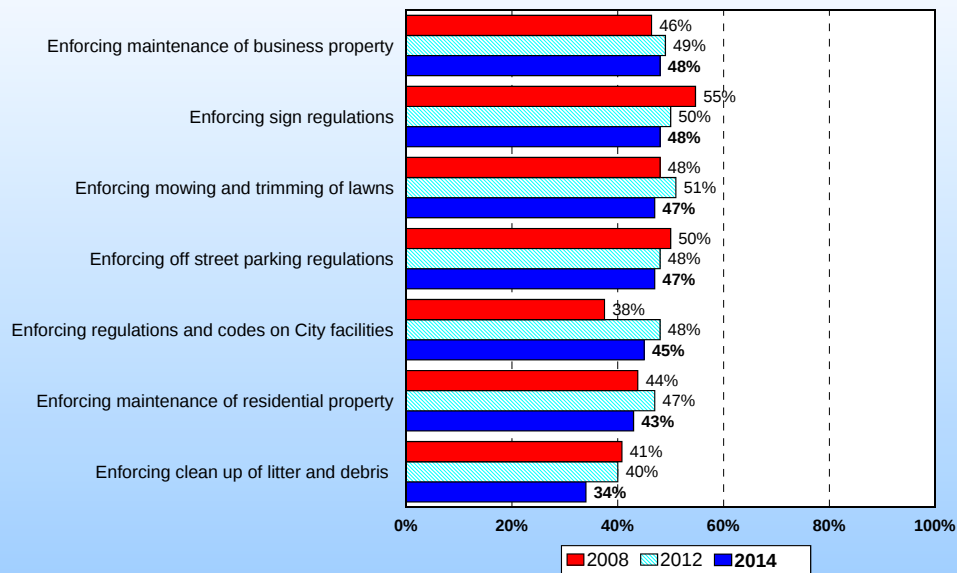
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

TRENDS: Satisfaction With City Codes and Ordinances

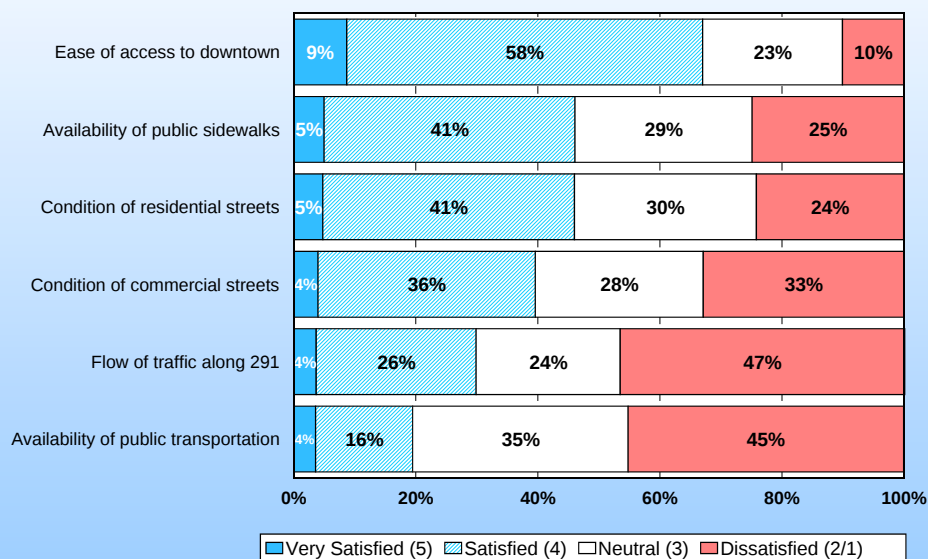
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q15. Satisfaction With Transportation Services

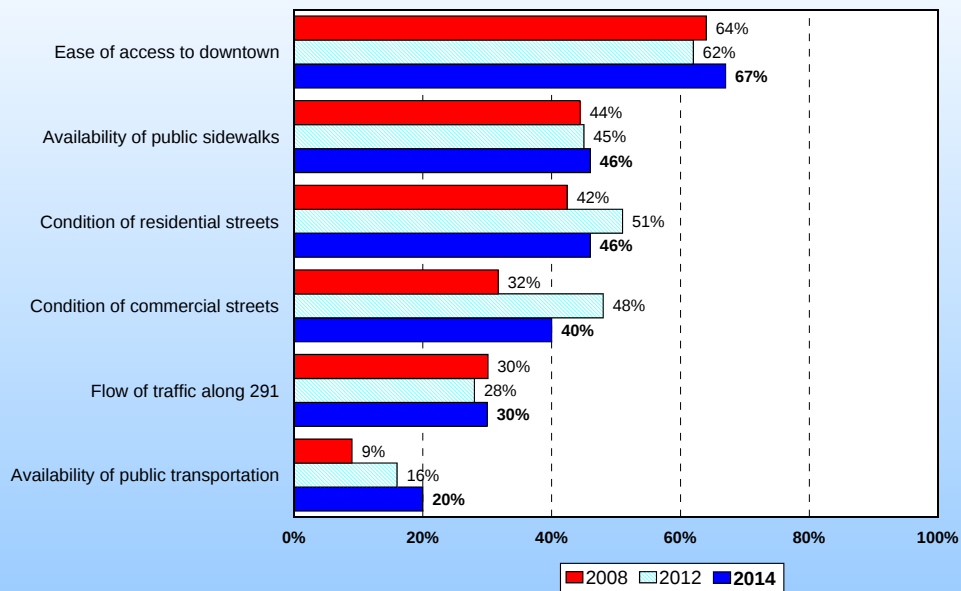
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

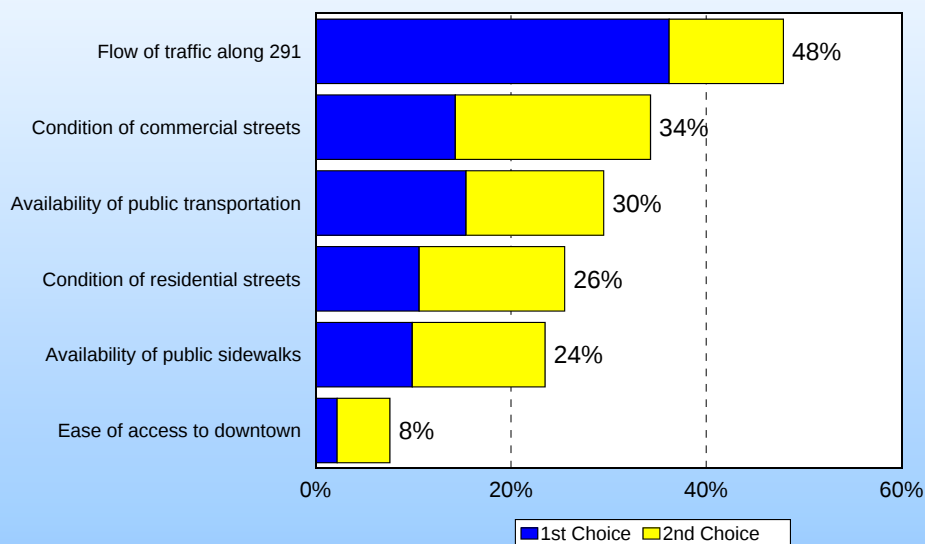
TRENDS: Satisfaction With Transportation Services

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



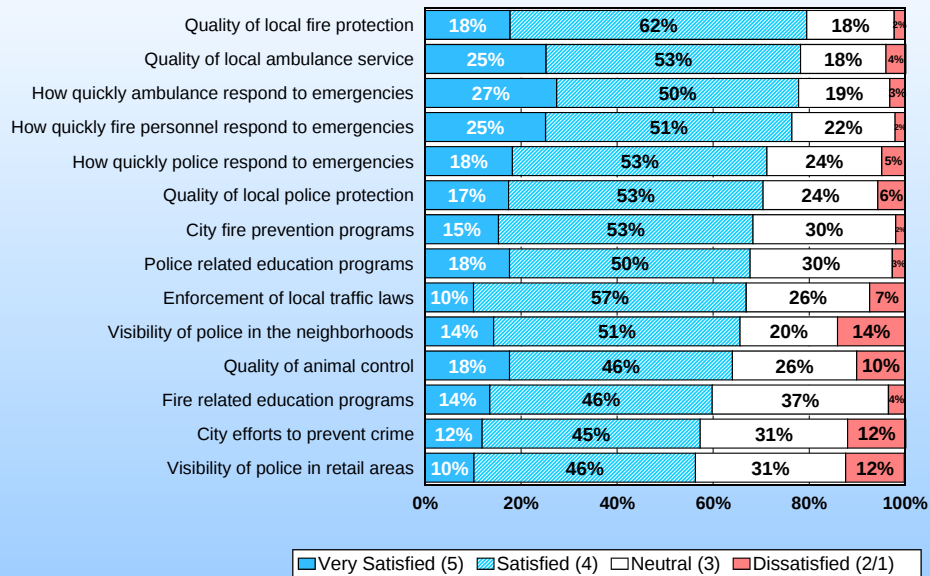
Q16. Transportation Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



Q17. Satisfaction with City Public Safety Services

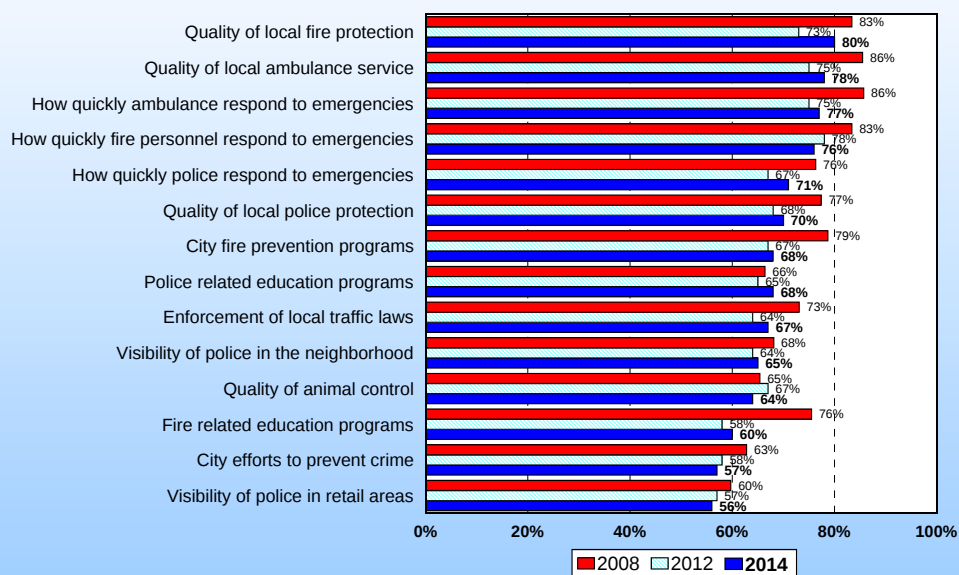
by percentage of respondents (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

TRENDS: Satisfaction with City Public Safety Services

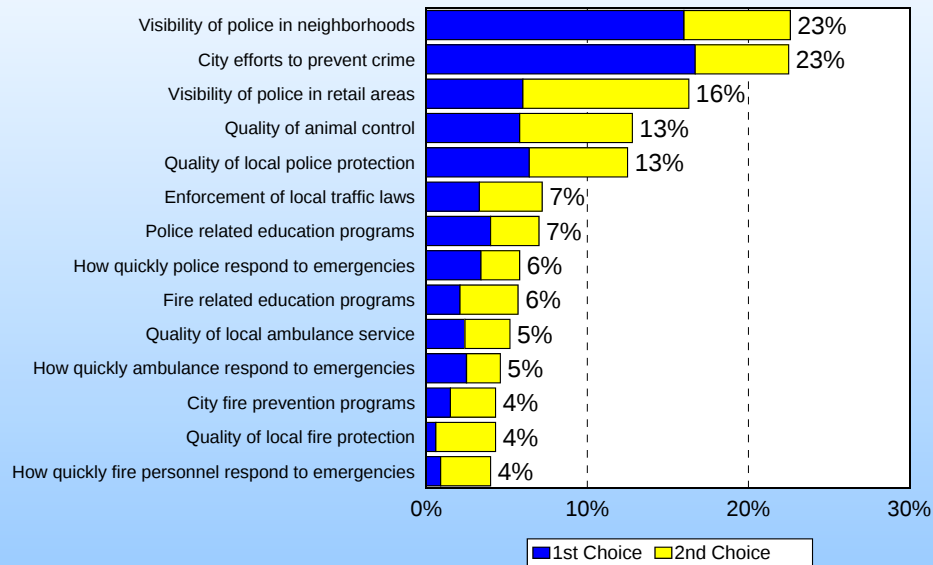
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2014 - City of Harrisonville, MO)

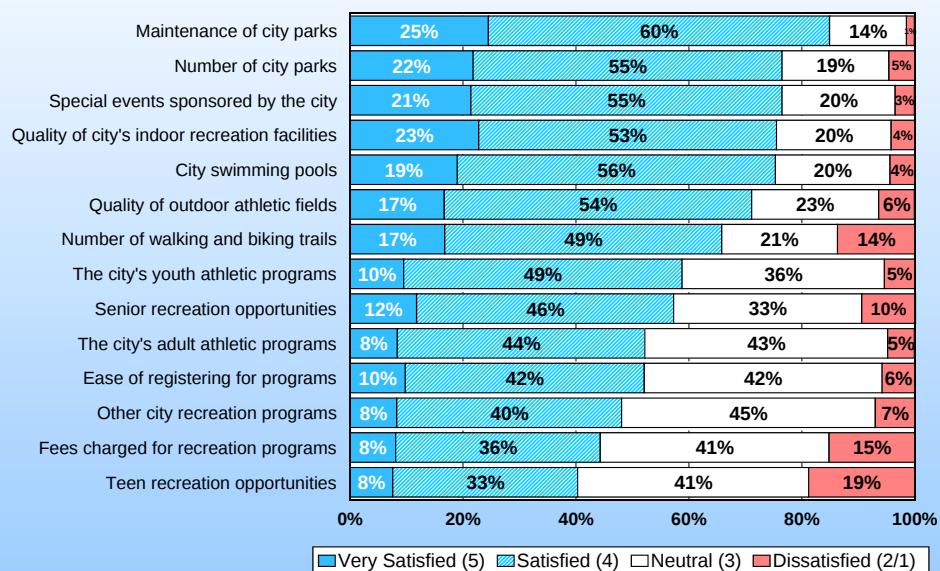
Q18. Public Safety Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



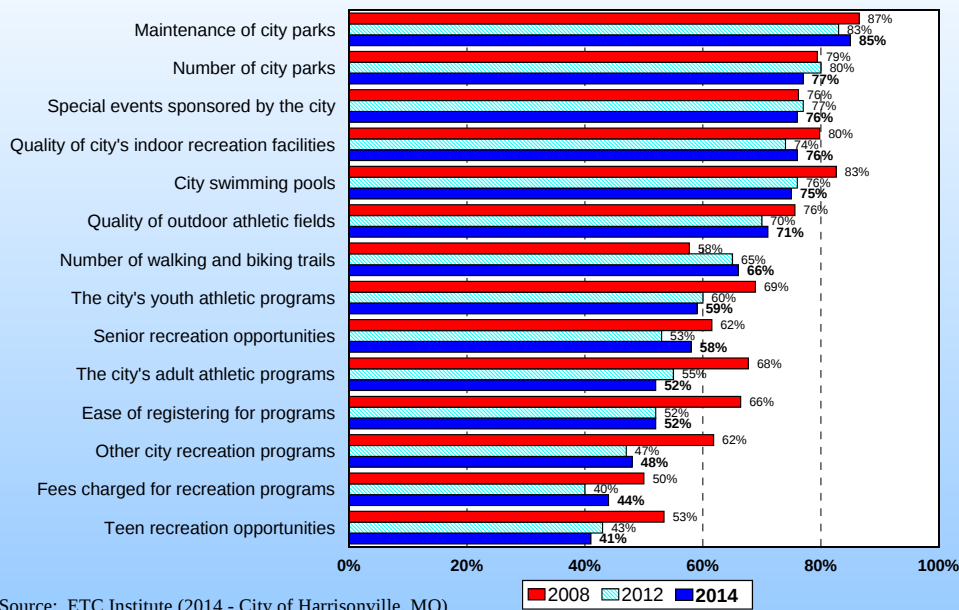
Q19. Satisfaction with City Parks and Recreation Services

by percentage of respondents (excluding don't knows)



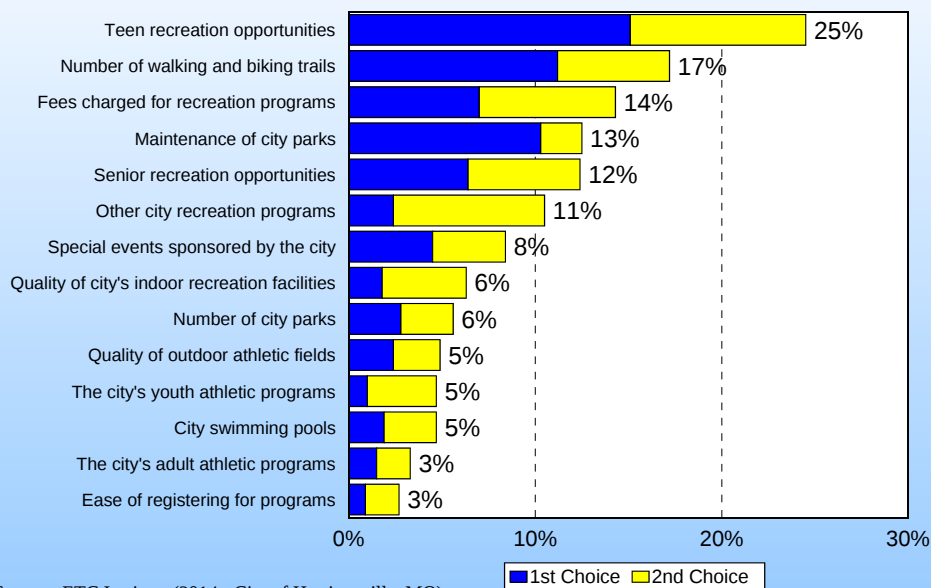
TRENDS: Level of Satisfaction with City Parks and Recreation Services

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



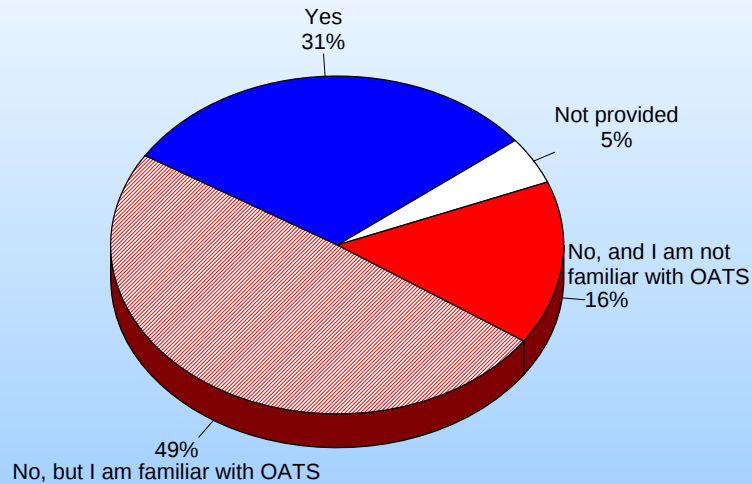
Q20. Parks and Recreation Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



Q21. Are you aware that OATS offers on-call pickup and delivery services?

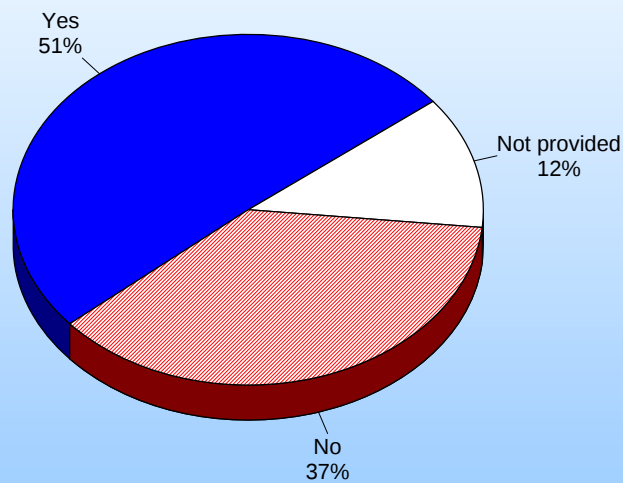
by percentage of respondents



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q22. Would you support reducing the general property tax rate by \$.15/100 of assessed value in exchange for a sales tax increase of one-half percent to fund street improvements?

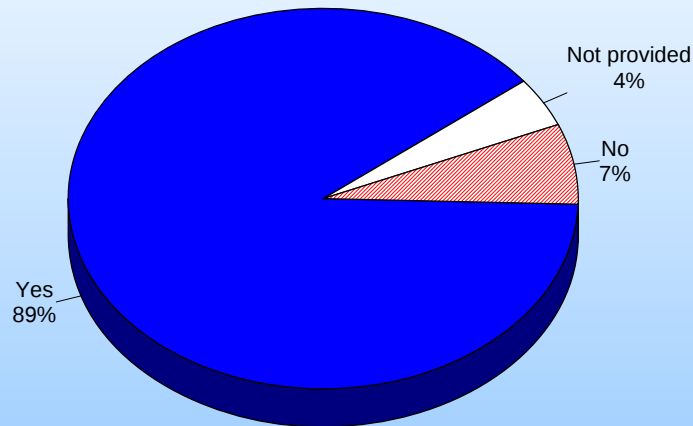
by percentage of respondents



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q23. Should the City make efforts to attract companies that pay higher wage jobs in fields such as technology based companies and manufacturing?

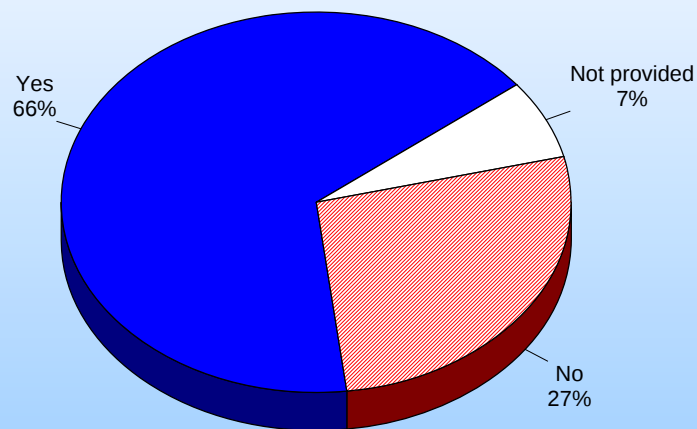
by percentage of respondents



Source: ETC Institute (2014 - City of Harrisonville, MO)

Q24. Would you support keeping the parks sales tax at one-half percent to sustain the parks and recreation facilities and services currently provided?

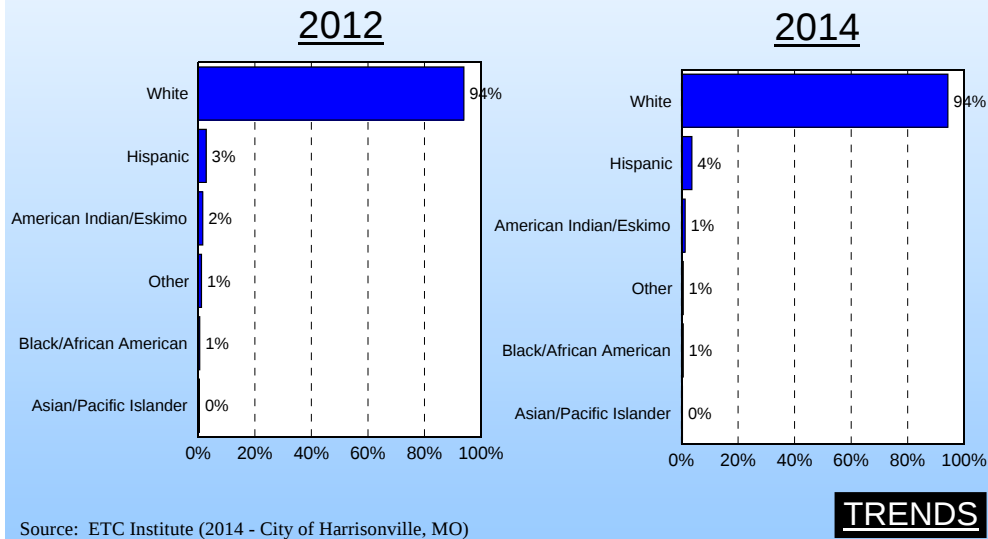
by percentage of respondents



Source: ETC Institute (2014 - City of Harrisonville, MO)

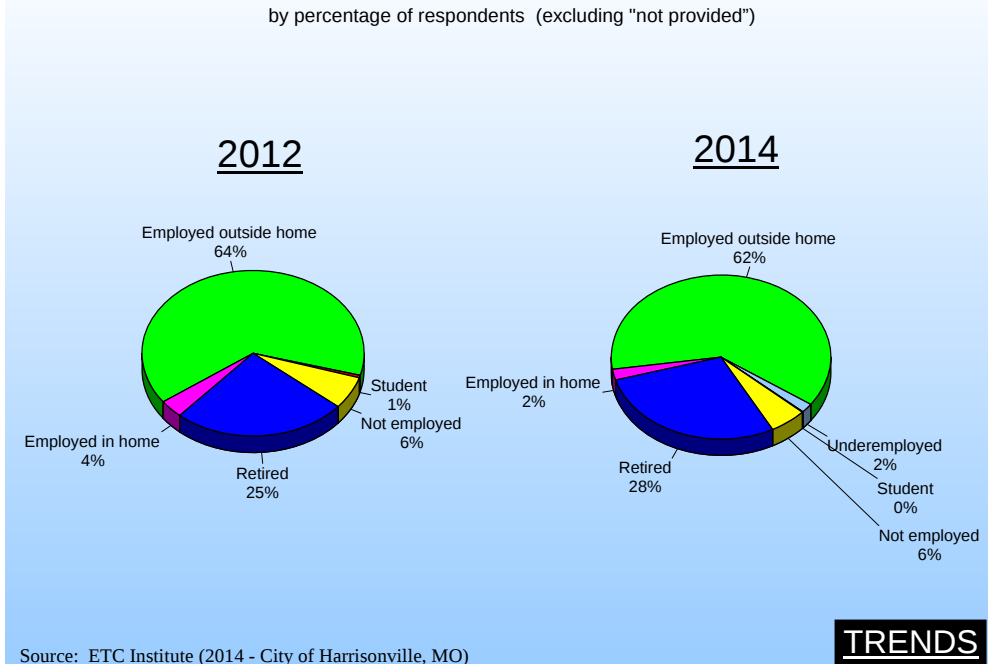
Q25. Demographics: Race/Ethnicity

by percentage of respondents (multiple responses allowed)



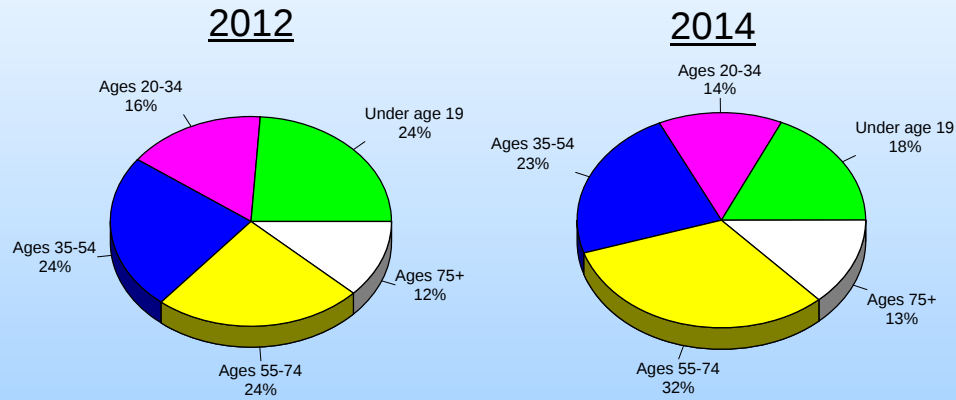
Q26. Demographics: Employment Status

by percentage of respondents (excluding "not provided")



Q27. Demographics: Ages of Household Occupants

by percentage of respondents

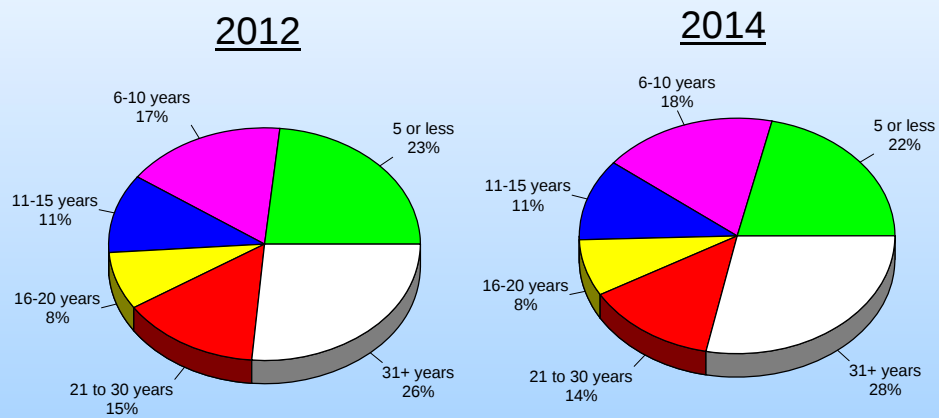


Source: ETC Institute (2014 - City of Harrisonville, MO)

TRENDS

Q28. Demographics: Approximate Number of Years Lived in the City of Harrisonville

by percentage of respondents (excluding "not provided")

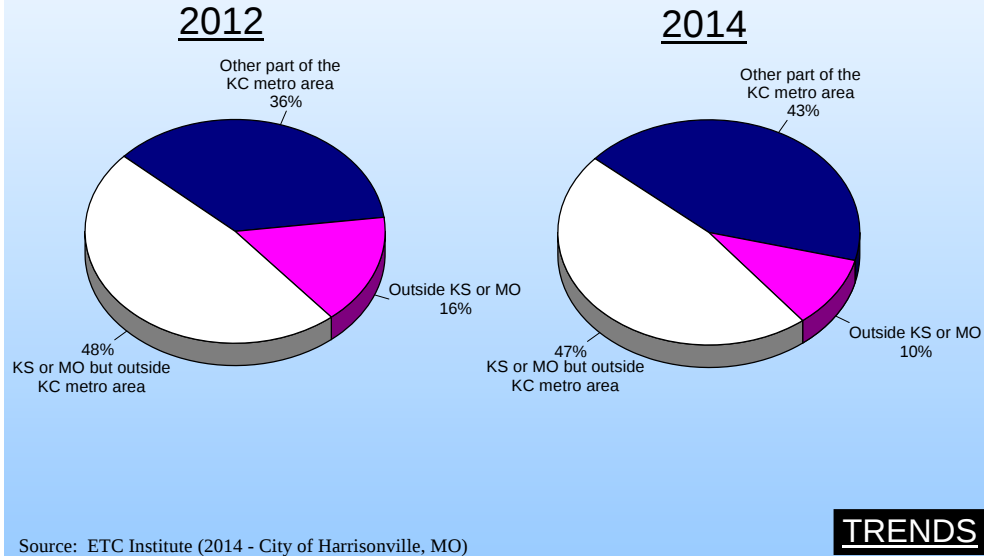


Source: ETC Institute (2014 - City of Harrisonville, MO)

TRENDS

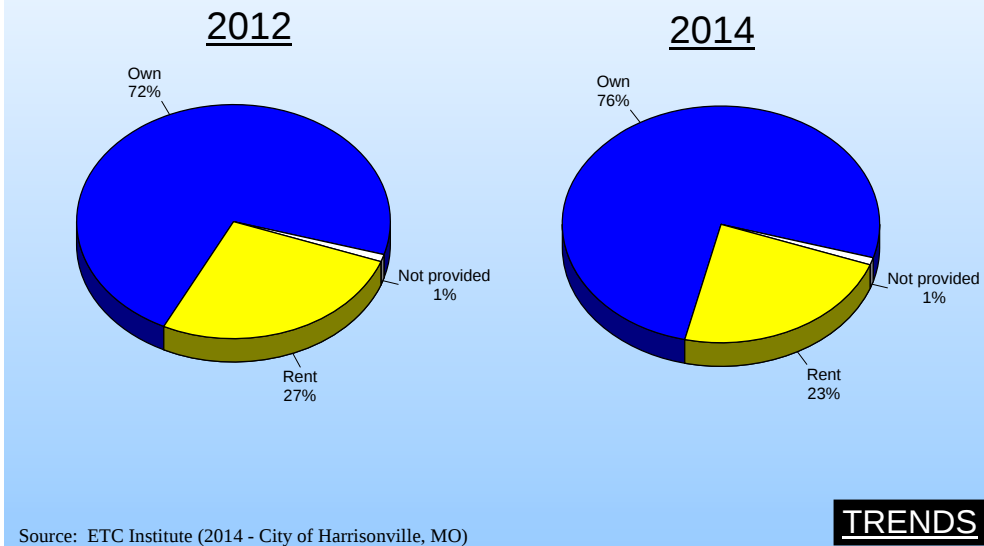
Q28a. Demographics: Where Residents Lived Prior to Moving to Harrisonville

by percentage of respondents who indicated they had lived in Harrisonville 5 or fewer years
(excluding respondents who did not provide a response)

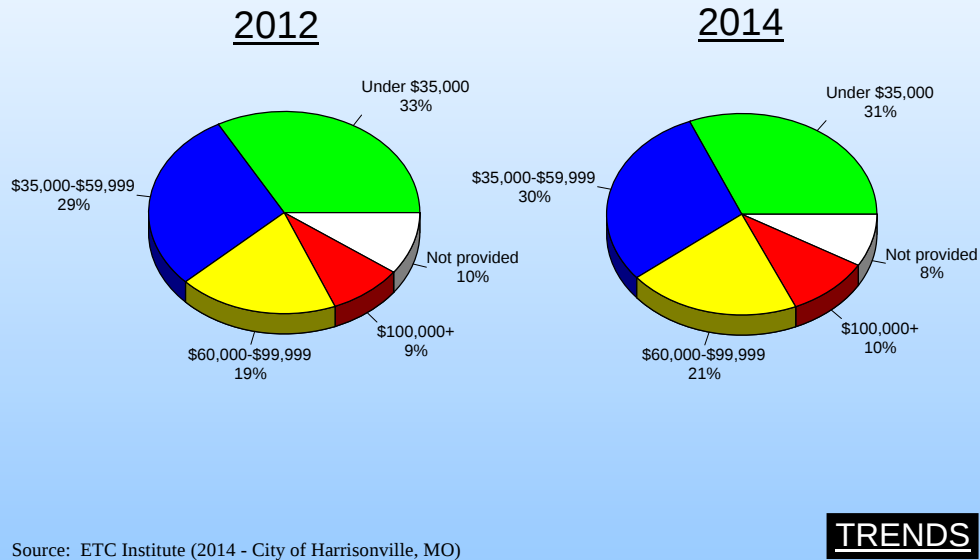


Q29. Demographics: Do you own or rent your current residence?

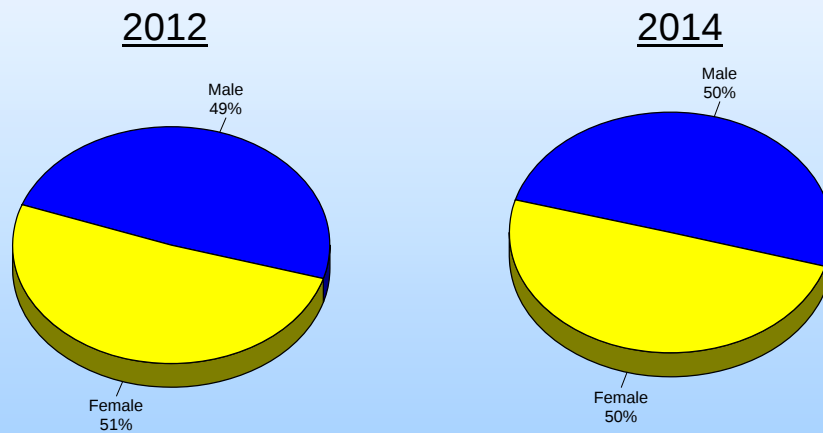
by percentage of respondents



Q30. Demographics: Total Annual Household Income by percentage of respondents



Q31. Demographics: Gender of Respondents by percentage of respondents



Section 2: Benchmarking Data



DirectionFinder® Survey

Year 2014 Benchmarking Summary Report

Overview

ETC Institute's *DirectionFinder®* program was originally developed in 1999 to help community leaders use statistically valid community survey data as a tool for making better decisions. Since November 1999, the survey has been administered in more than 300 cities and counties in 43 states. Most participating communities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from three sources: (1) an annual national survey that was administered by ETC to a random sample of more than 3,000 residents in the continental United States, (2) a regional survey that was administered to over 400 residents in Kansas and Missouri during the Summer of 2014, and (3) surveys that have been administered by ETC Institute in 33 communities in Kansas and Missouri between January 2010 and December 2014.

Some of the Kansas and Missouri communities represented in this report include:

- Ballwin, Missouri
- Blue Springs, Missouri
- Bonner Springs, Kansas
- Butler, Missouri
- Coffeyville, Kansas
- Columbia, Missouri
- Excelsior Springs, Missouri
- Gardner, Kansas
- Grandview, Missouri
- Harrisonville, Missouri
- Independence, Missouri
- Johnson County, Kansas
- Kansas City, Missouri
- Lawrence, Kansas
- Leawood, Kansas
- Lee's Summit, Missouri
- Lenexa, Kansas
- Liberty, Missouri
- Merriam, Kansas
- Mission, Kansas
- North Kansas City, Missouri
- O'Fallon, Missouri
- Olathe, Kansas
- Overland Park, Kansas
- Platte City, Missouri
- Pleasant Hill, Missouri
- Raymore, Missouri
- Riverside, Missouri
- Roeland Park, Kansas
- Shawnee, Kansas
- Springfield, Missouri
- Spring Hill, Kansas
- Unified Government of Kansas City, Kansas and Wyandotte County

National Benchmarks. The first of charts on the following pages show how the overall results for Harrisonville compare to the national average based on the results of a 2014 survey that was administered by ETC Institute to a random sample of more than 3,000 U.S. residents and 400 residents in Kansas and Missouri communities.

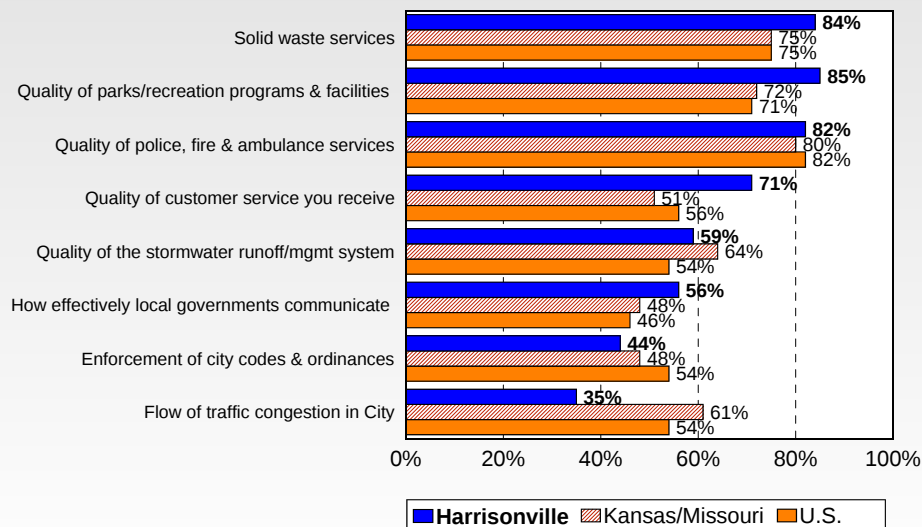
Kansas City Metro Benchmarks. The second set of charts show the highest, lowest, and average (mean) levels of satisfaction in the 33 communities listed on the previous page. The mean rating is shown as a vertical line, which indicates the average level of satisfaction for the metropolitan Kansas City area. The actual ratings for Harrisonville are listed to the right of each chart. The dot on each bar shows how the results for Harrisonville compare to other communities in the Kansas City area where the *DirectionFinder*® survey has been administered.

National Benchmarks (All Communities)

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Harrisonville, MO is not authorized without written consent from ETC Institute.

Overall Satisfaction with City Services: City of Harrisonville vs. Kansas/Missouri vs. U.S.

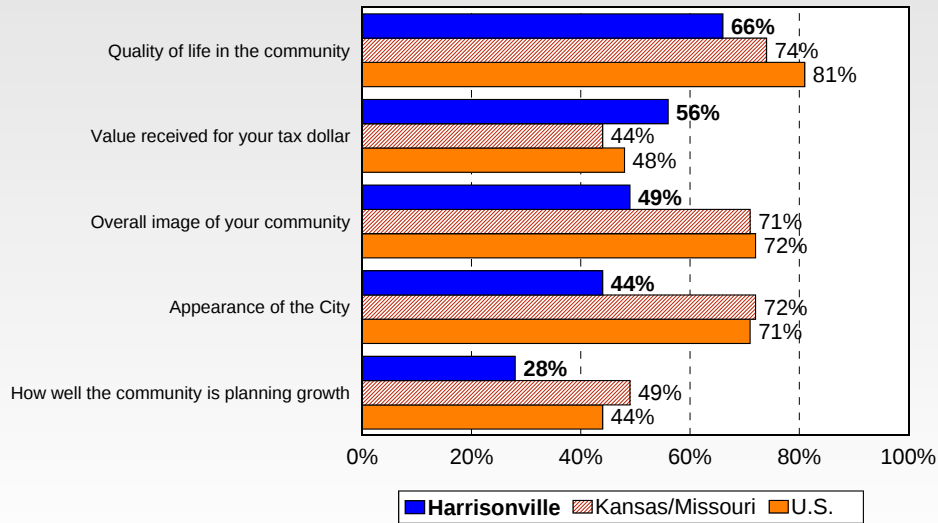
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Overall Satisfaction With Perceptions of the City: City of Harrisonville vs. Kansas/Missouri vs. U.S.

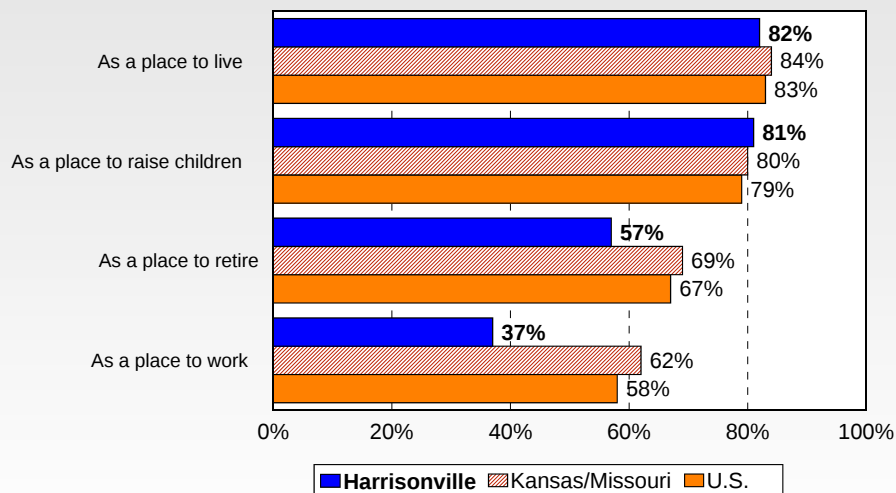
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied"



Source: ETC Institute (2014 Harrisonville Citizen Survey)

How Residents Rate the Community Where They Currently Live: City of Harrisonville vs. Kansas/Missouri vs. U.S.

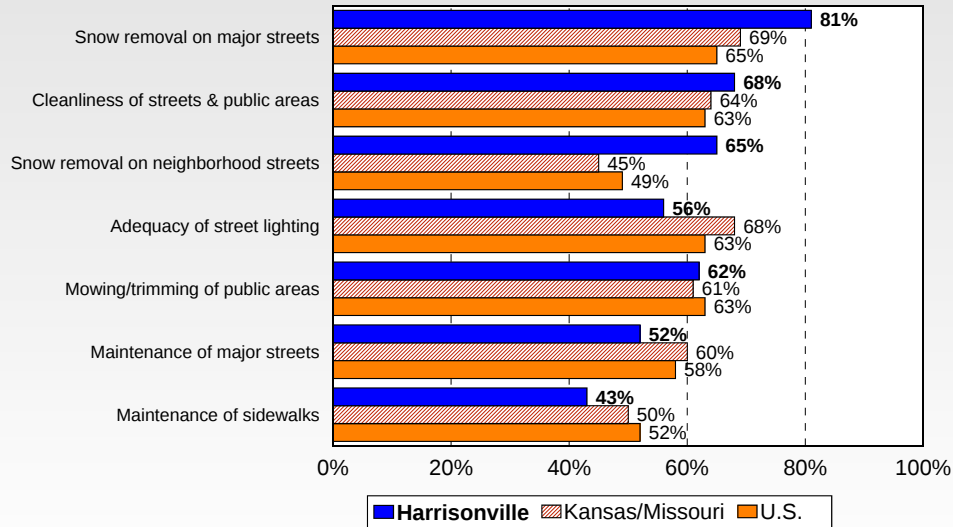
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale
where 5 was "excellent"



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Overall Satisfaction with Maintenance: City of Harrisonville vs. Kansas/Missouri vs. U.S.

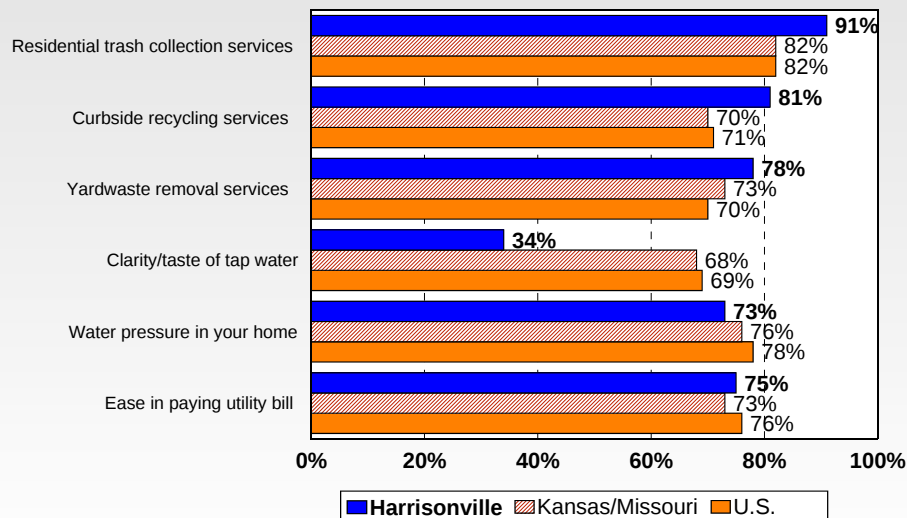
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied"



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Overall Satisfaction with Utility Services: City of Harrisonville vs. Kansas/Missouri vs. U.S.

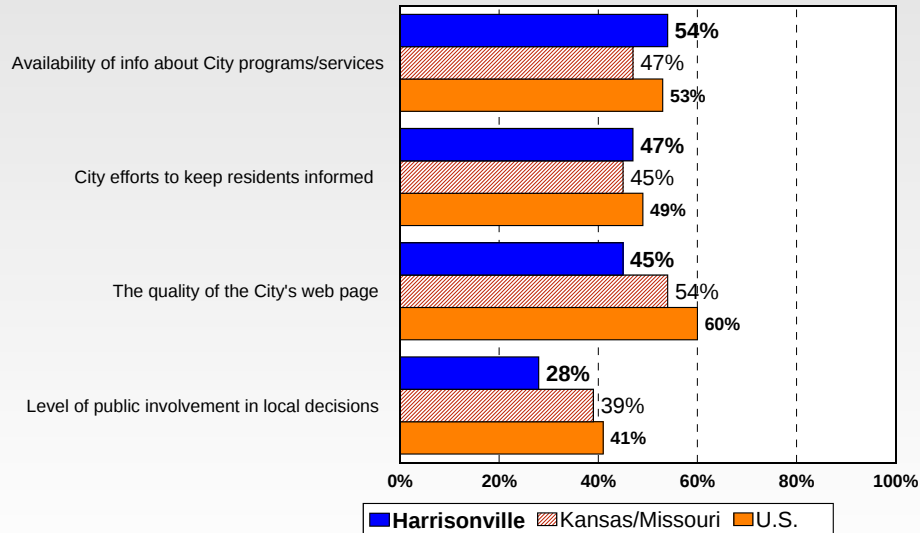
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied"



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Overall Satisfaction with City Communication: City of Harrisonville vs. Kansas/Missouri vs. U.S.

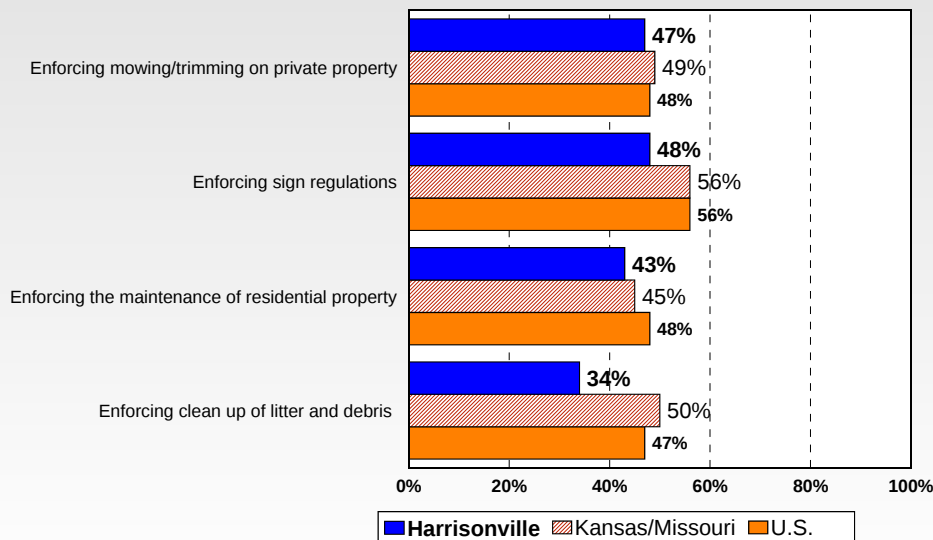
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied"



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Overall Satisfaction with Codes and Ordinances: City of Harrisonville vs. Kansas/Missouri vs. U.S.

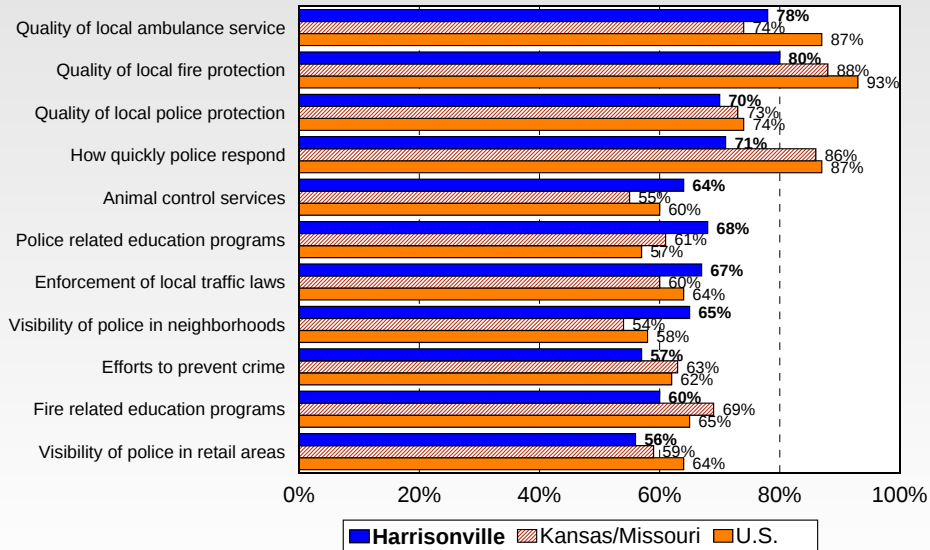
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied"



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Overall Satisfaction with Public Safety: City of Harrisonville vs. Kansas/Missouri vs. U.S.

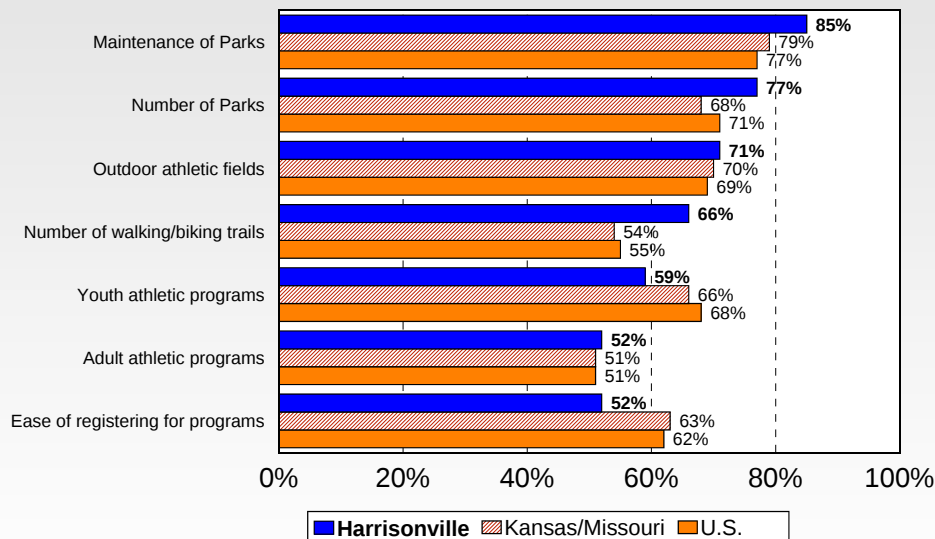
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied"



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Overall Satisfaction with Parks and Recreation: City of Harrisonville vs. Kansas/Missouri vs. U.S.

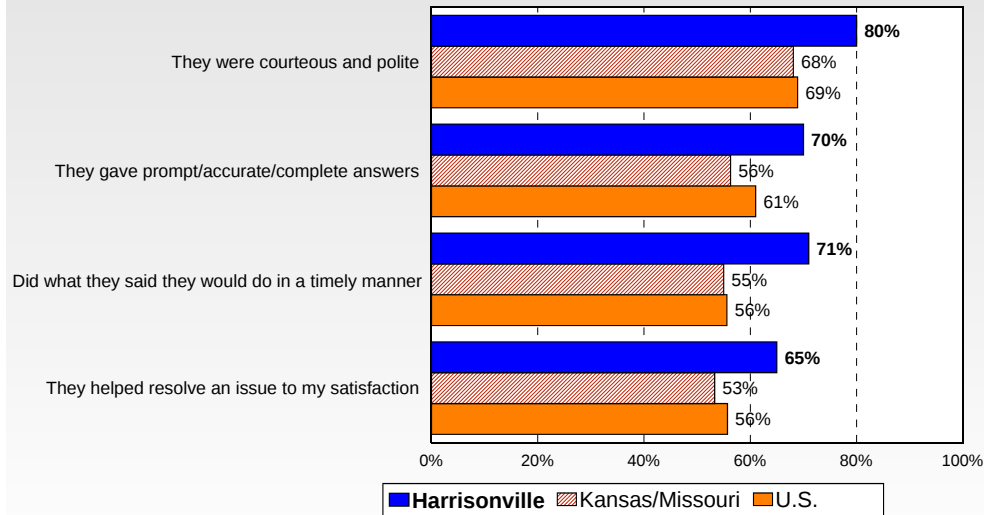
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied"



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Overall Satisfaction with Customer Service: City of Harrisonville vs. Kansas/Missouri vs. U.S.

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied"

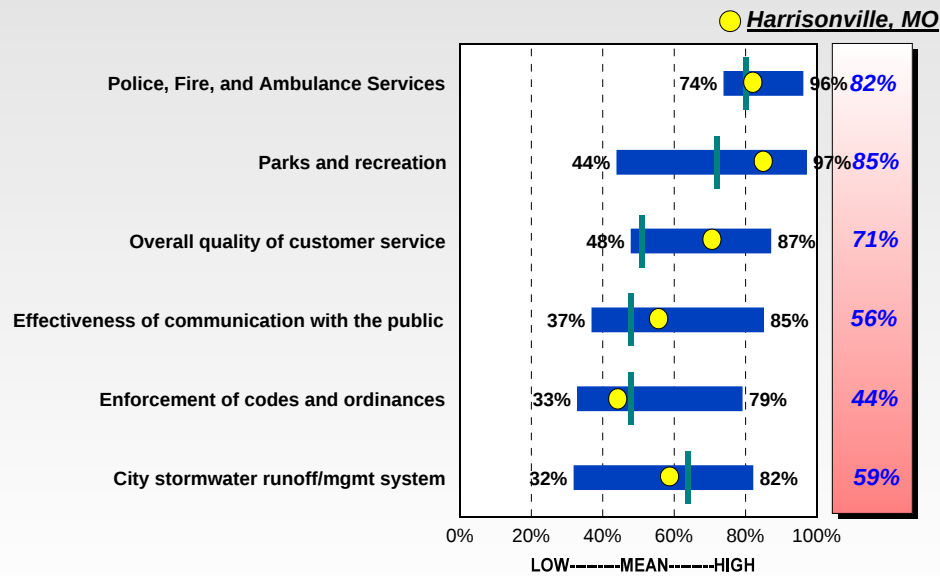


Source: ETC Institute (2014 Harrisonville Citizen Survey)

Kansas and Missouri Benchmarks

Overall Satisfaction With City Services - 2014

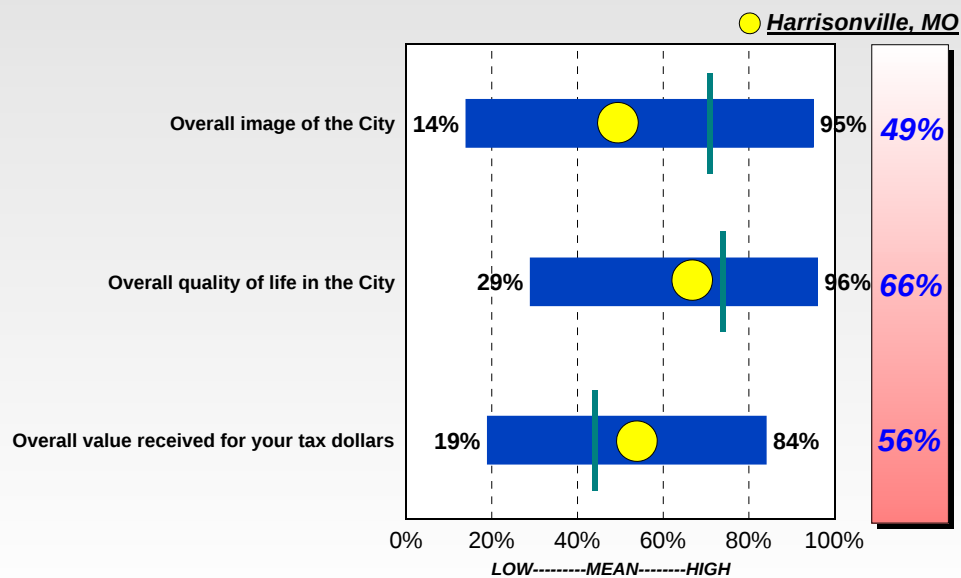
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Perceptions that Kansas and Missouri Residents Have of the City in Which They Live - 2014

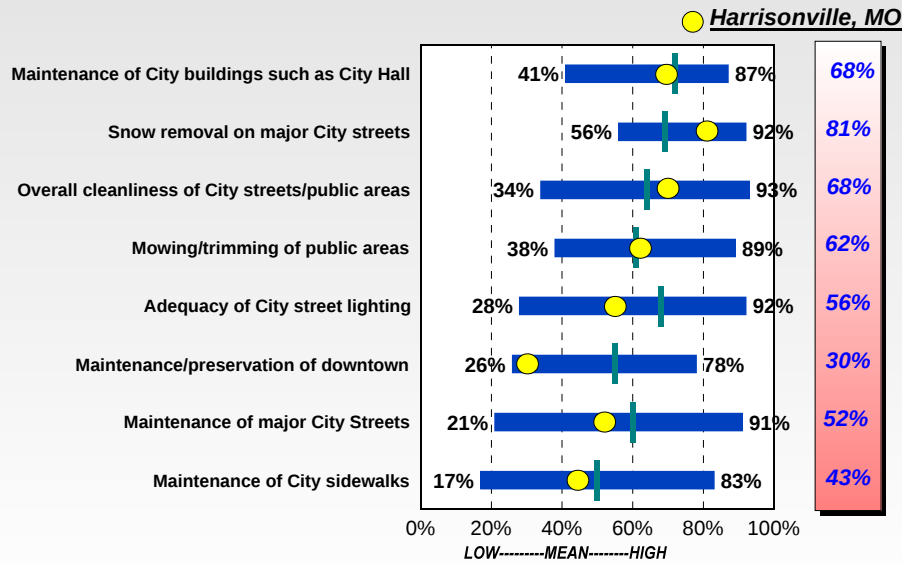
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with Maintenance Services Provided by Cities in Kansas and Missouri - 2014

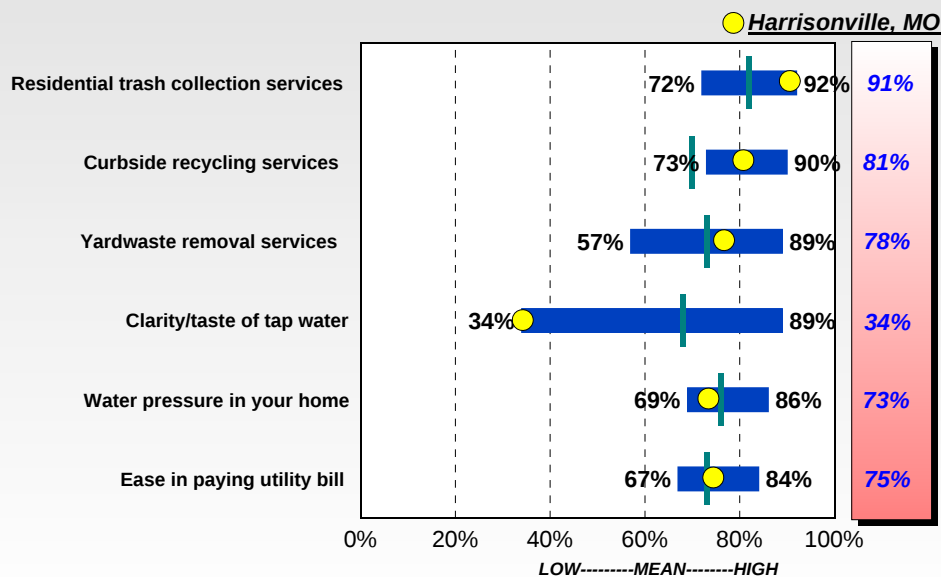
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with Utility Services Provided by Cities in Kansas and Missouri- 2014

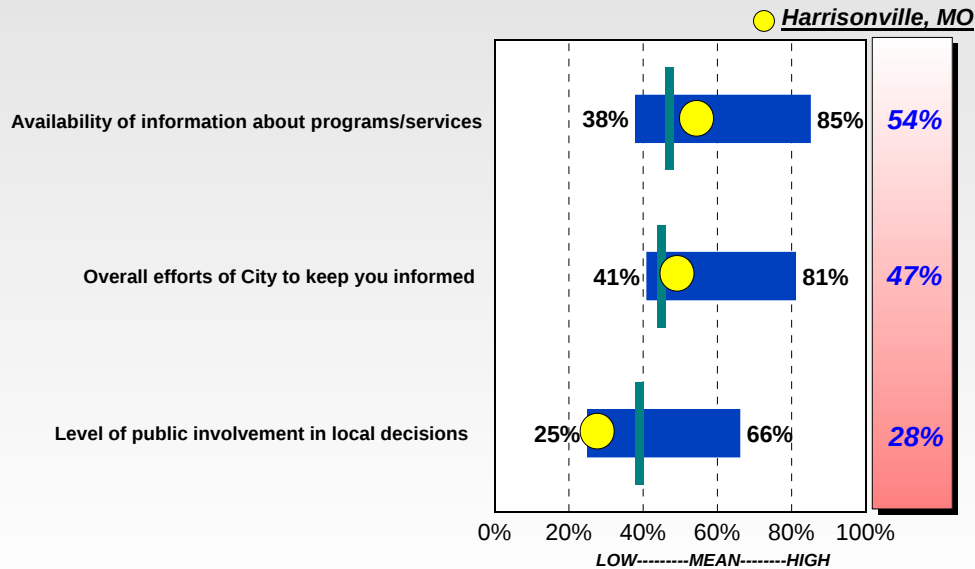
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with Various Aspects of City Communications - 2014

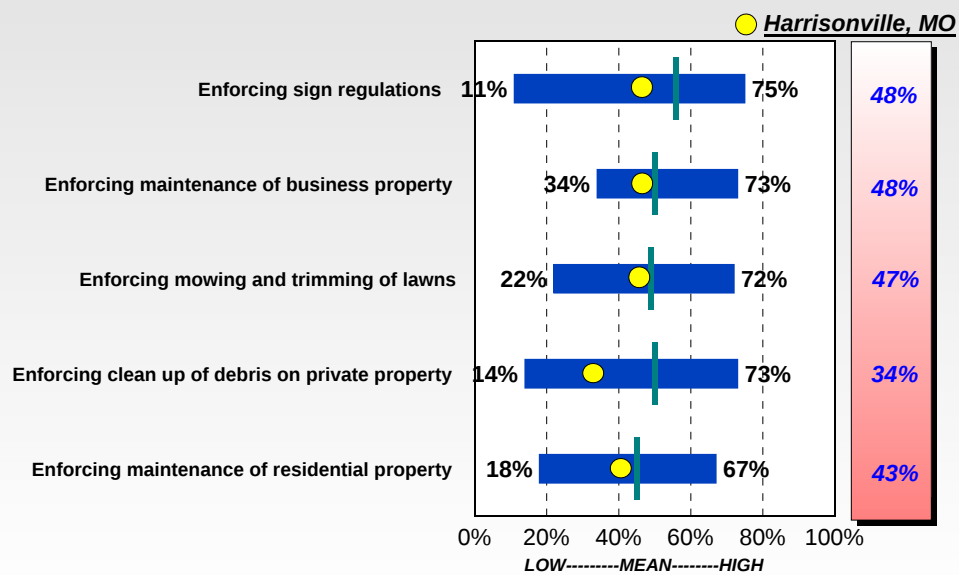
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with the Enforcement of Codes and Ordinances by Cities in Kansas and Missouri - 2014

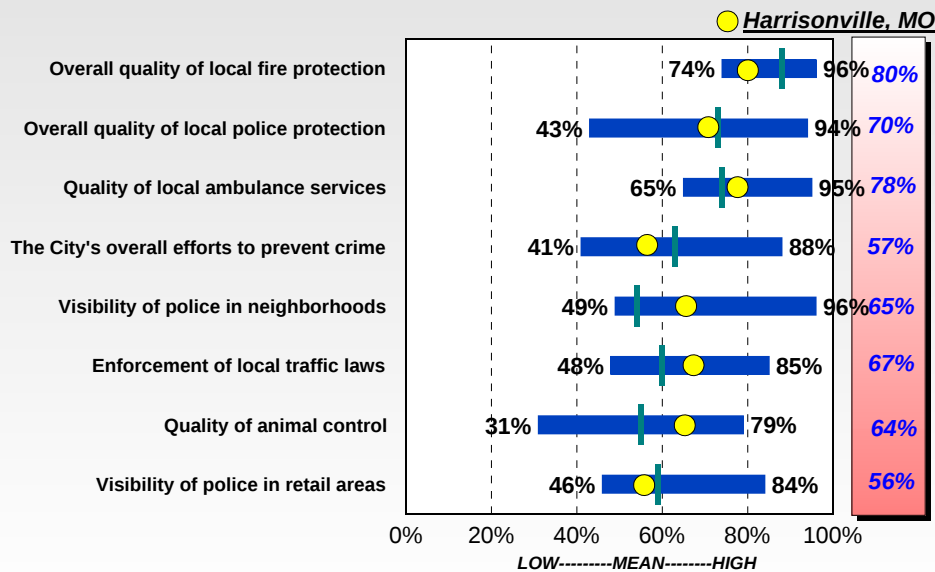
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with Various Public Safety Services Provided by Cities in Kansas and Missouri - 2014

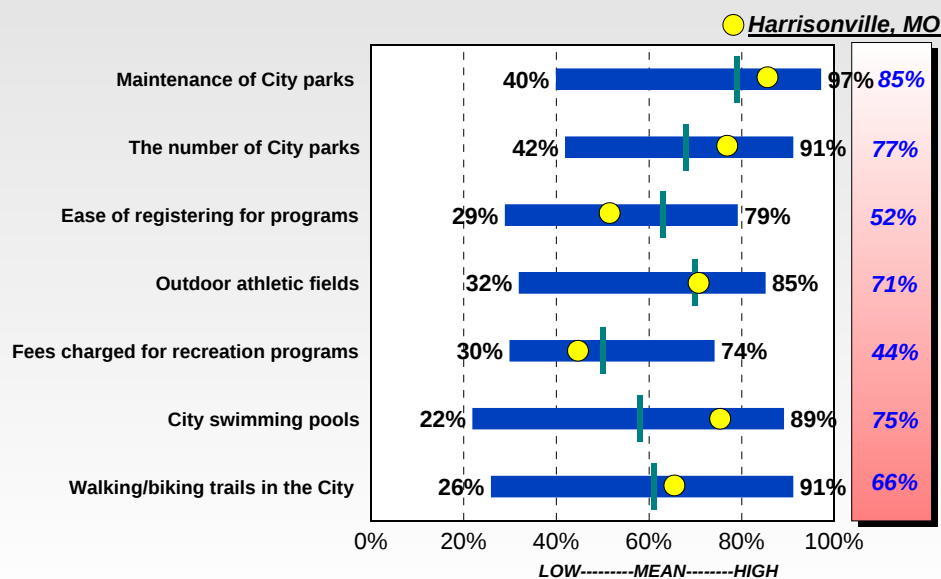
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



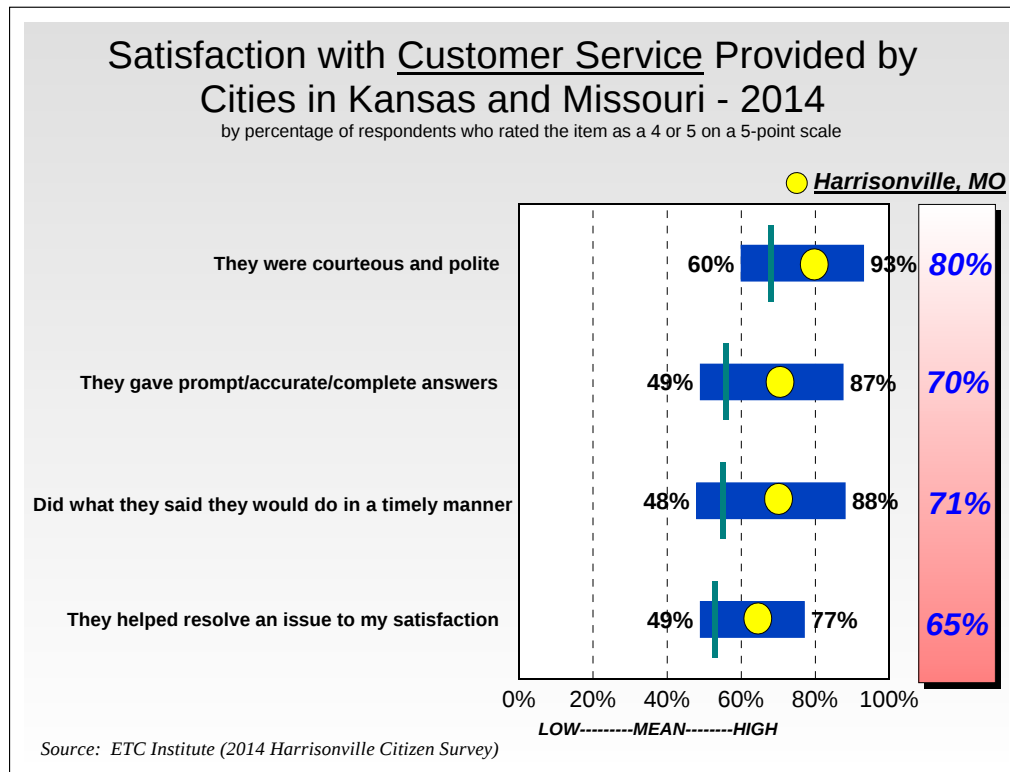
Source: ETC Institute (2014 Harrisonville Citizen Survey)

Satisfaction with Parks and Recreation Services Provided by Cities in Kansas and Missouri - 2014

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale



Source: ETC Institute (2014 Harrisonville Citizen Survey)



Section 3:

Importance-Satisfaction Analysis

Attachment: 2014HarrisonvilleDF_final report (1842 : 2014 Citizen Satisfaction Survey Presentation by ETC)

2014 Importance-Satisfaction Analysis

Harrisonville, Missouri

Overview

Today, City officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision making criteria for each of the services they are providing. The Importance-Satisfaction rating is based on the concept that cities will maximize overall citizen satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

Methodology

The rating is calculated by summing the percentage of responses for items selected as the most important services for the City to emphasize over the next two years. This sum is then multiplied by 1 minus the percentage of respondents that indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "don't know" responses). "Don't know" responses are excluded from the calculation to ensure that the satisfaction ratings among service categories are comparable. $[I-S = \text{Importance} \times (1 - \text{Satisfaction})]$.

Example of the Calculation. Respondents were asked to identify the major categories of City services they thought were most important for the City to emphasize over the next two years. Fifty-five percent (55.2%) of residents ranked the *flow of traffic and congestion management* as the most important service for the City to emphasize over the next two years.

With regard to satisfaction, the *flow of traffic and congestion management* was ranked twelfth overall, with 35.2% rating the *flow of traffic and congestion management* as a "4" or a "5" on a 5-point scale excluding "don't know" responses. The I-S rating for the *flow of traffic and congestion management* was calculated by multiplying the sum of the most important percentages by 1 minus the sum of the satisfaction percentages. In this example, 55.2% was multiplied by 64.8% (1-0.352). This calculation yielded an I-S rating of 0.3577, which was ranked first out of the twelve major service categories.

The maximum rating is 1.00 and would be achieved when 100% of the respondents select an activity as one of their top three choices for the City to emphasize and 0% indicate that they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either one of the following two situations:

- if 100% of the respondents were positively satisfied with the delivery of the service
- if none (0%) of the respondents selected the service as one of the three most important areas for the City to emphasize.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis. Ratings from .10 to .20 identify service areas that should receive increased emphasis. Ratings less than .10 should continue to receive the current level of emphasis.

- *Definitely Increase Emphasis ($IS \geq 0.20$)*
- *Increase Current Emphasis ($0.10 \leq IS < 0.20$)*
- *Maintain Current Emphasis ($IS < 0.10$)*

The results for Harrisonville are provided on the following pages.

Importance-Satisfaction Rating

2014 City of Harrisonville Citizen Survey

OVERALL

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Flow of traffic & congestion management	55%	1	35%	12	0.3577	1
Maintenance of streets, buildings & facilities	54%	2	43%	10	0.3123	2
<u>High Priority (IS .10-.20)</u>						
Quality of water & sewer utilities	27%	3	56%	8	0.1160	3
<u>Medium Priority (IS <.10)</u>						
Enforcement of codes & operations	15%	5	44%	9	0.0867	4
City's stormwater runoff/management system	17%	4	59%	6	0.0699	5
Effectiveness of City communication with public	15%	7	57%	7	0.0639	6
Quality of City electric service	15%	6	74%	4	0.0395	7
Quality of building inspections by City	4%	12	42%	11	0.0255	8
Quality of customer service from City employees	8%	9	70%	5	0.0247	9
Quality of police, fire, & ambulance services	14%	8	82%	3	0.0246	10
Quality of parks & recreation programs/facilities	8%	10	85%	1	0.0127	11
Quality of solid waste service	5%	11	85%	2	0.0077	12

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

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Importance-Satisfaction Rating

2014 City of Harrisonville Citizen Survey

CITY MAINTENANCE

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Maintenance/preservation of downtown	30%	1	29%	15	0.2132	1
<u>High Priority (IS .10-.20)</u>						
Overall maintenance of city streets	29%	2	52%	12	0.1389	2
Maintenance of sidewalks	19%	3	43%	14	0.1106	3
Maintenance of State Highways	19%	4	44%	13	0.1056	4
<u>Medium Priority (IS <.10)</u>						
Adequacy of city street lighting	13%	5	56%	9	0.0550	5
Adequacy of storm drainage systems	11%	6	53%	11	0.0497	6
Snow removal on neighborhood streets	7%	7	65%	7	0.0260	7
Mowing-trimming along city streets	7%	8	62%	8	0.0255	8
City responsiveness to service requests	5%	9	54%	10	0.0246	9
Maintenance of city buildings	4%	10	68%	6	0.0132	10
Overall cleanliness of city streets	4%	11	69%	5	0.0115	11
Maintenance of traffic signals	3%	12	71%	2	0.0098	12
Maintenance of street signs	1%	15	69%	4	0.0031	13
Cleanliness of city buildings	1%	14	70%	3	0.0030	14
Snow removal on major city streets	1%	13	81%	1	0.0023	15

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

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Importance-Satisfaction Rating

2014 City of Harrisonville Citizen Survey

TRANSPORTATION

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Very High Priority (IS >.20)</u>						
Flow of traffic along 291	48%	1	30%	5	0.3358	1
Availability of public transportation	30%	3	20%	6	0.2375	2
Condition of commercial streets	34%	2	40%	4	0.2072	3
<u>High Priority (IS .10-.20)</u>						
Condition of residential streets	26%	4	46%	3	0.1377	4
Availability of public sidewalks	24%	5	46%	2	0.1267	5
<u>Medium Priority (IS <.10)</u>						
Ease of access to downtown	8%	6	67%	1	0.0251	6

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

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Importance-Satisfaction Rating

2014 City of Harrisonville Citizen Survey

PUBLIC SAFETY

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>Medium Priority (IS <.10)</u>						
City efforts to prevent crime	23%	2	57%	13	0.0961	1
Visibility of police in the neighborhoods	23%	1	66%	10	0.0777	2
Visibility of police in retail areas	16%	3	56%	14	0.0712	3
Quality of animal control	13%	4	64%	11	0.0461	4
Quality of local police protection	13%	5	70%	6	0.0370	5
Enforcement of local traffic laws	7%	6	67%	9	0.0238	6
Fire related education programs	6%	9	60%	12	0.0229	7
Police related education programs	7%	7	68%	8	0.0226	8
How quickly police respond to emergencies	6%	8	71%	5	0.0167	9
City fire prevention programs	4%	12	68%	7	0.0136	10
Quality of local ambulance service	5%	10	78%	2	0.0113	11
How quickly ambulance respond to emergencies	5%	11	78%	3	0.0102	12
How quickly fire personnel respond to emergencies	4%	14	76%	4	0.0094	13
Quality of local fire protection	4%	13	80%	1	0.0088	14

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

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Importance-Satisfaction Rating

2014 City of Harrisonville Citizen Survey

PARKS and RECREATION

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority (IS .10-.20)</u>						
Teen recreation opportunities	25%	1	40%	14	0.1463	1
<u>Medium Priority (IS <.10)</u>						
Fees charged for recreation programs	14%	3	44%	13	0.0797	2
Number of walking and biking trails	17%	2	66%	7	0.0588	3
Other city recreation programs	11%	6	48%	12	0.0545	4
Senior recreation opportunities	12%	5	57%	9	0.0529	5
Special events sponsored by the city	8%	7	77%	3	0.0197	6
The city's youth athletic programs	5%	11	59%	8	0.0194	7
Maintenance of city parks	13%	4	85%	1	0.0189	8
The city's adult athletic programs	3%	13	52%	10	0.0158	9
Quality of city's indoor recreation facilities	6%	8	76%	4	0.0154	10
Quality of outdoor athletic fields	5%	10	71%	6	0.0142	11
Number of city parks	6%	9	77%	2	0.0132	12
Ease of registering for programs	3%	14	52%	11	0.0129	13
City swimming pools	5%	12	75%	5	0.0116	14

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should receive the most emphasis over the next two years.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "4" and "5" excluding 'don't knows.' Respondents ranked their level of satisfaction with the each of the items on a scale of 1 to 5 with "5" being very satisfied and "1" being very dissatisfied.

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Importance-Satisfaction Matrix Analysis

The Importance-Satisfaction rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low and the perceived importance of the service is relatively high. ETC Institute developed an Importance-Satisfaction Matrix to display the perceived importance of major services that were assessed on the survey against the perceived quality of service delivery. The two axes on the matrix represent Satisfaction (vertical) and relative Importance (horizontal).

The I-S (Importance-Satisfaction) matrix should be interpreted as follows.

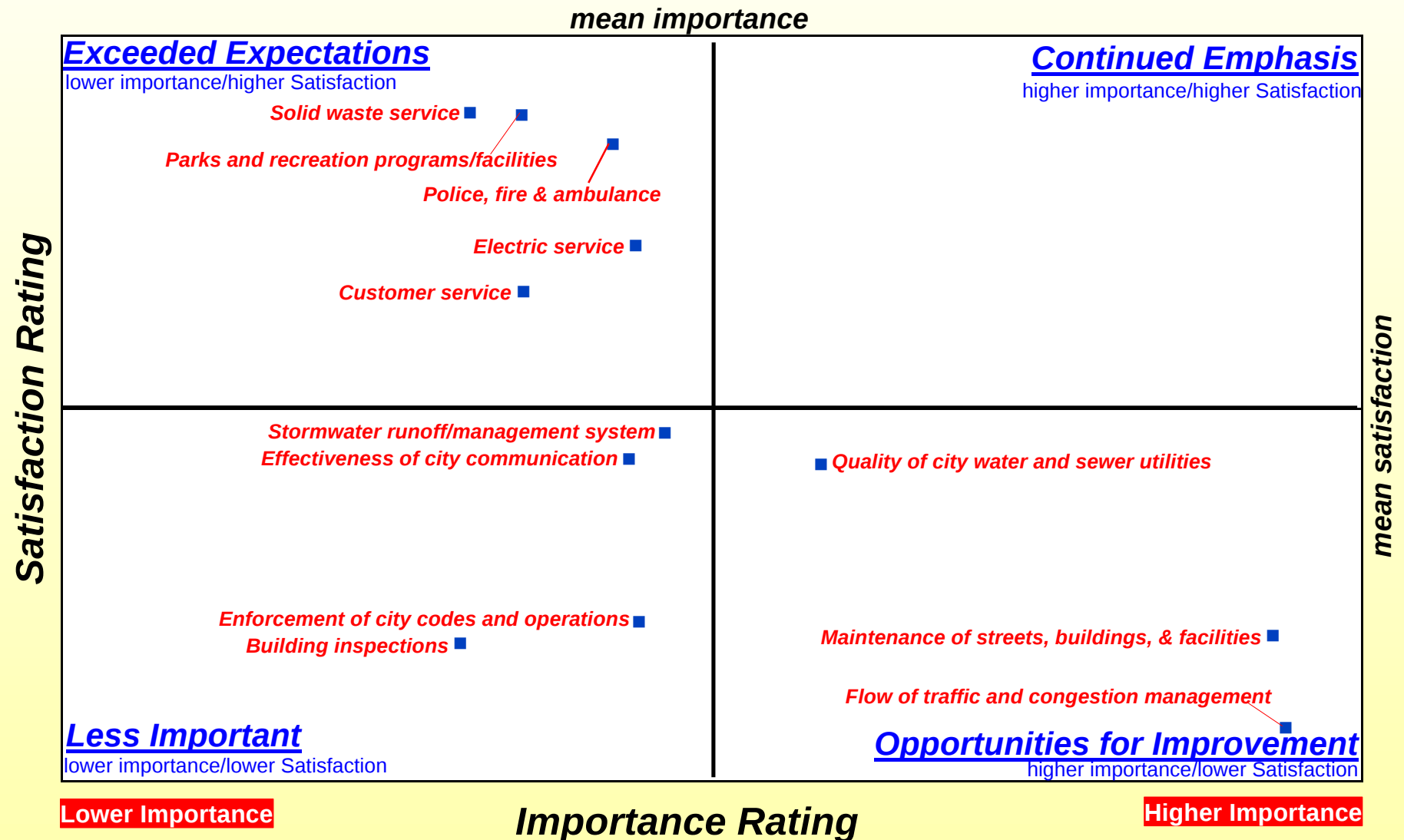
- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the City is performing significantly better than customers expect the City to perform. Items in this area do not significantly affect the overall level of satisfaction that residents have with City services. The City should maintain (or slightly decrease) emphasis on items in this area.
- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect the City to perform. This area has a significant impact on customer satisfaction, and the City should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the City's performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly affect overall satisfaction with City services because the items are less important to residents. The agency should maintain current levels of emphasis on items in this area.

Matrices showing the results for Harrisonville are provided on the following pages.

2014 Harrisonville Citizen Survey Importance-Satisfaction Assessment Matrix

-Overall City Services-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



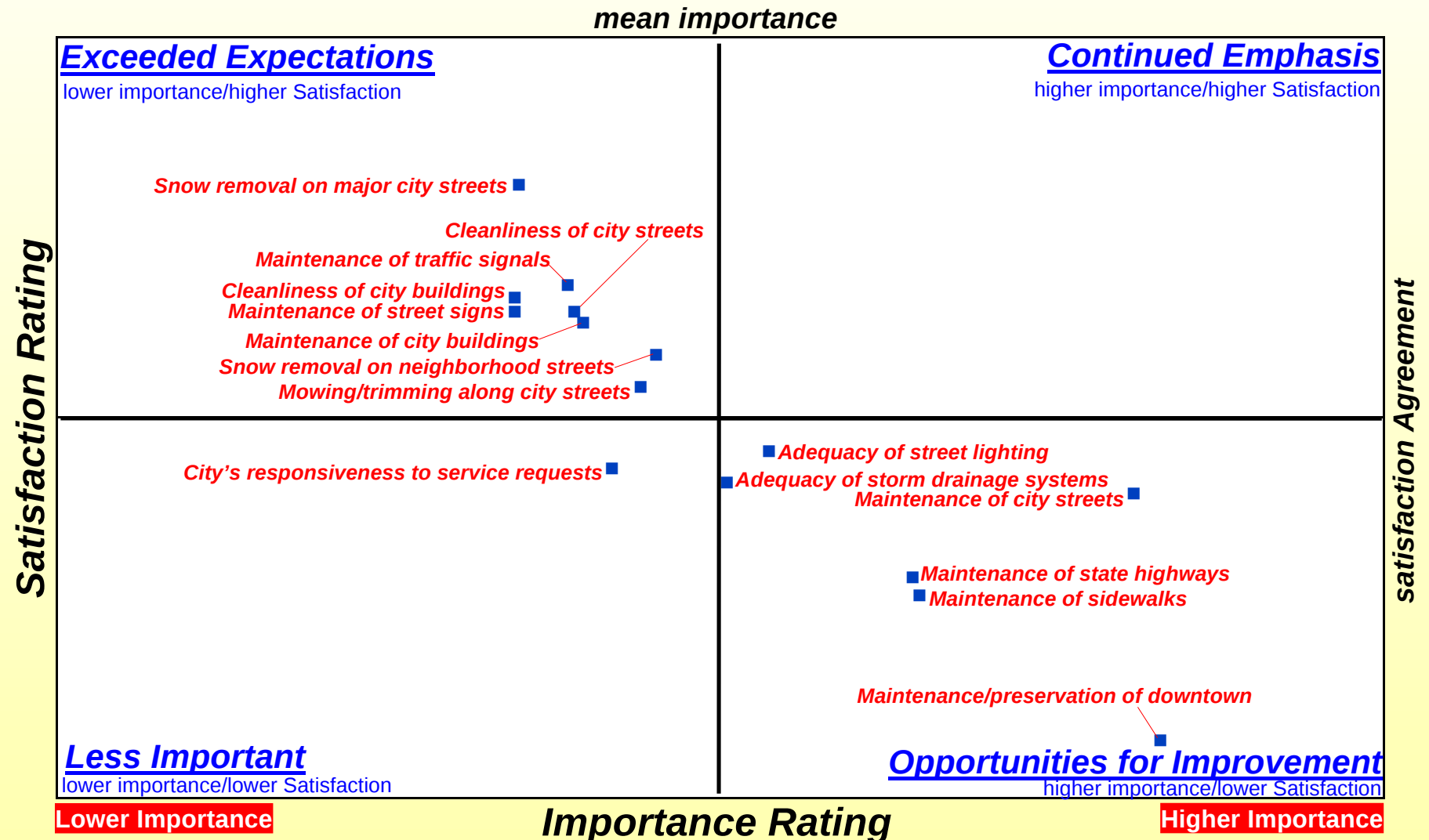
Source: ETC Institute (2014)

2014 Harrisonville Citizen Survey

Importance-Satisfaction Assessment Matrix

-Maintenance-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



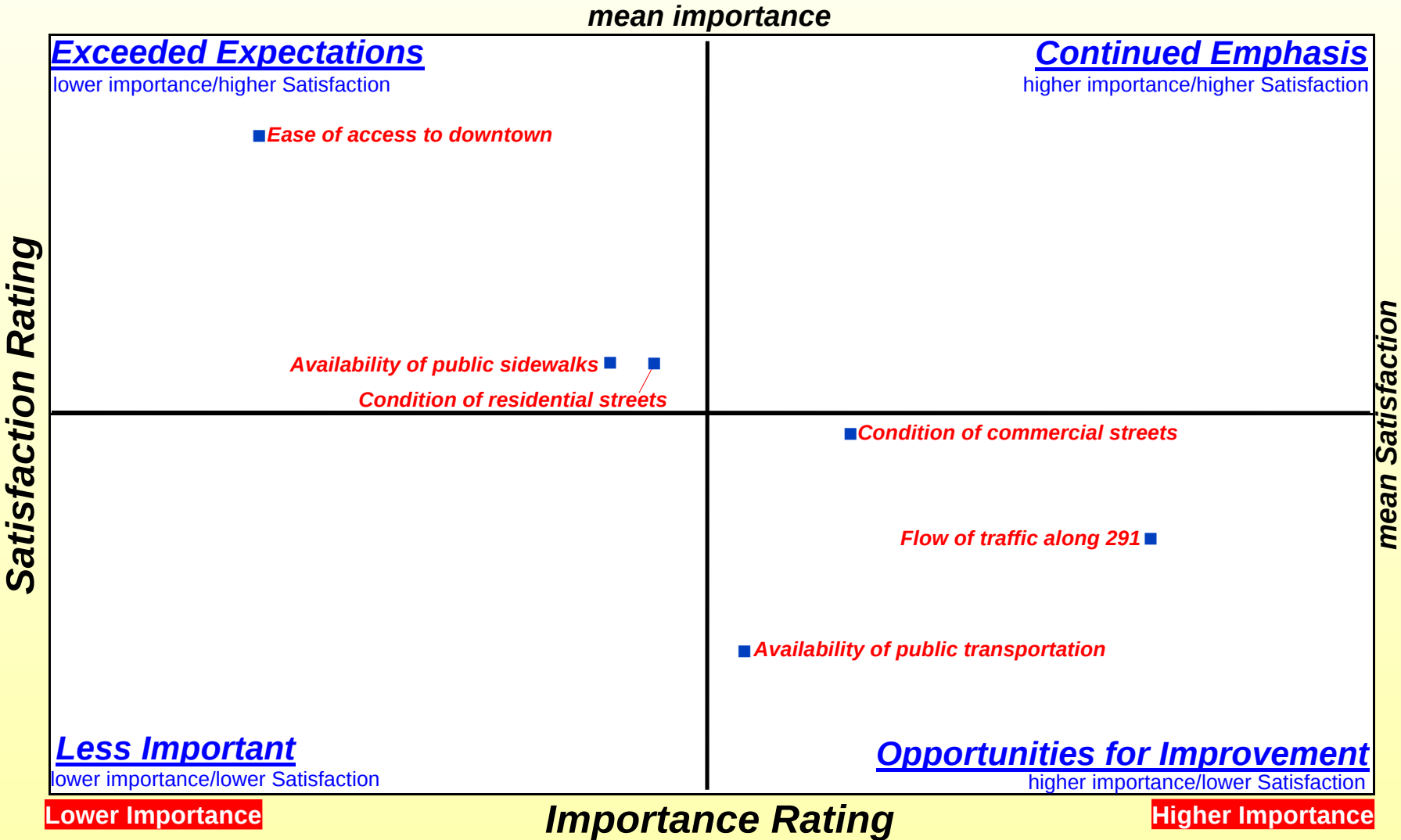
Source: ETC Institute (2014)

2014 Harrisonville Citizen Survey

Importance-Satisfaction Assessment Matrix

-Transportation-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



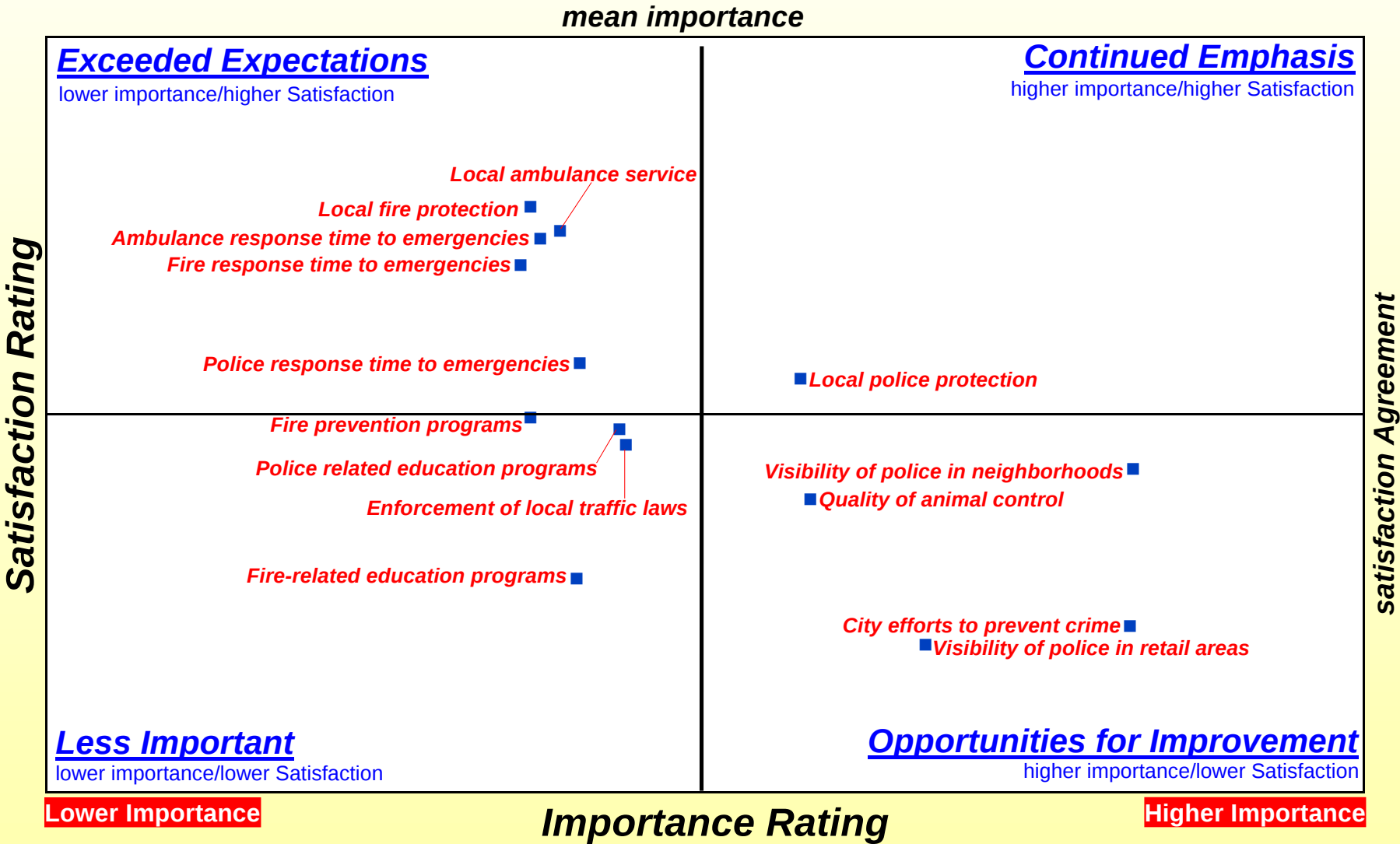
Source: ETC Institute (2014)

2014 Harrisonville Citizen Survey

Importance-Satisfaction Assessment Matrix

-Public Safety-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



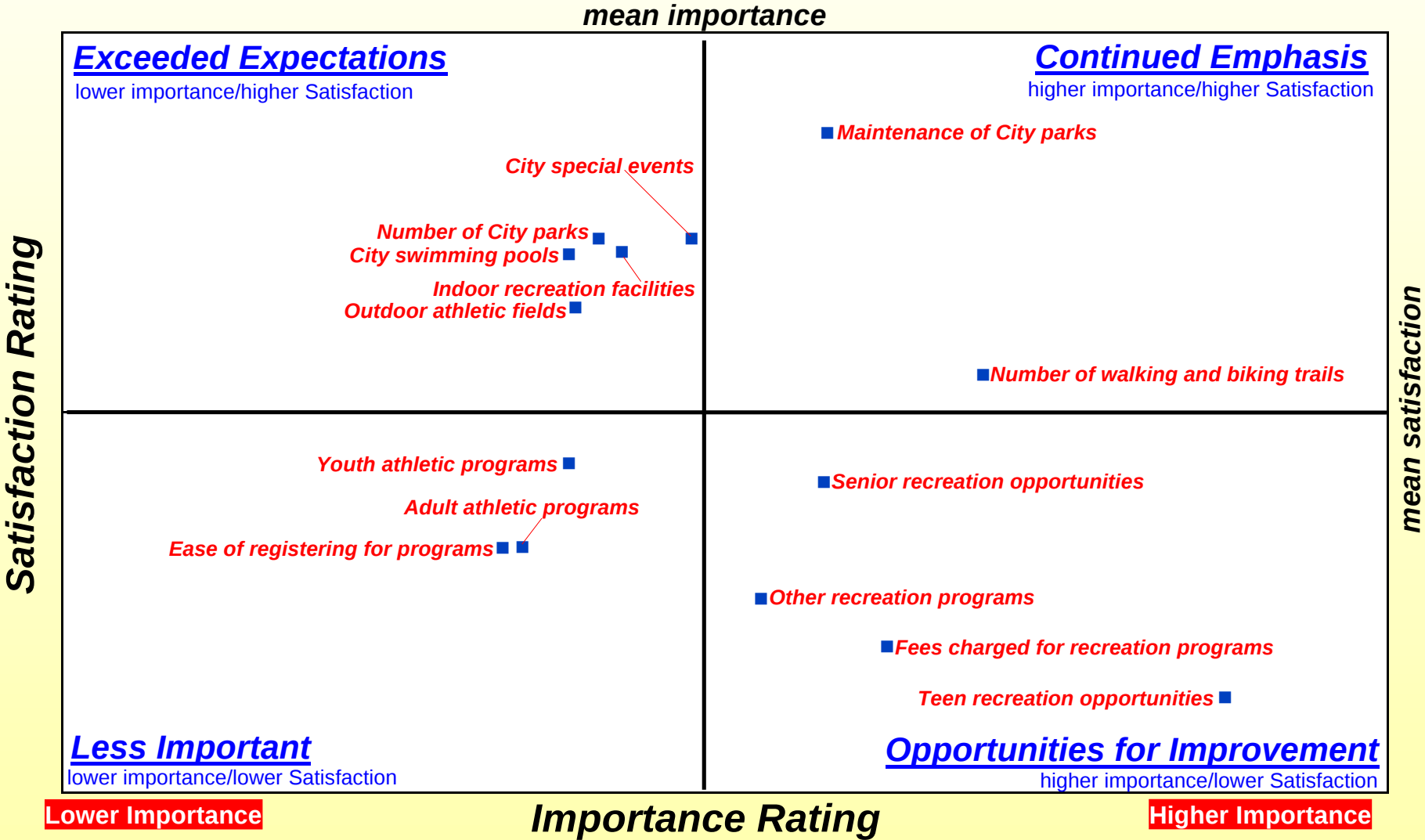
Source: ETC Institute (2014)

2014 Harrisonville Citizen Survey

Importance-Satisfaction Assessment Matrix

-Parks and Recreation-

(points on the graph show deviations from the mean importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2014)

Section 4: Tabular Data

Q1. OVERALL SATISFACTION WITH CITY SERVICES. Using a scale of 1 to 5 where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with the City of Harrisonville on the services listed below.

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Overall quality of police, fire, and ambulance services	28.1%	48.9%	12.4%	3.3%	0.9%	6.4%
B. Overall quality of city parks and recreation programs and facilities	30.8%	51.6%	13.2%	1.6%	0.3%	2.5%
C. Overall maintenance of city streets, buildings & facilities	7.2%	34.8%	28.0%	22.0%	6.7%	1.3%
D. Overall quality of city water and sewer utilities	10.8%	43.8%	21.7%	14.3%	6.1%	3.3%
E. Overall enforcement of city codes and operations	6.6%	33.3%	35.1%	10.6%	5.7%	8.7%
F. Overall quality of building inspections by City	5.4%	26.0%	36.8%	4.9%	1.6%	25.3%
G. Overall quality of customer service you receive from city employees	20.9%	47.4%	18.7%	7.6%	2.5%	2.8%
H. Overall effectiveness of city communication with the Public	13.0%	42.0%	27.4%	10.8%	3.6%	3.3%
I. Overall quality of the city's stormwater runoff/stormwater management system	10.3%	44.5%	26.5%	7.6%	4.2%	6.9%
J. Overall flow of traffic and congestion management in Harrisonville	5.1%	29.7%	26.2%	29.0%	8.8%	1.2%
K. Overall quality of City's solid waste service (trash, recycling, yard waste)	26.0%	57.5%	11.5%	2.5%	1.0%	1.3%
L. Overall quality of City electric service	21.1%	51.3%	16.0%	5.8%	3.6%	2.2%

Attachment: 2014HarrisonvilleDF_final report (1842 : 2014 Citizen Satisfaction Survey Presentation by ETC)

WITHOUT DON'T KNOW

Q1. OVERALL SATISFACTION WITH CITY SERVICES. Using a scale of 1 to 5 where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with the City of Harrisonville on the services listed below. (Without "Don't Know")

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
A. Overall quality of police, fire, and ambulance services	30.0%	52.2%	13.3%	3.5%	1.0%
B. Overall quality of city parks and recreation programs and facilities	31.6%	52.9%	13.5%	1.7%	0.3%
C. Overall maintenance of city streets, buildings & facilities	7.3%	35.3%	28.3%	22.3%	6.8%
D. Overall quality of city water and sewer utilities	11.1%	45.3%	22.4%	14.8%	6.3%
E. Overall enforcement of city codes and operations	7.2%	36.5%	38.5%	11.6%	6.2%
F. Overall quality of building inspections by City	7.2%	34.8%	49.2%	6.6%	2.2%
G. Overall quality of customer service you receive from city employees	21.5%	48.8%	19.2%	7.8%	2.6%
H. Overall effectiveness of city communication with the Public	13.4%	43.4%	28.3%	11.1%	3.7%
I. Overall quality of the city's stormwater runoff/stormwater management system	11.1%	47.8%	28.4%	8.2%	4.5%
J. Overall flow of traffic and congestion management in Harrisonville	5.1%	30.1%	26.5%	29.3%	8.9%
K. Overall quality of City's solid waste service (trash, recycling, yard waste)	26.4%	58.3%	11.7%	2.6%	1.1%
L. Overall quality of City electric service	21.6%	52.4%	16.4%	6.0%	3.7%

Q2. Which THREE of these items do you think should receive the MOST EMPHASIS from city leaders over the next TWO Years?

<u>Q2. Most Emphasis</u>	<u>Number</u>	<u>Percent</u>
Overall quality of police, fire, and ambulance services	43	6.4 %
Overall quality of city parks and recreation programs	7	1.0 %
Overall maintenance of city streets, buildings & facilities	194	29.0 %
Overall quality of city water and sewer utilities	62	9.3 %
Overall enforcement of city codes and operations	38	5.7 %
Overall quality of building inspections by City	3	0.4 %
Overall quality of customer service you receive from city employees	11	1.6 %
Overall effectiveness of city communication with the	22	3.3 %
Overall quality of the city's stormwater runoff/stormwater	27	4.0 %
Overall flow of traffic and congestion management in Harrisonville	123	18.4 %
Overall quality of City's solid waste service (trash, recycling, yard waste)	10	1.5 %
Overall quality of City electric service	31	4.6 %
None chosen	98	14.6 %
Total	669	100.0 %

Q2. Which THREE of these items do you think should receive the MOST EMPHASIS from city leaders over the next TWO Years?

<u>Q2. 2nd Most Emphasis</u>	<u>Number</u>	<u>Percent</u>
Overall quality of police, fire, and ambulance services	23	3.4 %
Overall quality of city parks and recreation programs	18	2.7 %
Overall maintenance of city streets, buildings & facilities	111	16.6 %
Overall quality of city water and sewer utilities	73	10.9 %
Overall enforcement of city codes and operations	30	4.5 %
Overall quality of building inspections by City	8	1.2 %
Overall quality of customer service you receive from city employees	25	3.7 %
Overall effectiveness of city communication with the	33	4.9 %
Overall quality of the city's stormwater runoff/stormwater	46	6.9 %
Overall flow of traffic and congestion management in Harrisonville	145	21.7 %
Overall quality of City's solid waste service (trash, recycling, yard waste)	5	0.7 %
Overall quality of City electric service	28	4.2 %
None chosen	124	18.5 %
Total	669	100.0 %

Q2. Which THREE of these items do you think should receive the MOST EMPHASIS from city leaders over the next TWO Years?

Q2. 3 rd Most Emphasis	Number	Percent
Overall quality of police, fire, and ambulance services	27	4.0 %
Overall quality of city parks and recreation programs	30	4.5 %
Overall maintenance of city streets, buildings & facilities	59	8.8 %
Overall quality of city water and sewer utilities	43	6.4 %
Overall enforcement of city codes and operations	35	5.2 %
Overall quality of building inspections by City	19	2.8 %
Overall quality of customer service you receive from city employees	20	3.0 %
Overall effectiveness of city communication with the	44	6.6 %
Overall quality of the city's stormwater runoff/stormwater	41	6.1 %
Overall flow of traffic and congestion management in Harrisonville	101	15.1 %
Overall quality of City's solid waste service (trash, recycling, yard waste)	19	2.8 %
Overall quality of City electric service	43	6.4 %
None chosen	188	28.1 %
Total	669	100.0 %

Q2. The sum of the THREE items which you think should receive the MOST EMPHASIS from city leaders

Q2. Sum of Top 3 Choices	Number	Percent
Overall flow of traffic and congestion management in Harrisonville	369	55.2 %
Overall maintenance of city streets, buildings & facilities	364	54.4 %
Overall quality of city water and sewer utilities	178	26.6 %
Overall quality of the city's stormwater runoff/stormwater	114	17.0 %
Overall enforcement of city codes and operations	103	15.4 %
Overall quality of City electric service	102	15.2 %
Overall effectiveness of city communication with the	99	14.8 %
Overall quality of police, fire, and ambulance services	93	13.9 %
Overall quality of customer service you receive from city employees	56	8.4 %
Overall quality of city parks and recreation programs	55	8.2 %
Overall quality of City's solid waste service (trash, recycling, yard waste)	34	5.1 %
Overall quality of building inspections by City	30	4.5 %
Total	1597	

Q3. PERCEPTIONS OF THE CITY. Several items that may influence your perception of the City of Harrisonville are listed below. Please rate your satisfaction with each item:

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Overall value that you receive for your City tax dollars and fees	6.3%	46.6%	28.1%	10.6%	3.4%	4.9%
B. Overall image of the City	6.1%	41.9%	26.0%	18.7%	4.3%	3.0%
C. How well the City is planning for growth	4.5%	20.5%	31.4%	23.3%	10.0%	10.3%
D. Overall quality of life in the City	12.7%	51.3%	23.9%	7.3%	1.2%	3.6%
E. Overall appearance of the City	6.3%	37.1%	28.8%	19.7%	5.7%	2.4%
F. Harrisonville's local economy	4.0%	26.6%	36.0%	19.9%	6.1%	7.3%
G. The availability of good paying jobs in Harrisonville	1.5%	8.7%	28.1%	32.3%	14.5%	14.9%
H. The growth of employment opportunities in Harrisonville that pay more than \$30,000 per year	1.9%	4.8%	27.4%	29.7%	16.7%	19.4%
I. The accessibility to institutions of higher education (including technical skills schools) in Harrisonville	8.1%	27.4%	32.9%	14.3%	6.7%	10.6%

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WITHOUT DON'T KNOW

Q3. PERCEPTIONS OF THE CITY. Several items that may influence your perception of the City of Harrisonville are listed below. Please rate your satisfaction with each item:(Without "Don't Know")

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
A. Overall value that you receive for your City tax dollars and fees	6.6%	49.1%	29.6%	11.2%	3.6%
B. Overall image of the City	6.3%	43.1%	26.8%	19.3%	4.5%
C. How well the City is planning for growth	5.0%	22.8%	35.0%	26.0%	11.2%
D. Overall quality of life in the City	13.2%	53.2%	24.8%	7.6%	1.2%
E. Overall appearance of the City	6.4%	38.0%	29.6%	20.2%	5.8%
F. Harrisonville's local economy	4.4%	28.7%	38.9%	21.5%	6.6%
G. The availability of good paying jobs in Harrisonville	1.8%	10.2%	33.0%	38.0%	17.0%
H. The growth of employment opportunities in Harrisonville that pay more than \$30,000 per year	2.4%	5.9%	34.0%	36.9%	20.8%
I. The accessibility to institutions of higher education (including technical skills schools) in Harrisonville	9.0%	30.6%	36.8%	16.1%	7.5%

Q4. Using a scale of 1 to 5 where 5 means "Excellent" and 1 means "Poor", please rate Harrisonville with regard to each of the following:

(N=669)

	Excellent	Good	Neutral	Below Average	Poor	Don't Know
A. As a place to live	23.8%	57.1%	12.4%	4.6%	1.0%	1.0%
B. As a place to raise children	23.6%	53.1%	13.9%	4.2%	0.7%	4.5%
C. As a place to work	6.9%	26.0%	26.3%	19.1%	11.7%	10.0%
D. As a place where you would buy your next home	14.2%	35.0%	25.9%	13.5%	5.7%	5.8%
E. As a place to retire	18.4%	36.8%	21.1%	11.8%	8.8%	3.1%

WITHOUT DON'T KNOW

Q4. Using a scale of 1 to 5 where 5 means "Excellent" and 1 means "Poor", please rate Harrisonville with regard to each of the following:(Without "Don't Know")

(N=669)

	Excellent	Good	Neutral	Below Average	Poor
A. As a place to live	24.0%	57.7%	12.5%	4.7%	1.1%
B. As a place to raise children	24.7%	55.6%	14.6%	4.4%	0.8%
C. As a place to work	7.6%	28.9%	29.2%	21.3%	13.0%
D. As a place where you would buy your next home	15.1%	37.1%	27.5%	14.3%	6.0%
E. As a place to retire	19.0%	38.0%	21.8%	12.2%	9.1%

Q5. CITY MAINTENANCE. Please rate your satisfaction for the maintenance items listed below:

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatis	Don't Know
A. Overall maintenance of city streets (does not include Highways 2, 7, 291 or I-49)	6.0%	45.4%	21.1%	20.8%	5.5%	1.2%
B. Maintenance of Highways maintained by MoDOT (2, 7, 291, I-49, Rockhaven Road)	5.5%	38.4%	22.9%	24.4%	7.9%	0.9%
C. Maintenance of sidewalks in Harrisonville	6.0%	35.9%	31.4%	18.1%	6.7%	1.9%
D. Maintenance of street signs	11.7%	55.8%	25.6%	3.6%	1.3%	2.1%
E. Maintenance of traffic signals	13.0%	56.7%	23.6%	2.5%	1.9%	2.2%
F. Maintenance and preservation of downtown Harrisonville	7.3%	21.4%	27.8%	29.4%	11.8%	2.2%
G. Maintenance of city buildings (City Hall, Police Dept, Community Center, Fire Station, Street Dept, Public Works Dept, Animal Shelter, Electric Dept, Water Treatment Plants)	12.1%	53.1%	25.3%	3.6%	2.1%	3.9%
H. Cleanliness of city buildings	10.5%	56.2%	23.8%	4.2%	0.4%	4.9%
I. Snow removal on major city streets	20.2%	59.0%	13.2%	5.1%	0.9%	1.6%
J. Snow removal on neighborhood streets	14.2%	49.0%	21.7%	10.5%	2.1%	2.5%
K. Mowing and trimming along city streets and other public areas	11.8%	49.5%	25.6%	9.0%	3.1%	1.0%
L. Overall cleanliness of city streets and other public areas	11.4%	57.1%	23.0%	6.9%	1.0%	0.6%
M. Adequacy of city street lighting	10.8%	44.5%	26.2%	13.6%	3.7%	1.2%
N. Adequacy of storm drainage systems	8.8%	41.6%	31.5%	8.5%	4.5%	5.1%
O. City's responsiveness to service requests	11.2%	37.2%	31.4%	5.7%	3.4%	11.1%

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WITHOUT DON'T KNOW**Q5. CITY MAINTENANCE. Please rate your satisfaction for the maintenance items listed below:
(Without "Don't Know")**

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatis
A. Overall maintenance of city streets (does not include Highways 2, 7, 291 or I-49)	6.1%	46.0%	21.3%	21.0%	5.6%
B. Maintenance of Highways maintained by MoDOT (2, 7, 291, I-49, Rockhaven Road)	5.6%	38.8%	23.1%	24.6%	8.0%
C. Maintenance of sidewalks in Harrisonville	6.1%	36.6%	32.0%	18.4%	6.9%
D. Maintenance of street signs	11.9%	56.9%	26.1%	3.7%	1.4%
E. Maintenance of traffic signals	13.3%	58.0%	24.2%	2.6%	2.0%
F. Maintenance and preservation of downtown Harrisonville	7.5%	21.9%	28.4%	30.1%	12.1%
G. Maintenance of city buildings (City Hall, Police Dept, Community Center, Fire Station, Street Dept, Public Works Dept, Animal Shelter, Electric Dept, Water Treatment Plants)	12.6%	55.2%	26.3%	3.7%	2.2%
H. Cleanliness of city buildings	11.0%	59.1%	25.0%	4.4%	0.5%
I. Snow removal on major city streets	20.5%	60.0%	13.4%	5.2%	0.9%
J. Snow removal on neighborhood streets	14.6%	50.3%	22.2%	10.7%	2.1%
K. Mowing and trimming along city streets and other public areas	11.9%	50.0%	25.8%	9.1%	3.2%
L. Overall cleanliness of city streets and other public areas	11.4%	57.4%	23.2%	6.9%	1.1%
M. Adequacy of city street lighting	10.9%	45.1%	26.5%	13.8%	3.8%
N. Adequacy of storm drainage systems	9.3%	43.8%	33.2%	9.0%	4.7%
O. City's responsiveness to service requests	12.6%	41.8%	35.3%	6.4%	3.9%

Q6. Which TWO of the maintenance items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q6. Most Emphasis	Number	Percent
Overall maintenance of city streets (does not include Highways 2, 7, 291 or I-49)	145	21.7 %
Maintenance of Highways maintained by MoDOT (2, 7, 291, I-49, Rockhaven Road)	74	11.1 %
Maintenance of sidewalks in Harrisonville	56	8.4 %
Maintenance of street signs	3	0.4 %
Maintenance of traffic signals	13	1.9 %
Maintenance and preservation of downtown Harrisonville	107	16.0 %
Maintenance of city buildings (City Hall, Police Dept, Community Center, Fire Station, Street Dept, Public Works Dept, Animal Shelter, Electric Dept, Water Treatment Plants)	7	1.0 %
Cleanliness of city buildings	2	0.3 %
Snow removal on major city streets	4	0.6 %
Snow removal on neighborhood streets	13	1.9 %
Mowing and trimming along city streets and other public areas	16	2.4 %
Overall cleanliness of city streets and other public areas	8	1.2 %
Adequacy of city street lighting	41	6.1 %
Adequacy of storm drainage systems	36	5.4 %
City's responsiveness to service requests	10	1.5 %
None chosen	134	20.0 %
Total	669	100.0 %

Q6. Which TWO of the maintenance items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q6. 2 nd Most Emphasis	Number	Percent
Overall maintenance of city streets (does not include Highways 2, 7, 291 or I-49)	49	7.3 %
Maintenance of Highways maintained by MoDOT (2, 7, 291, I-49, Rockhaven Road)	53	7.9 %
Maintenance of sidewalks in Harrisonville	73	10.9 %
Maintenance of street signs	4	0.6 %
Maintenance of traffic signals	10	1.5 %
Maintenance and preservation of downtown Harrisonville	95	14.2 %
Maintenance of city buildings (City Hall, Police Dept, Community Center, Fire Station, Street Dept, Public Works Dept, Animal Shelter, Electric Dept, Water Treatment Plants)	21	3.1 %
Cleanliness of city buildings	5	0.7 %
Snow removal on major city streets	4	0.6 %
Snow removal on neighborhood streets	37	5.5 %
Mowing and trimming along city streets and other public areas	29	4.3 %
Overall cleanliness of city streets and other public areas	17	2.5 %
Adequacy of city street lighting	43	6.4 %
Adequacy of storm drainage systems	35	5.2 %
City's responsiveness to service requests	26	3.9 %
None chosen	168	25.1 %
Total	669	100.0 %

Q6. The sum of the TWO maintenance items you think should receive the MOST EMPHASIS from City leaders

Q6. Sum of Top 2 Choices	Number	Percent
Maintenance and preservation of downtown Harrisonville	202	30.2 %
Overall maintenance of city streets (does not include Highways 2, 7, 291 or I-49)	194	29.0 %
Maintenance of sidewalks in Harrisonville	129	19.3 %
Maintenance of Highways maintained by MoDOT (2, 7, 291, I-49, Rockhaven Road)	127	19.0 %
Adequacy of city street lighting	84	12.6 %
Adequacy of storm drainage systems	71	10.6 %
Snow removal on neighborhood streets	50	7.5 %
Mowing and trimming along city streets and other public areas	45	6.7 %
City's responsiveness to service requests	36	5.4 %
Maintenance of city buildings (City Hall, Police Dept, Community Center, Fire Station, Street Dept, Public Works Dept, Animal Shelter, Electric Dept, Water Treatment Plants)	28	4.2 %
Overall cleanliness of city streets and other public areas	25	3.7 %
Maintenance of traffic signals	23	3.4 %
Snow removal on major city streets	8	1.2 %
Cleanliness of city buildings	7	1.0 %
Maintenance of street signs	7	1.0 %
Total	1036	

Q7. CITY LEADERSHIP. Please rate your level of satisfaction for each leadership area below:

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Overall quality of leadership provided by the City's elected officials	6.1%	33.9%	32.0%	12.0%	4.0%	12.0%
B. Overall effectiveness of appointed boards and commissions	5.2%	30.2%	37.1%	9.7%	3.3%	14.5%
C. Overall effectiveness of the City Administrator and Department Directors	6.4%	32.6%	31.8%	10.5%	4.9%	13.8%
D. Overall effectiveness of non-management staff	8.4%	38.1%	33.2%	5.1%	1.6%	13.6%

WITHOUT DON'T KNOW**Q7. CITY LEADERSHIP. Please rate your level of satisfaction for each leadership area below:(Without "Don't Know")**

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
A. Overall quality of leadership provided by the City's elected officials	7.0%	38.5%	36.3%	13.6%	4.6%
B. Overall effectiveness of appointed boards and commissions	6.1%	35.3%	43.4%	11.4%	3.8%
C. Overall effectiveness of the City Administrator and Department Directors	7.5%	37.8%	36.9%	12.1%	5.7%
D. Overall effectiveness of non-management staff	9.7%	44.1%	38.4%	5.9%	1.9%

Q8. UTILITY SERVICES. Please rate your satisfaction for each utility related item below:

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Residential trash collection services	41.7%	47.1%	6.3%	1.9%	0.9%	2.1%
B. Curbside recycling services	32.0%	41.7%	14.3%	2.5%	0.9%	8.5%
C. Yardwaste removal services	29.9%	41.1%	14.9%	3.9%	0.7%	9.4%
D. What you are charged for solid waste services	16.6%	46.0%	22.4%	4.8%	1.8%	8.4%
E. Dependability of electric service	19.6%	54.7%	12.6%	7.6%	2.8%	2.7%
F. What you are charged for electric service	11.8%	41.0%	25.4%	12.0%	5.8%	4.0%
G. The clarity and taste of the tap water	5.2%	27.8%	26.6%	24.2%	12.6%	3.6%
H. Water pressure in your home	14.2%	56.1%	15.5%	8.2%	2.7%	3.3%
I. Adequacy of the City's waste water treatment and collection system	8.2%	40.7%	31.4%	3.0%	2.7%	14.1%
J. What you are charged for water and sewer services	7.0%	40.7%	26.0%	15.5%	6.0%	4.8%
K. Ease in paying your bill	20.9%	51.3%	16.7%	3.4%	3.9%	3.7%
L. The timeliness of your utility bill	21.5%	57.1%	14.5%	1.5%	2.1%	3.3%
M. The accuracy of your utility bill	18.1%	52.6%	19.4%	4.2%	0.9%	4.8%

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WITHOUT DON'T KNOW**Q8. UTILITY SERVICES. Please rate your satisfaction for each utility related item below: (Without "Don't Know")**

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
A. Residential trash collection services	42.6%	48.1%	6.4%	2.0%	0.9%
B. Curbside recycling services	35.0%	45.6%	15.7%	2.8%	1.0%
C. Yardwaste removal services	33.0%	45.4%	16.5%	4.3%	0.8%
D. What you are charged for solid waste services	18.1%	50.2%	24.5%	5.2%	2.0%
E. Dependability of electric service	20.1%	56.2%	12.9%	7.8%	2.9%
F. What you are charged for electric service	12.3%	42.7%	26.5%	12.5%	6.1%
G. The clarity and taste of the tap water	5.4%	28.8%	27.6%	25.1%	13.0%
H. Water pressure in your home	14.7%	58.0%	16.1%	8.5%	2.8%
I. Adequacy of the City's waste water treatment and collection system	9.6%	47.3%	36.5%	3.5%	3.1%
J. What you are charged for water and sewer services	7.4%	42.7%	27.3%	16.3%	6.3%
K. Ease in paying your bill	21.7%	53.3%	17.4%	3.6%	4.0%
L. The timeliness of your utility bill	22.3%	59.0%	15.0%	1.5%	2.2%
M. The accuracy of your utility bill	19.0%	55.3%	20.4%	4.4%	0.9%

Q9. Have you called or visited the City with a question, problem, or complaint during the past year?

<u>Q9. Have you called or visited?</u>	<u>Number</u>	<u>Percent</u>
Yes	268	40.1 %
No	401	59.9 %
Total	669	100.0 %

Q9a. Which Department did you contact most recently?

<u>Q9a. Which Department did you contact most recently?</u>	<u>Number</u>	<u>Percent</u>
Utility Services (trash/recycling, water/sewer, electric)	142	53.0 %
Police	64	23.9 %
Fire/EMS	17	6.3 %
Building Inspection/Code Enforcement	44	16.4 %
Streets (streets, sidewalks, storm water)	21	7.8 %
Parks and Recreation	15	5.6 %
Other	31	11.6 %
None chosen	5	1.9 %
Total	339	

Q9a. OtherQ9a Other

ANIMAL CONTROL
 ANIMAL CONTROL
 ANIMAL CONTROL
 ARBORIST
 CITY OF HARRISONVILLE
 CITY OF HARRISONVILLE
 CITY OF HARRISONVILLE
 CODES - REPEATEDLY
 CODES - REPEATEDLY
 DOGS ON THE LOOSE
 ELECTRIC UTILITY
 ELECTRICITY GOING OUT
 EMPTY HOUSE NEXT DOOR
 EMPTY HOUSE NEXT DOOR
 LESS CITY TAXES
 MAINTENANCE OF UNMOWED AREA
 PERSONAL TAX STICKER CHARGES
 PUBLIC SAFETY MEETING
 TREE REMOVAL
 TREE REMOVAL
 TREE REMOVAL
 TREE REMOVAL
 TREE REMOVAL
 TREE TRIMMING
 TREE TRIMMING
 TREE TRIMMING
 TREE TRIMMING FROM POWER LINES
 TREES
 TREES
 TRIMMING OF BRANCHES
 UTILITY LINES

Q9b. How easy was it to contact the person you needed to reach in the Department you listed in Question #9a?

Q9b. How easy was it to contact the person you needed to reach?

	Number	Percent
Very Easy	133	49.6 %
Somewhat Easy	83	31.0 %
Difficult	37	13.8 %
Very Difficult	14	5.2 %
Don't Know	1	0.4 %
Total	268	100.0 %

Q9c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 1 to 5, where 5 means "Always" and 1 means "Never."

(N=268)

	Always	Usually	Sometimes	Seldom	Never	Don't Know
1. They were courteous and polite	51.5%	26.5%	10.4%	5.6%	3.0%	3.0%
2. They gave prompt, accurate, and complete answers to questions	45.5%	20.5%	17.9%	7.8%	3.7%	4.5%
3. They did what they said they would do in a timely manner	42.2%	21.6%	12.7%	9.0%	4.5%	10.1%
4. They helped you resolve an issue to your satisfaction	44.0%	16.8%	11.6%	10.8%	9.7%	7.1%

WITHOUT DON'T KNOW**Q9c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 1 to 5, where 5 means "Always" and 1 means "Never." (Without "Don't Know")**

(N=268)

	Always	Usually	Sometimes	Seldom	Never
1. They were courteous and polite	53.1%	27.3%	10.8%	5.8%	3.1%
2. They gave prompt, accurate, and complete answers to questions	47.7%	21.5%	18.8%	8.2%	3.9%
3. They did what they said they would do in a timely manner	46.9%	24.1%	14.1%	10.0%	5.0%
4. They helped you resolve an issue to your satisfaction	47.4%	18.1%	12.4%	11.6%	10.4%

Q10. Which of the following are your primary sources of information about City issues, services and events? (Check all that apply)

<u>Q10. Your primary sources of information</u>	<u>Number</u>	<u>Percent</u>
The city newsletters	480	71.7 %
Kansas City Star	99	14.8 %
Cass County Democrat	365	54.6 %
Television news	136	20.3 %
The Journal	16	2.4 %
City cable channel	50	7.5 %
City website	143	21.4 %
City Recreation Guide	51	7.6 %
Social media (Facebook/Twitter/YouTube)	125	18.7 %
Other	75	11.2 %
None chosen	30	4.5 %
Total	1570	

Q10. OtherQ10 Other

BOARD OF ALDERMEN
BRIAN HASEK
BY OTHER PEOPLE
BY OTHER PEOPLE
BY OTHER PEOPLE
C OF C
C OF C
CENTURYLINK SITES
CITY COUNCIL MEMBERS
CITY COUNCIL MEMBERS
CITY EMAILS
CITY EMPLOYEES
CITY HALL FLYER
COFFEE SHOP
COMM INTERACTION
COMMUNITY MEMBERS
COMMUNITY MEMBERS
ELECTRIC BILL
ELECTRIC BILL
ELECTRIC BILL
ELECTRIC BILL
EMAIL
EMAIL
EMAIL FROM THE CITY
FREE NEWSPAPER
FRIENDS AND FAMILY
HEARSAY
HEARSAY
LIGHT BILL
MAYOR/CITY EMAIL
MY EYES AND EARS
MY EYES AND EARS
NEIGHBORS
NEIGHBORS
NEIGHBORS
NEIGHBORS
NEWSLETTER IN BILL
NOT GOOD INFORMATION
PAPER IN CITY BILL
PEOPLE (TRY IT)
PHONE BOOK
PHONE BOOK
RUMOR MILL
SHOPPER
TALKING TO PEOPLE
TALKING TO PEOPLE
TALKING W/COUNCILMEN
TEXT MESSAGES
TEXT MESSAGES
UTILITY BILL
UTILITY BILL

Q10. OtherQ10 Other

UTILITY BILL

VERY LITTLE

VERY LITTLE

VOCAL COMMUNICATION

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Q11. CITY COMMUNICATIONS. Please rate your satisfaction with the following aspects of communication:

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. The quality of the City's web page	3.0%	24.2%	28.3%	5.2%	0.6%	38.7%
B. The quality of the City's newsletters, (City Edition-quarterly, Harrisonville Happenings-monthly)	8.8%	52.2%	26.2%	4.3%	0.7%	7.8%
C. The availability of information about City programs and services	6.3%	42.8%	31.7%	8.1%	2.2%	9.0%
D. City efforts to keep you informed about local issues	5.8%	37.4%	31.7%	12.7%	3.3%	9.1%
E. The level of public involvement in local decision-making	3.0%	18.8%	36.2%	16.0%	6.1%	19.9%

WITHOUT DON'T KNOW**Q11. CITY COMMUNICATIONS. Please rate your satisfaction with the following aspects of communication:(Without "Don't Know")**

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
A. The quality of the City's web page	4.9%	39.5%	46.1%	8.5%	1.0%
B. The quality of the City's newsletters, (City Edition-quarterly, Harrisonville Happenings-monthly)	9.6%	56.6%	28.4%	4.7%	0.8%
C. The availability of information about City programs and services	6.9%	47.0%	34.8%	8.9%	2.5%
D. City efforts to keep you informed about local issues	6.4%	41.1%	34.9%	14.0%	3.6%
E. The level of public involvement in local decision-making	3.7%	23.5%	45.1%	20.0%	7.6%

Q12. Which of the following types of information would you be MOST INTERESTED in reading about in City publications? (Check up to THREE.)

Q12. MOST INTERESTED in reading about in City

publications	Number	Percent
Road and street improvements	374	55.9 %
Special events sponsored by the City	318	47.5 %
Parks and recreation programs and activities	310	46.3 %
Utility information (water, sewer, electric)	274	41.0 %
Police and public safety updates	232	34.7 %
Information about the Mayor and City Council members	176	26.3 %
Code enforcement policies	139	20.8 %
Fire education and prevention	75	11.2 %
Other	39	5.8 %
Total	1937	

Q12. Other

Q12 Other

BOA MEETING DETAILS
 BOARD MINUTES
 BOARD OF ALDERMEN
 BRING JOBS TO TOWN
 BRING JOBS TO TOWN
 BRING JOBS TO TOWN
 BRINGING BUSINESS
 BRINGING BUSINESS
 BUDGETS/WATER LINE
 CHICKEN PERMITS
 CITY COUNCIL MEETING
 CITY COUNCIL MEETING
 CITY MANAGEMENT
 CITY MANAGEMENT
 CITY MEETINGS
 CITY MEETINGS
 CITY PLANNING
 COUNCIL DISCUSSIONS
 EAST HARRISONVILLE
 EAST HARRISONVILLE
 ECONOMIC DEVELOPMENT
 FIX TRAFFIC
 HARRISONVILLE ONLY
 HOW ARE WE GROWING
 MAYOR'S SLUSH FUND
 MAYOR'S SLUSH FUND
 NEW BUSINESSES
 NEW BUSINESSES
 RESCUE MISSION
 RESIDENT AFFECTING
 RESIDENT AFFECTING
 RESIDENT AFFECTING
 SENIOR ACTIVITIES
 SENIOR ISSUES
 TWO NEW TRUCK STOPS
 UPKEEP HOMES/YARDS

Q13. Are you aware that you can receive email notifications from the City by registering for the service through the City's web page?

Q13. Are you aware that you can receive email notifications?	Number	Percent
Yes	240	35.9 %
No	429	64.1 %
Total	669	100.0 %

Q14. ENFORCEMENT OF CITY CODES AND ORDINANCES. Please rate your satisfaction on the following:

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Clean up of litter and debris on private property	5.2%	25.3%	30.5%	22.1%	7.0%	9.9%
B. Mowing and trimming of lawns	6.4%	36.3%	29.9%	13.3%	5.5%	8.5%
C. Maintenance of residential property	5.7%	34.2%	29.6%	16.7%	5.5%	8.2%
D. Maintenance of business property	5.8%	38.0%	30.8%	10.9%	5.4%	9.1%
E. Enforcing sign regulations	6.1%	34.1%	34.8%	5.7%	3.1%	16.1%
F. Enforcing off street parking regulations	5.4%	33.0%	30.6%	10.0%	4.0%	16.9%
G. Enforcement of regulations and codes on City facilities	4.3%	32.0%	35.1%	4.9%	3.9%	19.7%

WITHOUT DON'T KNOW**Q14. ENFORCEMENT OF CITY CODES AND ORDINANCES. Please rate your satisfaction on the following:(Without "Don't Know")**

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
A. Clean up of litter and debris on private property	5.8%	28.0%	33.8%	24.5%	7.8%
B. Mowing and trimming of lawns	7.0%	39.7%	32.7%	14.5%	6.0%
C. Maintenance of residential property	6.2%	37.3%	32.2%	18.2%	6.0%
D. Maintenance of business property	6.4%	41.8%	33.9%	12.0%	5.9%
E. Enforcing sign regulations	7.3%	40.6%	41.5%	6.8%	3.7%
F. Enforcing off street parking regulations	6.5%	39.7%	36.9%	12.1%	4.9%
G. Enforcement of regulations and codes on City facilities	5.4%	39.9%	43.8%	6.1%	4.8%

Q15. TRANSPORTATION. Please rate your satisfaction on the following transportation items:

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Flow of traffic along 291	3.6%	25.6%	23.0%	33.3%	12.1%	2.4%
B. Ease of access to Downtown Harrisonville	8.5%	57.0%	22.4%	7.6%	2.2%	2.2%
C. Availability of public transportation	3.0%	13.2%	29.1%	21.7%	15.5%	17.5%
D. Condition of residential streets	4.6%	40.1%	29.0%	16.4%	7.0%	2.8%
E. Condition of commercial streets	3.9%	34.7%	26.8%	21.7%	10.3%	2.7%
F. Availability of public sidewalks	4.8%	39.2%	27.7%	16.3%	7.5%	4.6%

WITHOUT DON'T KNOW**Q15. TRANSPORTATION. Please rate your satisfaction on the following transportation items:
(Without "Don't Know")**

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
A. Flow of traffic along 291	3.7%	26.2%	23.6%	34.2%	12.4%
B. Ease of access to Downtown Harrisonville	8.7%	58.3%	22.9%	7.8%	2.3%
C. Availability of public transportation	3.6%	15.9%	35.3%	26.3%	18.8%
D. Condition of residential streets	4.8%	41.2%	29.8%	16.9%	7.2%
E. Condition of commercial streets	4.0%	35.6%	27.5%	22.3%	10.6%
F. Availability of public sidewalks	5.0%	41.1%	29.0%	17.1%	7.8%

Q16. Which TWO of the transportation issues listed above do you think should receive the MOST EMPHASIS from city leaders over the next TWO Years?

Q16. Most Emphasis	Number	Percent
Flow of traffic along 291	242	36.2 %
Ease of access to Downtown Harrisonville	15	2.2 %
Availability of public transportation	103	15.4 %
Condition of residential streets	71	10.6 %
Condition of commercial streets	96	14.3 %
Availability of public sidewalks	66	9.9 %
None chosen	76	11.4 %
Total	669	100.0 %

Q16. Which TWO of the transportation issues listed above do you think should receive the MOST EMPHASIS from city leaders over the next TWO Years?

Q16. 2 nd Most Emphasis	Number	Percent
Flow of traffic along 291	78	11.7 %
Ease of access to Downtown Harrisonville	36	5.4 %
Availability of public transportation	94	14.1 %
Condition of residential streets	100	14.9 %
Condition of commercial streets	134	20.0 %
Availability of public sidewalks	91	13.6 %
None chosen	136	20.3 %
Total	669	100.0 %

Q16. The sum of the TWO transportation issues you think should receive the MOST EMPHASIS from city leaders

Q16. Sum of Top 2 Choices	Number	Percent
Flow of traffic along 291	320	47.8 %
Condition of commercial streets	230	34.4 %
Availability of public transportation	197	29.4 %
Condition of residential streets	171	25.6 %
Availability of public sidewalks	157	23.5 %
Ease of access to Downtown Harrisonville	51	7.6 %
Total	1126	

Q17. PUBLIC SAFETY. Please rate your satisfaction with the following public safety services provided by the City:

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. The visibility of police in neighborhoods	13.9%	49.9%	19.7%	10.3%	3.4%	2.7%
B. The visibility of police in retail areas	9.7%	43.8%	29.7%	9.7%	1.9%	5.1%
C. The City's efforts to prevent crime	10.6%	40.5%	27.4%	7.9%	2.8%	10.8%
D. How quickly police respond to emergencies	14.8%	43.2%	19.4%	2.4%	1.6%	18.5%
E. Enforcement of local traffic laws	9.1%	51.4%	23.3%	4.8%	1.9%	9.4%
F. Police related education programs (DARE, SRO, Safe Seniors, Child I.D.)	14.1%	39.9%	23.6%	1.2%	0.9%	20.3%
G. Overall quality of local police protection	16.3%	49.6%	22.4%	3.3%	2.1%	6.3%
H. How quickly fire personnel respond to emergencies	19.4%	39.6%	16.6%	1.2%	0.4%	22.7%
I. Quality of the City's fire prevention programs	11.2%	38.7%	21.7%	1.0%	0.4%	26.9%
J. Fire-related education programs	9.3%	31.7%	25.1%	1.3%	1.0%	31.5%
K. Overall quality of local fire protection	14.6%	51.3%	15.1%	1.5%	0.4%	17.0%
L. How quickly ambulance personnel respond to emergencies	22.0%	40.4%	15.2%	1.3%	1.2%	19.9%
M. Overall quality of local ambulance service	20.3%	42.8%	14.3%	1.9%	1.3%	19.3%
N. Quality of animal control	15.1%	39.9%	22.3%	5.5%	3.1%	14.1%

Attachment: 2014HarrisonvilleDF_final report (1842 : 2014 Citizen Satisfaction Survey Presentation by ETC)

WITHOUT DON'T KNOW**Q17. PUBLIC SAFETY. Please rate your satisfaction with the following public safety services provided by the City:(Without "Don't Know")**

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
A. The visibility of police in neighborhoods	14.3%	51.3%	20.3%	10.6%	3.5%
B. The visibility of police in retail areas	10.2%	46.1%	31.3%	10.2%	2.0%
C. The City's efforts to prevent crime	11.9%	45.4%	30.7%	8.9%	3.2%
D. How quickly police respond to emergencies	18.2%	53.0%	23.9%	2.9%	2.0%
E. Enforcement of local traffic laws	10.1%	56.8%	25.7%	5.3%	2.1%
F. Police related education programs (DARE, SRO, Safe Seniors, Child I.D.)	17.6%	50.1%	29.6%	1.5%	1.1%
G. Overall quality of local police protection	17.4%	53.0%	23.9%	3.5%	2.2%
H. How quickly fire personnel respond to emergencies	25.1%	51.3%	21.5%	1.5%	0.6%
I. Quality of the City's fire prevention programs	15.3%	53.0%	29.7%	1.4%	0.6%
J. Fire-related education programs	13.5%	46.3%	36.7%	2.0%	1.5%
K. Overall quality of local fire protection	17.7%	61.8%	18.2%	1.8%	0.5%
L. How quickly ambulance personnel respond to emergencies	27.4%	50.4%	19.0%	1.7%	1.5%
M. Overall quality of local ambulance service	25.2%	53.0%	17.8%	2.4%	1.7%
N. Quality of animal control	17.6%	46.4%	25.9%	6.4%	3.7%

Q18. Which TWO of the public safety items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q18. Most Emphasis	Number	Percent
The visibility of police in neighborhoods	107	16.0 %
The visibility of police in retail areas	40	6.0 %
The City's efforts to prevent crime	112	16.7 %
How quickly police respond to emergencies	23	3.4 %
Enforcement of local traffic laws	22	3.3 %
Police related education programs (DARE, SRO, Safe Seniors, Child I.D.)	27	4.0 %
Overall quality of local police protection	43	6.4 %
How quickly fire personnel respond to emergencies	6	0.9 %
Quality of the City's fire prevention programs	10	1.5 %
Fire-related education programs	14	2.1 %
Overall quality of local fire protection	4	0.6 %
How quickly ambulance personnel respond to emergencies	17	2.5 %
Overall quality of local ambulance service	16	2.4 %
Quality of animal control	39	5.8 %
None chosen	189	28.3 %
Total	669	100.0 %

Q18. Which TWO of the public safety items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

Q18. 2 nd Most Emphasis	Number	Percent
The visibility of police in neighborhoods	44	6.6 %
The visibility of police in retail areas	69	10.3 %
The City's efforts to prevent crime	39	5.8 %
How quickly police respond to emergencies	16	2.4 %
Enforcement of local traffic laws	26	3.9 %
Police related education programs (DARE, SRO, Safe Seniors, Child I.D.)	20	3.0 %
Overall quality of local police protection	41	6.1 %
How quickly fire personnel respond to emergencies	21	3.1 %
Quality of the City's fire prevention programs	19	2.8 %
Fire-related education programs	24	3.6 %
Overall quality of local fire protection	25	3.7 %
How quickly ambulance personnel respond to emergencies	14	2.1 %
Overall quality of local ambulance service	19	2.8 %
Quality of animal control	47	7.0 %
None chosen	245	36.6 %
Total	669	100.0 %

Q18. Which TWO of the public safety items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years?

<u>Q18. Sum of Top 2 Choices</u>	<u>Number</u>	<u>Percent</u>
The visibility of police in neighborhoods	151	22.6 %
The City's efforts to prevent crime	151	22.6 %
The visibility of police in retail areas	109	16.3 %
Quality of animal control	86	12.9 %
Overall quality of local police protection	84	12.6 %
Enforcement of local traffic laws	48	7.2 %
Police related education programs (DARE, SRO, Safe Seniors, Child I.D.)	47	7.0 %
How quickly police respond to emergencies	39	5.8 %
Fire-related education programs	38	5.7 %
Overall quality of local ambulance service	35	5.2 %
How quickly ambulance personnel respond to emergencies	31	4.6 %
Overall quality of local fire protection	29	4.3 %
Quality of the City's fire prevention programs	29	4.3 %
How quickly fire personnel respond to emergencies	27	4.0 %
Total	904	

Q19. PARKS AND RECREATION. Please rate your satisfaction with the following Parks and Recreation services provided by the City of Harrisonville:

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Maintenance of city parks	23.2%	57.1%	12.9%	1.0%	0.3%	5.5%
B. Number of city parks	20.0%	50.2%	17.3%	4.2%	0.0%	8.2%
C. Number of walking and biking trails	15.4%	45.0%	18.8%	10.8%	1.8%	8.2%
D. City swimming pools	17.5%	51.9%	18.7%	3.1%	0.9%	7.9%
E. Quality of outdoor athletic fields	14.5%	47.2%	19.6%	4.0%	1.5%	13.2%
F. Teen recreation opportunities	5.8%	25.0%	31.2%	9.7%	4.6%	23.6%
G. Senior recreation opportunities	9.0%	34.5%	25.3%	5.4%	1.8%	24.1%
H. The city's youth athletic programs	7.2%	37.1%	26.9%	3.1%	0.9%	24.8%
I. The city's adult athletic programs	6.1%	31.8%	31.2%	2.5%	0.9%	27.4%
J. Other city recreation programs, such as classes, special population trips, and special events	5.8%	28.0%	31.5%	3.6%	1.3%	29.7%
K. Ease of registering for programs	7.0%	30.5%	30.3%	3.0%	1.2%	28.0%
L. Fees charged for recreation programs	6.1%	27.4%	30.6%	8.2%	3.3%	24.4%
M. Special events sponsored by the city, i.e., park concerts & July 4th Fireworks	19.3%	49.8%	18.1%	2.8%	0.3%	9.7%
N. Quality of the city's indoor recreation facilities	19.3%	44.7%	17.2%	3.0%	0.6%	15.2%

Attachment: 2014HarrisonvilleDF_final report (1842 : 2014 Citizen Satisfaction Survey Presentation by ETC)

WITHOUT DON'T KNOW**Q19. PARKS AND RECREATION. Please rate your satisfaction with the following Parks and Recreation services provided by the City of Harrisonville: (Without "Don't Know")**

(N=669)

	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied
A. Maintenance of city parks	24.5%	60.4%	13.6%	1.1%	0.3%
B. Number of city parks	21.8%	54.7%	18.9%	4.6%	0.0%
C. Number of walking and biking trails	16.8%	49.0%	20.5%	11.7%	2.0%
D. City swimming pools	19.0%	56.3%	20.3%	3.4%	1.0%
E. Quality of outdoor athletic fields	16.7%	54.4%	22.5%	4.6%	1.7%
F. Teen recreation opportunities	7.6%	32.7%	40.9%	12.7%	6.1%
G. Senior recreation opportunities	11.8%	45.5%	33.3%	7.1%	2.4%
H. The city's youth athletic programs	9.5%	49.3%	35.8%	4.2%	1.2%
I. The city's adult athletic programs	8.4%	43.8%	43.0%	3.5%	1.2%
J. Other city recreation programs, such as classes, special population trips, and special events	8.3%	39.8%	44.9%	5.1%	1.9%
K. Ease of registering for programs	9.8%	42.3%	42.1%	4.1%	1.7%
L. Fees charged for recreation programs	8.1%	36.2%	40.5%	10.9%	4.3%
M. Special events sponsored by the city, i.e., park concerts & July 4th Fireworks	21.4%	55.1%	20.0%	3.1%	0.3%
N. Quality of the city's indoor recreation facilities	22.8%	52.7%	20.3%	3.5%	0.7%

Q20. Which TWO of the items listed above do you think should receive the MOST EMPHASIS from city leaders over the next TWO Years?

Q20. Most Emphasis	Number	Percent
Maintenance of city parks	69	10.3 %
Number of city parks	19	2.8 %
Number of walking and biking trails	75	11.2 %
City swimming pools	13	1.9 %
Quality of outdoor athletic fields	16	2.4 %
Teen recreation opportunities	101	15.1 %
Senior recreation opportunities	43	6.4 %
The city's youth athletic programs	7	1.0 %
The city's adult athletic programs	10	1.5 %
Other city recreation programs, such as classes, special population trips, and special events	16	2.4 %
Ease of registering for programs	6	0.9 %
Fees charged for recreation programs	47	7.0 %
Special events sponsored by the city, i.e., park concerts & July 4th Fireworks	30	4.5 %
Quality of the city's indoor recreation facilities	12	1.8 %
None chosen	205	30.6 %
Total	669	100.0 %

Q20. Which TWO of the items listed above do you think should receive the MOST EMPHASIS from city leaders over the next TWO Years?

Q20. 2 nd Most Emphasis	Number	Percent
Maintenance of city parks	15	2.2 %
Number of city parks	19	2.8 %
Number of walking and biking trails	40	6.0 %
City swimming pools	19	2.8 %
Quality of outdoor athletic fields	17	2.5 %
Teen recreation opportunities	63	9.4 %
Senior recreation opportunities	40	6.0 %
The city's youth athletic programs	25	3.7 %
The city's adult athletic programs	12	1.8 %
Other city recreation programs, such as classes, special population trips, and special events	54	8.1 %
Ease of registering for programs	12	1.8 %
Fees charged for recreation programs	49	7.3 %
Special events sponsored by the city, i.e., park concerts & July 4th Fireworks	26	3.9 %
Quality of the city's indoor recreation facilities	30	4.5 %
None chosen	248	37.1 %
Total	669	100.0 %

Q20. The sum of the TWO items which you think should receive the MOST EMPHASIS from city leaders

Q20. Sum of Top 2 Choices	Number	Percent
Teen recreation opportunities	164	24.5 %
Number of walking and biking trails	115	17.2 %
Fees charged for recreation programs	96	14.3 %
Maintenance of city parks	84	12.6 %
Senior recreation opportunities	83	12.4 %
Other city recreation programs, such as classes, special population trips, and special events	70	10.5 %
Special events sponsored by the city, i.e., park concerts & July 4th Fireworks	56	8.4 %
Quality of the city's indoor recreation facilities	42	6.3 %
Number of city parks	38	5.7 %
Quality of outdoor athletic fields	33	4.9 %
The city's youth athletic programs	32	4.8 %
City swimming pools	32	4.8 %
The city's adult athletic programs	22	3.3 %
Ease of registering for programs	18	2.7 %
Total	885	

Q21. Are you aware that OATS offers on call pickup and delivery service in Harrisonville during the week to people of all ages for \$2.50 each stop?

Q21. Are you aware that OATS offers on call pickup and delivery service ?	Number	Percent
Yes	205	30.6 %
No, but I am familiar with OATS	329	49.2 %
No, and I am not familiar with OATS	104	15.5 %
Not provided	31	4.6 %
Total	669	100.0 %

Q22. Would you support reducing the general property tax rate by \$.15/100 of assessed value in exchange for a sales tax increase of one half of a percent to fund street improvements?

Q22. Would you support reducing the general property tax?	Number	Percent
Yes	339	50.7 %
No	249	37.2 %
Not provided	81	12.1 %
Total	669	100.0 %

Q22. Please provide a reason for your answerQ22-2 If No Reason

CITY ALREADY CHARGES TOO MUCH TAX
 DO NOT SEND CONSUMERS OUT OF TOWN
 DOES NOT PROMOTE SHOPPING LOCALLY
 DON'T OWN PROPERTY
 DON'T OWN PROPERTY, BUT I SHOP -- UNFAIR!
 DON'T SHIFT DEBT
 DON'T TRUST CITY ADMINISTRATION
 DON'T TRUST CITY ADMINISTRATION
 EASIER TO PAY ON PROPERTY TAX
 EASIER TO PAY ON PROPERTY TAX
 EITHER WAY IT IS TAXES. NO TAXES.
 ENOUGH TAXES
 ENOUGH TAXES
 ENOUGH TAXES
 EVERYTHING GOES UP WHEN SALES TAX GOES UP
 EVERYTHING GOES UP WHEN SALES TAX GOES UP
 EVERYTHING GOES UP WHEN SALES TAX GOES UP
 FINE THE WAY IT IS
 FINE THE WAY IT IS
 FIXED INCOME
 FIXED INCOME
 FIXED INCOME
 FIXED INCOME
 FIXED INCOME
 FUNDS SHOULD NOT HAVE BEEN TAKEN FROM MAINT
 GOVERNMENT MUST TIGHTEN ITS BELT TOO!
 HIGHER OUT OF POCKET EXPENSE
 HIGHER TAX HURTS LOCAL BUSINESSES
 I AM TIRED OF SALES TAX. WHEN DOES IT STOP?
 I FEEL SALES TAX WOULD BE MORE
 I SPEND A LOT ON SALES TAX
 INCREASE OF SALES TAX HURTS THE POOR
 INCREASE TRAFFIC FINES
 INCREASE TRAFFIC FINES
 IT WON'T HELP
 IT WON'T HELP
 IT WOULD COST MUCH MORE
 IT WOULD MEAN HIGHER TAXES
 IT WOULD MEAN HIGHER TAXES
 IT WOULD MEAN HIGHER TAXES
 LOW SALES TAX ATTRACTION FOR LOCAL BUSINESSES
 MAIN ARTERIES ARE STATE OWNED
 MEANS A NET TAX INCREASE. WE PAY ENOUGH TAXES
 MISUSE OF TAX DOLLARS
 MORE CITY GRAFT
 MORE CITY GRAFT
 MORE SALES TAX IS NOT THE ANSWER
 MORE SALES TAX IS NOT THE ANSWER
 MORE SALES TAX IS NOT THE ANSWER
 NEED MORE INFORMATION
 NEED MORE INFORMATION

Q22. Please provide a reason for your answerQ22-2 If No Reason

NEED MORE INFORMATION
 NEEDED BUSINESSES SUPPORTED/SALES TAX HURTS \$
 NO MORE TAXES
 NO MORE TAXES
 NO MORE TAXES; I LIKE MY PROPERTY TAX RATE
 NO NEED
 NO PROPERTY
 NO PROPERTY, PAY TOO MUCH SALES TAX NOW
 NO PROPERTY, PAY TOO MUCH SALES TAX NOW
 NO SALES TAX INCREASE
 NO SALES TAX INCREASE!
 NO SALES TAX INCREASE!
 NOT BROKE, DON'T FIX IT
 NOT ENOUGH MONEY
 NOT PROPERTY OWNER
 NOT PROPERTY OWNER
 OK AS IS
 OK AS IS
 PAY ENOUGH, LESS TAX
 PAY TOO MUCH FOR TAXES!
 PEOPLE WHO OWN PROPERTY SHOULD SUPPORT
 PEOPLE WHO OWN PROPERTY SHOULD SUPPORT
 PEOPLE WHO OWN PROPERTY SHOULD SUPPORT
 PROPERTY TAX WOULD SOON RETURN
 PROPERTY TAX WOULD SOON RETURN
 RATHER PAY ONCE THAN EVERY TIME WE BUY STUFF
 RATHER PAY ONCE THAN EVERY TIME WE BUY STUFF
 REMAIN NEUTRAL ON ALL POLITICAL ISSUES
 SALES AND ALL TAXES ARE TOO HIGH
 SALES AND ALL TAXES ARE TOO HIGH
 SALES TAX ALREADY TOO HIGH
 SALES TAX ALREADY TOO HIGH
 SALES TAX ALREADY TOO HIGH
 SALES TAX FAVORS THE WEALTHY
 SALES TAX FAVORS THE WEALTHY
 SALES TAX FAVORS THE WEALTHY
 SALES TAX GETTING OUT OF HAND
 SALES TAX TOO HIGH
 SALES TAX TOO HIGH
 SALES TAX TOO HIGH
 SALES TAX TOO HIGH ALREADY
 SALES TAX TOO HIGH NOW
 SALES TAX TOO MUCH ALREADY
 SALES TAX UNFAIR TO LOWER INCOME PEOPLE
 SHOULD DECREASE BY .5 IF INCREASE IS .5
 TAX HIGH ENOUGH
 TAX INCREASE WOULD RESULT
 TAX TOO HIGH
 TAX TOO HIGH NOW
 TAXED ENOUGH
 TAXED TO DEATH NOW, FIXED INCOME

Q22. Please provide a reason for your answerQ22-2 If No Reason

TAXES ARE TOO HIGH
TAXES ARE TOO HIGH NOW!
TAXES ARE TOO HIGH NOW!
TAXES EXCESSIVE NOW
TAXES EXCESSIVE NOW
TAXES NOT USED FOR WHAT THEY SHOULD BE
TAXES TOO HIGH NOW
TAXES TOO HIGH NOW
THAT IS WAY TOO HIGH. STOP ASKING FOR HIGHER.
THAT MEANS EVERYONE PAYS FOR OUR PROPERTY
TOO MUCH TAXES
UNFAIR TRADE OFF
UNFAIR TRADE OFF
UNLESS FOR NEW STREETS TO BRING IN NEW JOBS
UNLESS FOR NEW STREETS TO BRING IN NEW JOBS
UNLESS FOR NEW STREETS TO BRING IN NEW JOBS
WE ALREADY PAY FOR IT
WE ARE ALREADY TAXED TOO MUCH
WE ARE TAXED ENOUGH
WE HAVE ENOUGH TAXES
WE HAVE ENOUGH TAXES
WE WOULD END UP PAYING MORE
WILL NOT BE USED FOR IT!
WILL NOT BE USED FOR IT!
WOULD COST US MORE
WOULD DEPRECIATE VALUE OF MY HOME
WOULD DEPRECIATE VALUE OF MY HOME

Q23. Do you think the City of Harrisonville should make efforts to attract companies that pay higher wage jobs in fields such as technology based companies and manufacturing (i.e. automobiles; construction equipment; audio-video, optical equipment; electronics; computer related equipment)?

Q23. Do you think the City of Harrisonville should make efforts to attract companies that pay higher wage jobs?	Number	Percent
Yes	595	88.9 %
No	45	6.7 %
Not provided	29	4.3 %
Total	669	100.0 %

Q24. The park sales tax will decrease to one quarter of a percent when debt on the Community Center is paid off. Would you support keeping the parks sales tax at one half percent to sustain the parks and recreation facilities and services currently provided?

Q24. Would you support keeping the parks sales tax at one half percent?	Number	Percent
Yes	443	66.2 %
No	180	26.9 %
Not provided	46	6.8 %
Total	669	100.0 %

Q24. Please provide a reason for your answerQ24-2 If No Reason

1/4 TAX SHOULD BE ENOUGH!
 ALREADY COVERED
 CAN'T AFFORD TAXES
 CAN'T AFFORD TAXES
 CAN'T AFFORD TAXES
 CAN'T AFFORD TAXES
 CITY RESIDENTS HAVE TO PAY TO GO THERE
 CITY RESIDENTS HAVE TO PAY TO GO THERE
 DID NOT VOTE FOR PERMANENT TAX
 DIDN'T VOTE TO HAVE IT REAPPEAR AGAIN
 DIDN'T VOTE TO HAVE IT REAPPEAR AGAIN
 DOING OKAY WITHOUT IT
 DON'T NEED, TOO HIGH, NEVER OPEN
 DON'T USE
 DON'T USE PARKS AND REC OFTEN
 DON'T USE PARKS AND REC OFTEN
 DON'T USE THEM
 ENOUGH IS ENOUGH
 ENOUGH IS ENOUGH
 EVERY YEAR YOU ASK. NEED MORE TAXPAYERS.
 I DON'T USE THEM
 IF IT'S PAID, GIVE US A BREAK!
 IMPROVEMENTS ONLY
 IMPROVEMENTS ONLY
 IT IS PAID FOR
 IT IS PAID FOR
 IT IS TOO HIGH ALREADY
 IT WOULD NEVER END
 KEEP YOUR PROMISES
 KEEP YOUR PROMISES
 KEEP YOUR PROMISES
 LESS TAX
 LET THE TAX DIE
 LET THE TAX DIE
 MAINTAIN WITHOUT HIGHER TAX
 MAINTAIN WITHOUT HIGHER TAX
 MEMBERSHIP FEES SHOULD KEEP THEM SUSTAINED
 MONEY IS FOR CC
 NEED MORE SPECIFICS; DO NOT TRUST CITY
 NEEDS TO BE HANDLED IN A STAND ALONE VOTE
 NEVER GO TO THE PARK
 NEVER GO TO THE PARK
 NO MORE TAXES PERIOD
 NO TAX INCREASE
 ONCE PURPOSE SERVED, SHOULD EXPIRE AS AGREED
 ONCE PURPOSE SERVED, SHOULD EXPIRE AS AGREED
 OTHER ITEMS MORE IMPORTANT
 OTHER ITEMS MORE IMPORTANT
 PAY ENOUGH TAXES
 PAY ENOUGH TAXES
 PEOPLE USING FACILITIES SHOULD PAY

Q24. Please provide a reason for your answerQ24-2 If No Reason

PROMISED TO BE REDUCED TO 1/4 CENT
 PURPOSE OF THE TAX HAS BEEN REMOVED
 PUT IT TOWARD STREETS
 REDUCE TAX BURDEN/HAVE SERVICES SUPPORT PROGS
 REMAIN NEUTRAL
 REVENUE SHOULD BE ENOUGH
 SAME AMOUNT - 1/4 FOR 1/4
 SAME AMOUNT - 1/4 FOR 1/4
 SAME AMOUNT - 1/4 FOR 1/4
 SERVICE LEVEL SHOULDN'T CHANGE IF DEBT PAID
 SERVICE LEVEL SHOULDN'T CHANGE IF DEBT PAID
 SERVICE LEVEL SHOULDN'T CHANGE IF DEBT PAID
 SERVICE SHOULD INCREASE FOR SAME MONEY
 SERVICE SHOULD INCREASE FOR SAME MONEY
 SHOULD PAY FOR ITSELF, CHARGES TO JOIN
 SHOW THE NEED
 SHOW THE NEED
 SHOW THE NEED
 STILL GETTING 1/4 AND CENTER IS PAID
 SUNSET TAXES ARE BETTER
 TAX PAID OFF DEBT
 TAX PAID OFF DEBT
 TAX WAS FOR DEBT
 TAX WAS FOR DEBT, NOT SERVICES
 TAX WAS FOR DEBT, NOT SERVICES
 TAX WAS FOR DEBT, NOT SERVICES
 TAXED ENOUGH
 THAT'S WHAT MEMBERSHIP FEES ARE FOR, CORRECT?
 THE CENTER IS PAID FOR
 THE TAX ENDS WHEN DEBT IS PAID
 THE TAX ENDS WHEN DEBT IS PAID
 THEY SHOULD HAVE PLENTY OF MONEY!
 THIS SHOULD BE FUNDED WITH PROPERTY TAXES
 THIS SHOULD BE FUNDED WITH PROPERTY TAXES
 THIS SHOULD BE FUNDED WITH PROPERTY TAXES
 TOO HIGH
 TOO HIGH NOW
 TOO MANY TAXES
 TOO MANY TAXES
 UNLESS YOU OFFER FREE CLASSES W/MEMBERSHIP
 UNNECCESARY
 UNNECCESARY
 VOTERS BELIEVED THERE WAS AN END DATE
 WE DON'T NEED ANY MORE
 WE DON'T NEED ANY MORE
 WHAT FUND IS PAYING FOR THAT NOW?
 WHAT IMPROVEMENTS
 WHEN IT IS PAID OFF IT SHOULD BE TERMINATED
 WILL NOT BE USED
 WILL NOT BE USED
 WOULD ACCEPT IF \$ BUILT RATHER THAN SUSTAINED
 WOULD STILL HAVE 1/4 CENT TO PAY FOR THAT

Q25. Which of the following best describes your race/ethnicity (check all that apply)?

Q25. Best describes your race/ethnicity	Number	Percent
Asian/Pacific Islander	2	0.3 %
Black/African American	4	0.6 %
White	630	94.2 %
Hispanic	25	3.7 %
American Indian/Eskimo	9	1.3 %
Other	4	0.6 %
Not provided	12	1.8 %
Total	686	

Q26. Which of the following best describes your current employment status?

Q26. Best describes your current employment status?	Number	Percent
Employed outside the home	416	62.2 %
Employed in the home/have a home-based business	14	2.1 %
Underemployed (your education/experience/skills exceed your salary)	13	1.9 %
Unemployed but seeking work	8	1.2 %
Retired	190	28.4 %
Student	1	0.1 %
Not currently employed outside the home	25	3.7 %
Not provided	13	1.9 %
Total	680	

Q26. What is the ZIP CODE where you work?

What is the ZIP CODE where you work?	Number	Percent
33905	1	0.2 %
64002	2	0.5 %
64012	13	3.1 %
64013	1	0.2 %
64030	6	1.4 %
64054	1	0.2 %
64057	1	0.2 %
64063	6	1.4 %
64068	2	0.5 %
64078	10	2.4 %
64080	3	0.7 %
64081	7	1.7 %
64083	9	2.2 %
64086	6	1.4 %
64108	6	1.4 %
64111	4	1.0 %
64113	2	0.5 %
64114	8	1.9 %
64116	4	1.0 %
64120	2	0.5 %
64127	3	0.7 %
64128	1	0.2 %
64131	5	1.2 %
64134	1	0.2 %
64138	1	0.2 %
64141	1	0.2 %
64147	4	1.0 %
64211	1	0.2 %
64701	112	27.0 %
64730	2	0.5 %
64735	2	0.5 %
64739	1	0.2 %
64747	1	0.2 %
64772	1	0.2 %
66013	1	0.2 %
66053	1	0.2 %
66061	2	0.5 %
66106	4	1.0 %
66202	1	0.2 %
66209	1	0.2 %
66210	1	0.2 %
66211	3	0.7 %
66215	2	0.5 %
66219	3	0.7 %
66224	1	0.2 %
66251	1	0.2 %
99211	1	0.2 %
Not Provided	163	39.3 %
Total	415	100.0 %

Q27. How many people (counting yourself) in your household are:

	Mean	Sum
number	2.16	1417
Under age 9	0.19	123
Ages 10-19	0.22	144
Ages 20-34	0.28	186
Ages 35-54	0.48	312
Ages 55-74	0.71	462
Ages 75+	0.29	190

Q28. Approximately how many years have you lived in the City of Harrisonville?

Q28. Approximately how many years have you lived in the City of Harrisonville?

	Number	Percent
5 or less	117	17.5 %
6 to 10	142	21.2 %
11 to 15	84	12.6 %
16 to 20	66	9.9 %
21 to 30	80	12.0 %
31+	170	25.4 %
Not provided	10	1.5 %
Total	669	100.0 %

Q28a. [If you have lived in Harrisonville less than 5 years] Where did you live prior to moving to Harrisonville?

Q28a. [If you have lived in Harrisonville less than 5 years] Where did you live prior?

	Number	Percent
Other part of the metro Kansas City area	48	36.4 %
Kansas or Missouri but outside of the metro Kansas City area	55	41.7 %
Outside Kansas or Missouri	23	17.4 %
Not provided	6	4.5 %
Total	132	100.0 %

Q29. Do you own or rent your current residence?

Q29. Do you own or rent your current residence?	Number	Percent
Own	505	75.5 %
Rent	154	23.0 %
Not provided	10	1.5 %
Total	669	100.0 %

Q30. Would you say your total annual household income is:

Q30. Would you say your total annual household income is:	Number	Percent
Under \$35,000	209	31.2 %
\$35,000 to \$59,999	198	29.6 %
\$60,000 to \$99,999	138	20.6 %
\$100K or more	68	10.2 %
Not provided	56	8.4 %
Total	669	100.0 %

Q31. Your gender:

Q31. Your gender:	Number	Percent
Male	336	50.2 %
Female	333	49.8 %
Total	669	100.0 %

Section 5: Survey Instrument



300 E. Pearl Street, P.O. Box 367 • Tel: 816-380-8900 • Fax: 816-380-8906 • Harrisonville, MO 64701

2014 City of Harrisonville Citizen Survey

Dear Fellow Harrisonville Resident,

On behalf of the Harrisonville Mayor and Board of Aldermen, thank you for your on-going involvement in our community. This letter is a request for your assistance in building an even better Harrisonville. Your input on the enclosed survey is extremely important.

As was the case following completion of the 2008, 2010 and 2012 Citizen Surveys, the City will employ the results of this survey in setting priorities and goals during the next two years. Below is a list of accomplishments driven by the results of the 2012 Citizen Survey:

- Water, sewer and electric rates remained lower than 2010 rates.
- Harrisonville property taxes are the lowest in the Kansas City metro area
- \$10.9 million in funding secured for a new four lane bridge over I-49 at Hwy 291 including lane additions to Hwy 291, Commercial Street and Rockhaven Road; construction began this fall as planned; \$2.7 million in funding secured for reconstruction of Mechanic from Independence to Price, construction planned for 2016
- Trails expanded at City Park; youth basketball and baseball programs added, membership at the Community Center reached all-time high
- A new police facility completed in the historic downtown, returned the farmers market to the square, working with new Love the Square association to expand holiday lighting and decorations to the square, created QR code tags for buildings on the square which provides the history for that property
- Water plant optimization study completed along with plans for the most cost effective means of funding improvements to the existing facility to expand capacity and improve taste/odor
- Expansion of on-line e-commerce options for customers, voluntary text/telephone messaging services added, added city Facebook and Twitter accounts
- Expansion of web site capabilities to include on-line agendas and meeting meetings including searchable historic library of documents
- Established a Citizen Police Academy, created a drug task force, began a text a tip program and implemented a police volunteer program called VIPS, began replacing patrol vehicles with more economical six cylinder all-wheel drive units
- Established a Citizen Fire Academy, added a fourth more economical ambulance to the fleet
- 17% of City streets resurfaced in the past two years, 63% in the past six years

To make sure the City's priorities remain aligned with the needs of our residents, we ask that you again share your thoughts with us. Please return your completed survey sometime during the next week if possible using the enclosed postage-paid envelope. Your responses will remain confidential. Please call Sheryl Stanley at 816-380-8909 with any questions. Thank you again for taking time to help make a better Harrisonville.

Sincerely,

Keith Moody
City Administrator

Year 2014 City of Harrisonville Citizen Survey

Please take a few minutes to complete this survey. Your input is an important part of the City's on-going effort to involve citizens in long-range planning and investment decisions. If you have questions, please call Sheryl Stanley at 816-380-8909.

1. **OVERALL SATISFACTION WITH CITY SERVICES.** Using a scale of 1 to 5 where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with the City of Harrisonville on the services listed below.

City Services	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Overall quality of police, fire, and ambulance services	5	4	3	2	1	9
B. Overall quality of city parks and recreation programs and facilities	5	4	3	2	1	9
C. Overall maintenance of city streets, buildings & facilities	5	4	3	2	1	9
D. Overall quality of city water and sewer utilities	5	4	3	2	1	9
E. Overall enforcement of city codes and operations	5	4	3	2	1	9
F. Overall quality of building inspections by City	5	4	3	2	1	9
G. Overall quality of customer service you receive from city employees	5	4	3	2	1	9
H. Overall effectiveness of city communication with the Public	5	4	3	2	1	9
I. Overall quality of the city's stormwater runoff/stormwater management system	5	4	3	2	1	9
J. Overall flow of traffic and congestion management in Harrisonville	5	4	3	2	1	9
K. Overall quality of City's solid waste service (trash, recycling, yard waste)	5	4	3	2	1	9
L. Overall quality of City electric service	5	4	3	2	1	9

2. Which **THREE** of these items do you think should receive the **MOST EMPHASIS** from city leaders over the next **TWO** Years? [Write in the letters below using the letters from the list in Question 1 above.]

1st _____ 2nd _____ 3rd _____

3. **PERCEPTIONS OF THE CITY.** Several items that may influence your perception of the City of Harrisonville are listed below. Please rate your satisfaction with each item:

Perceptions of the City	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Overall value that you receive for your City tax dollars and fees	5	4	3	2	1	9
B. Overall image of the City	5	4	3	2	1	9
C. How well the City is planning for growth	5	4	3	2	1	9
D. Overall quality of life in the City	5	4	3	2	1	9
E. Overall appearance of the City	5	4	3	2	1	9
F. Harrisonville's local economy	5	4	3	2	1	9
G. The availability of good paying jobs in Harrisonville	5	4	3	2	1	9
H. The growth of employment opportunities in Harrisonville that pay more than \$30,000 per year	5	4	3	2	1	9
I. The accessibility to institutions of higher education (including technical skills schools) in Harrisonville	5	4	3	2	1	9

4. Using a scale of 1 to 5 where 5 means "Excellent" and 1 means "Poor", please rate Harrisonville regard to each of the following:

How do you rate Harrisonville:	Excellent	Good	Neutral	Below Average	Poor	Don't Know
A. As a place to live	5	4	3	2	1	9
B. As a place to raise children	5	4	3	2	1	9
C. As a place to work	5	4	3	2	1	9
D. As a place where you would buy your next home	5	4	3	2	1	9
E. As a place to retire	5	4	3	2	1	9

5. CITY MAINTENANCE. Please rate your satisfaction for the maintenance items listed below:

City Maintenance	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Overall maintenance of city streets (does not include Highways 2, 7, 291 or I-49)	5	4	3	2	1	9
B. Maintenance of Highways maintained by MoDOT (2, 7, 291, I-49, Rockhaven Road)	5	4	3	2	1	9
C. Maintenance of sidewalks in Harrisonville	5	4	3	2	1	9
D. Maintenance of street signs	5	4	3	2	1	9
E. Maintenance of traffic signals	5	4	3	2	1	9
F. Maintenance and preservation of downtown Harrisonville	5	4	3	2	1	9
G. Maintenance of city buildings (City Hall, Police Dept, Community Center, Fire Station, Street Dept, Public Works Dept, Animal Shelter, Electric Dept, Water Treatment Plants)	5	4	3	2	1	9
H. Cleanliness of city buildings	5	4	3	2	1	9
I. Snow removal on major city streets	5	4	3	2	1	9
J. Snow removal on neighborhood streets	5	4	3	2	1	9
K. Mowing and trimming along city streets and other public areas	5	4	3	2	1	9
L. Overall cleanliness of city streets and other public areas	5	4	3	2	1	9
M. Adequacy of city street lighting	5	4	3	2	1	9
N. Adequacy of storm drainage systems	5	4	3	2	1	9
O. City's responsiveness to service requests	5	4	3	2	1	9

6. Which TWO of the maintenance items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years? [Write in the letters below using the letters from Question 5 above.]

1st. _____ 2nd. _____

7. CITY LEADERSHIP. Please rate your level of satisfaction for each leadership area below:

City Leadership	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Overall quality of leadership provided by the City's elected officials	5	4	3	2	1	9
B. Overall effectiveness of appointed boards and commissions	5	4	3	2	1	9
C. Overall effectiveness of the City Administrator and Department Directors	5	4	3	2	1	9
D. Overall effectiveness of non-management staff	5	4	3	2	1	9

8. UTILITY SERVICES. Please rate your satisfaction for each utility related item below:

<i>Utility Services</i>	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Residential trash collection services	5	4	3	2	1	9
B. Curbside recycling services	5	4	3	2	1	9
C. Yardwaste removal services	5	4	3	2	1	9
D. What you are charged for solid waste services	5	4	3	2	1	9
E. Dependability of electric service	5	4	3	2	1	9
F. What you are charged for electric service	5	4	3	2	1	9
G. The clarity and taste of the tap water	5	4	3	2	1	9
H. Water pressure in your home	5	4	3	2	1	9
I. Adequacy of the City's waste water treatment and collection system	5	4	3	2	1	9
J. What you are charged for water and sewer services	5	4	3	2	1	9
K. Ease in paying your bill	5	4	3	2	1	9
L. The timeliness of your utility bill	5	4	3	2	1	9
M. The accuracy of your utility bill	5	4	3	2	1	9

9. Have you called or visited the City with a question, problem, or complaint during the past year?

____(1) Yes [answer Q9a-c] ____ (2) No [go to Q10]

9a. [If YES to Q#9] Which Department did you contact most recently?

- ____(1) Utility Services (trash/recycling, water/sewer, electric)
 ____ (2) Police
 ____ (3) Fire/EMS
 ____ (4) Building Inspection/Code Enforcement
 ____ (5) Streets (streets, sidewalks, storm water)
 ____ (6) Parks and Recreation
 ____ (7) Other: _____

9b. [If YES to Q#9] How easy was it to contact the person you needed to reach in the Department you listed in Question #9a?

- ____(1) Very Easy ____ (3) Difficult ____ (9) Don't know
 ____ (2) Somewhat Easy ____ (4) Very Difficult

9c. [If YES to Q#9] Several factors that may influence your perception of the quality ofcustomer service you receive from City employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 1 to 5, where 5 means "Always" and 1 means "Never."

- Always Usually Sometimes Seldom Never Don't Know
- (1) They were courteous and polite 5.....4 3..... 2 1..... 9
- (2) They gave prompt, accurate, and complete answers to questions 5.....4 3..... 2 1..... 9
- (3) They did what they said they would do in a timely manner 5.....4 3..... 2 1..... 9
- (4) They helped you resolve an issue to your satisfaction..... 5.....4 3..... 2 1..... 9

10. Which of the following are your primary sources of information about City issues, services and events? (Check all that apply)

- ____(01) The city newsletters ____ (06) City cable channel
 ____ (02) Kansas City Star ____ (07) City website
 ____ (03) Cass County Democrat ____ (08) City's Recreation Guide
 ____ (04) Television news ____ (09) Social media (Facebook/Twitter/YouTube)
 ____ (05) The Journal ____ (10) Other: _____

11. CITY COMMUNICATIONS. Please rate your satisfaction with the following aspects of communication:

City Communications	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. The quality of the City's web page	5	4	3	2	1	9
B. The quality of the City's newsletters, (City Edition-quarterly, Harrisonville Happenings-monthly)	5	4	3	2	1	9
C. The availability of information about City programs and services	5	4	3	2	1	9
D. City efforts to keep you informed about local issues	5	4	3	2	1	9
E. The level of public involvement in local decision-making	5	4	3	2	1	9

12. Which of the following types of information would you be MOST INTERESTED in reading about in City publications? (Check up to THREE.)

- ☐ (1) Road and street improvements
☐ (2) Parks and recreation programs and activities
☐ (3) Special events sponsored by the City
☐ (4) Police and public safety updates
☐ (5) Fire education and prevention
☐ (6) Code enforcement policies
☐ (7) Utility information (water, sewer, electric)
☐ (8) Information about the Mayor and City Council members
☐ (9) Other: _____

13. Are you aware that you can receive email notifications from the City by registering for the service through the City's web page?

____(1) Yes ____ (2) No

14. ENFORCEMENT OF CITY CODES AND ORDINANCES. Please rate your satisfaction on the following:

Codes and Ordinances	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Clean up of litter and debris on private property	5	4	3	2	1	9
B. Mowing and trimming of lawns	5	4	3	2	1	9
C. Maintenance of residential property	5	4	3	2	1	9
D. Maintenance of business property	5	4	3	2	1	9
E. Enforcing sign regulations	5	4	3	2	1	9
F. Enforcing off street parking regulations	5	4	3	2	1	9
G. Enforcement of regulations and codes on City facilities	5	4	3	2	1	9

15. TRANSPORTATION. Please rate your satisfaction on the following transportation items:

Transportation	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A. Flow of traffic along 291	5	4	3	2	1	9
B. Ease of access to Downtown Harrisonville	5	4	3	2	1	9
C. Availability of public transportation	5	4	3	2	1	9
D. Condition of residential streets	5	4	3	2	1	9
E. Condition of commercial streets	5	4	3	2	1	9
F. Availability of public sidewalks	5	4	3	2	1	9

16. Which TWO of the transportation issues listed above do you think should receive the MOST EMPHASIS from city leaders over the next TWO Years? [Write in the letters below using the letters from Question 15 above.]

1st. _____ 2nd. _____

17. PUBLIC SAFETY. Please rate your satisfaction with the following public safety services provided by the

Public Safety		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	The visibility of police in neighborhoods	5	4	3	2	1	9
B.	The visibility of police in retail areas	5	4	3	2	1	9
C.	The City's efforts to prevent crime	5	4	3	2	1	9
D.	How quickly police respond to emergencies	5	4	3	2	1	9
E.	Enforcement of local traffic laws	5	4	3	2	1	9
F.	Police related education programs (DARE, SRO, Safe Seniors, Child I.D.)	5	4	3	2	1	9
G.	Overall quality of local police protection	5	4	3	2	1	9
H.	How quickly fire personnel respond to emergencies	5	4	3	2	1	9
I.	Quality of the City's fire prevention programs	5	4	3	2	1	9
J.	Fire-related education programs	5	4	3	2	1	9
K.	Overall quality of local fire protection	5	4	3	2	1	9
L.	How quickly ambulance personnel respond to emergencies	5	4	3	2	1	9
M.	Overall quality of local ambulance service	5	4	3	2	1	9
N.	Quality of animal control	5	4	3	2	1	9

18. Which TWO of the public safety items listed above do you think should receive the MOST EMPHASIS from City leaders over the next TWO Years? [Write in the letters below using the letters from Question 17 above.]

1st. _____ 2nd. _____

19. PARKS AND RECREATION. Please rate your satisfaction with the following Parks and Recreation services provided by the City of Harrisonville:

Parks and Recreation		Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
A.	Maintenance of city parks	5	4	3	2	1	9
B.	Number of city parks	5	4	3	2	1	9
C.	Number of walking and biking trails	5	4	3	2	1	9
D.	City swimming pools	5	4	3	2	1	9
E.	Quality of outdoor athletic fields	5	4	3	2	1	9
F.	Teen recreation opportunities	5	4	3	2	1	9
G.	Senior recreation opportunities	5	4	3	2	1	9
H.	The city's youth athletic programs	5	4	3	2	1	9
I.	The city's adult athletic programs	5	4	3	2	1	9
J.	Other city recreation programs, such as classes, special population trips, and special events	5	4	3	2	1	9
K.	Ease of registering for programs	5	4	3	2	1	9
L.	Fees charged for recreation programs	5	4	3	2	1	9
M.	Special events sponsored by the city, i.e., park concerts & July 4 th Fireworks	5	4	3	2	1	9
N.	Quality of the city's indoor recreation facilities	5	4	3	2	1	9

20. Which TWO of the items listed above do you think should receive the MOST EMPHASIS from city leaders over the next TWO Years? [Write in the letters below using the letters from Q19 above.]

1st. _____ 2nd. _____

OTHER ISSUES

21. Are you aware that OATS offers on call pickup and delivery service in Harrisonville during the week to people of all ages for \$2.50 each stop?

____(1) Yes ____ (2) No, but I am familiar with OATS ____ (3) No, and I am not familiar with OATS

22. Would you support reducing the general property tax rate by \$.15/100 of assessed value in exchange for a sales tax increase of one half of a percent to fund street improvements?
☐ (1) Yes ☐ (2) No Please provide a reason for your answer. _____
23. Do you think the City of Harrisonville should make efforts to attract companies that pay higher wage jobs in fields such as technology based companies and manufacturing (i.e. automobiles; construction equipment; audio-video, optical equipment; electronics; computer related equipment)?
☐ (1) Yes ☐ (2) No
24. The park sales tax will decrease to one quarter of a percent when debt on the Community Center is paid off. Would you support keeping the parks sales tax at one half percent to sustain the parks and recreation facilities and services currently provided?
☐ (1) Yes ☐ (2) No: Please provide a reason for your answer. _____
25. Which of the following best describes your race/ethnicity (check all that apply)?
☐ (1) Asian/Pacific Islander ☐ (4) Hispanic
☐ (2) Black/African American ☐ (5) American Indian/Eskimo
☐ (3) White ☐ (6) Other: _____
26. Which of the following best describes your current employment status?
☐ (1) Employed outside the home - What is the ZIP CODE where you work? _____
☐ (2) Employed in the home/have a home-based business
☐ (3) Underemployed (your education/experience/skills exceed your salary)
☐ (4) Unemployed but seeking work
☐ (5) Retired
☐ (6) Student
☐ (7) Not currently employed outside the home
27. How many people (counting yourself) in your household, are?
 Under age 9 _____ Ages 20-34 _____ Ages 55-74 _____
 Ages 10-19 _____ Ages 35-54 _____ Ages 75+ _____
28. Approximately how many years have you lived in the City of Harrisonville? _____ years
- 28a. [If you have lived in Harrisonville less than 5 years] Where did you live prior to moving to Harrisonville?
☐ (1) Other part of the metro Kansas City area
☐ (2) Kansas or Missouri but outside of the metro Kansas City area
☐ (3) Outside Kansas or Missouri
29. Do you own or rent your current residence? ☐ (1) Own ☐ (2) Rent
30. Would you say your total annual household income is:
☐ (1) Under \$35,000 ☐ (3) \$60,000 to \$99,999
☐ (2) \$35,000 to \$59,999 ☐ (4) \$100,000 or more
31. Your gender: ☐ (1) Male ☐ (2) Female
32. In which City Ward do you live?
☐ (1) Ward 1 ☐ (2) Ward 2 ☐ (3) Ward 3 ☐ (4) Ward 4 ☐ (9) Don't know

This concludes the survey. Thank you for your time!

Please return your completed survey in the postage paid envelope addressed to:
 ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain Completely Confidential. The information printed to the right will ONLY be used to help identify which areas of the City are having problems with City services. Please provide an address correction if applicable.

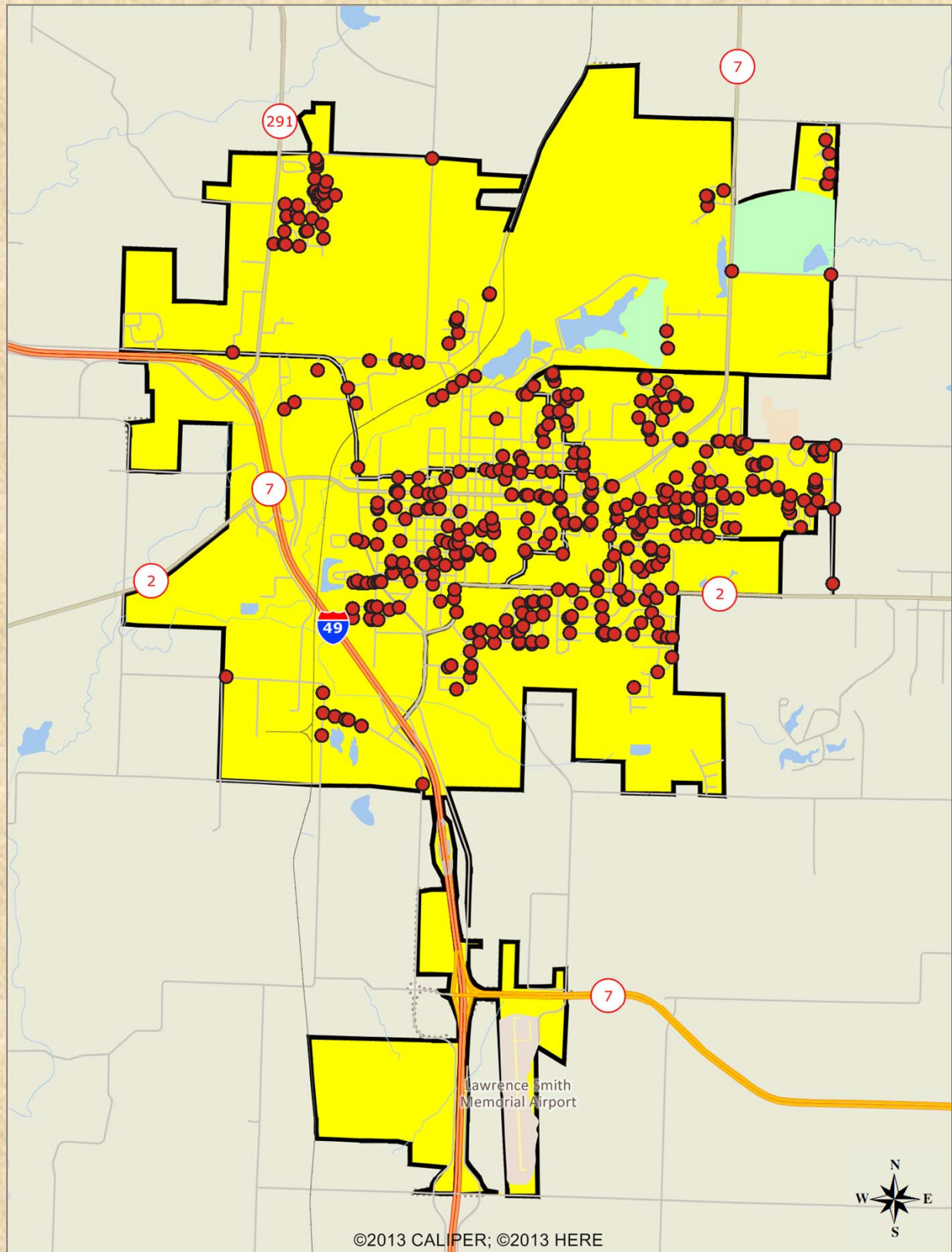
Interpreting the Maps

The maps on the following pages show the mean ratings for several questions on the survey by Ward. If all areas on a map are the same color, then residents generally feel the same about that issue regardless of the location of their home.

When reading the maps, please use the following color scheme as a guide:

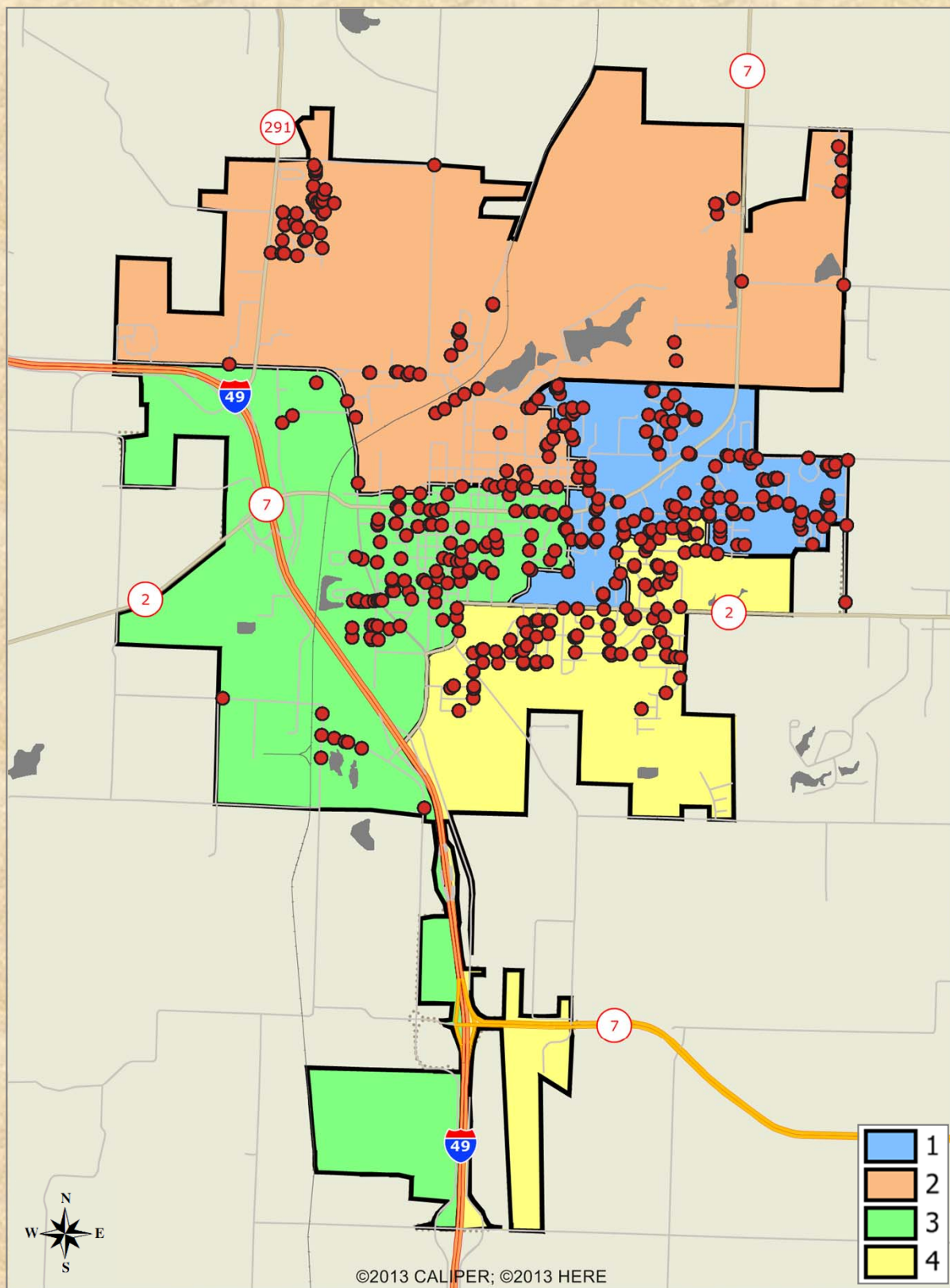
- **DARK/LIGHT BLUE** shades indicate POSITIVE ratings. Shades of blue generally indicate satisfaction with a service, ratings of “excellent” or “good” and ratings of “very safe” or “safe.”
- **OFF-WHITE** shades indicate NEUTRAL ratings. Shades of neutral generally indicate that residents thought the quality of service delivery is adequate.
- **ORANGE/RED** shades indicate NEGATIVE ratings. Shades of orange/red generally indicate dissatisfaction with a service, ratings of “below average” or “poor” and ratings of “unsafe” or “very unsafe.”

Location of Survey Respondents



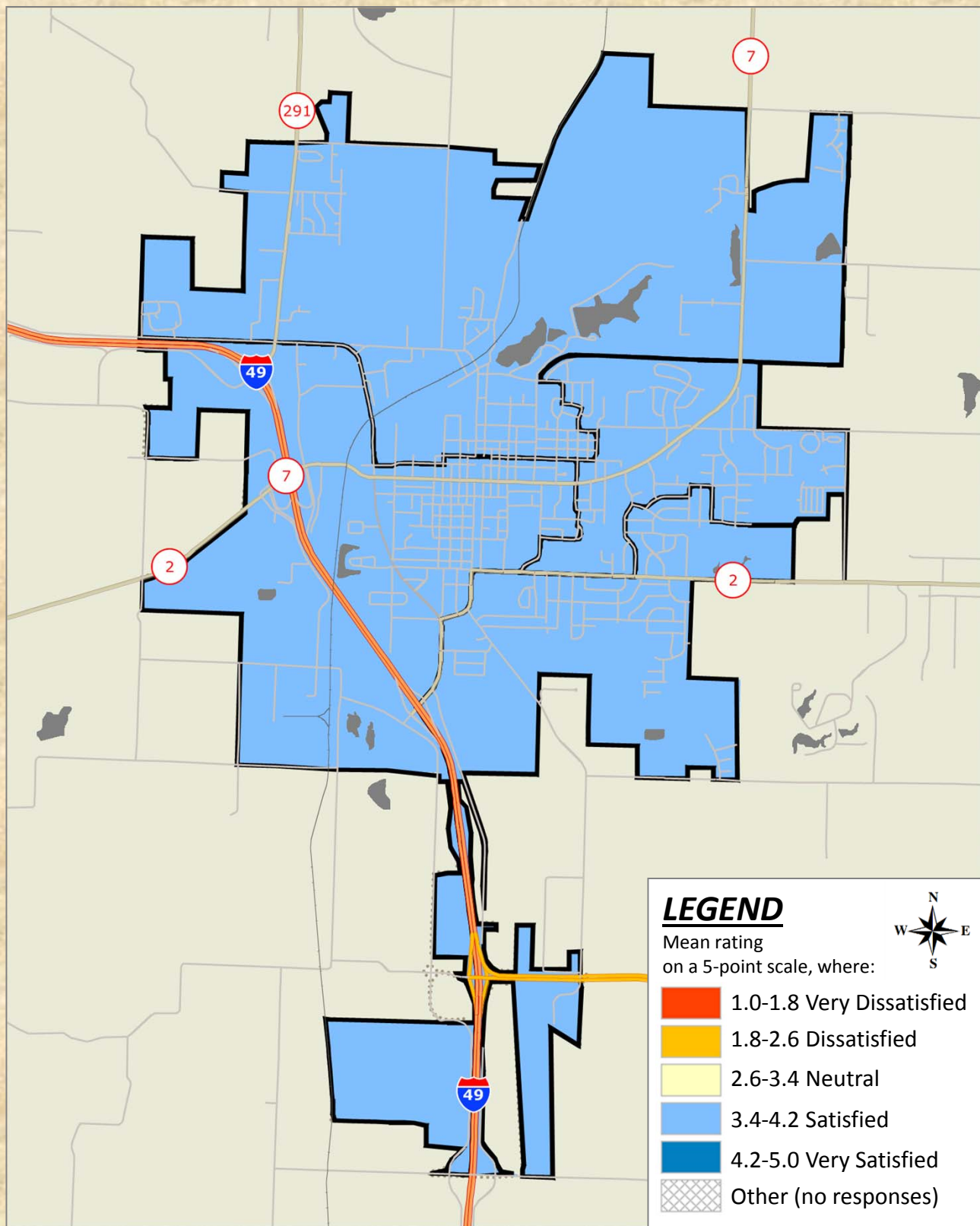
2014 City of Harrisonville Citizen Survey

Location of Survey Respondents by Ward



2014 City of Harrisonville Citizen Survey

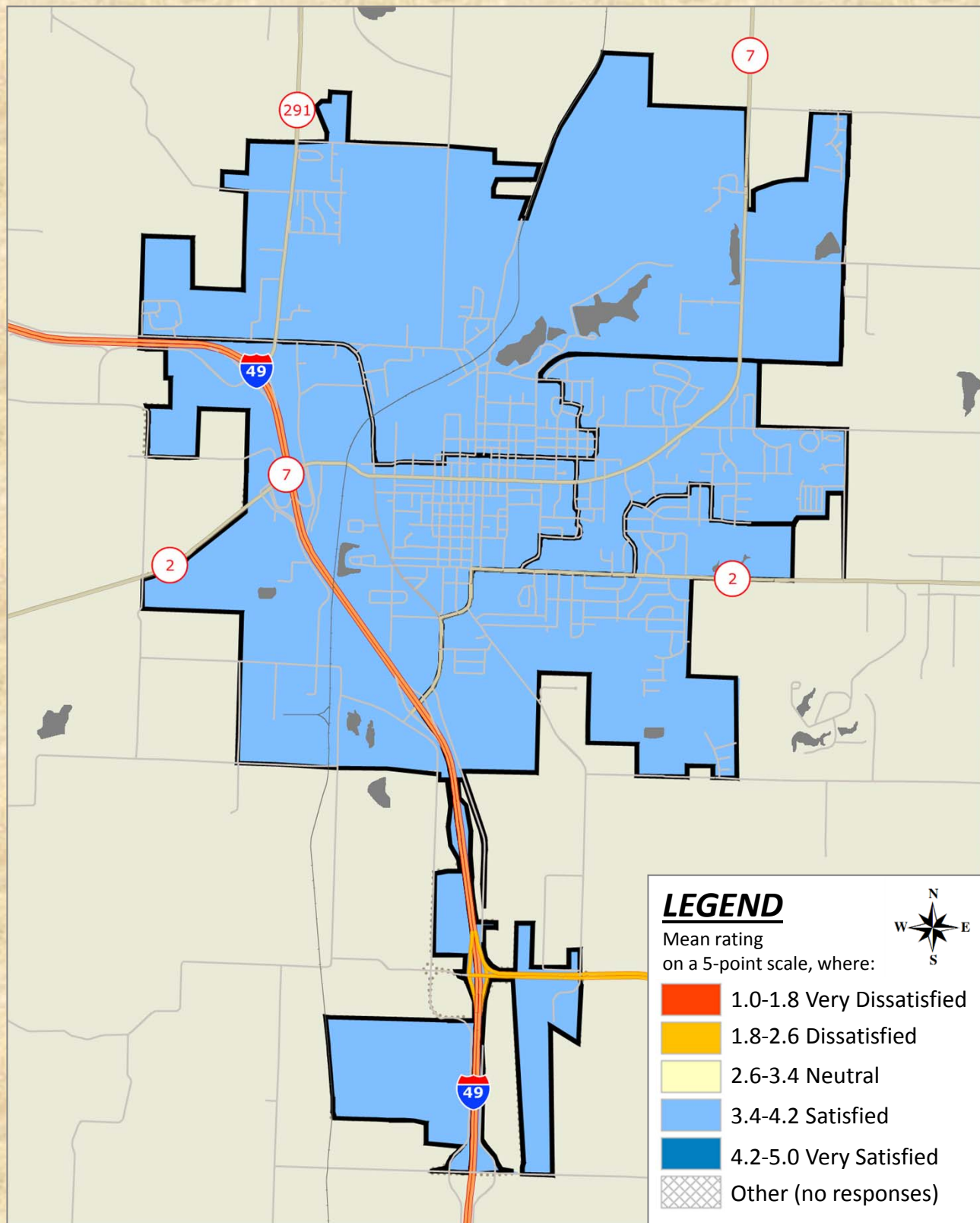
Q1a Satisfaction with overall quality of police, fire, and ambulance services



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

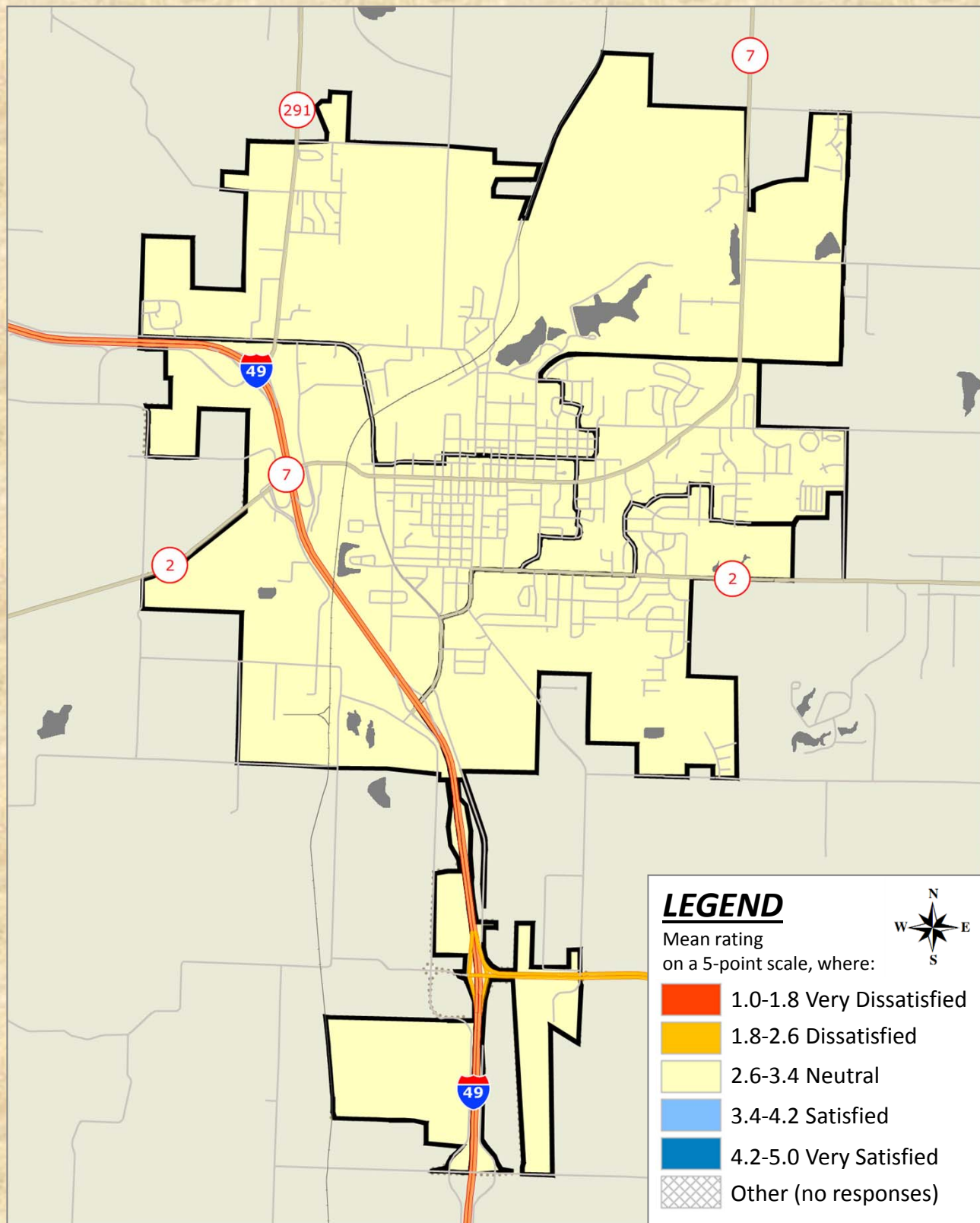
Q1b Satisfaction with overall quality of city parks and recreation programs and facilities



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

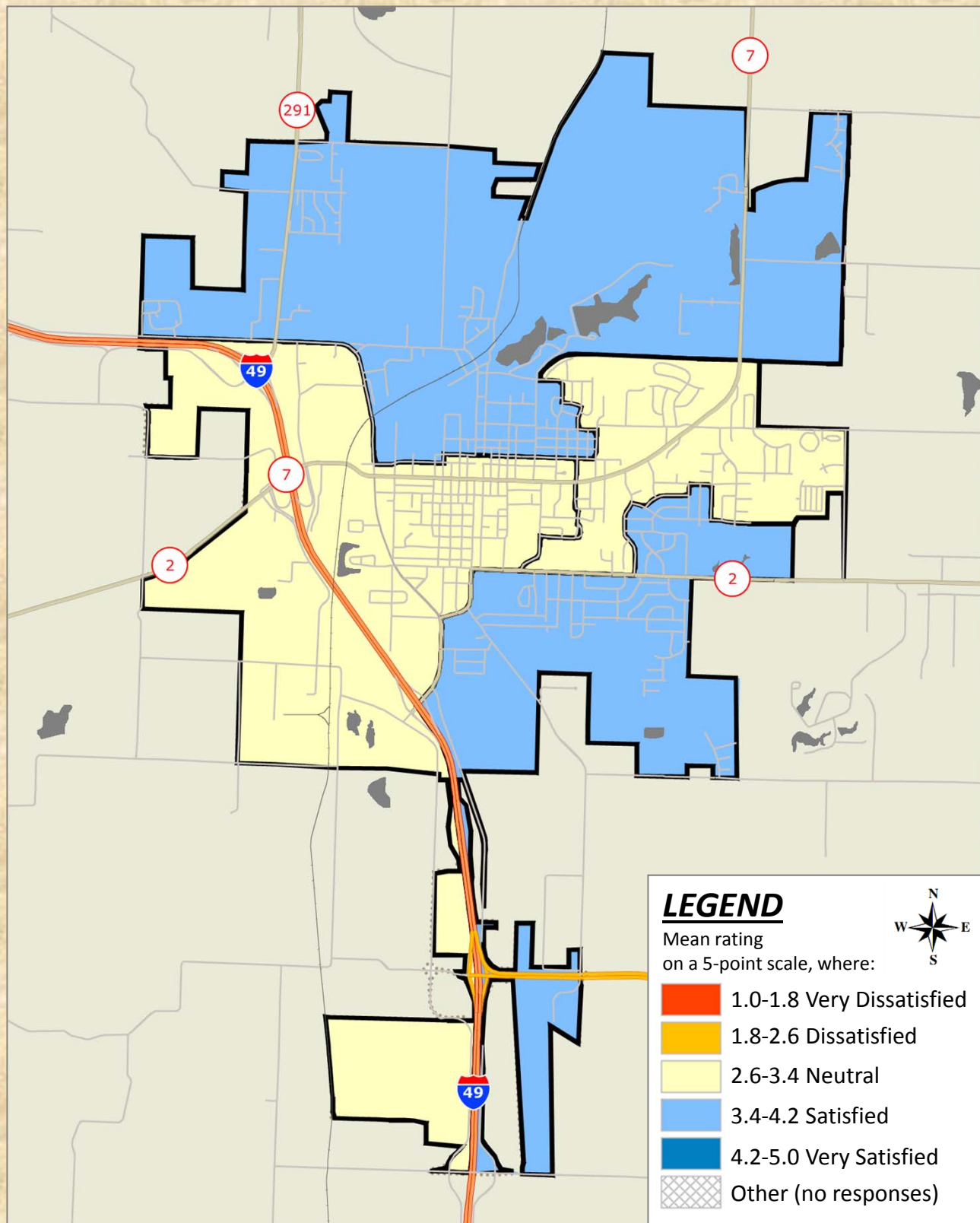
Q1c Satisfaction with overall maintenance of city streets, buildings & facilities



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

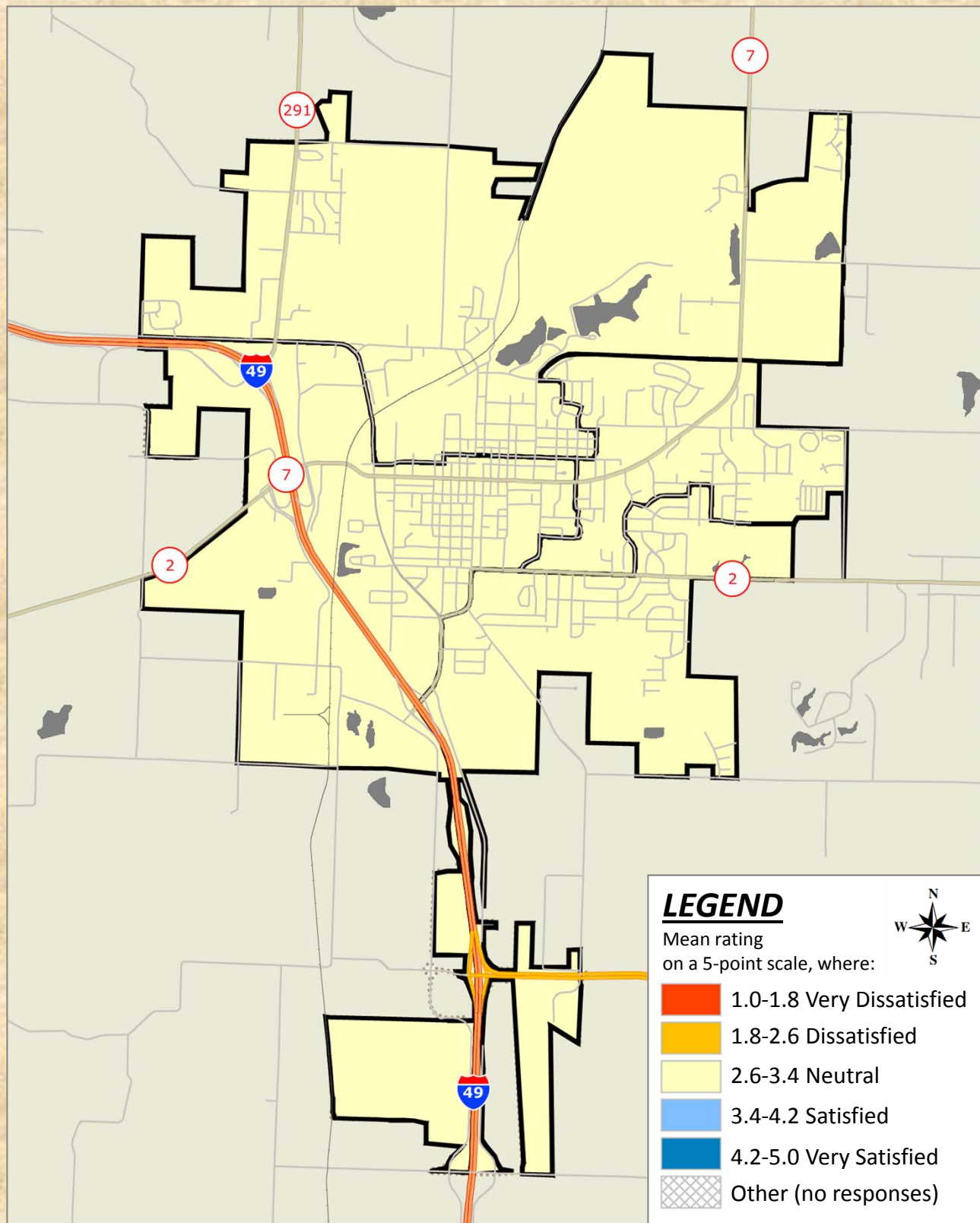
Q1d Satisfaction with overall quality of water and sewer utilities



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

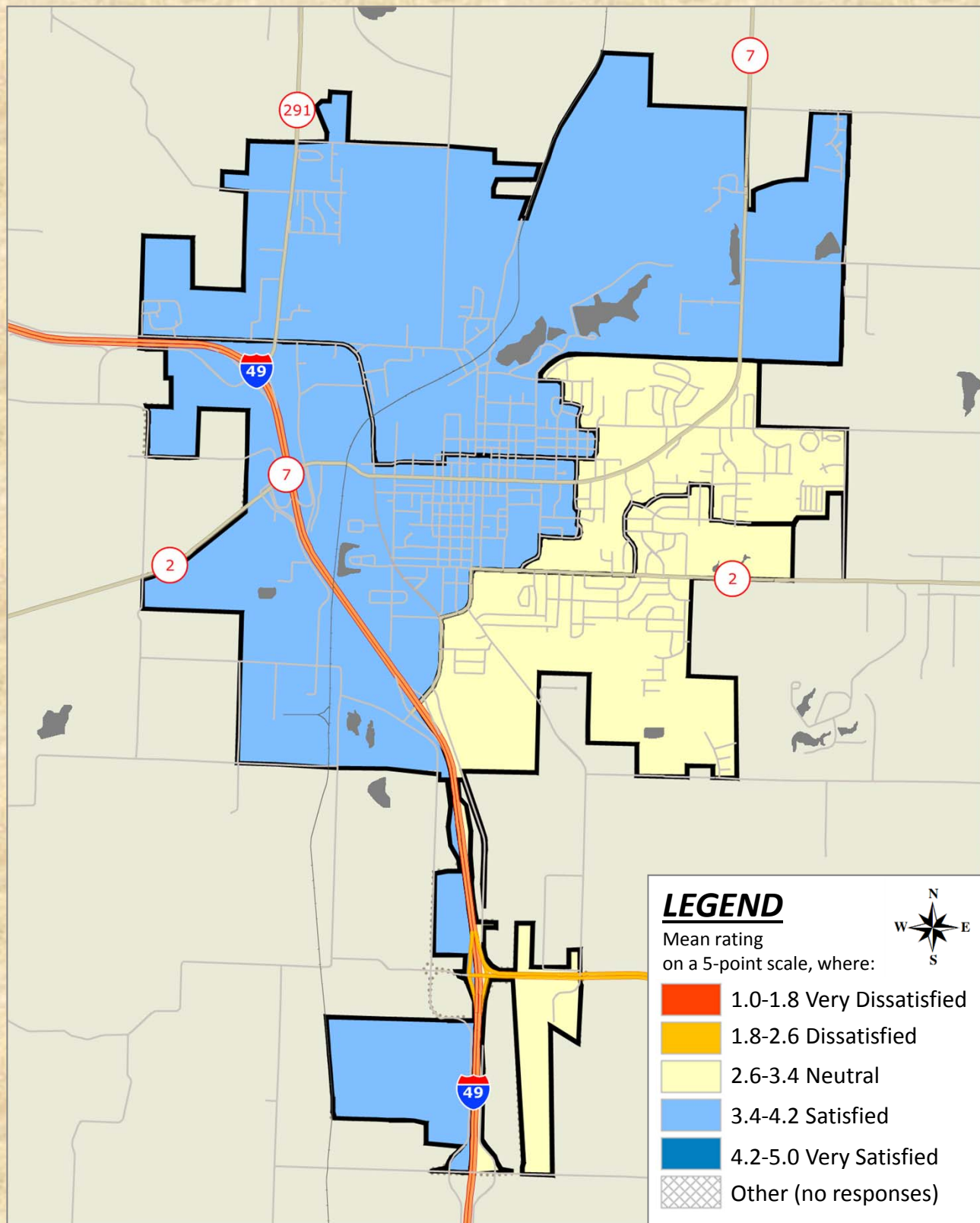
Q1e Satisfaction with overall enforcement of codes and operations



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

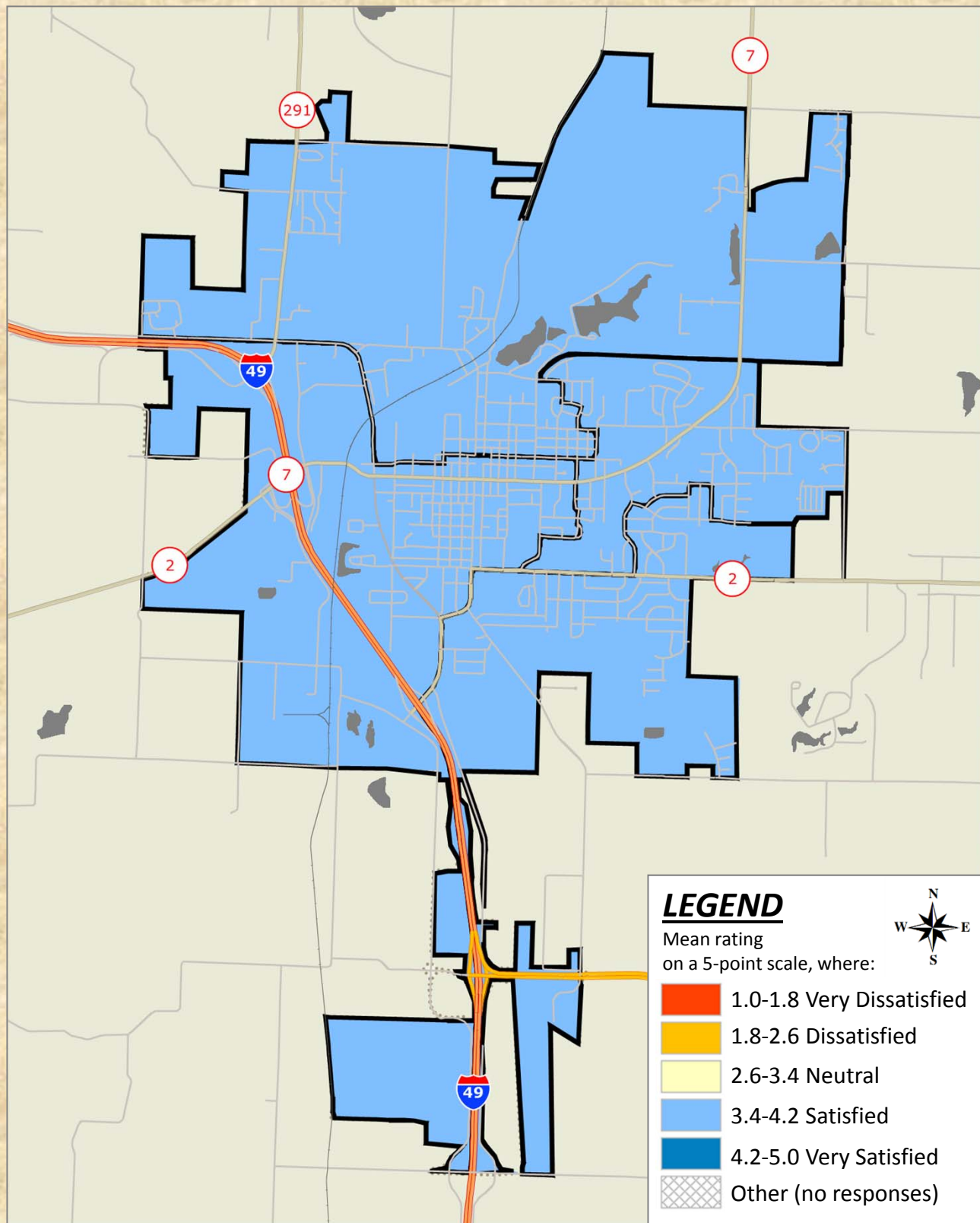
Q1f Satisfaction with overall quality of building inspections by city



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

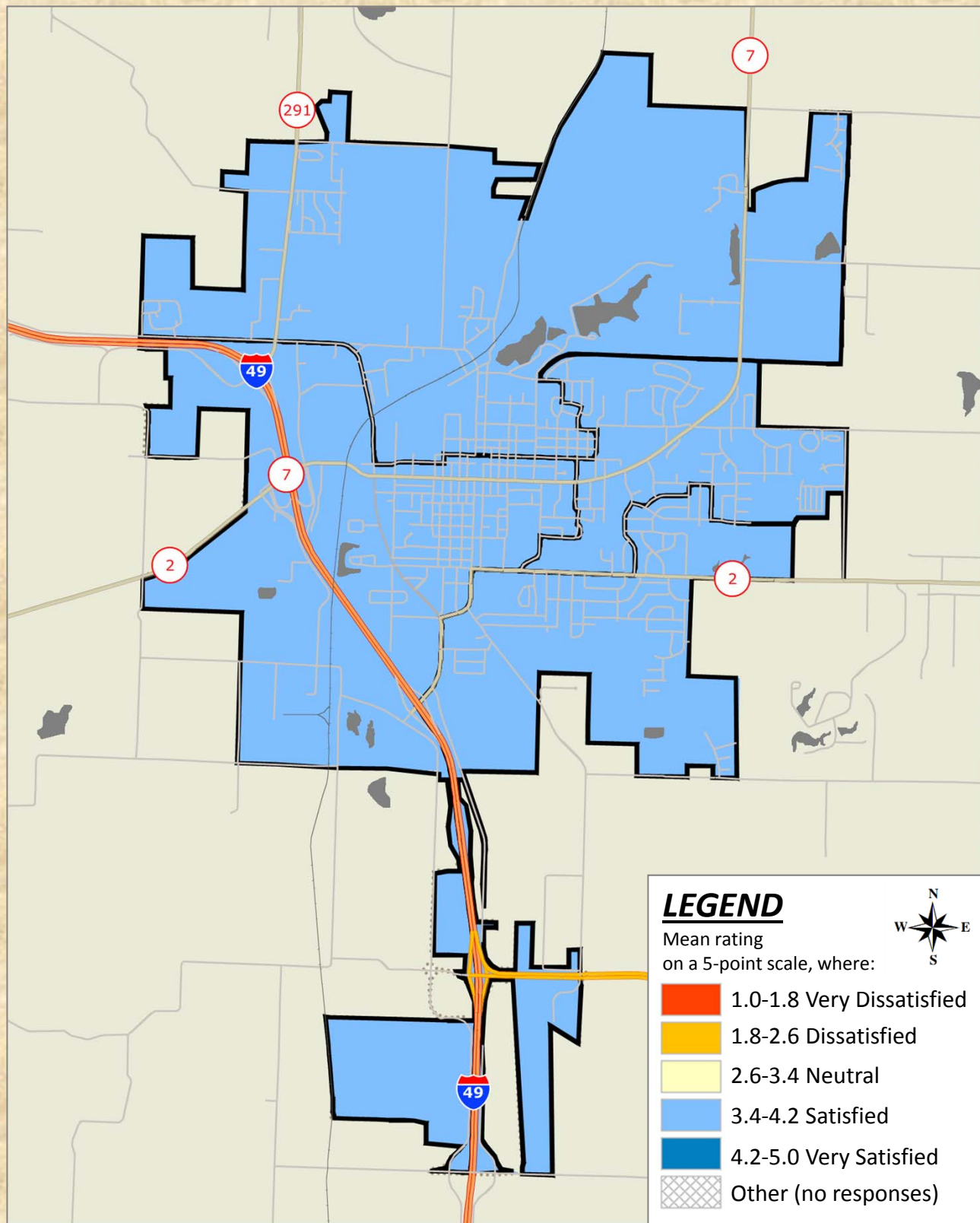
Q1g Satisfaction with overall quality of customer service from city employees



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

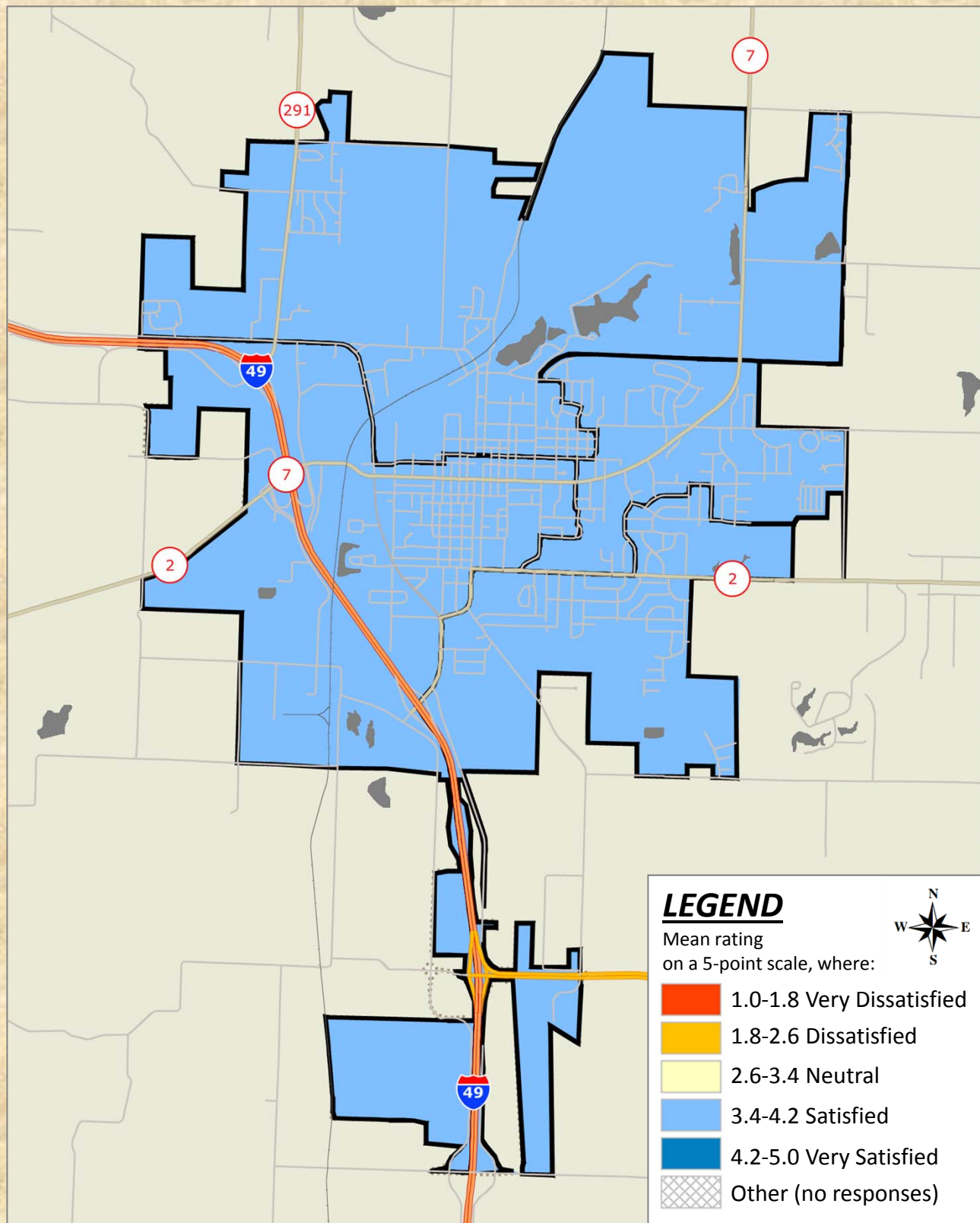
Q1h Satisfaction with overall effectiveness of city communication with the public



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

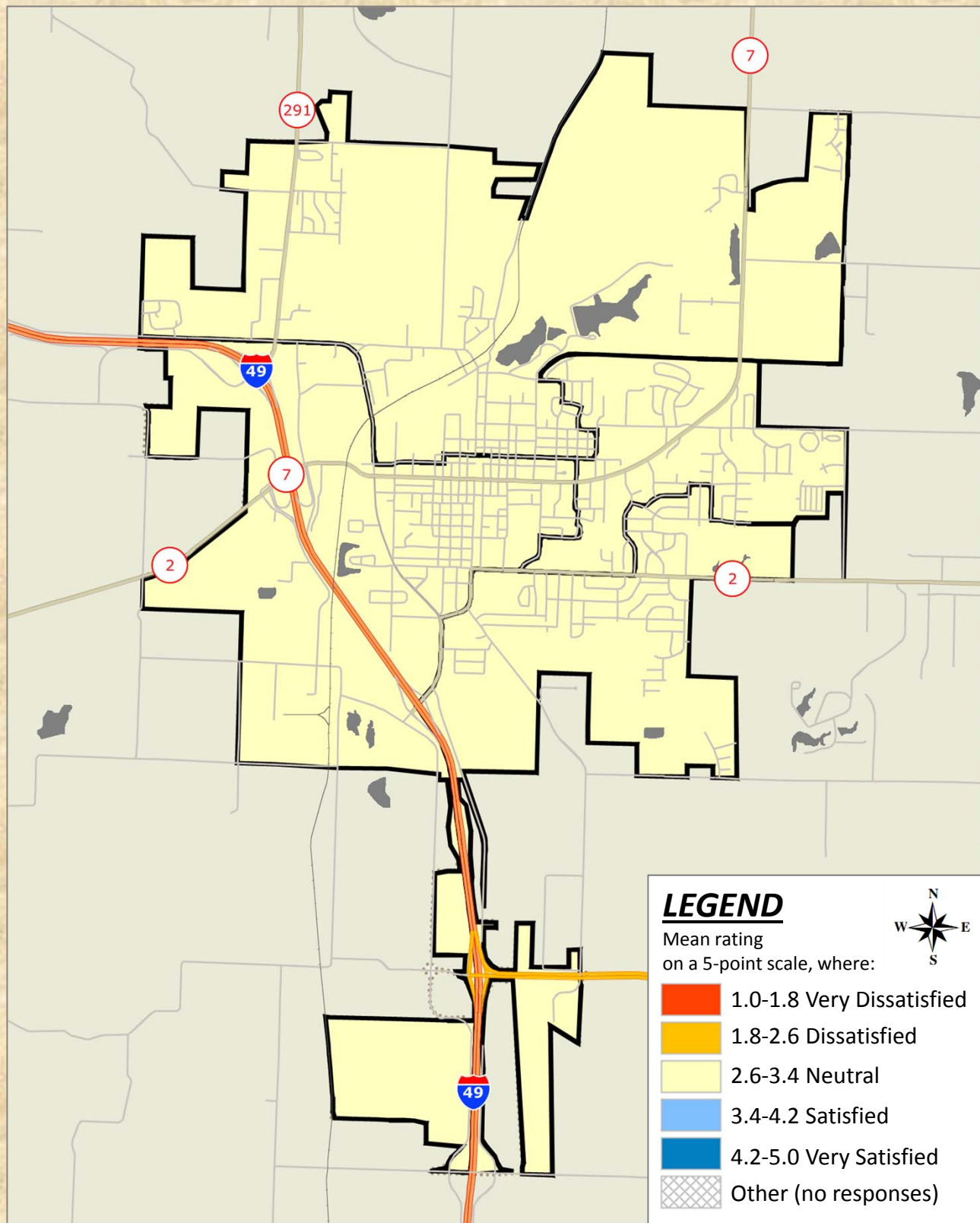
Q1i Satisfaction with overall quality of the city's stormwater runoff/stormwater management system



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

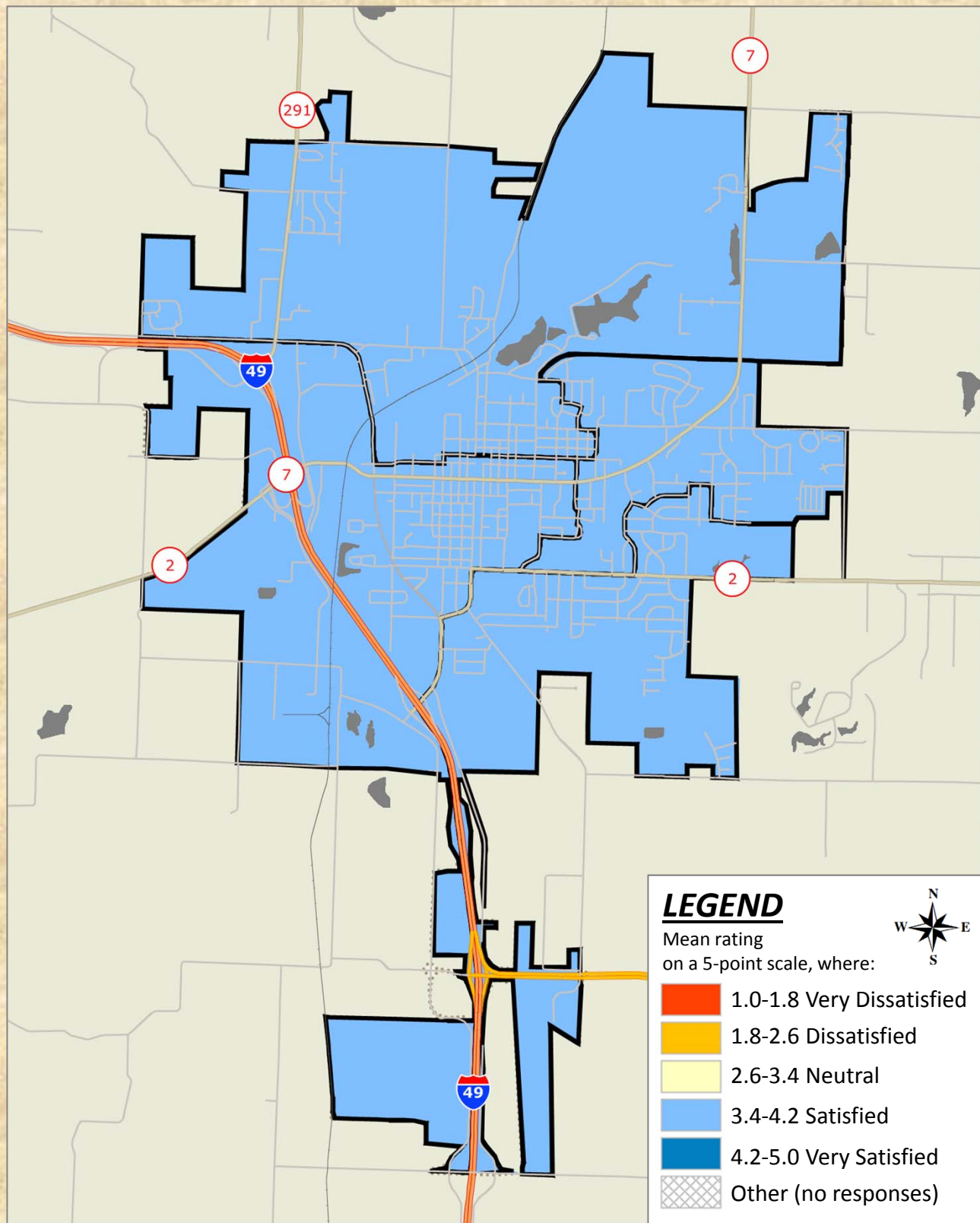
Q1j Satisfaction with overall flow of traffic and congestion management in Harrisonville



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

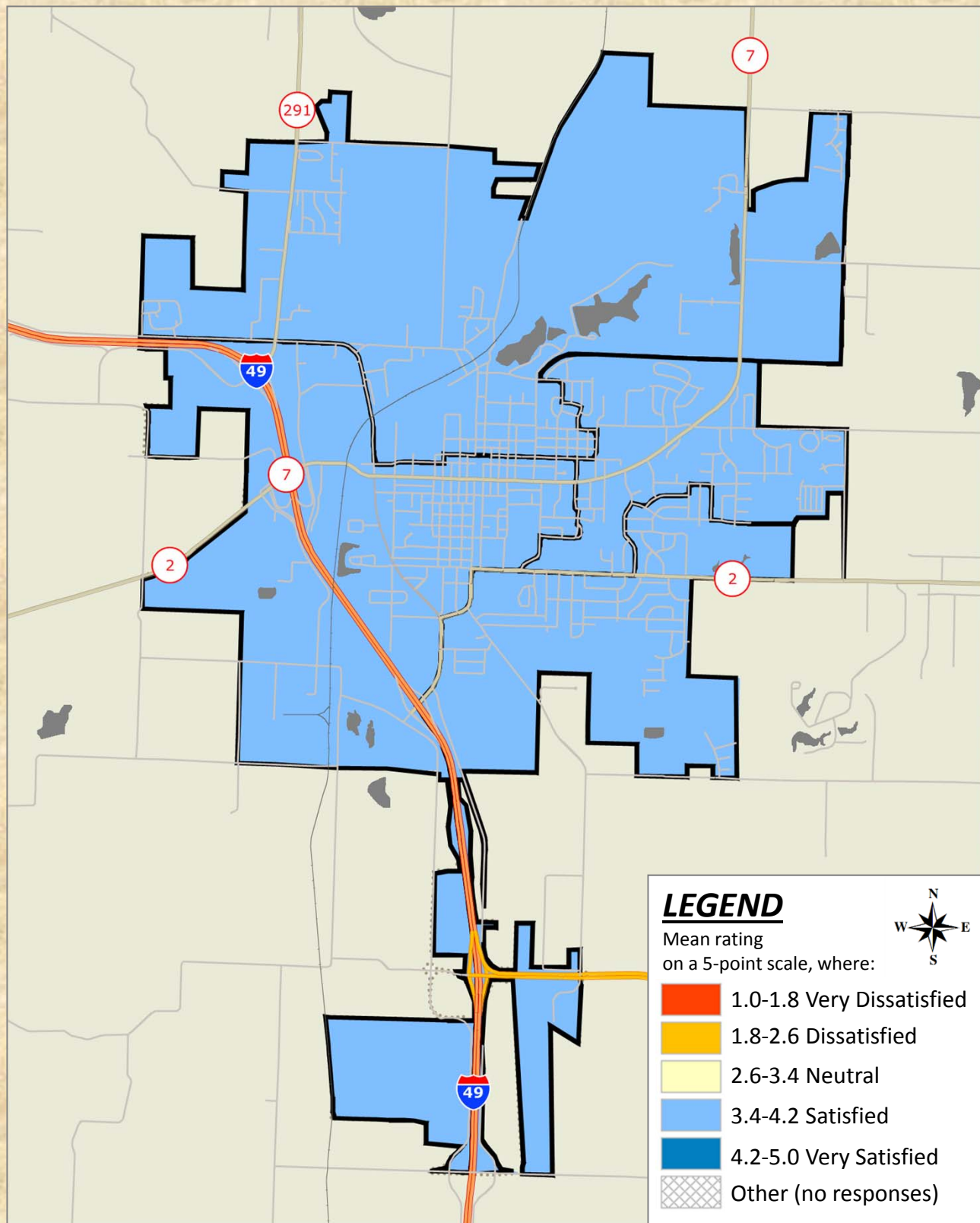
Q1k Satisfaction with overall quality of city's solid waste services



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

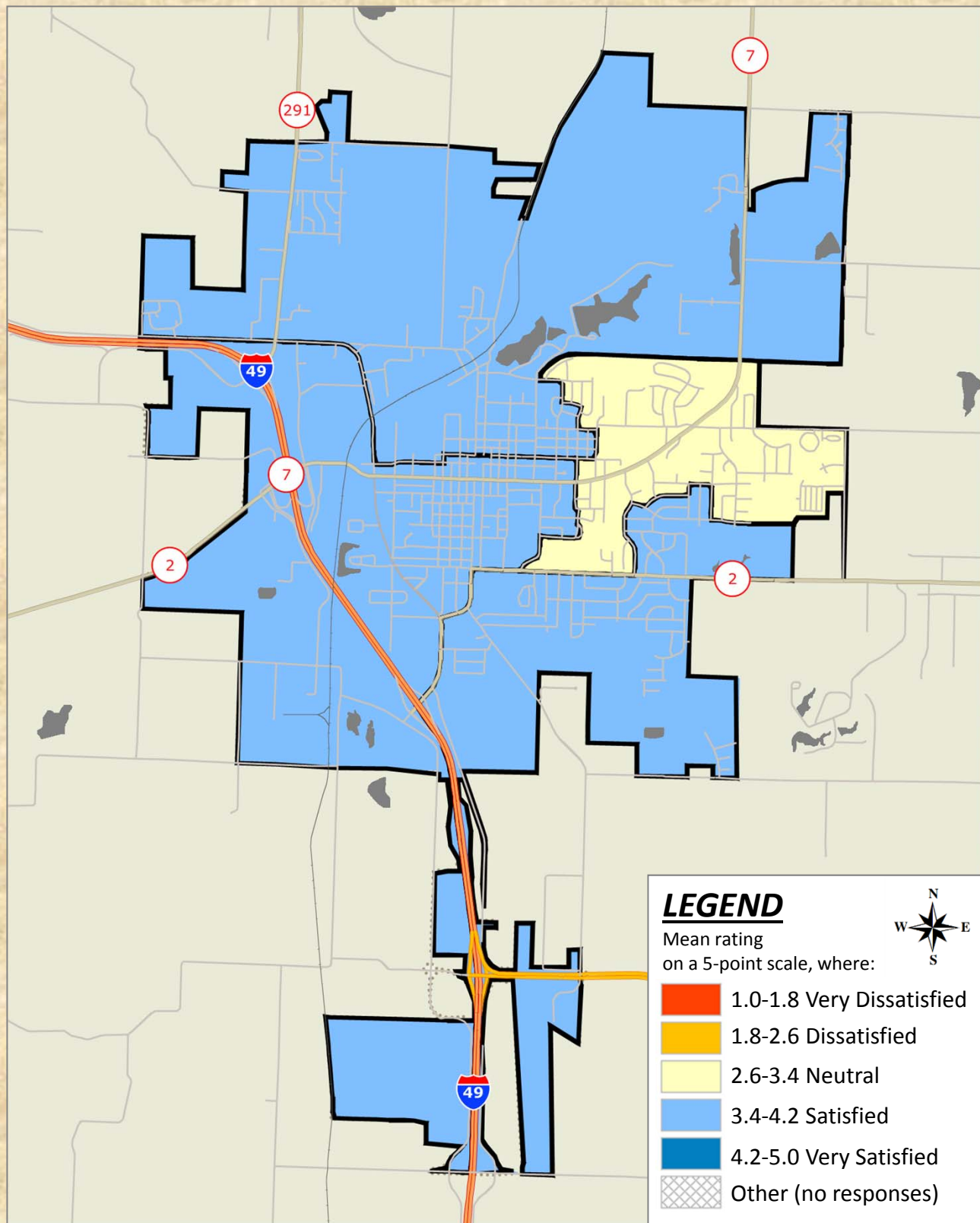
Q11 Satisfaction with overall quality of city electric service



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

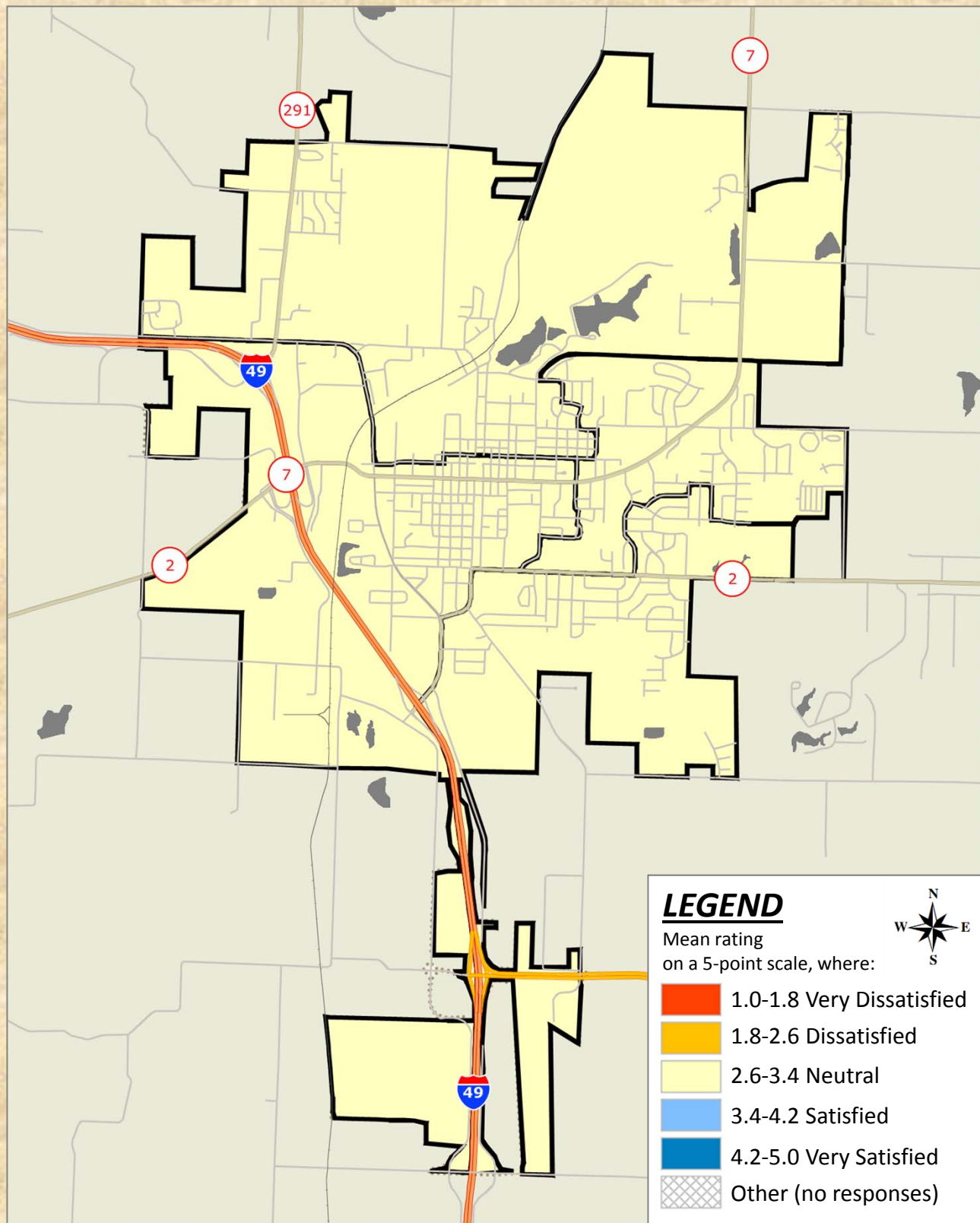
Q3a Satisfaction with overall value received for city tax dollars and fees



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

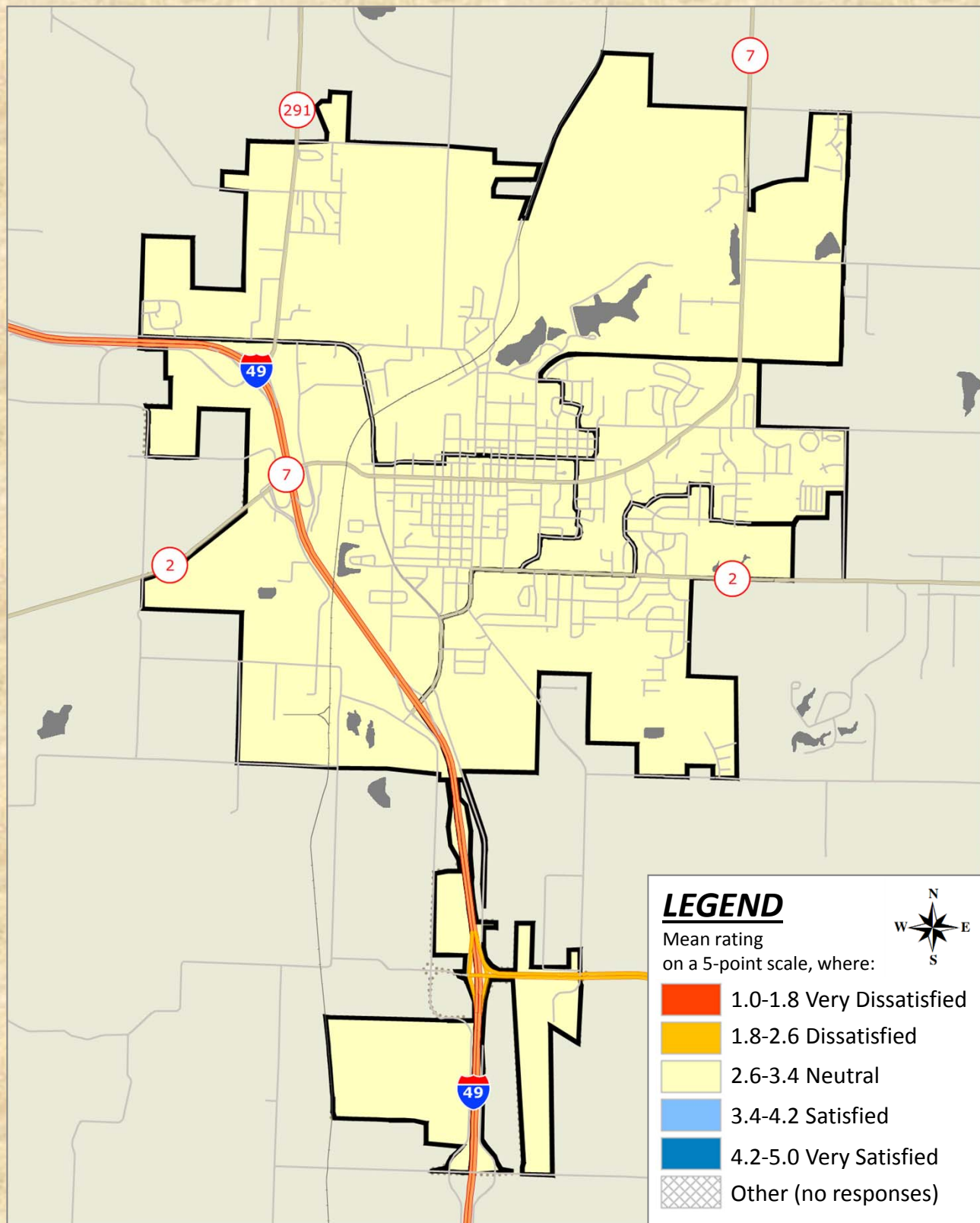
Q3b Satisfaction with overall image of the city



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

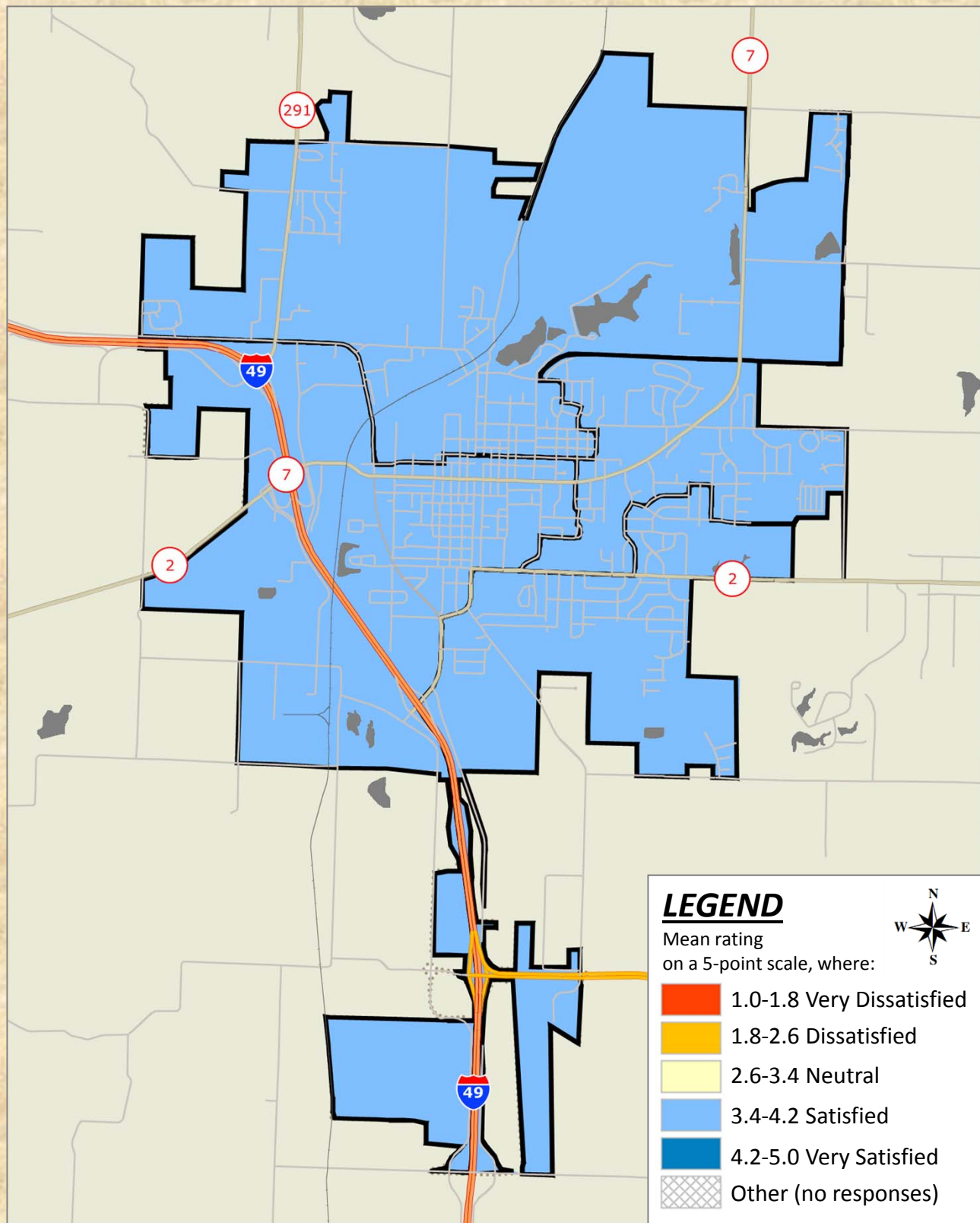
Q3c Satisfaction with how well the city is planning for growth



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

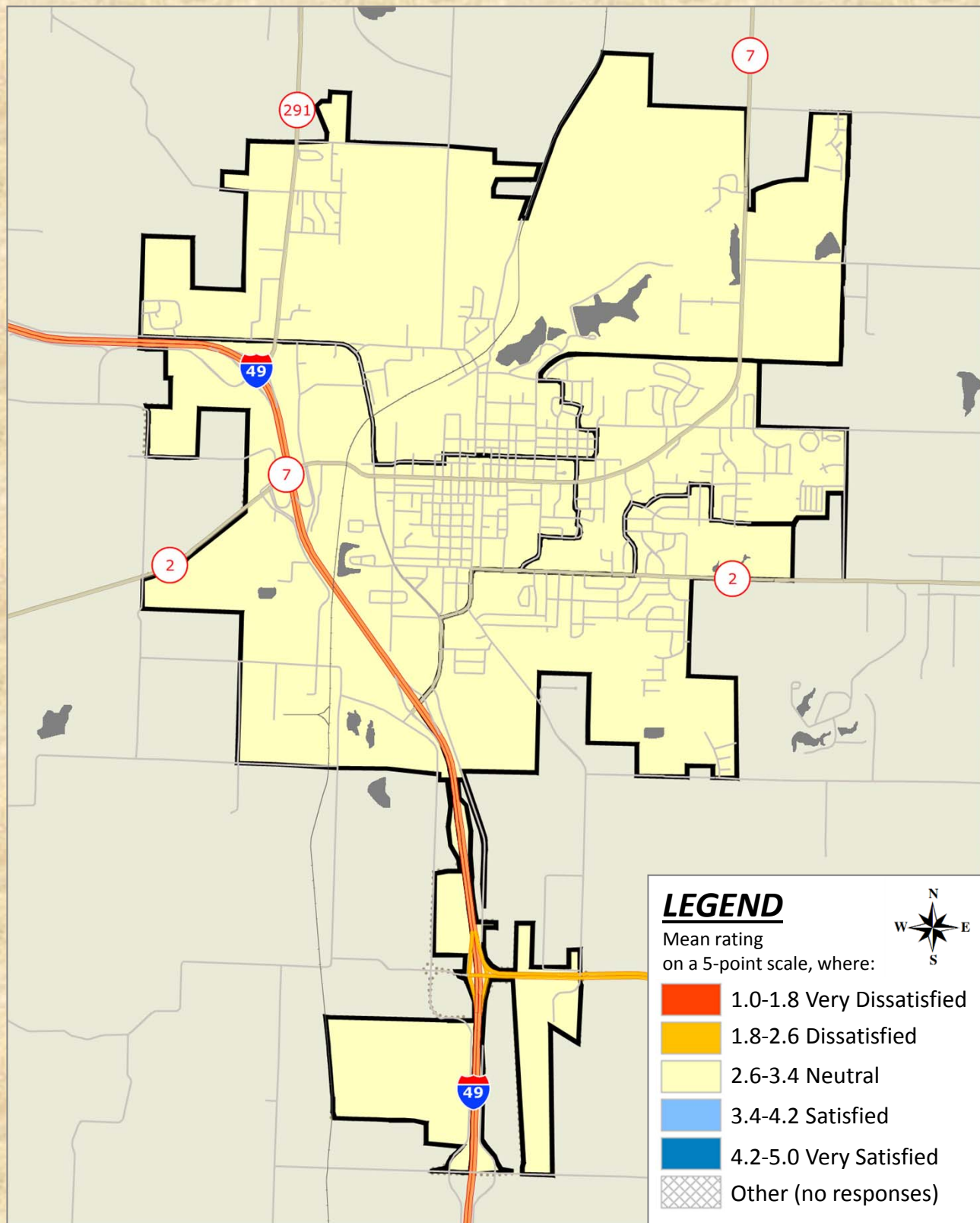
Q3d Satisfaction with overall quality of life in the city



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

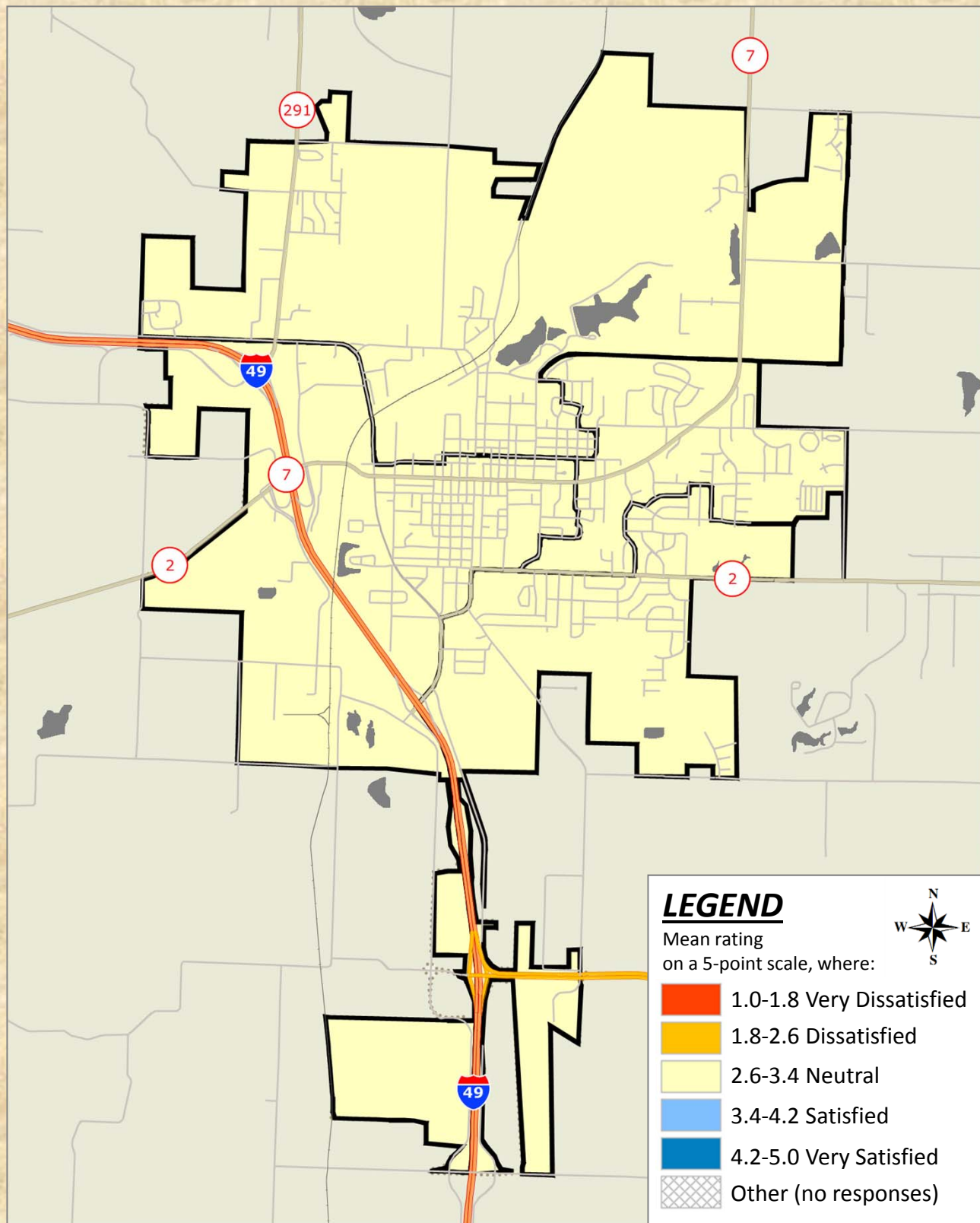
Q3e Satisfaction with overall appearance of the city



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

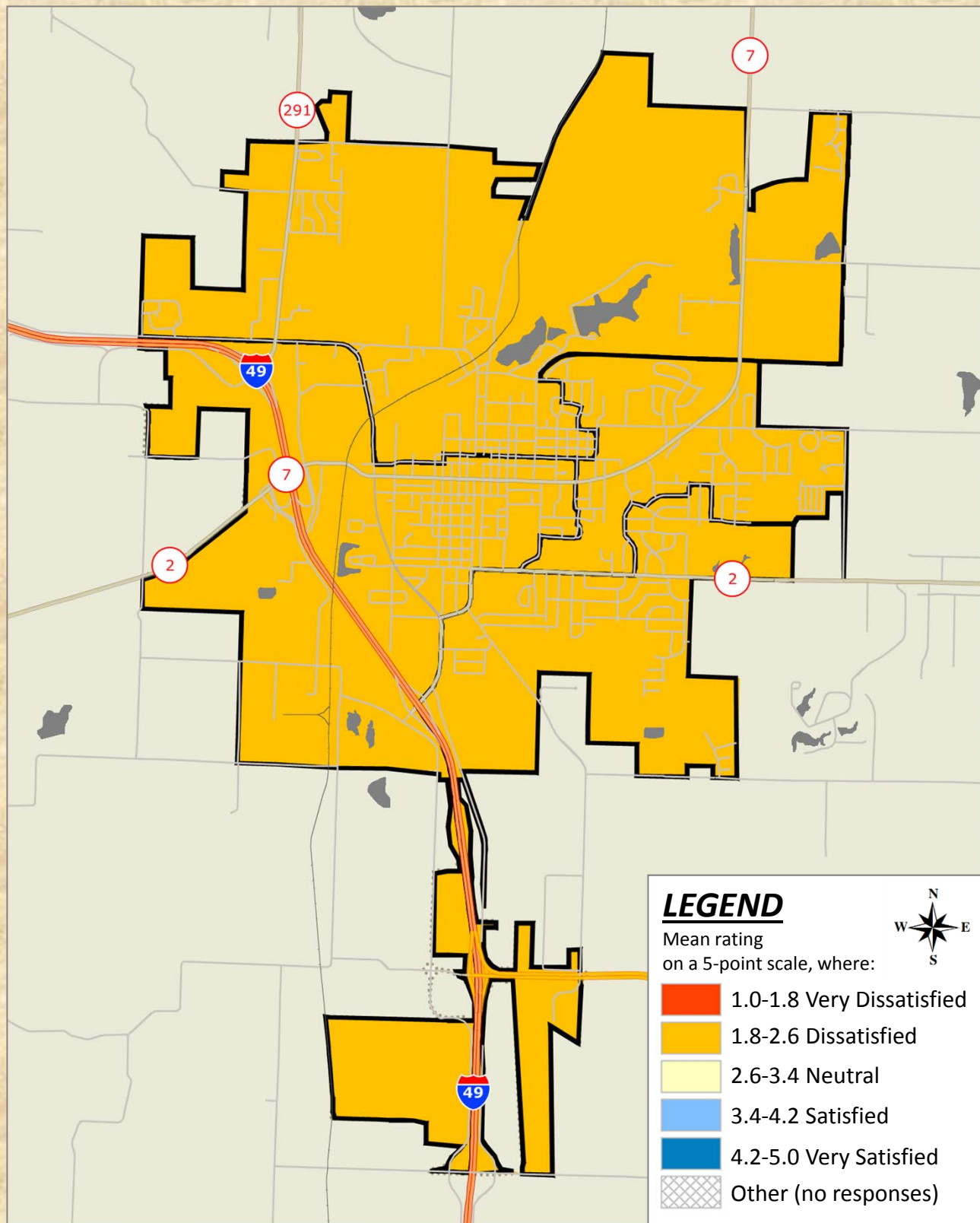
Q3f Satisfaction with Harrisonville's local economy



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

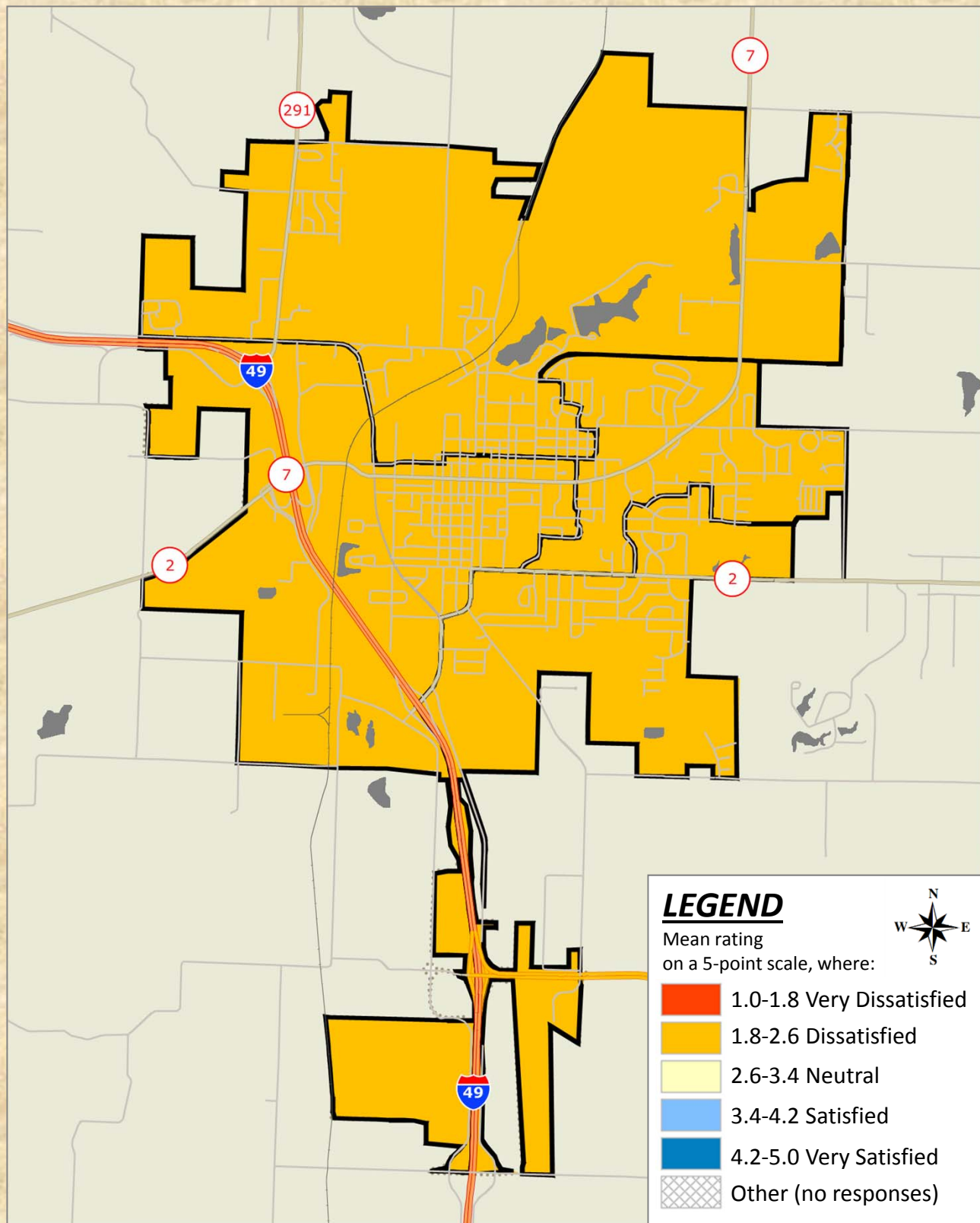
Q3g Satisfaction with the availability of good paying jobs in Harrisonville



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

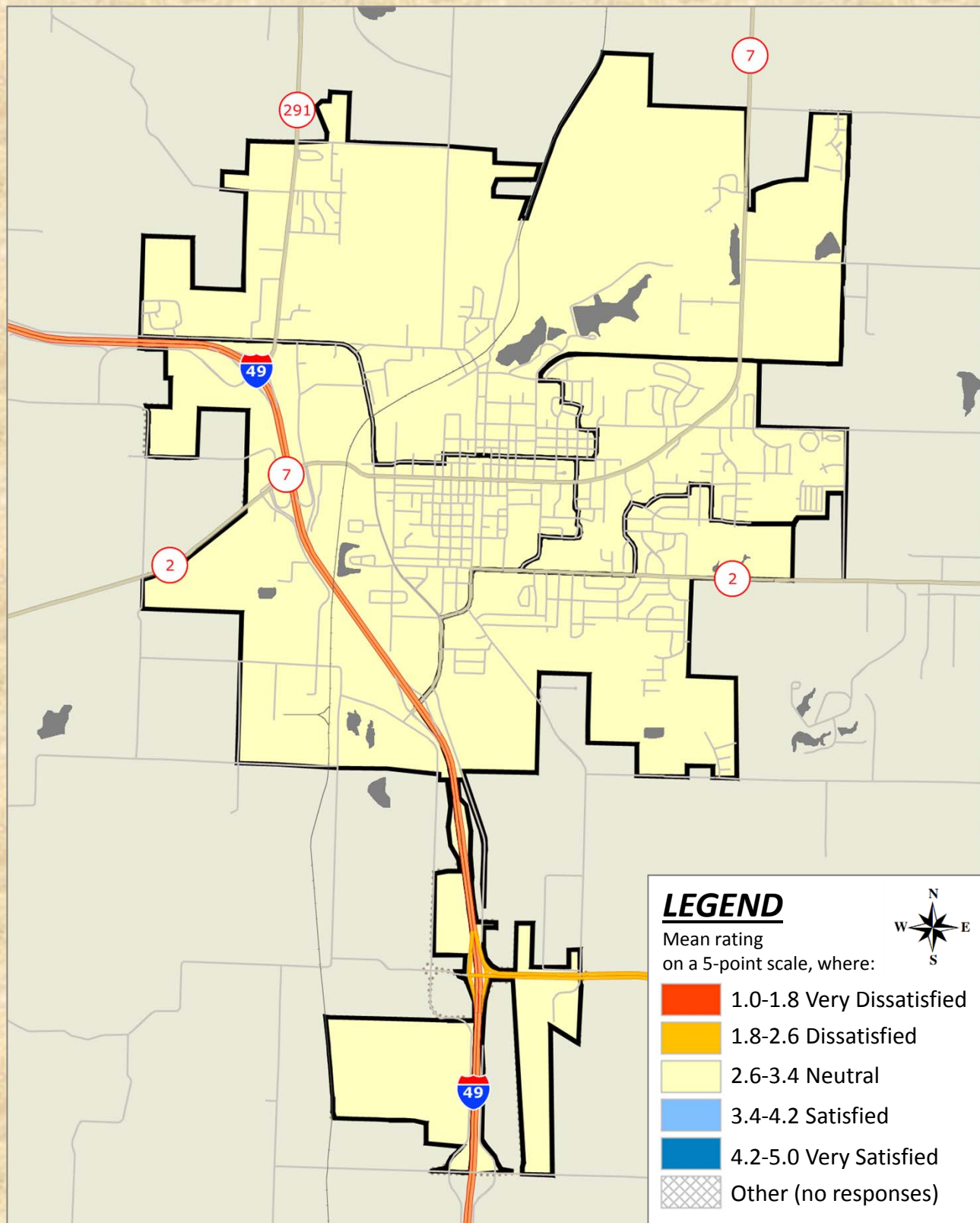
Q3h Satisfaction with the growth of employment opportunities in Harrisonville that pay more than \$30,000 per year



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

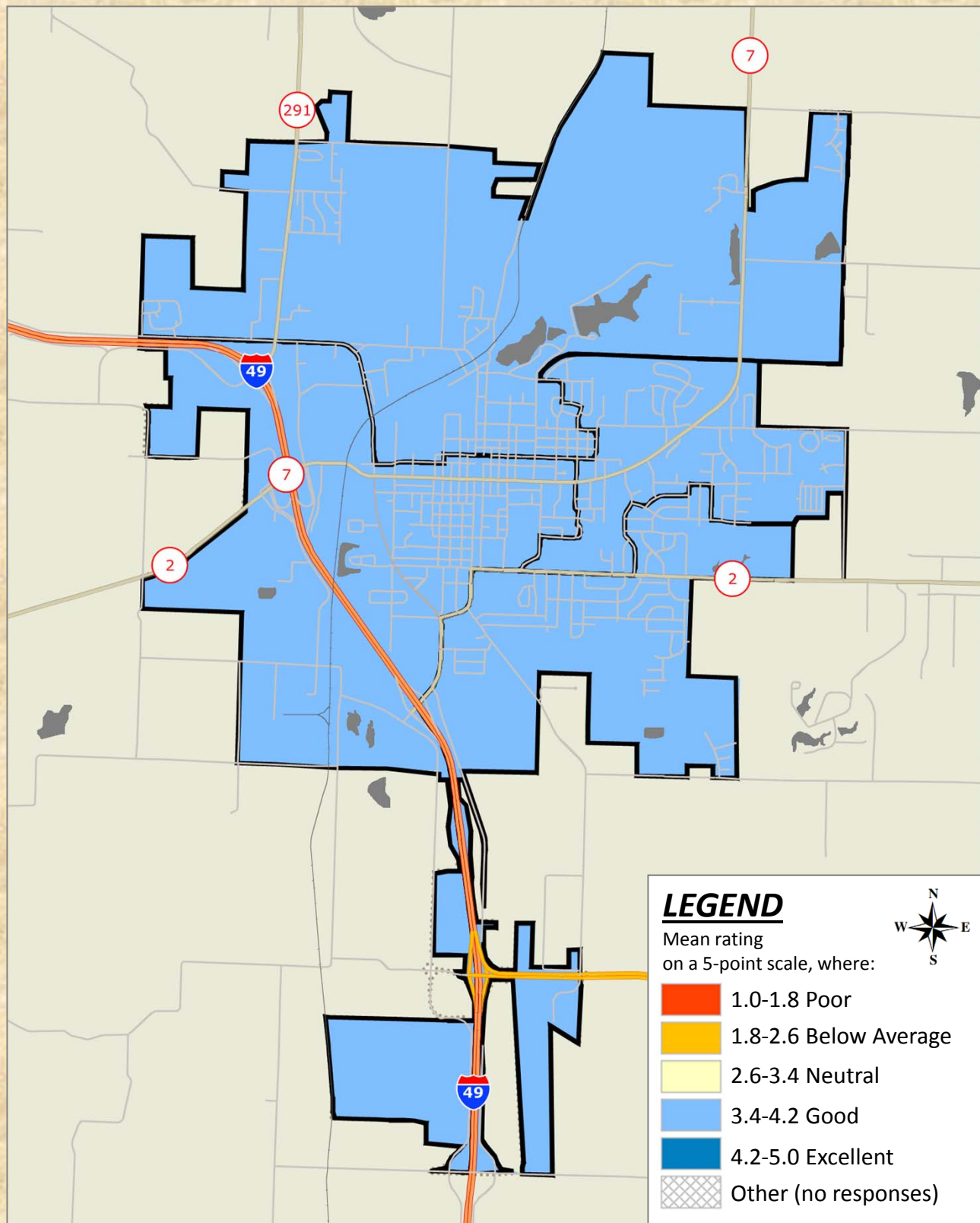
Q3i Satisfaction with the accessibility to institutions of higher education



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

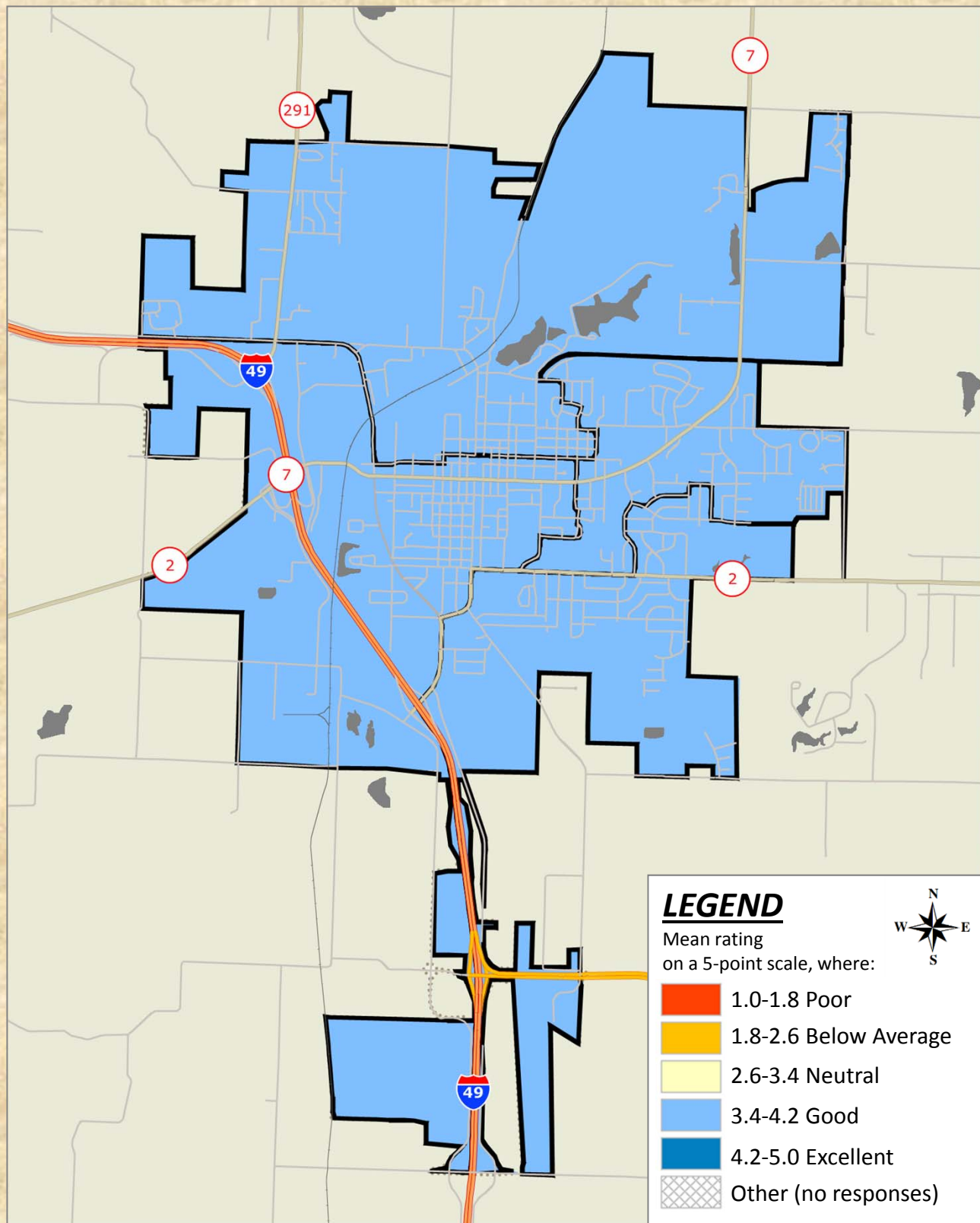
Q4a Ratings of Harrisonville as a place to live



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

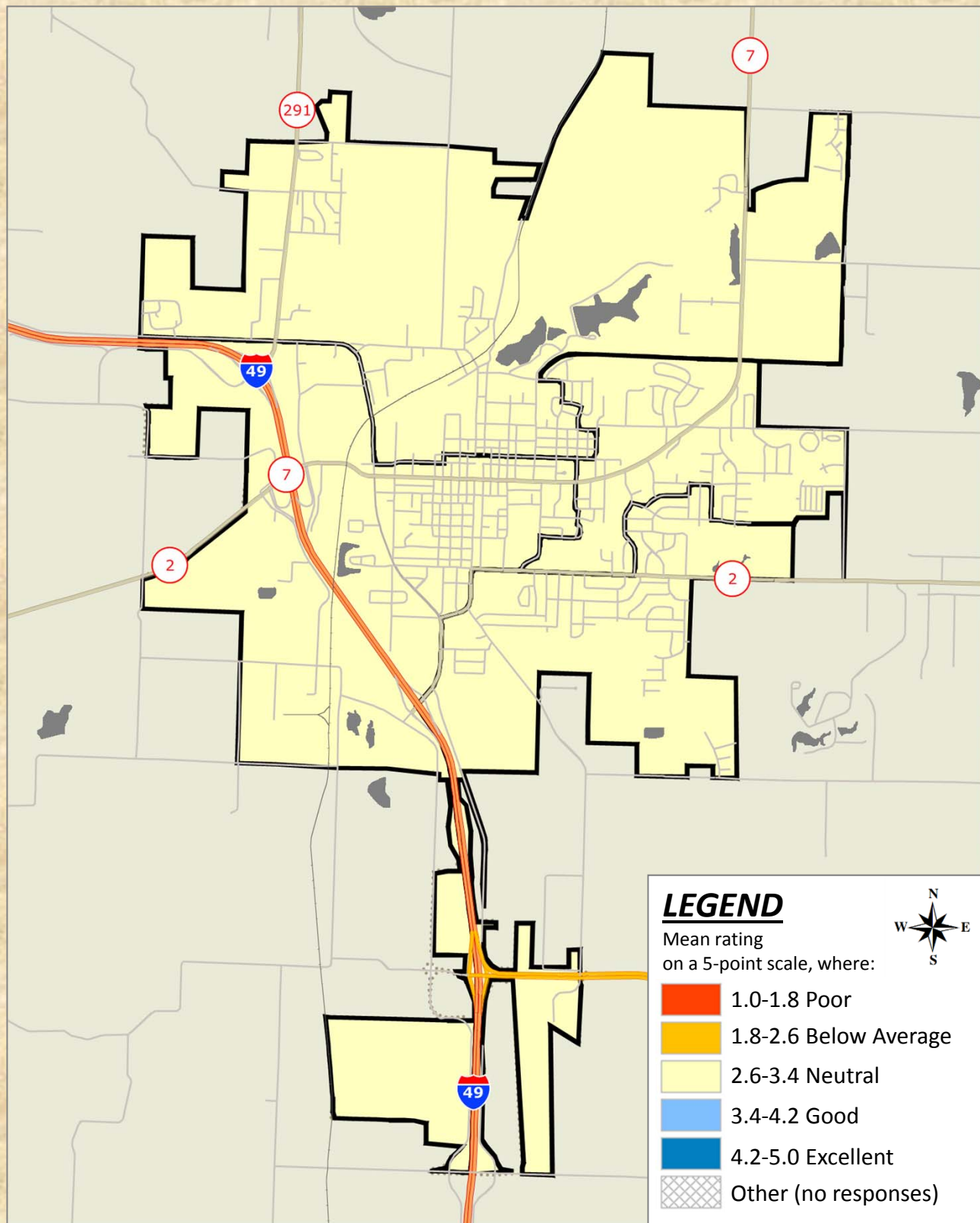
Q4b Ratings of Harrisonville as a place to raise children



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

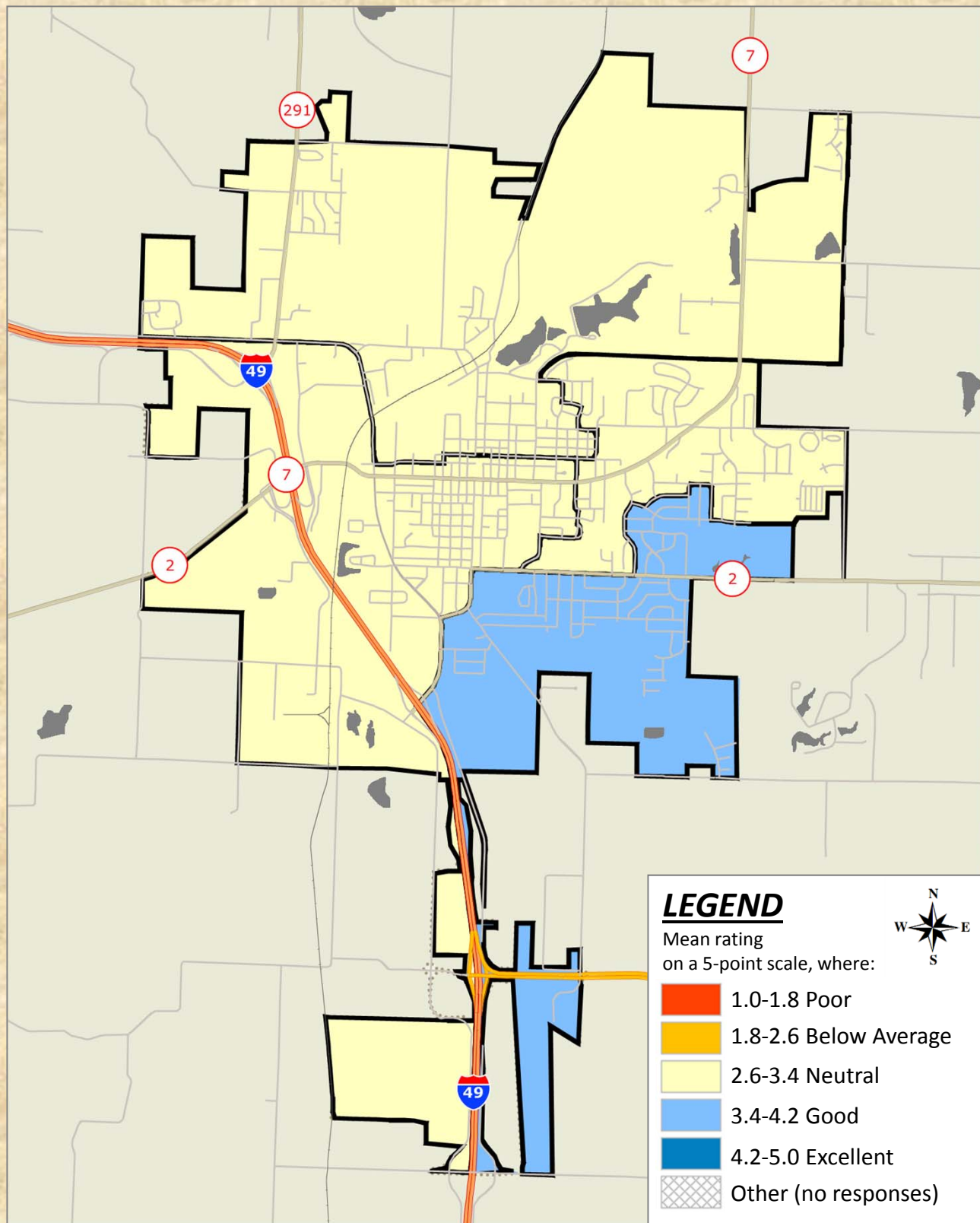
Q4c Ratings of Harrisonville as a place to work



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

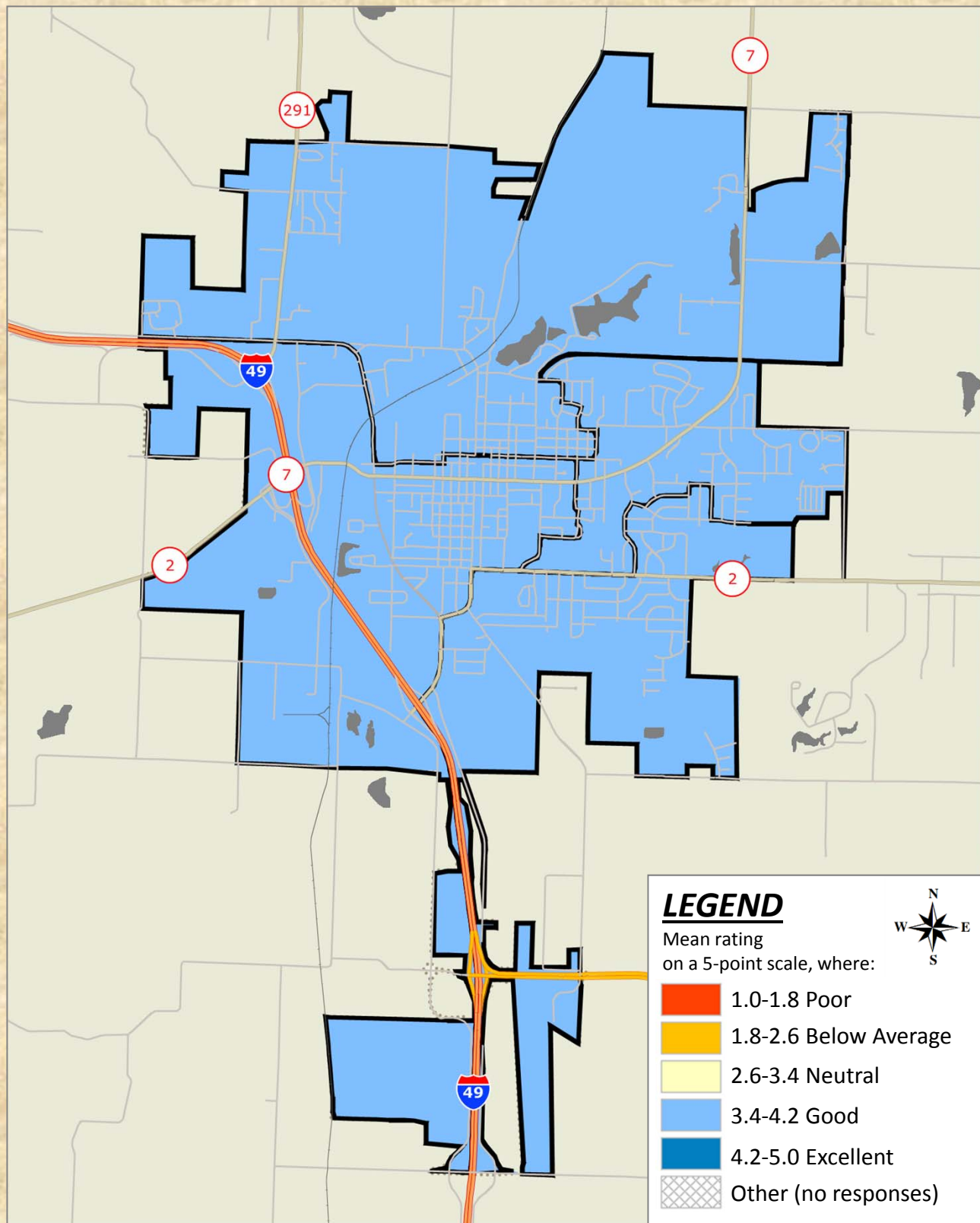
Q4d Ratings of Harrisonville as a place to buy next home



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

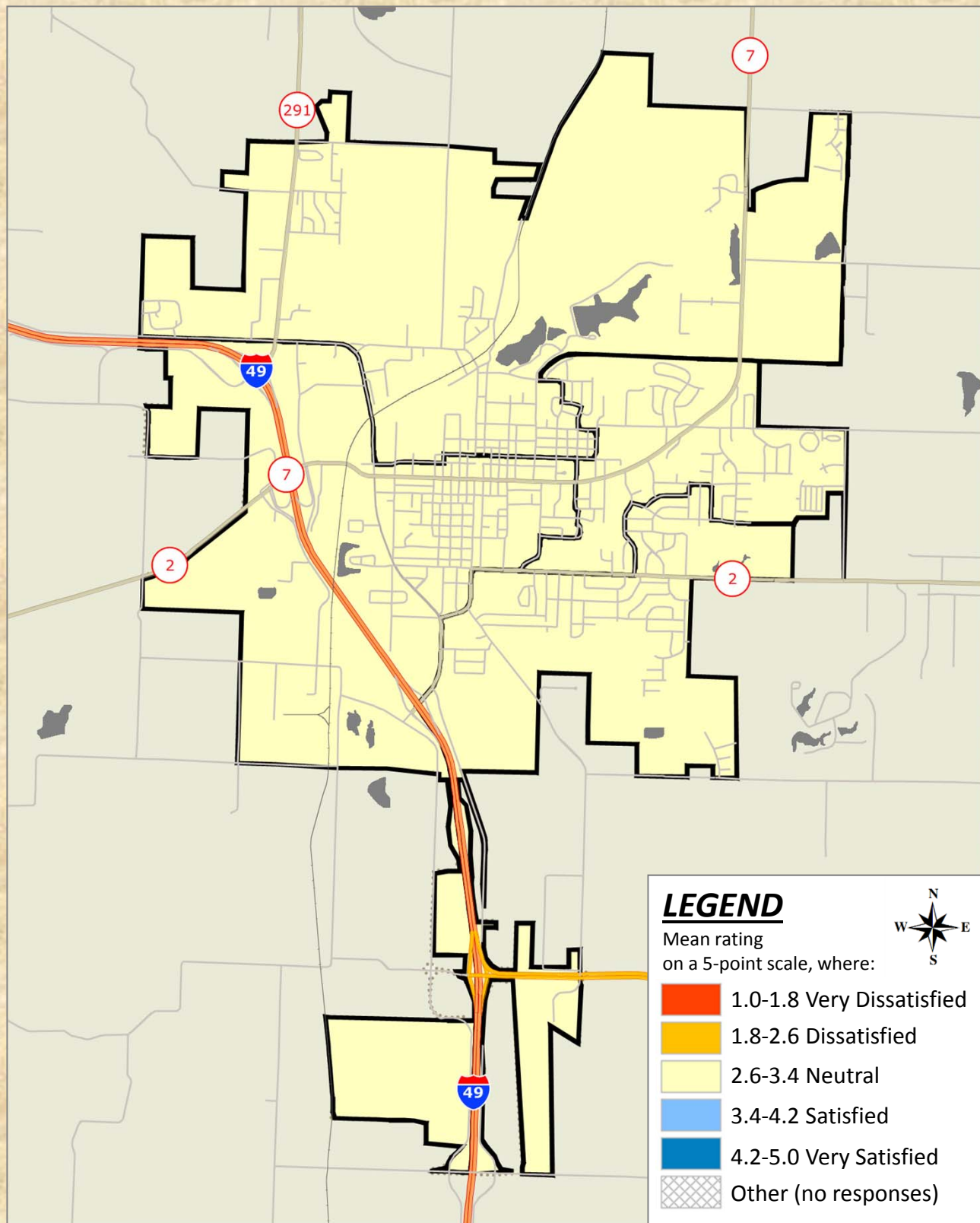
Q4e Ratings of Harrisonville as a place to retire



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

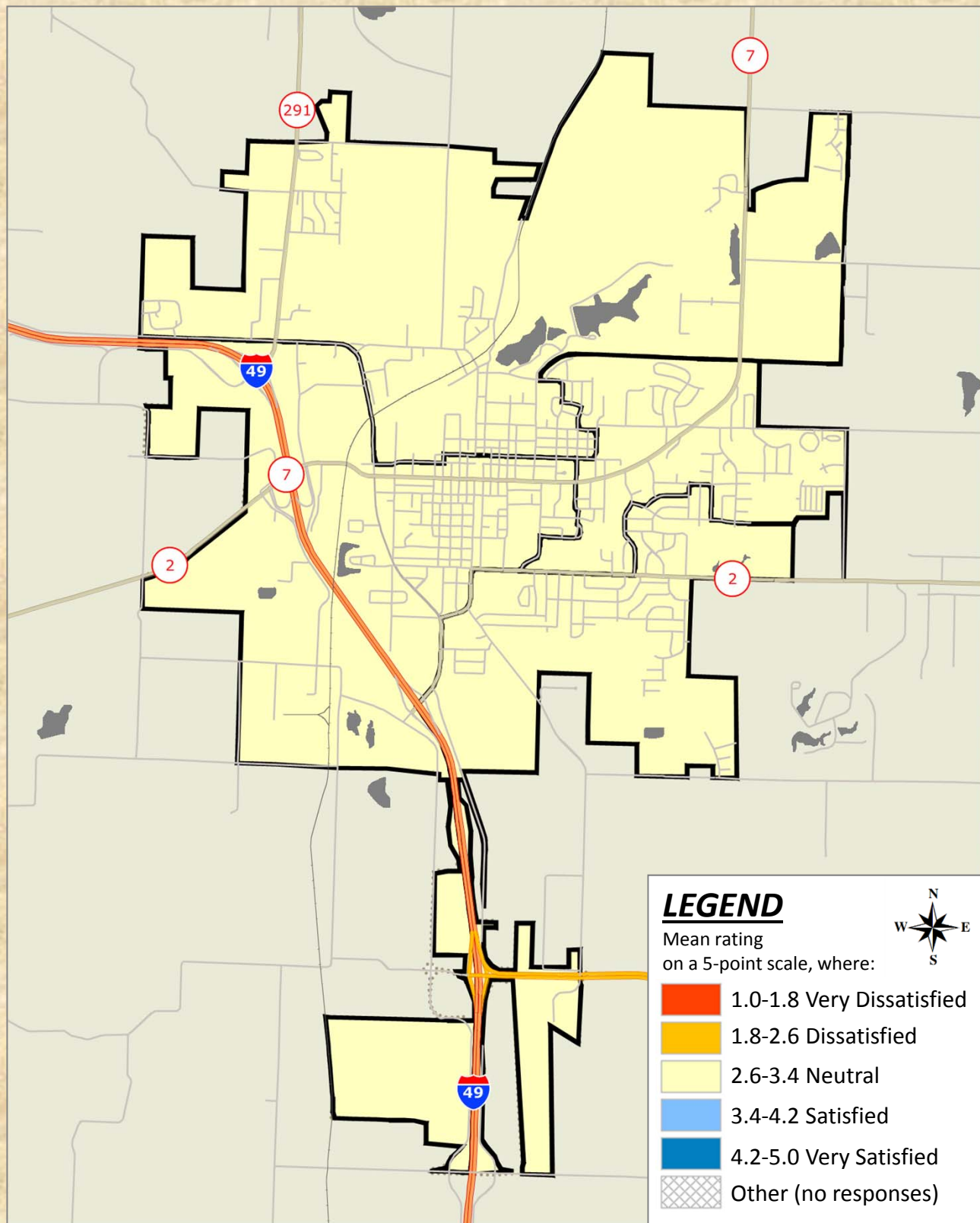
Q5a Satisfaction with maintenance of city streets



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

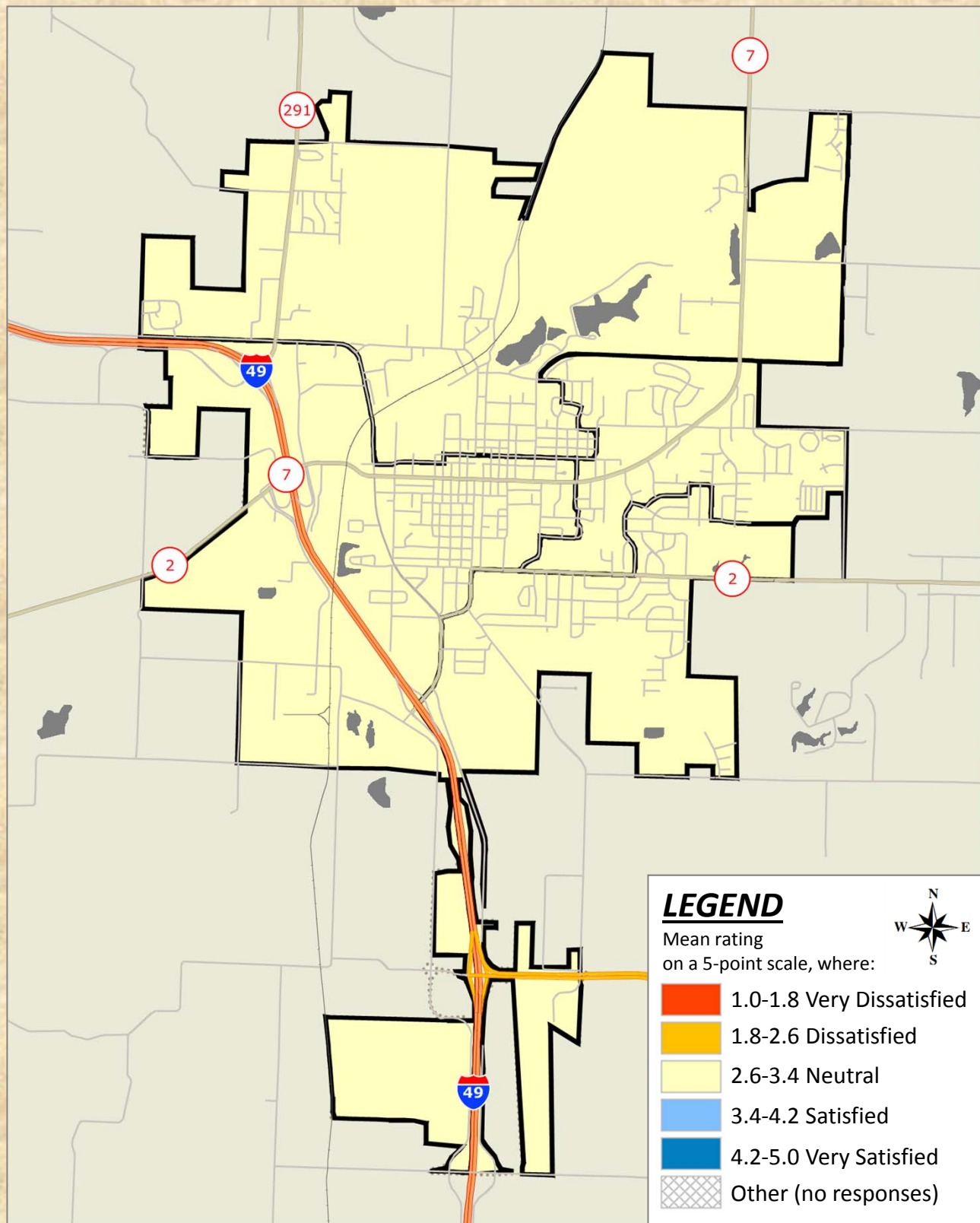
Q5b Satisfaction with maintenance of highways maintained by MODOT



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

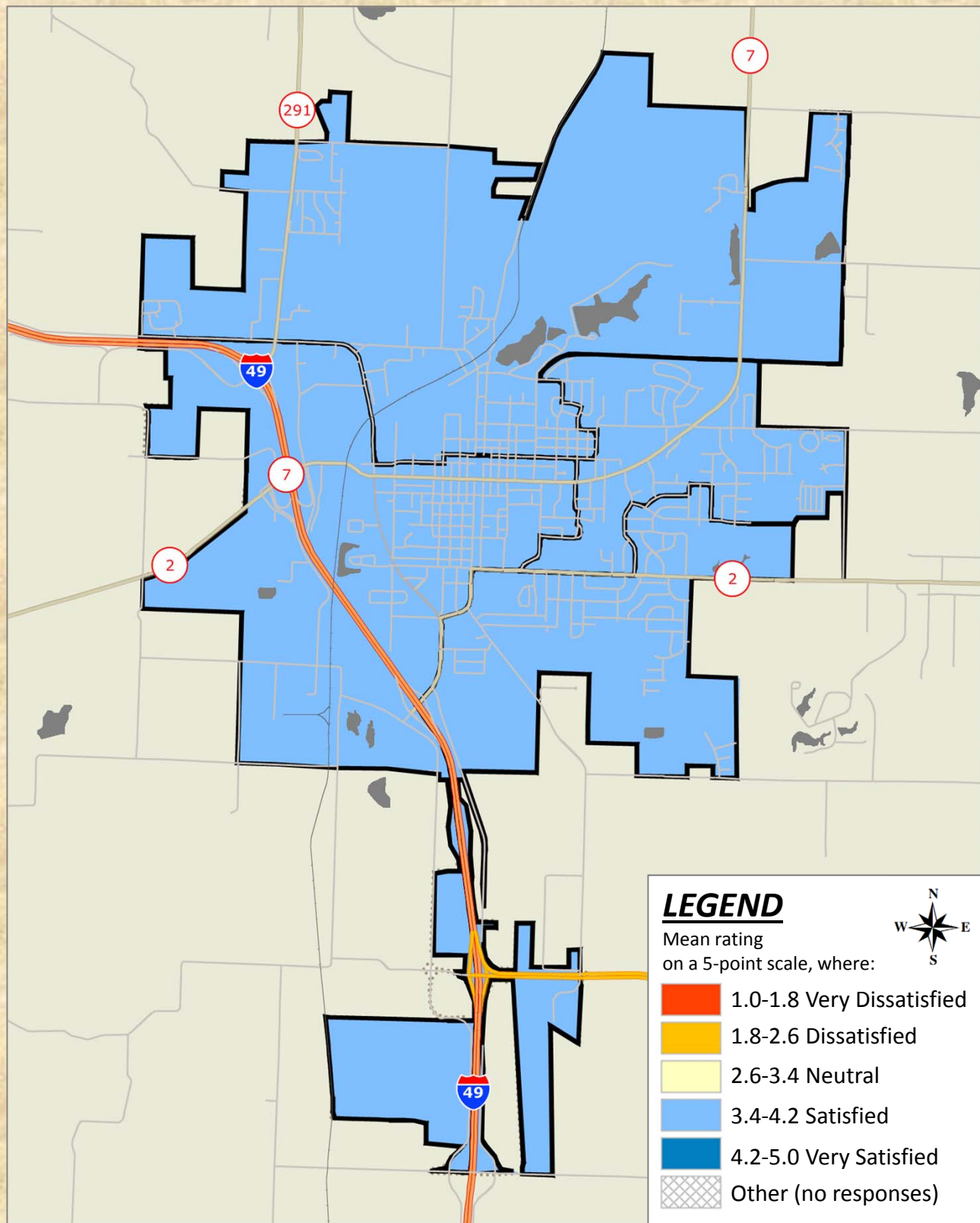
Q5c Satisfaction with maintenance of sidewalks



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

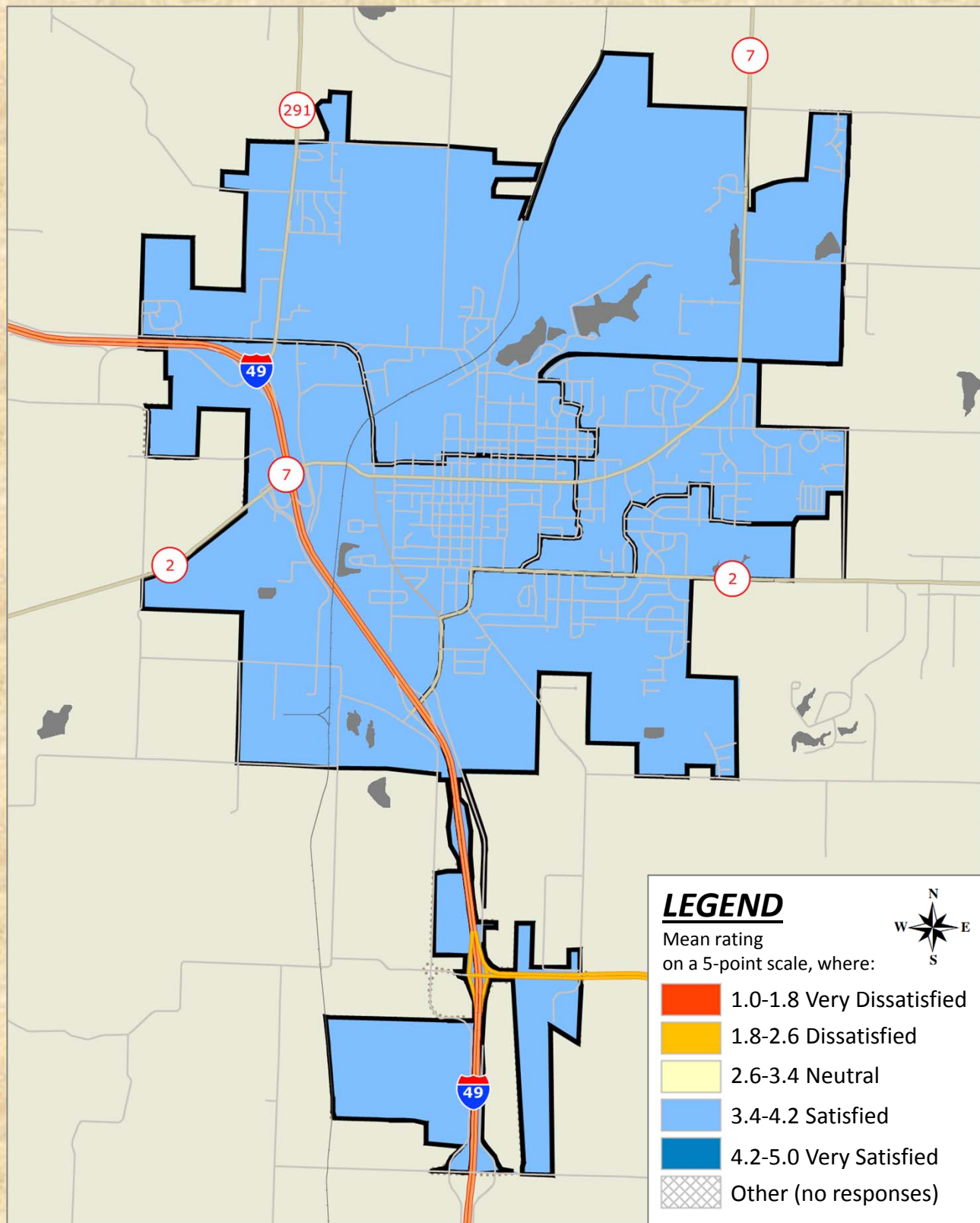
Q5d Satisfaction with maintenance of street signs



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

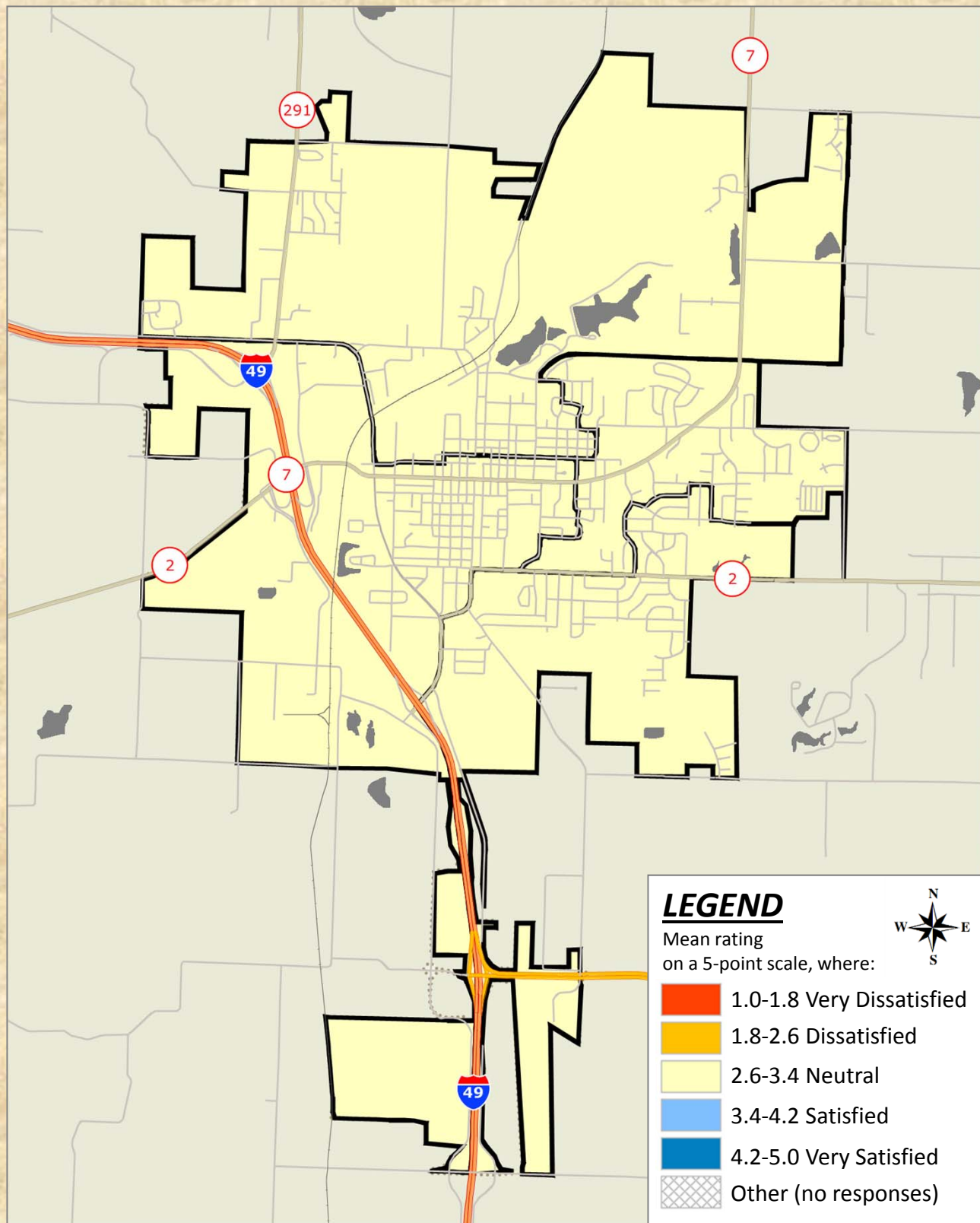
Q5e Satisfaction with maintenance of traffic signals



2014 City of Harrisonville Citizen Survey

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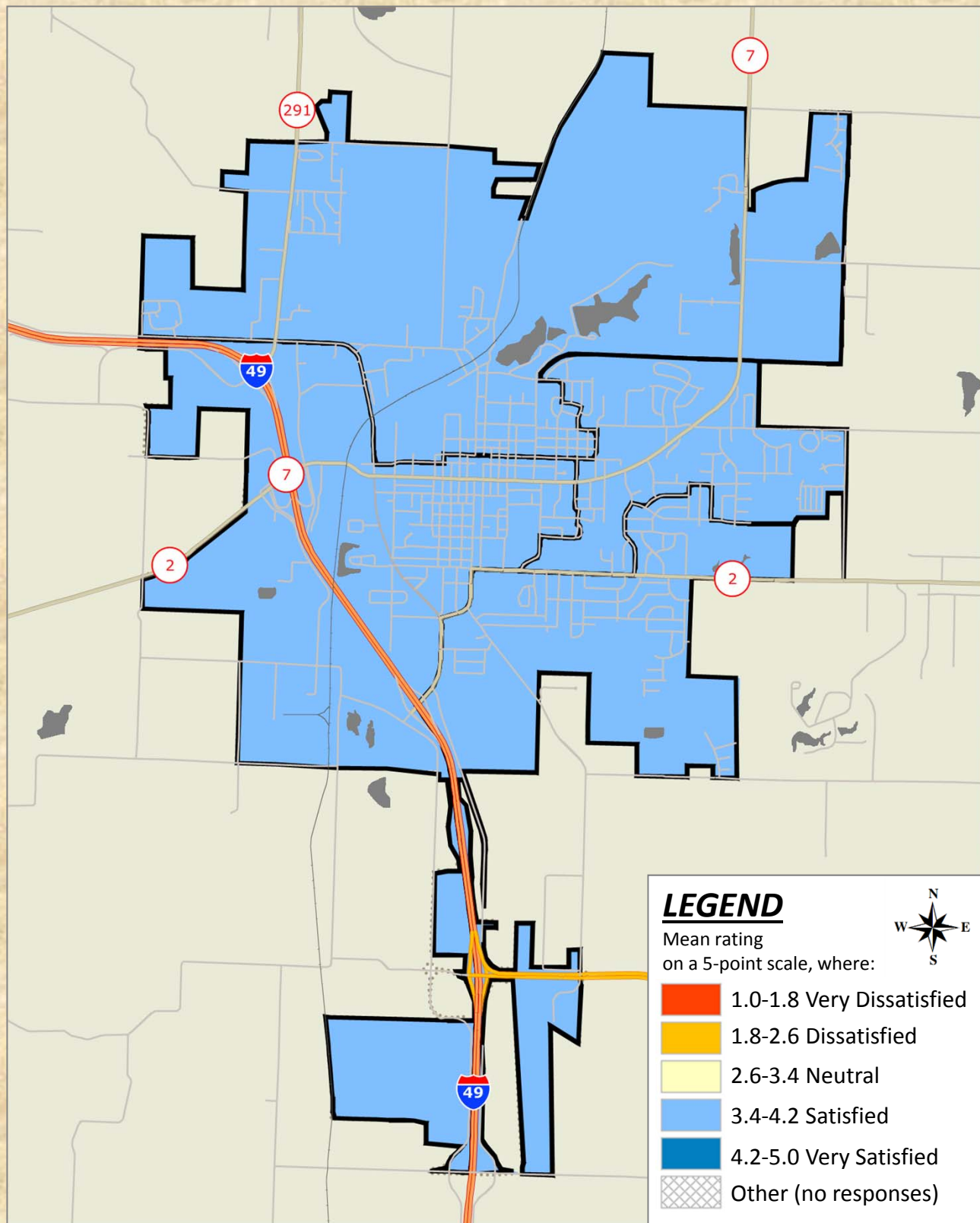
Q5f Satisfaction with maintenance and preservation of downtown Harrisonville



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

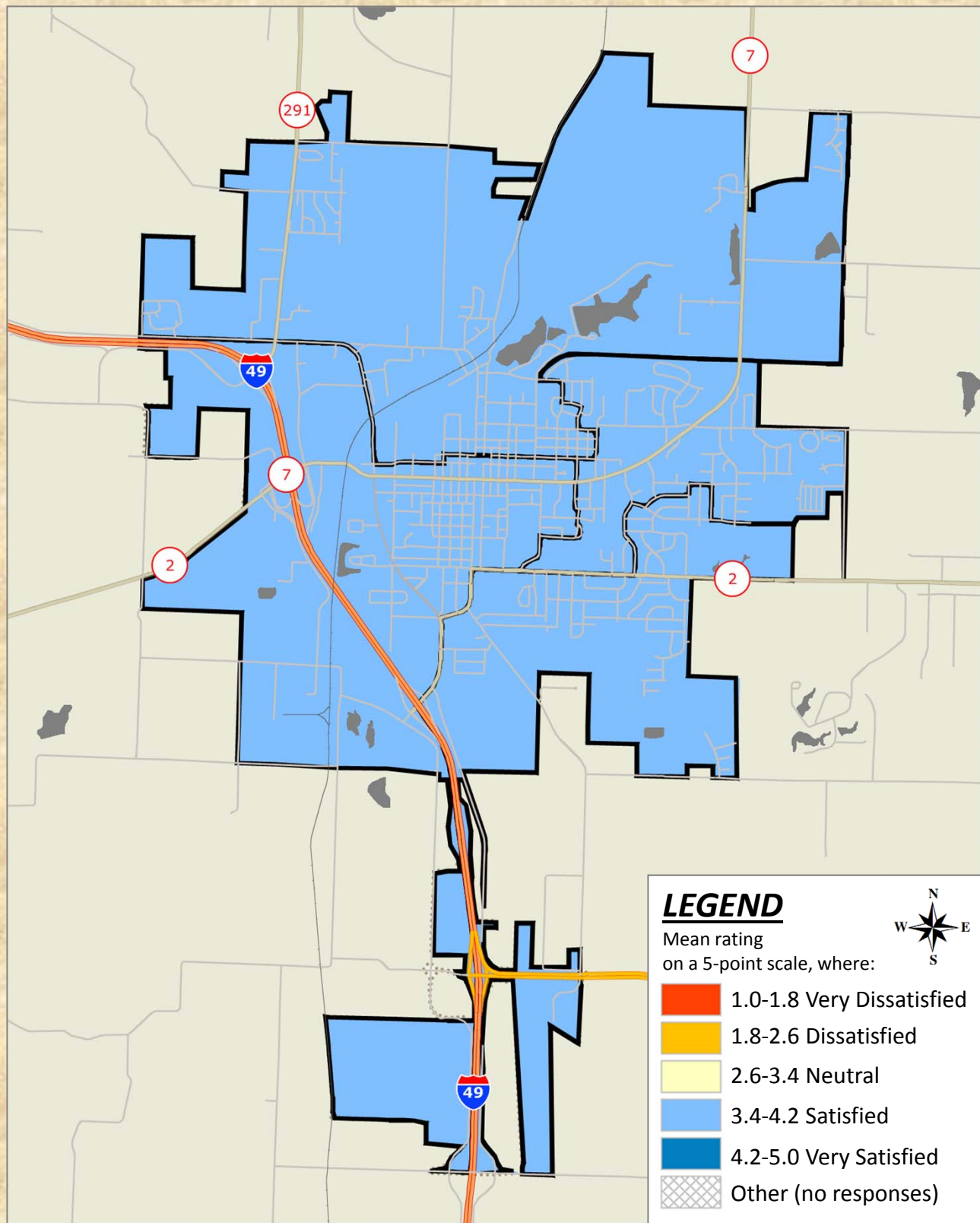
Q5g Satisfaction with maintenance of city buildings



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

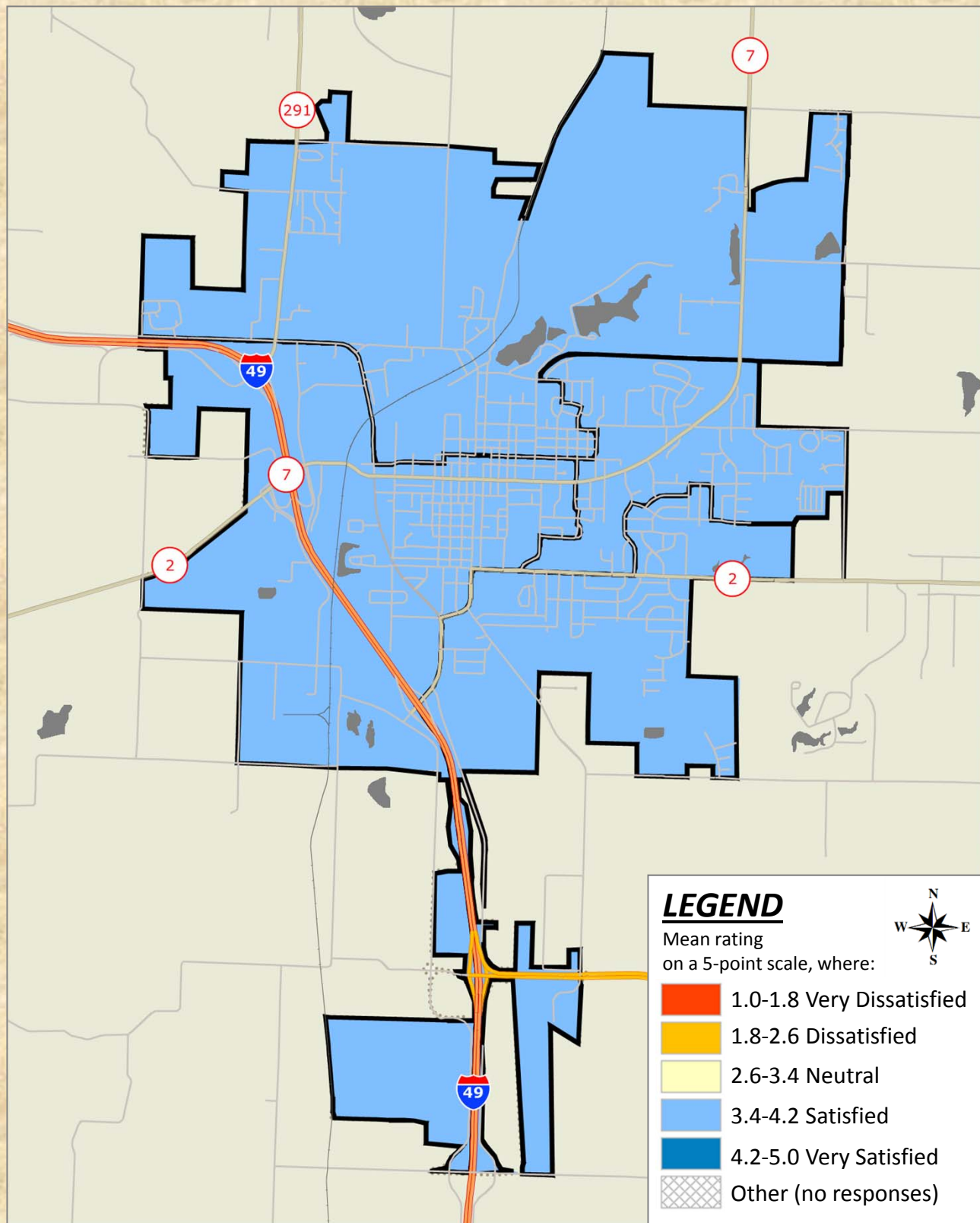
Q5h Satisfaction with cleanliness of city buildings



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

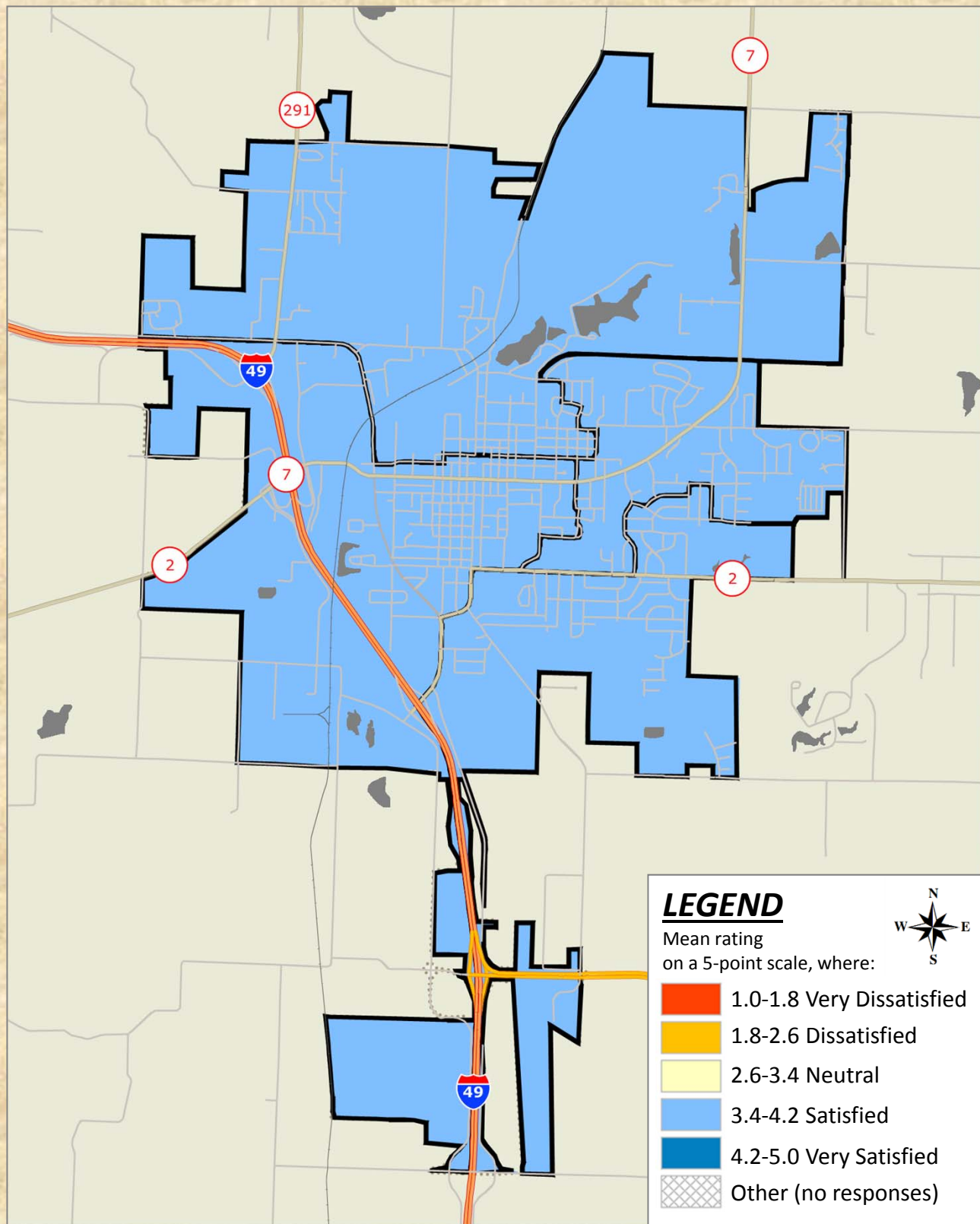
Q5i Satisfaction with snow removal on major city streets



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

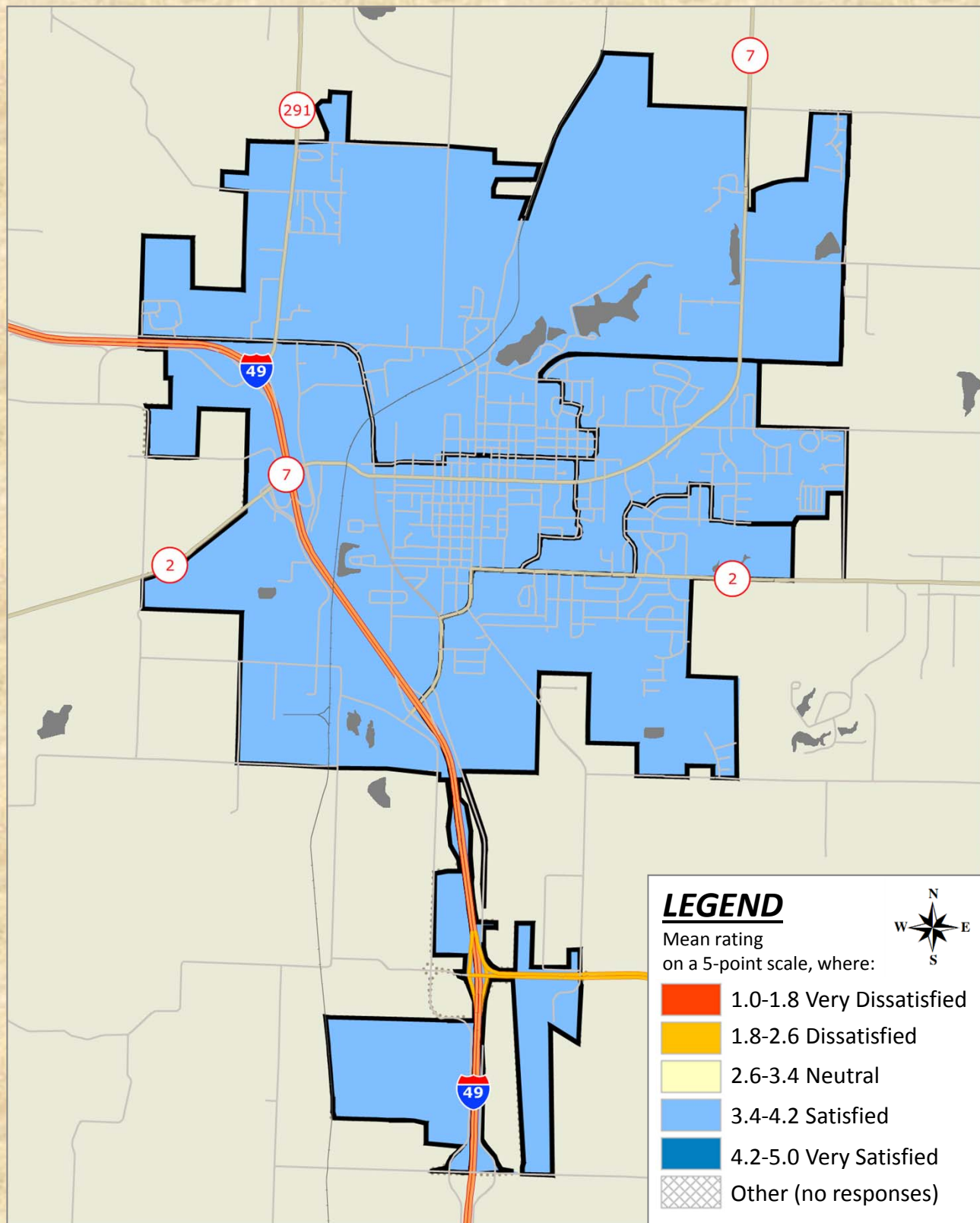
Q5j Satisfaction with snow removal on neighborhood streets



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

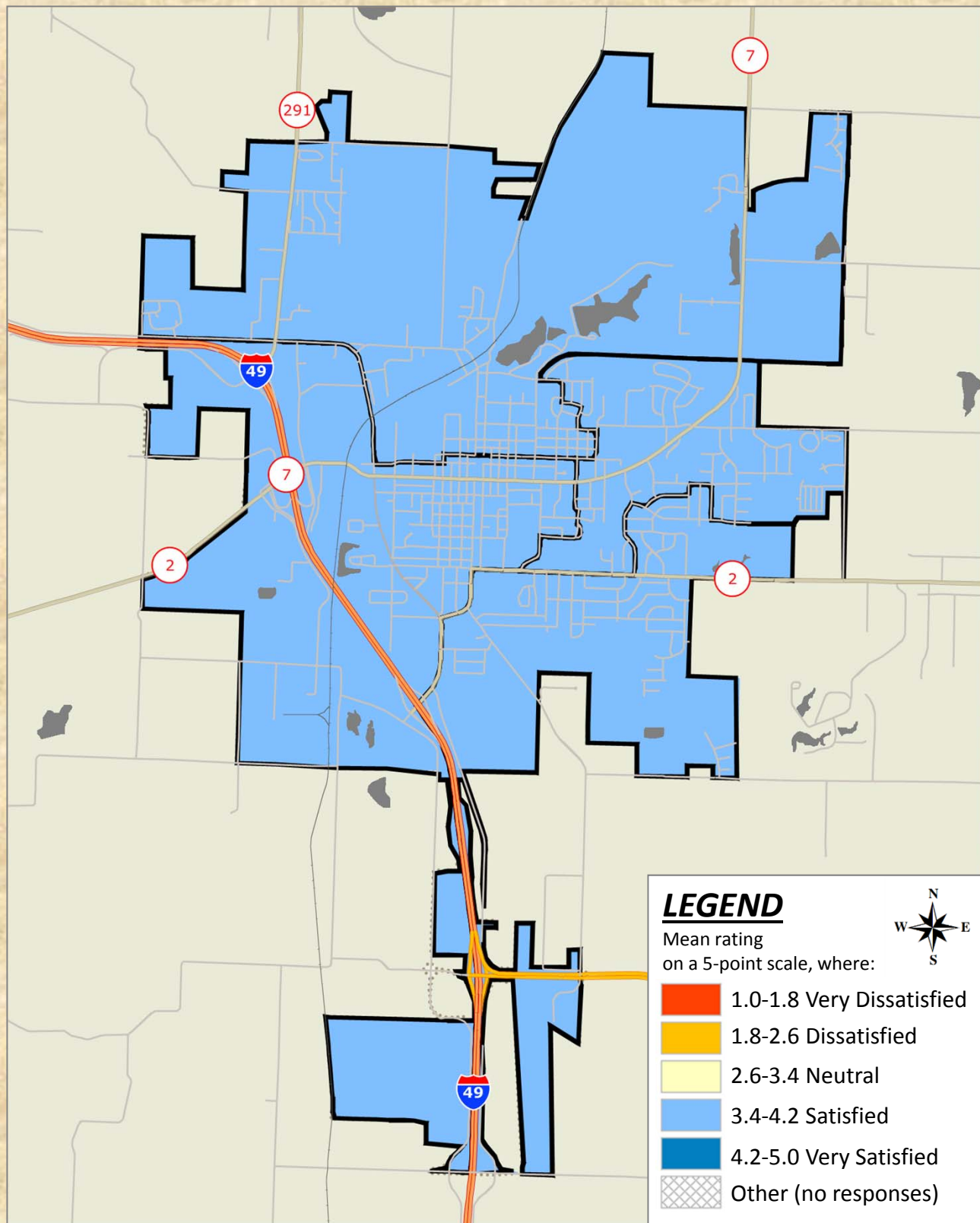
Q5k Satisfaction with mowing and trimming along city streets and other public areas



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

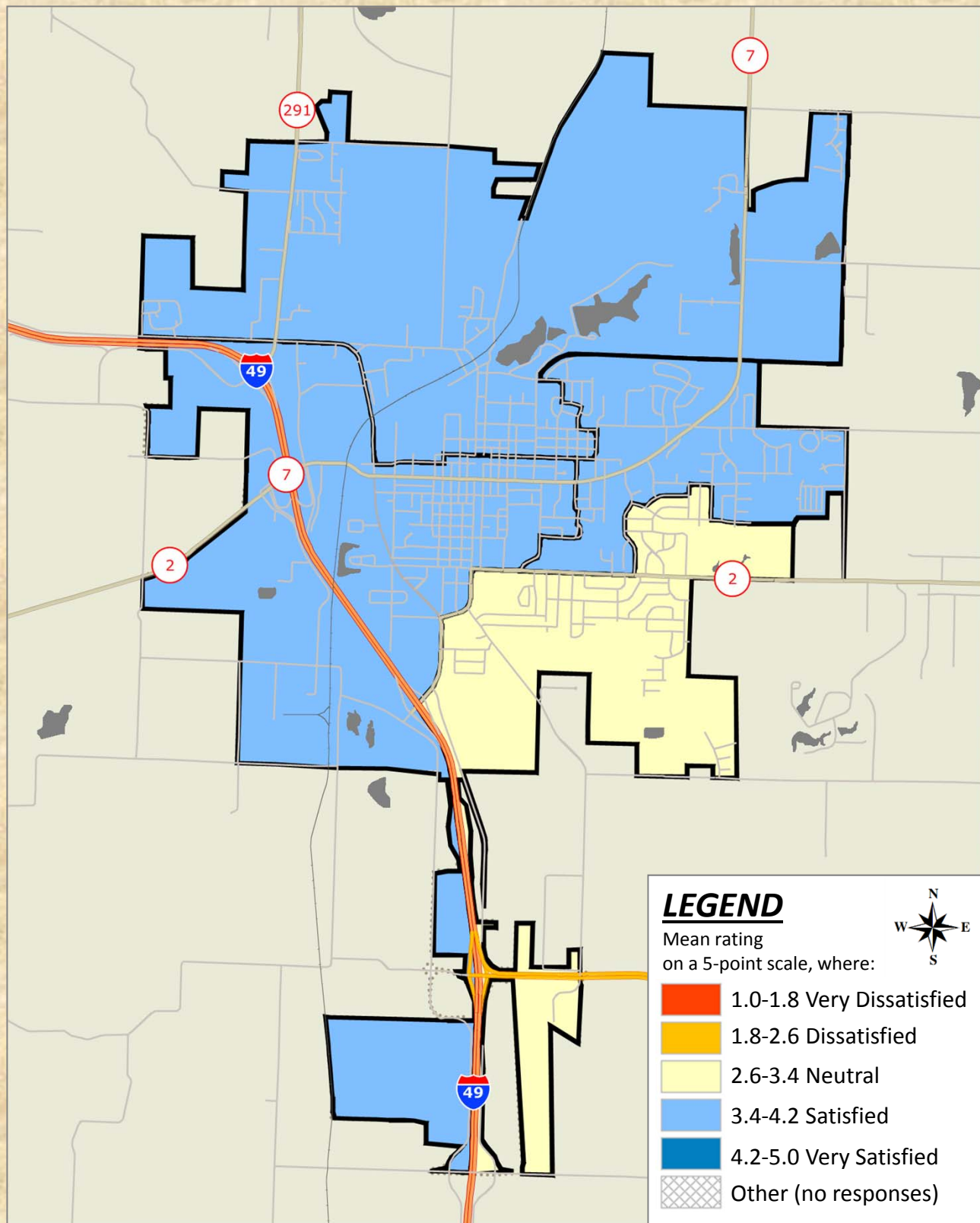
Q5I Satisfaction with overall cleanliness of city streets and other public areas



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

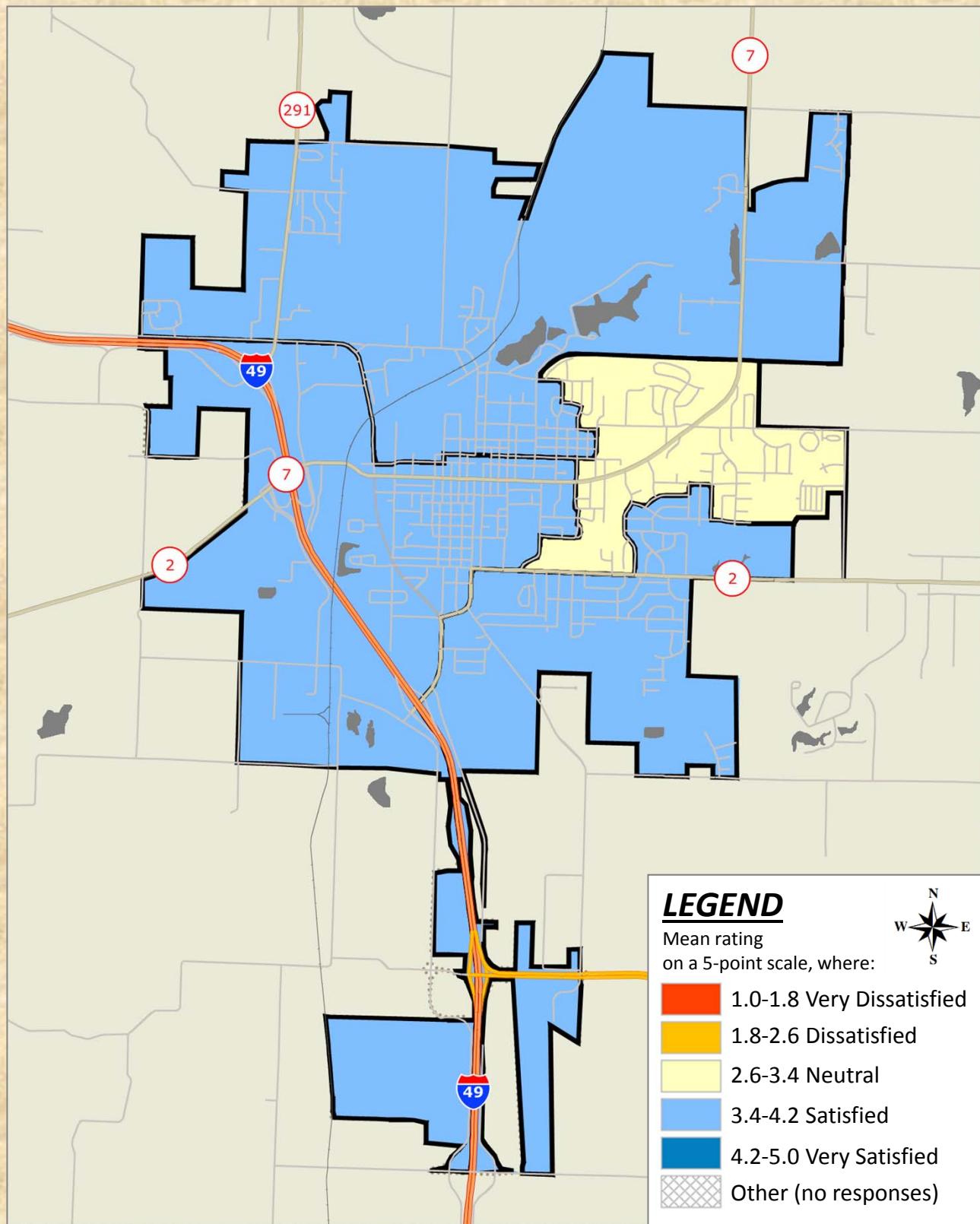
Q5m Satisfaction with adequacy of city street lighting



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

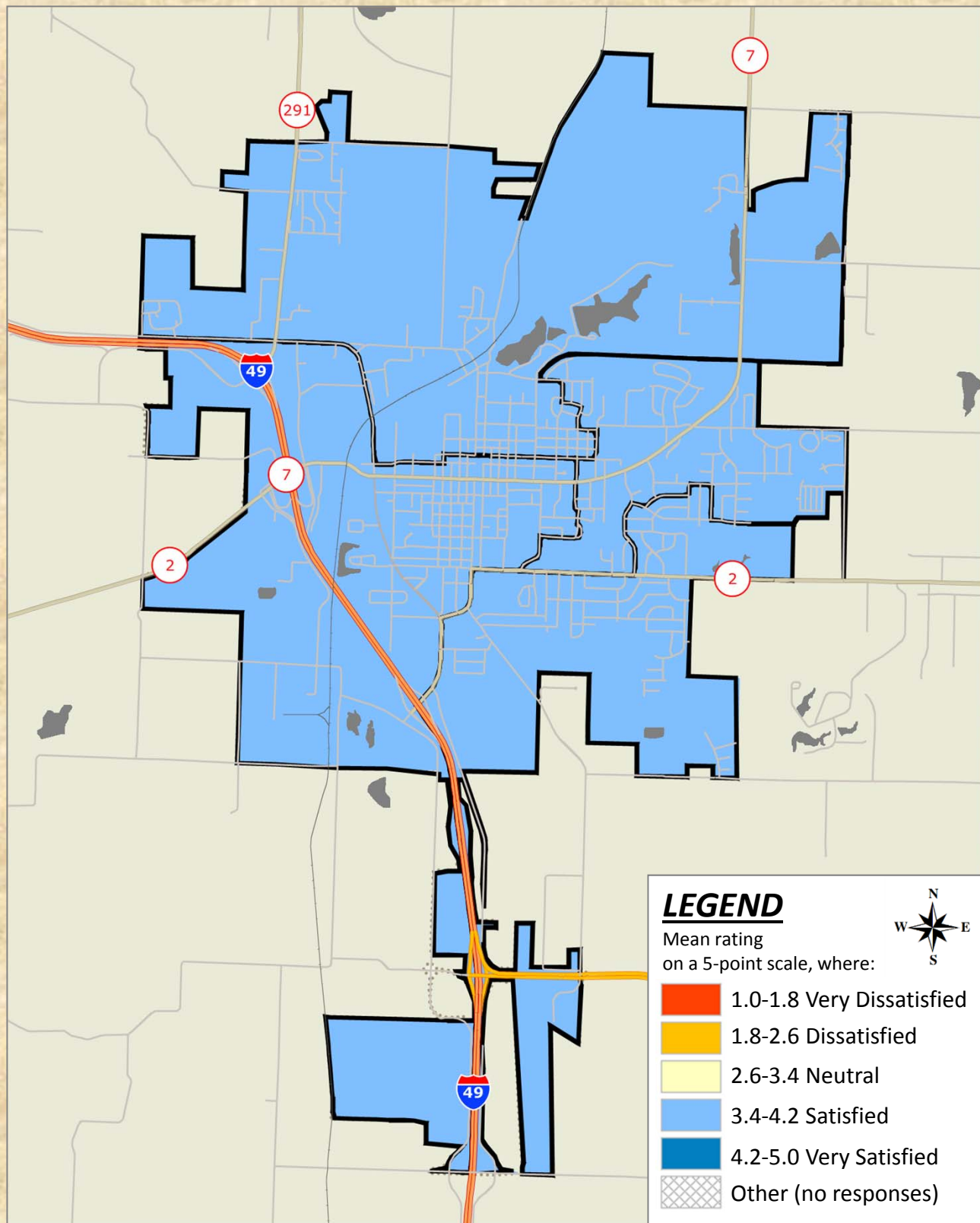
Q5n Satisfaction with adequacy of storm drainage systems



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

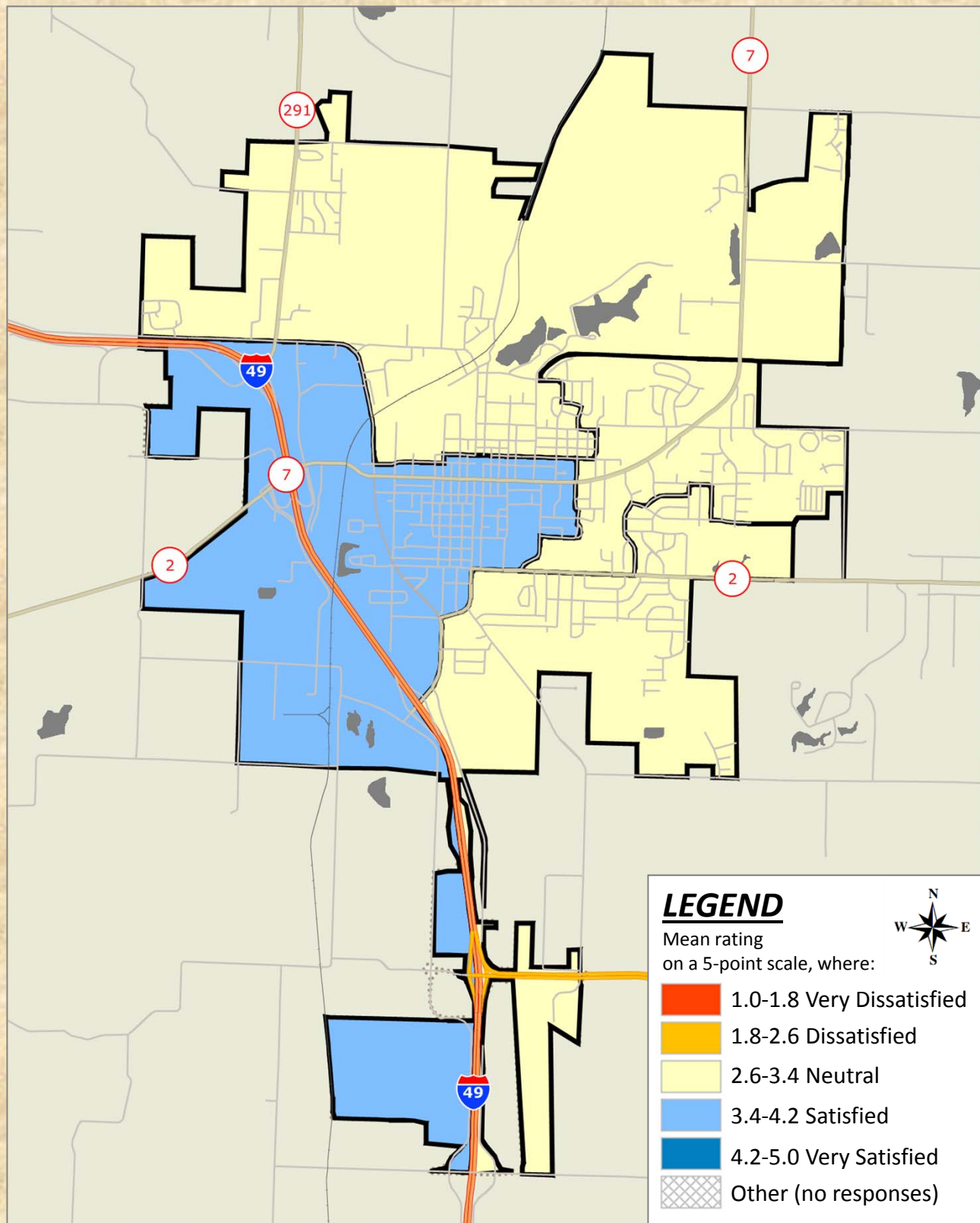
Q5o Satisfaction with city's responsiveness to service requests



2014 City of Harrisonville Citizen Survey

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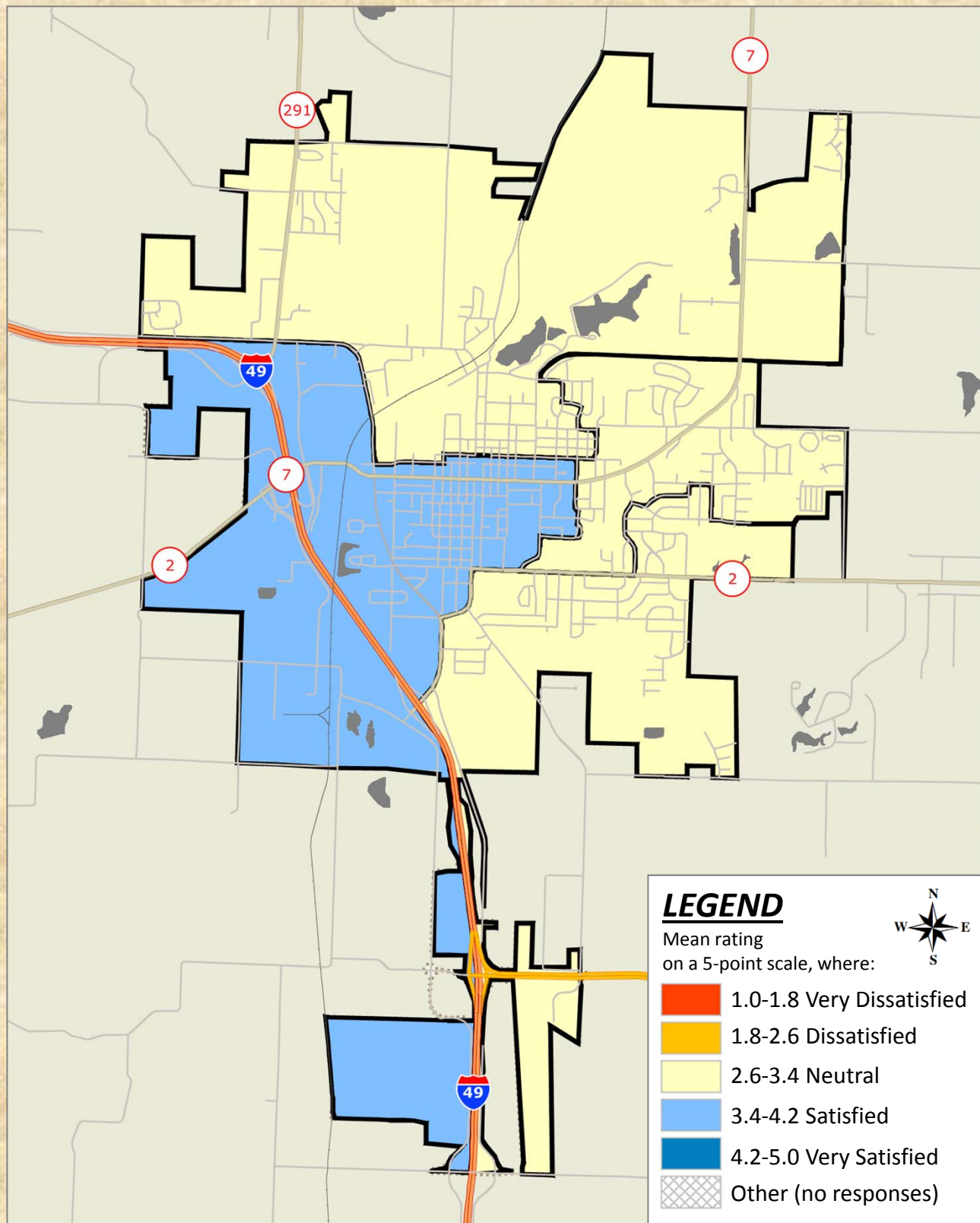
Q7a Satisfaction with overall quality of leadership provided by the city's elected officials



2014 City of Harrisonville Citizen Survey

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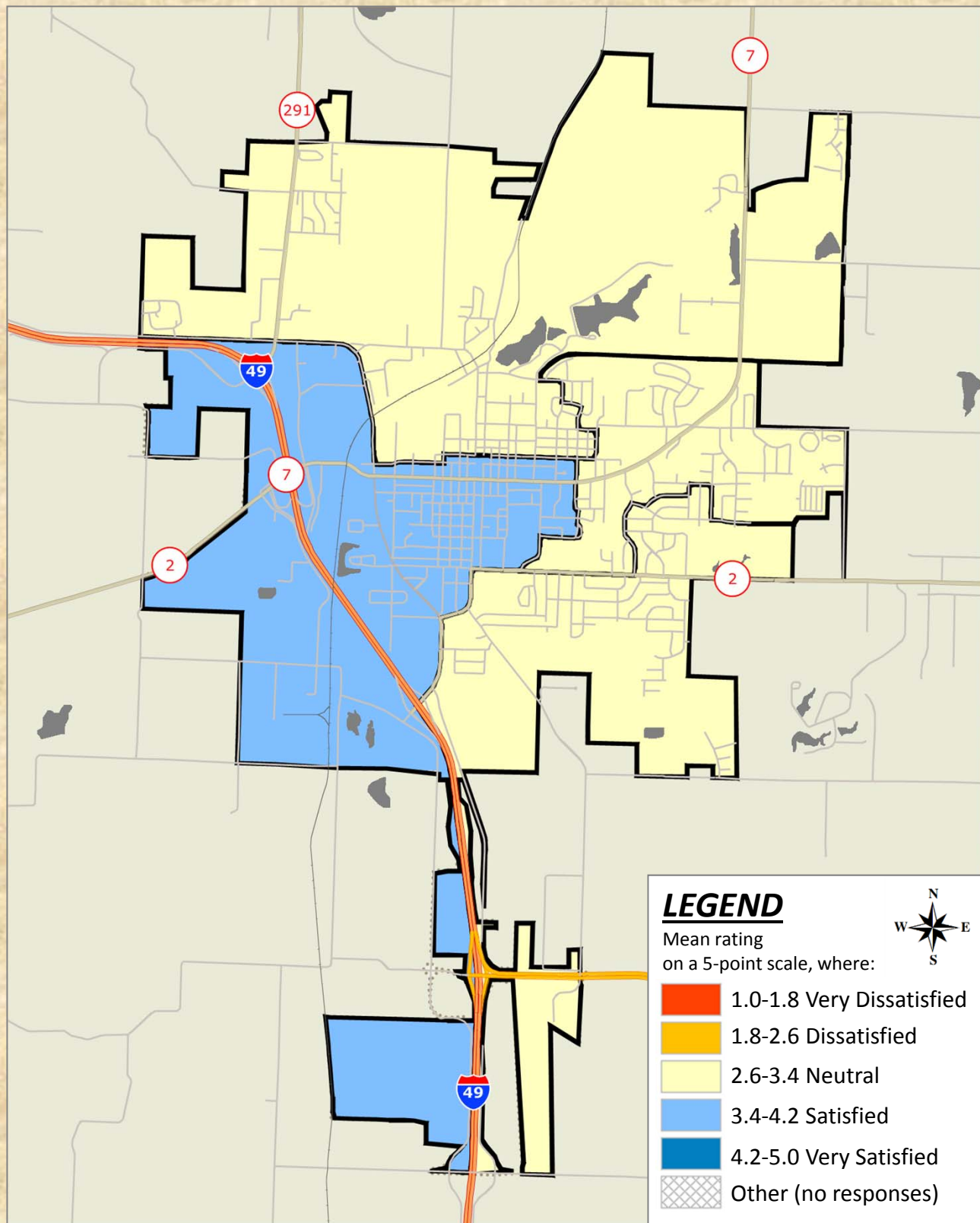
Q7b Satisfaction with overall effectiveness of appointed boards and commissions



2014 City of Harrisonville Citizen Survey

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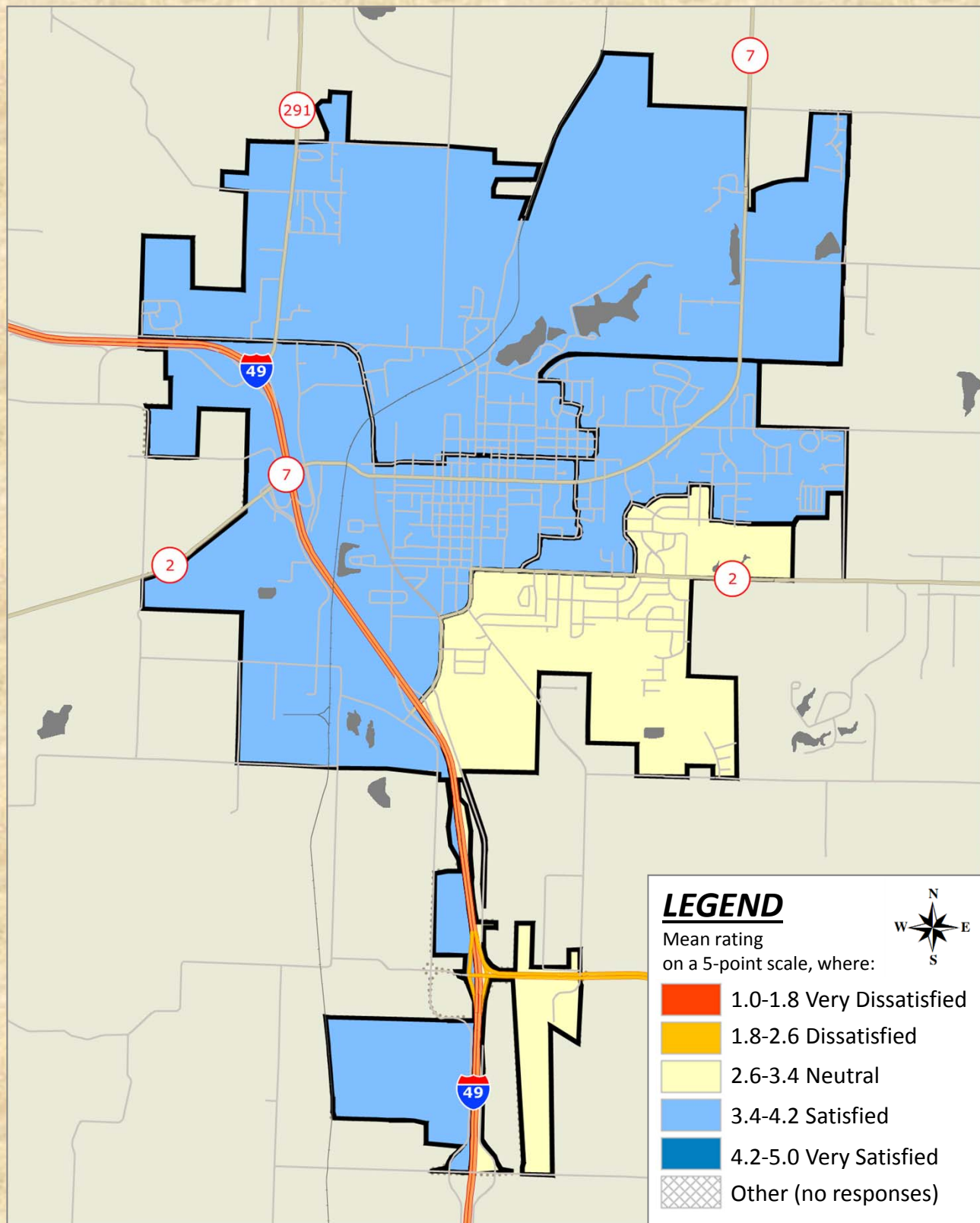
Q7c Satisfaction with overall effectiveness of the City Administrator and Department Directors



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

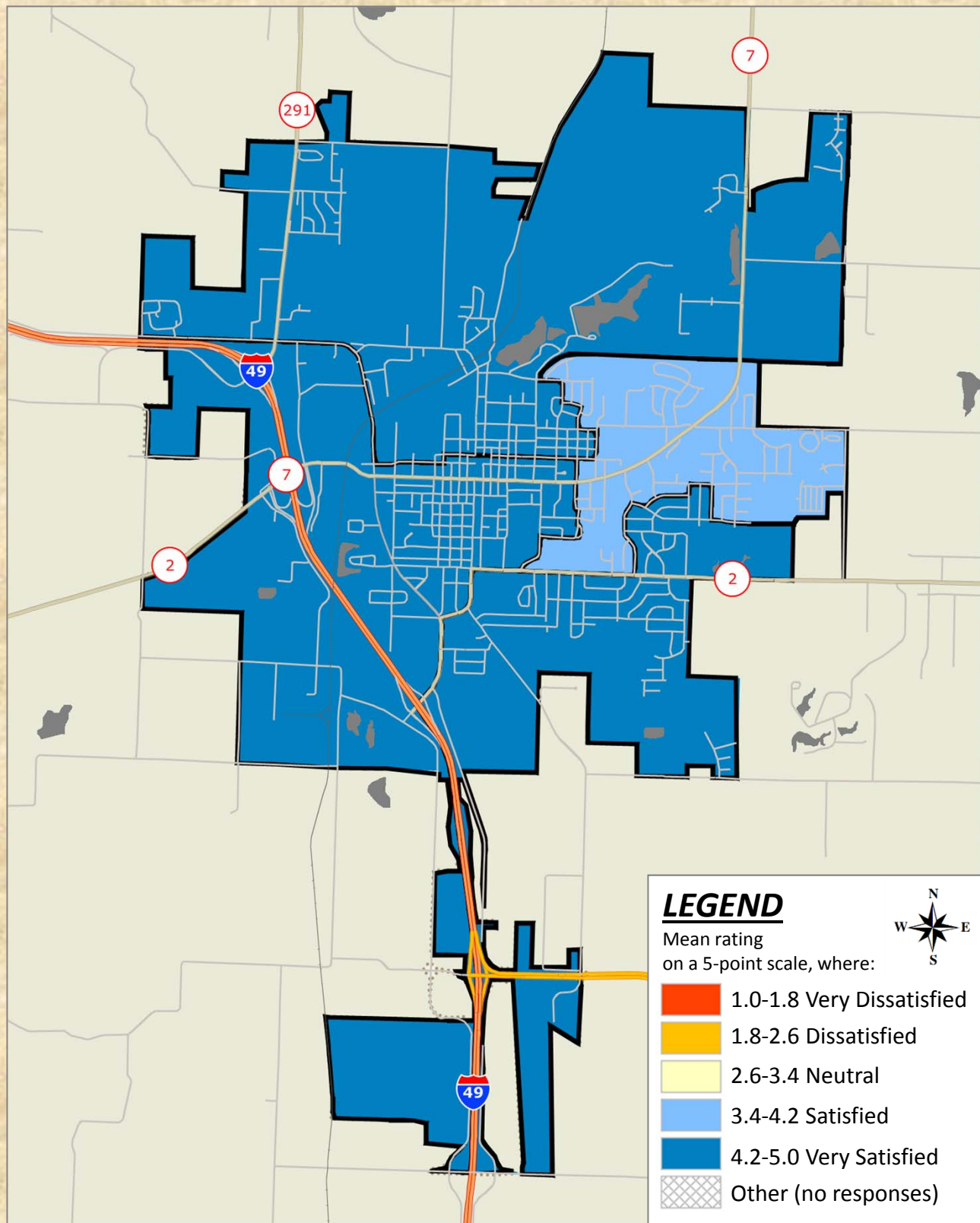
Q7d Satisfaction with overall effectiveness of non-management staff



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

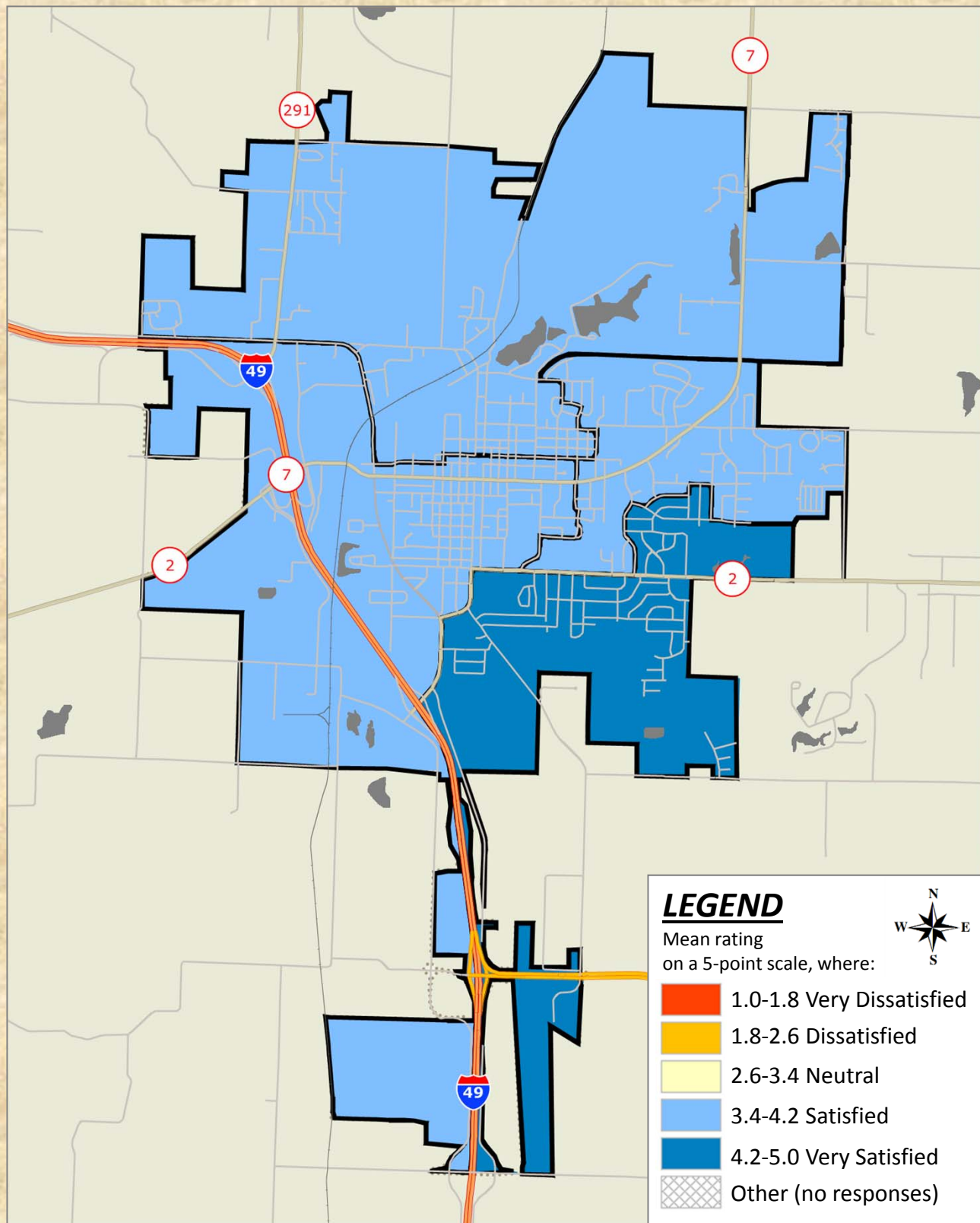
Q8a Satisfaction with residential trash collection services



2014 City of Harrisonville Citizen Survey

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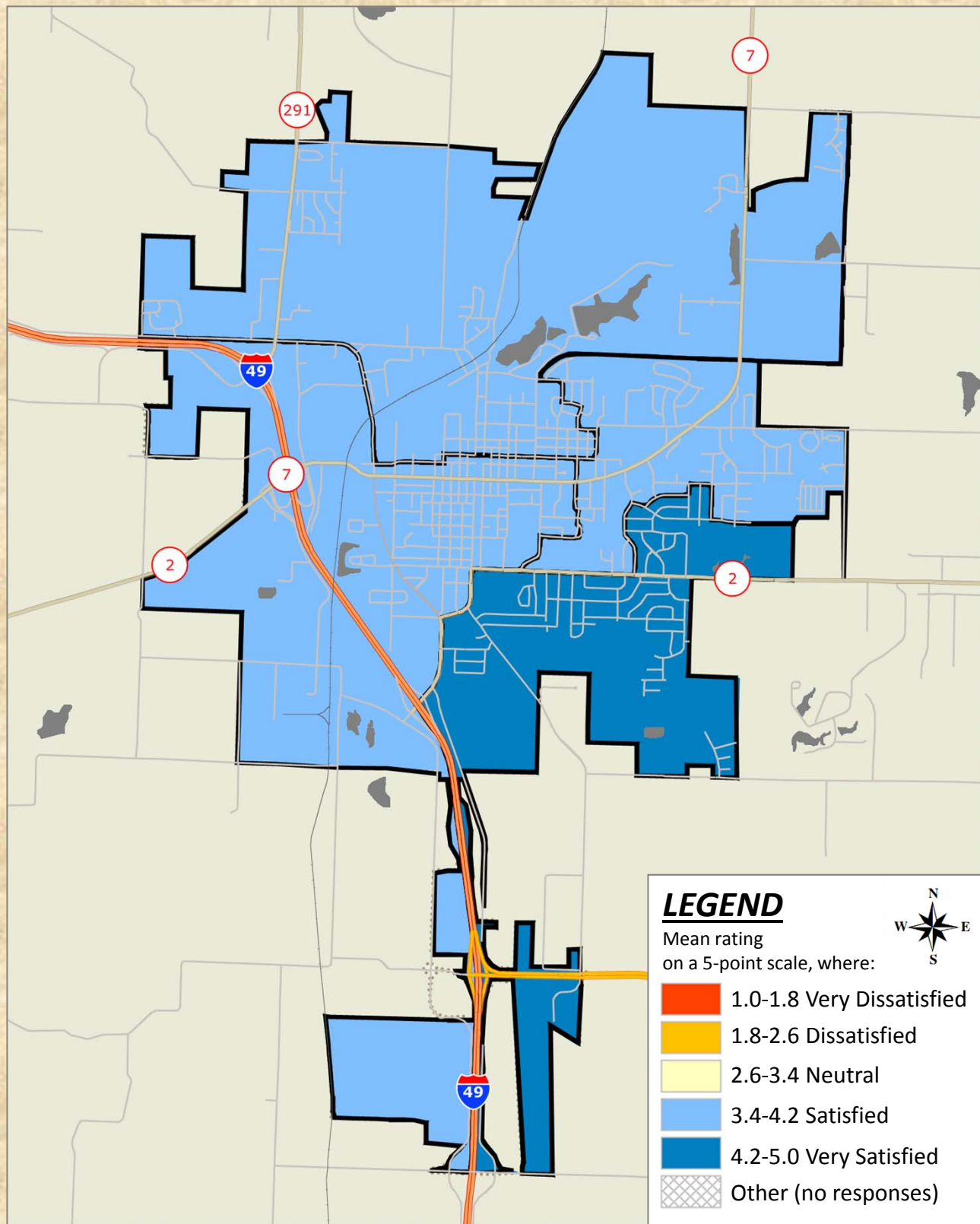
Q8b Satisfaction with curbside recycling services



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

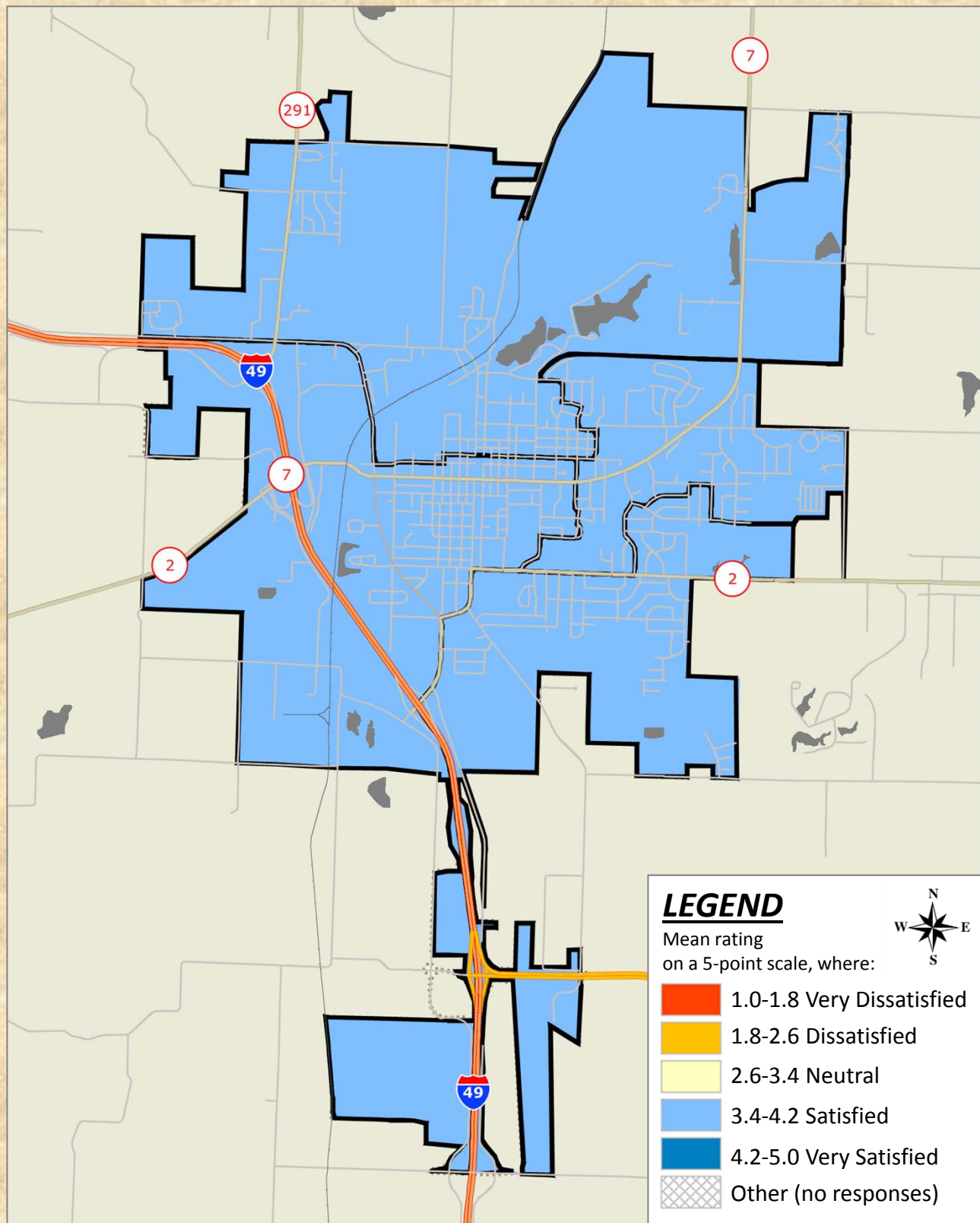
Q8c Satisfaction with yardwaste removal services



2014 City of Harrisonville Citizen Survey

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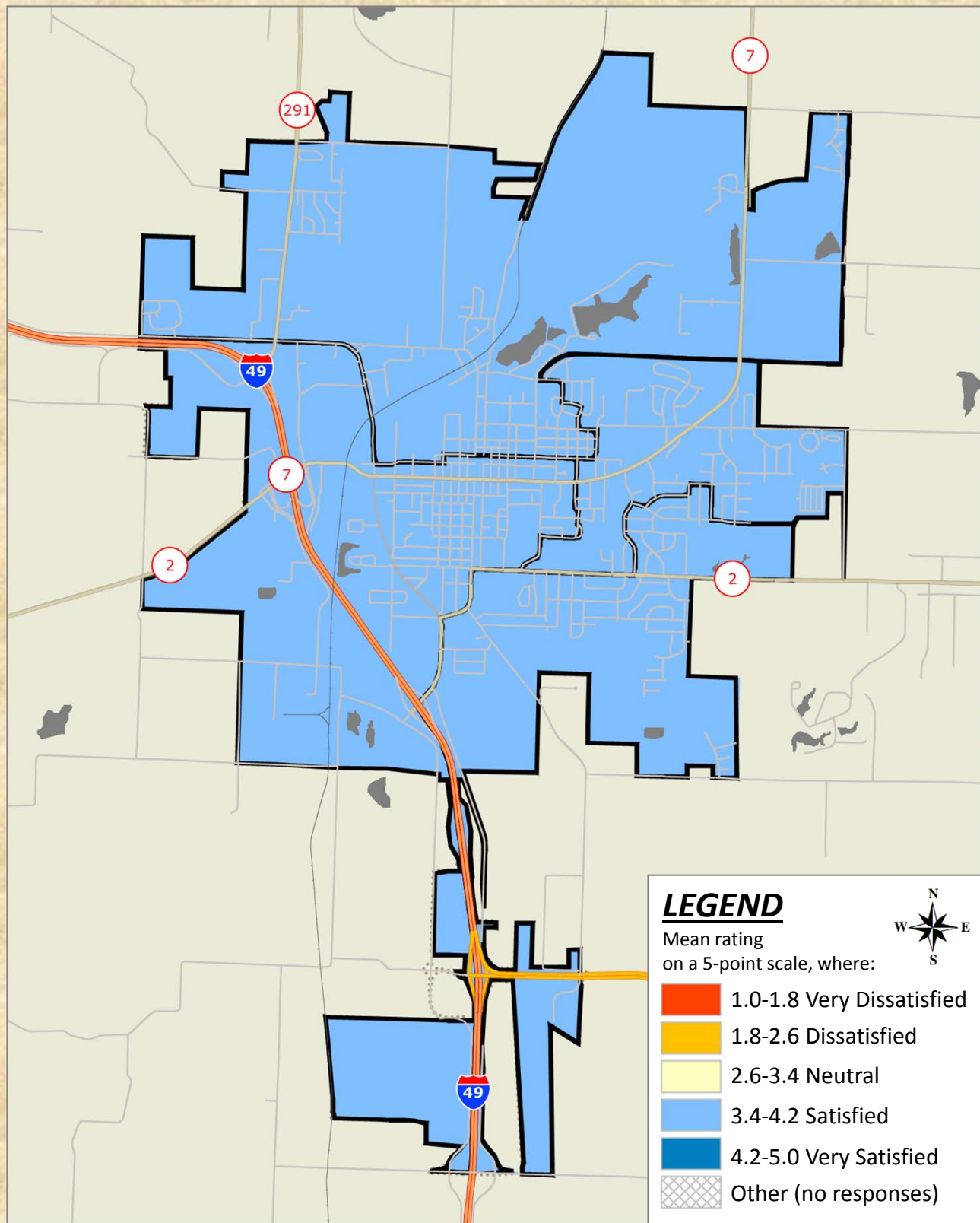
Q8d Satisfaction with charges for solid waste services



2014 City of Harrisonville Citizen Survey

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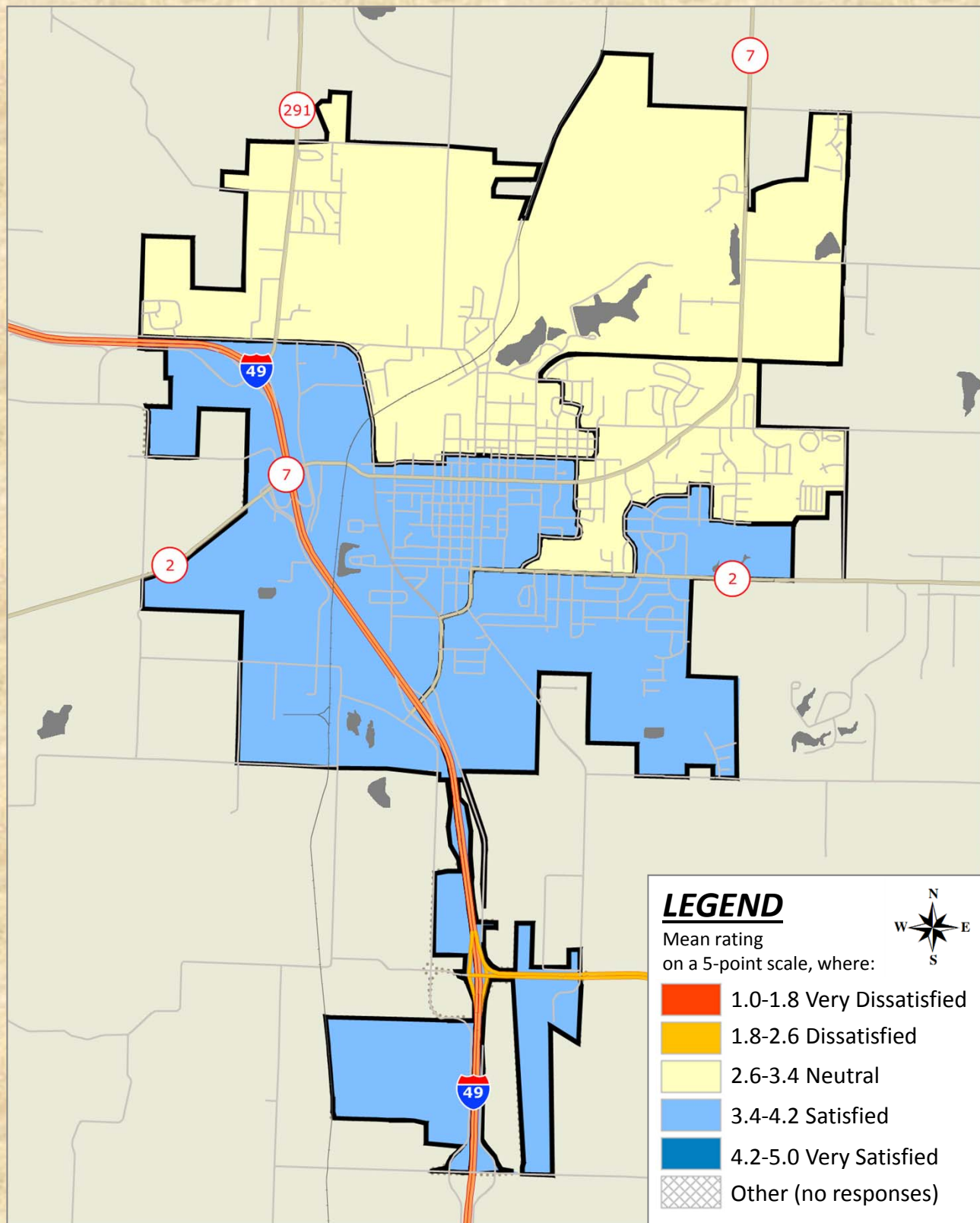
Q8e Satisfaction with dependability of electric service



2014 City of Harrisonville Citizen Survey

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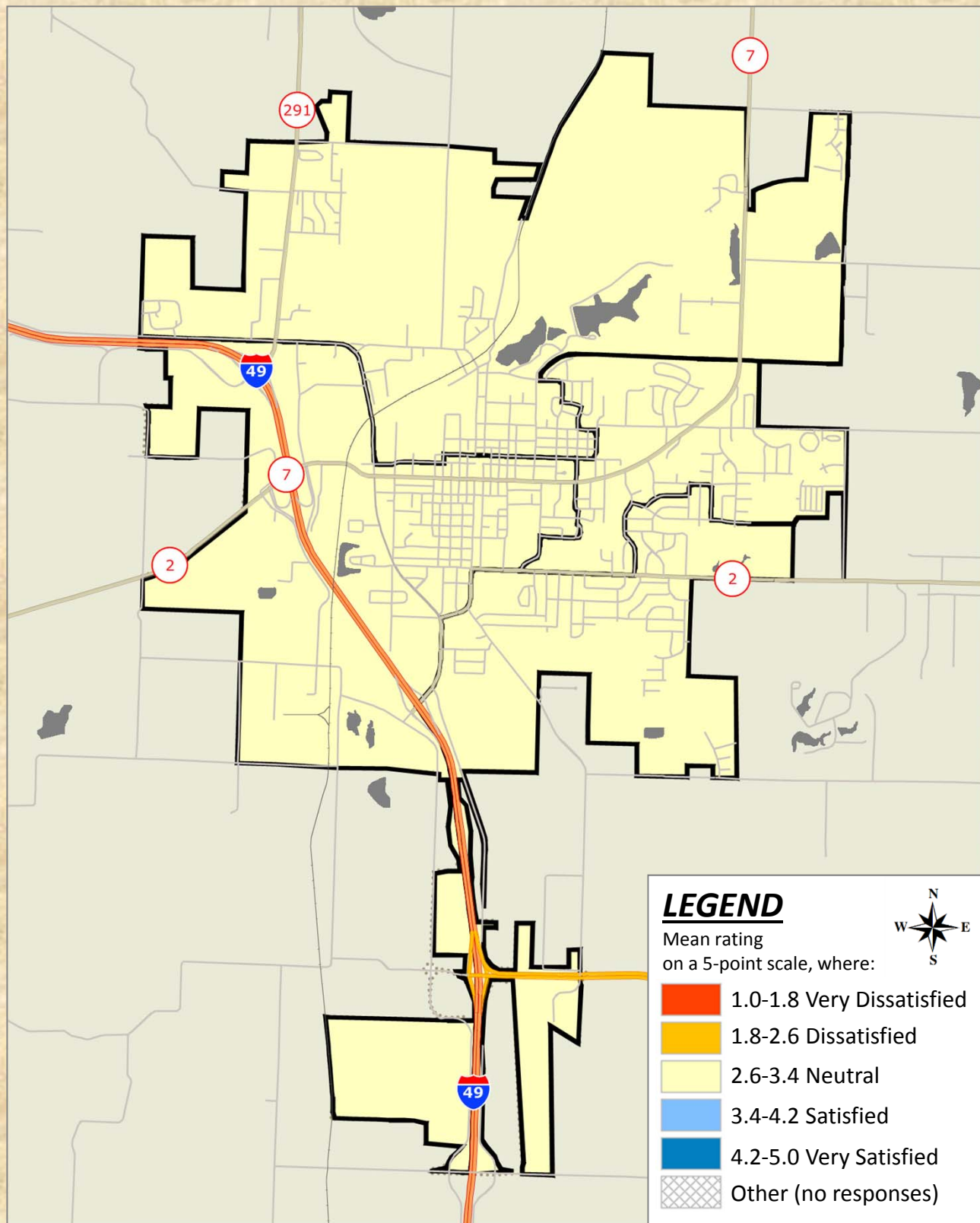
Q8f Satisfaction with charges for electric service



2014 City of Harrisonville Citizen Survey

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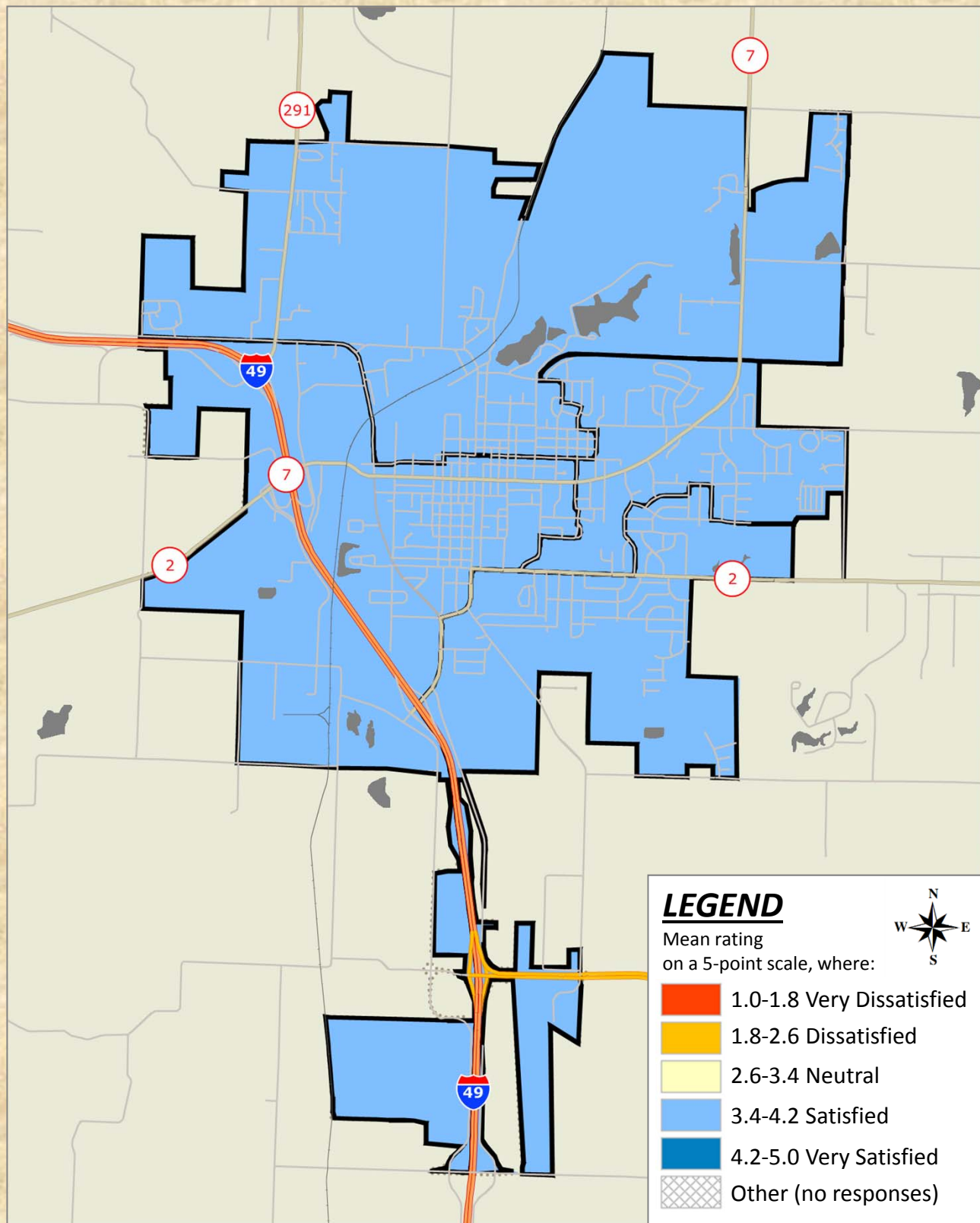
Q8g Satisfaction with clarity and taste of tap water



2014 City of Harrisonville Citizen Survey

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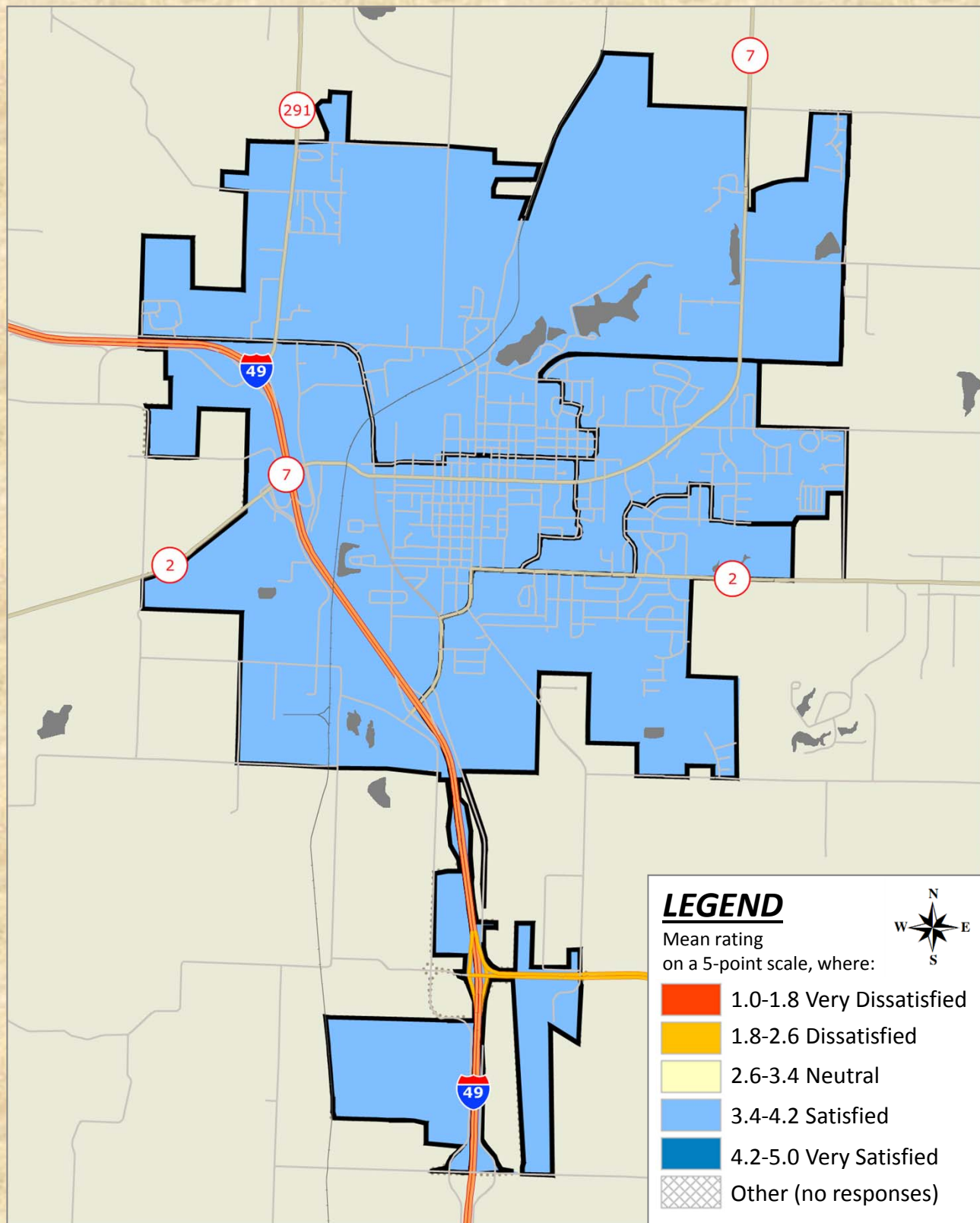
Q8h Satisfaction with water pressure



2014 City of Harrisonville Citizen Survey

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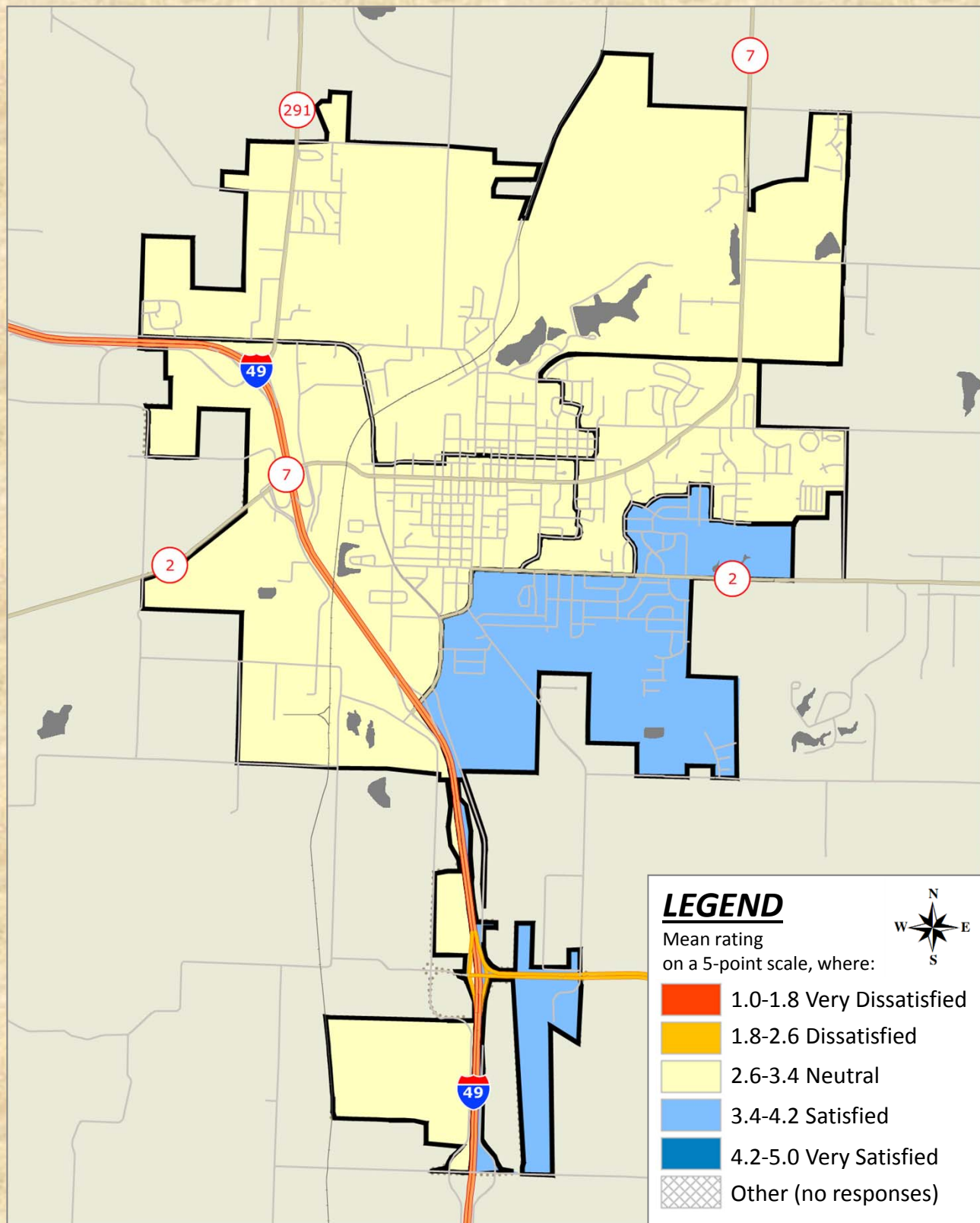
Q8i Satisfaction with adequacy of the city's waste water treatment and collection system



2014 City of Harrisonville Citizen Survey

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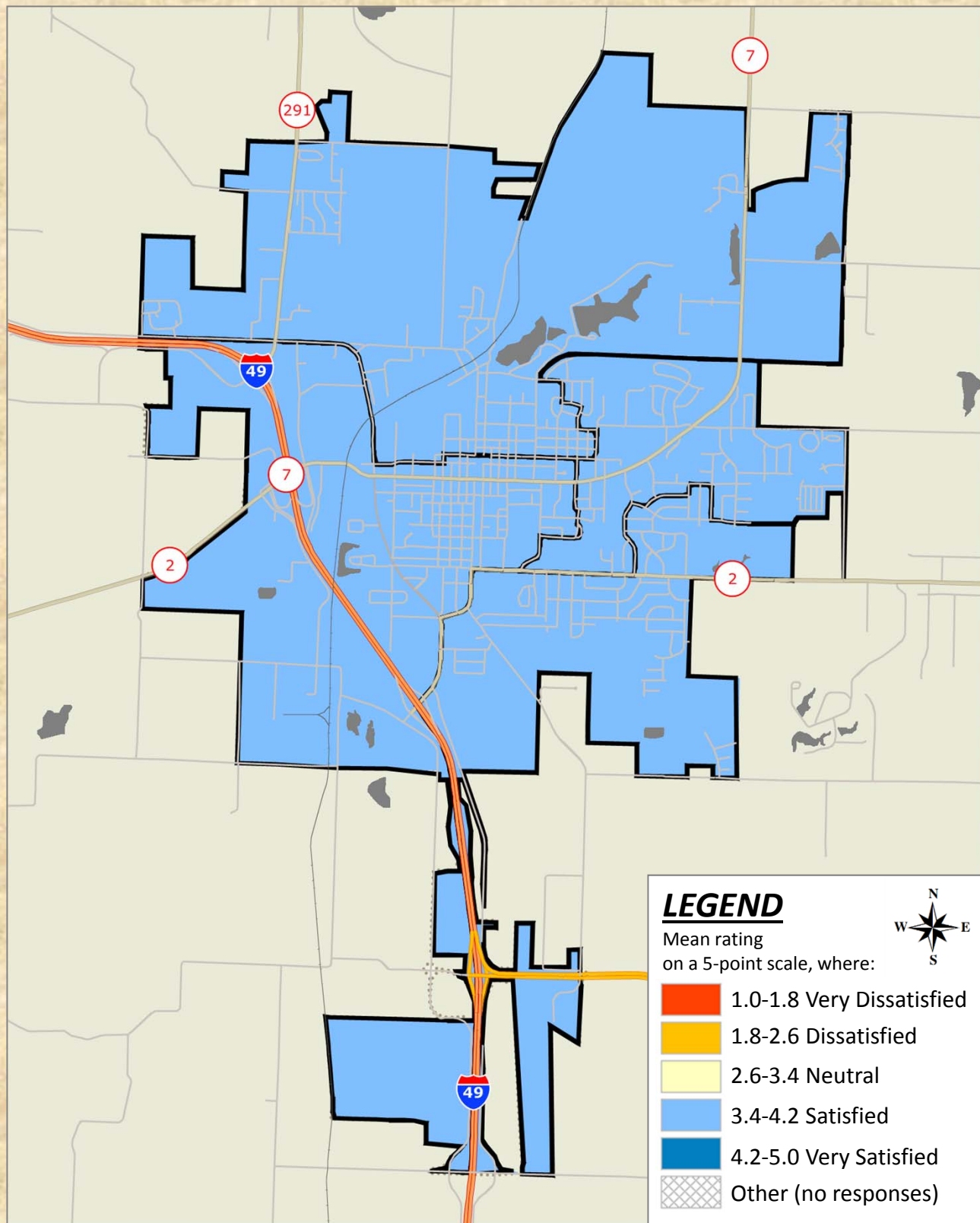
Q8j Satisfaction with charges for water and sewer services



2014 City of Harrisonville Citizen Survey

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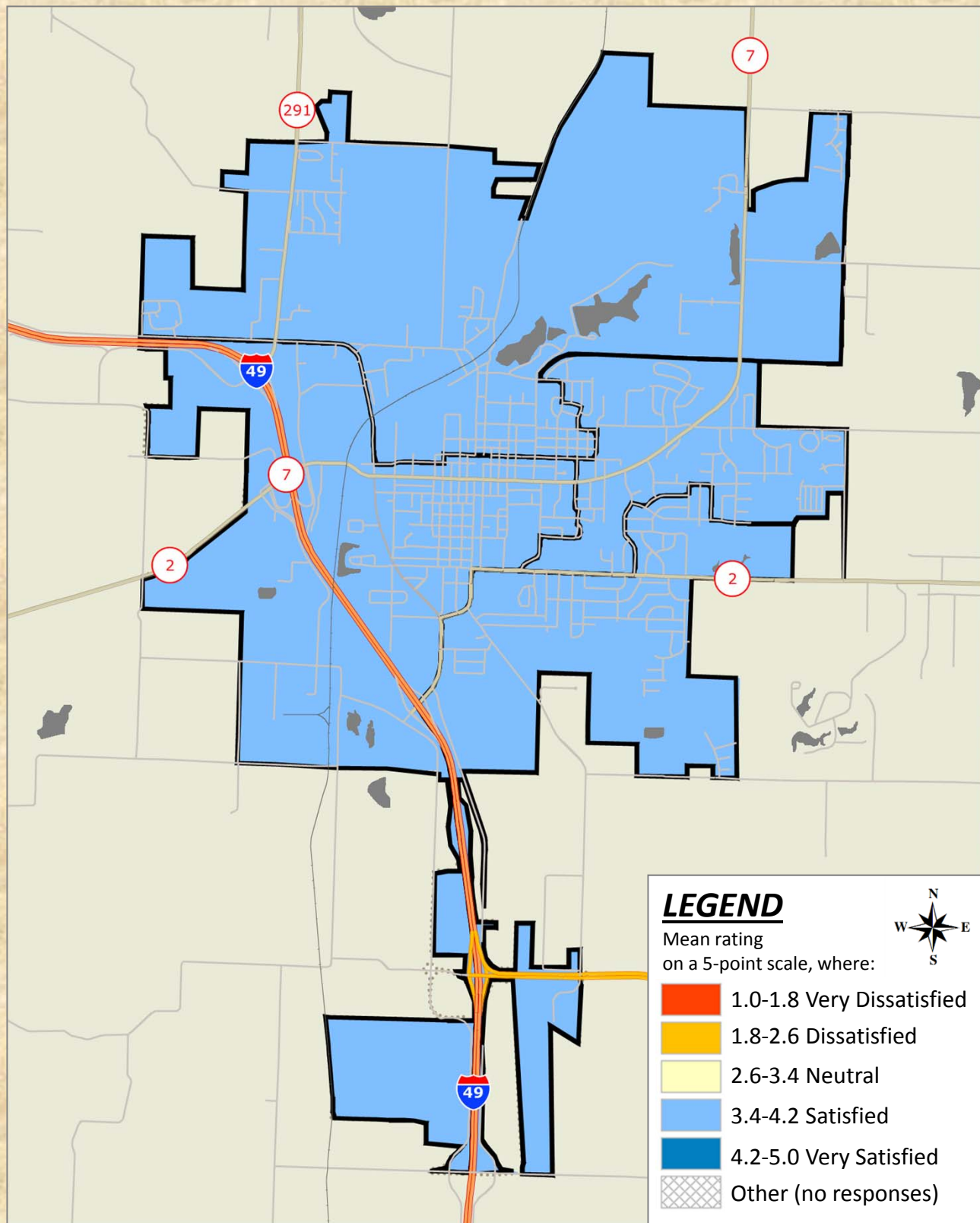
Q8k Satisfaction with ease in paying bill



2014 City of Harrisonville Citizen Survey

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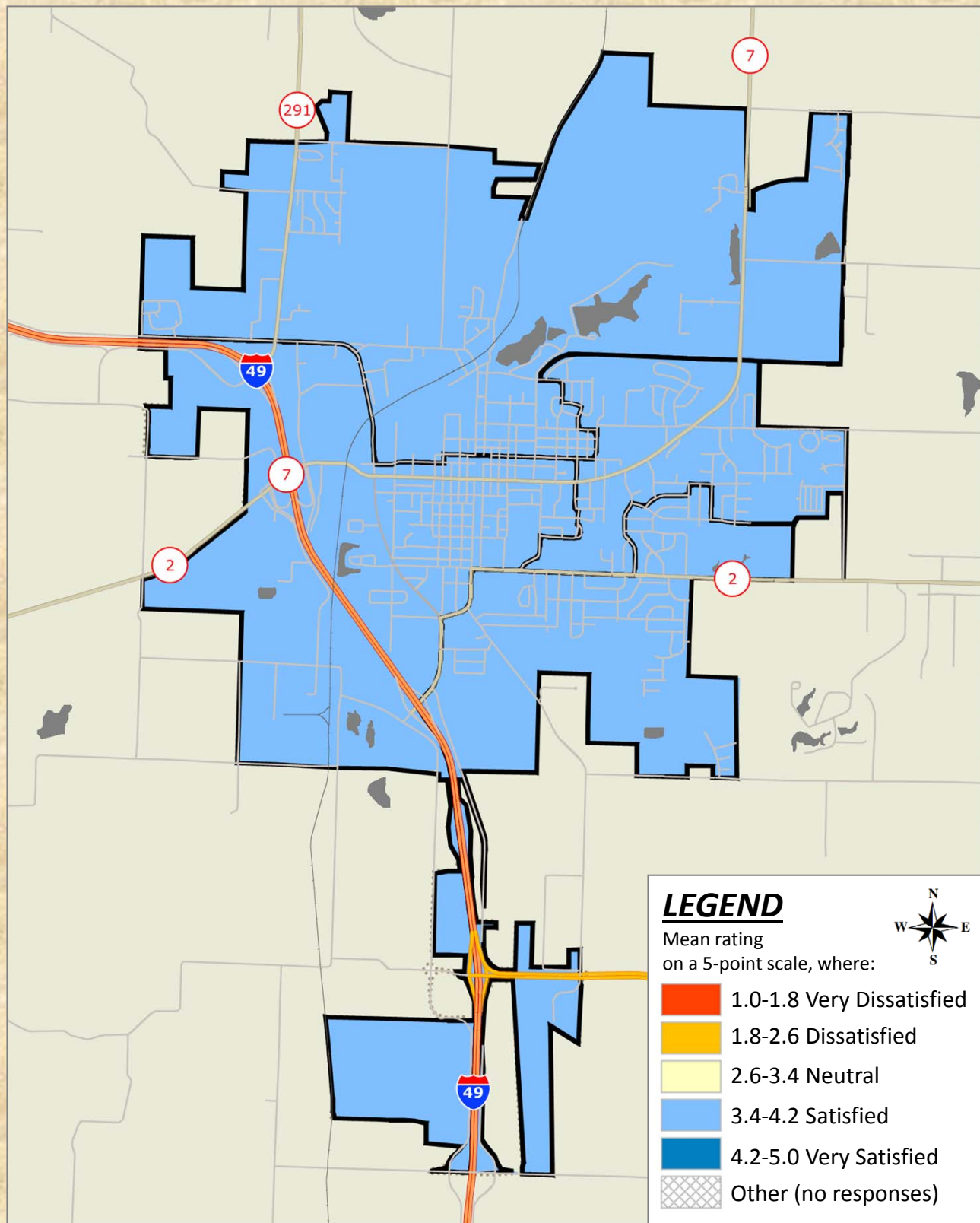
Q8I Satisfaction with the timeliness of utility bill



2014 City of Harrisonville Citizen Survey

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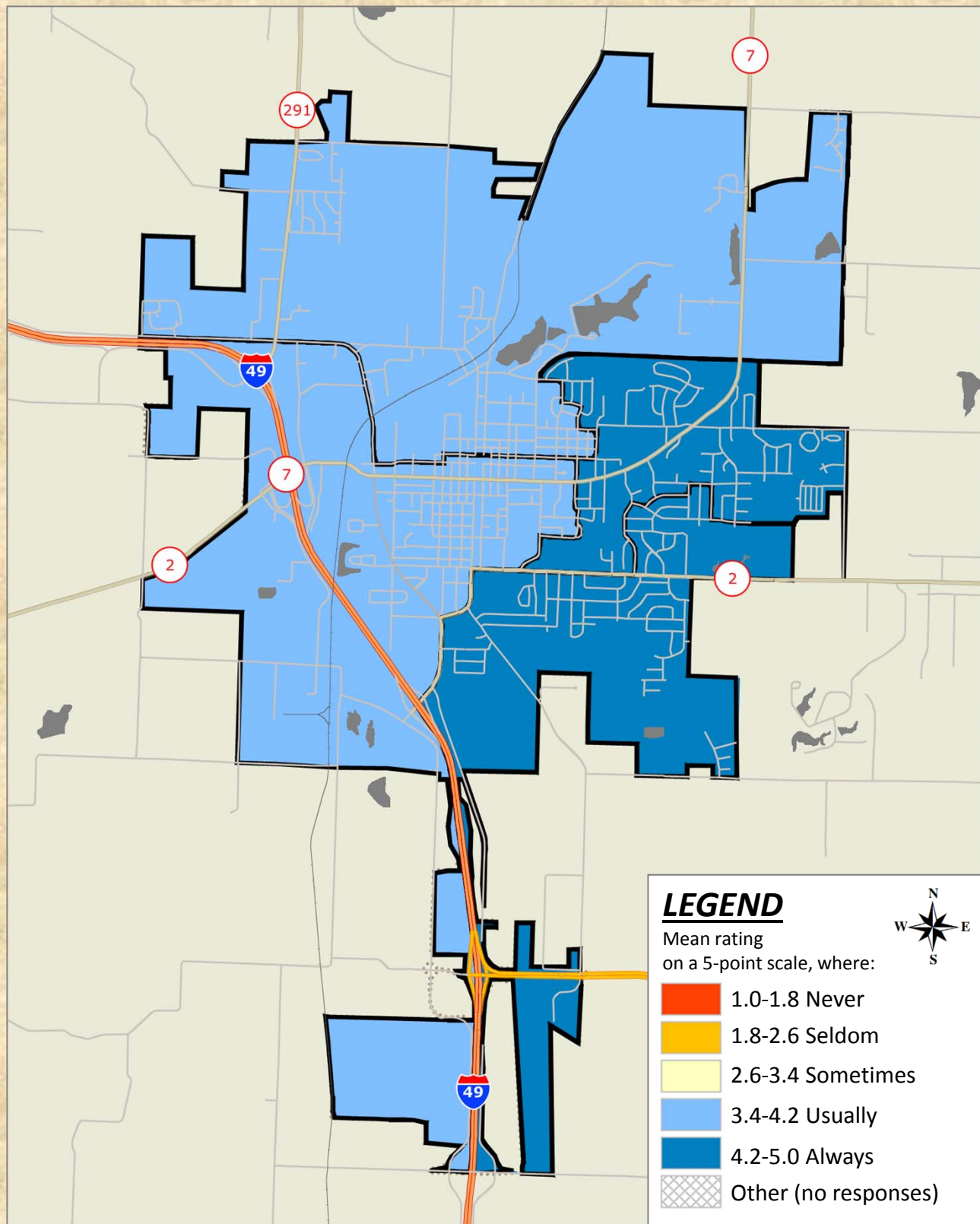
Q8m Satisfaction with the accuracy of utility bill



2014 City of Harrisonville Citizen Survey

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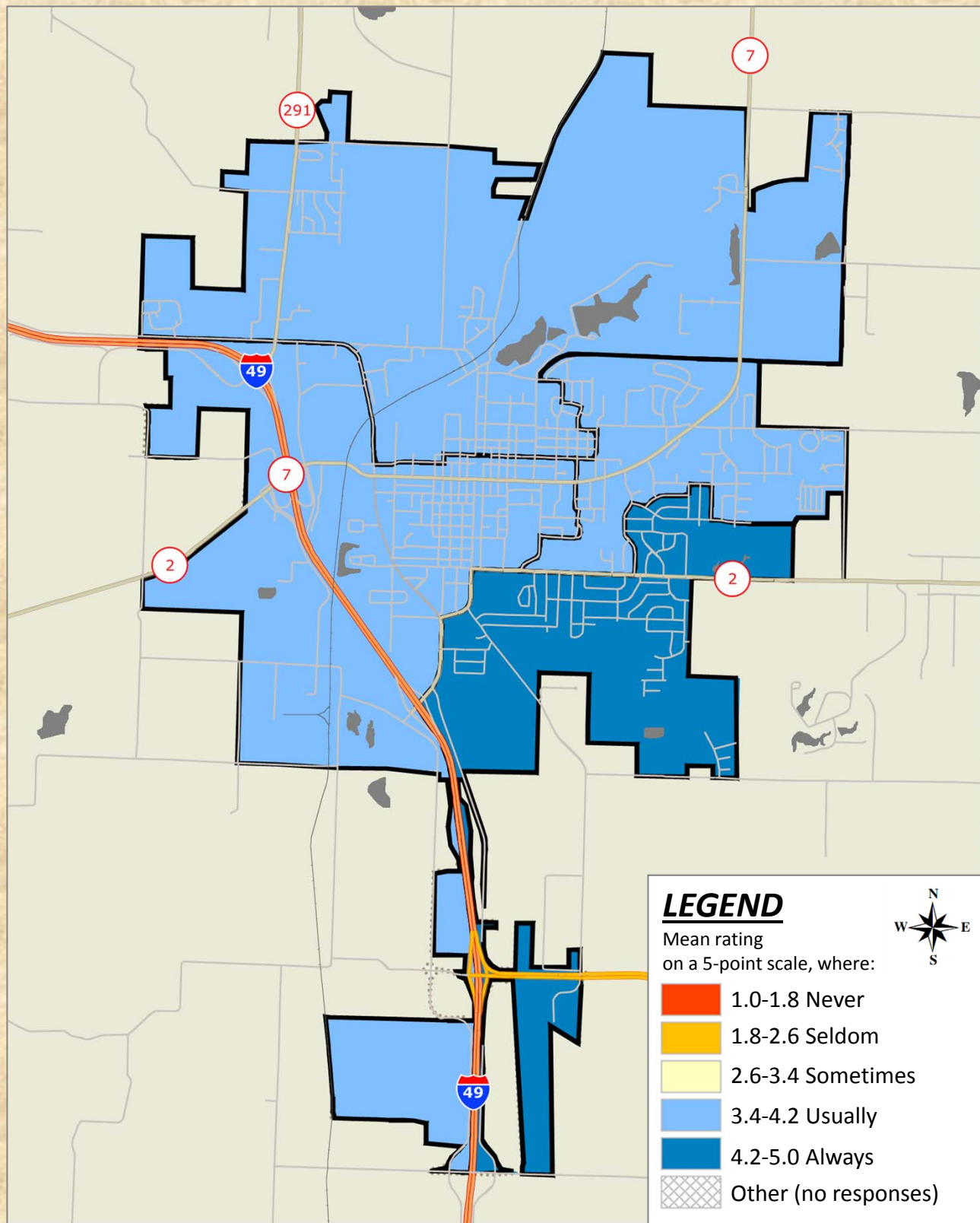
Q9c1 Frequency that city employees were courteous and polite



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

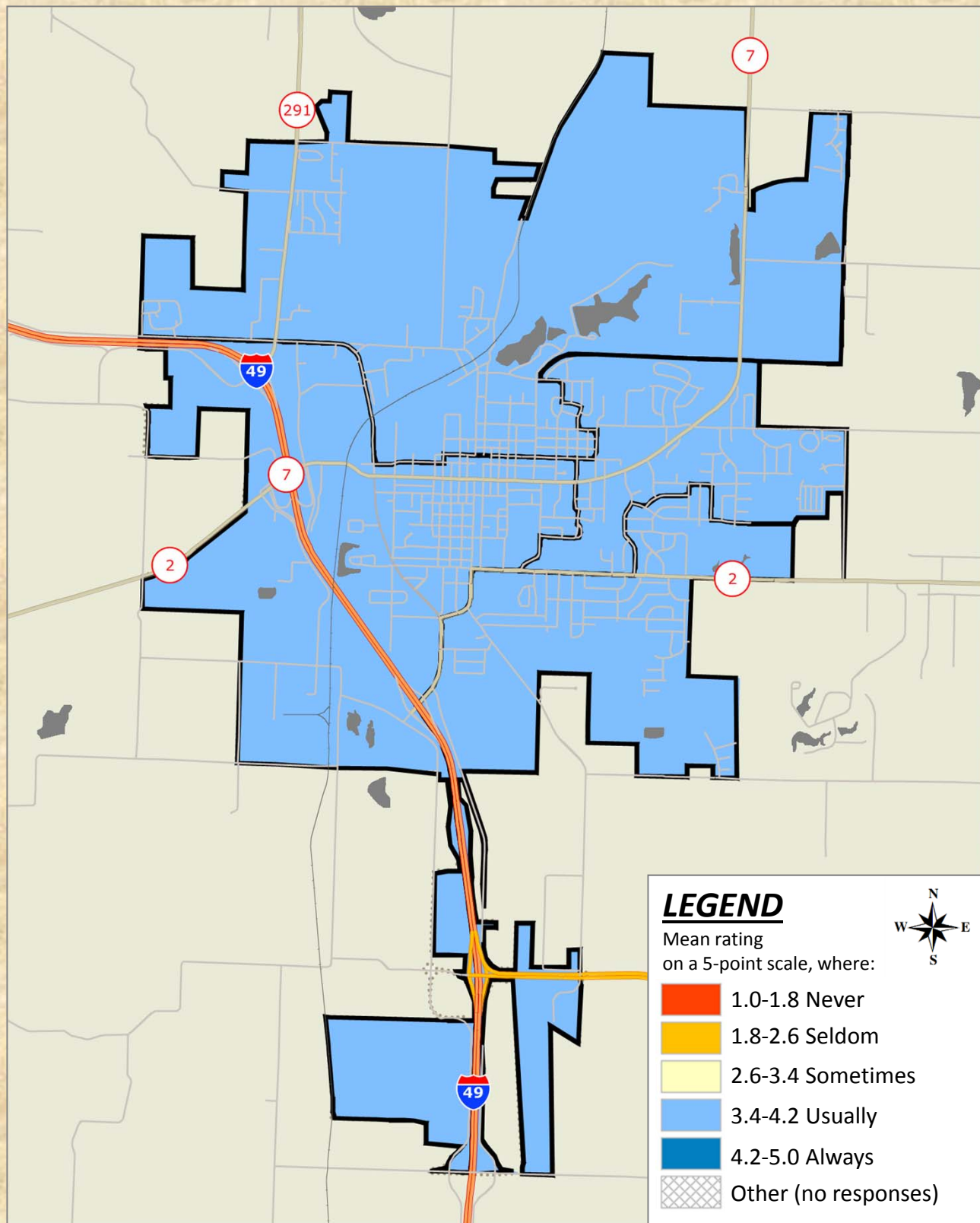
Q9c2 Frequency that city employees gave prompt, accurate, and complete answers to questions



2014 City of Harrisonville Citizen Survey

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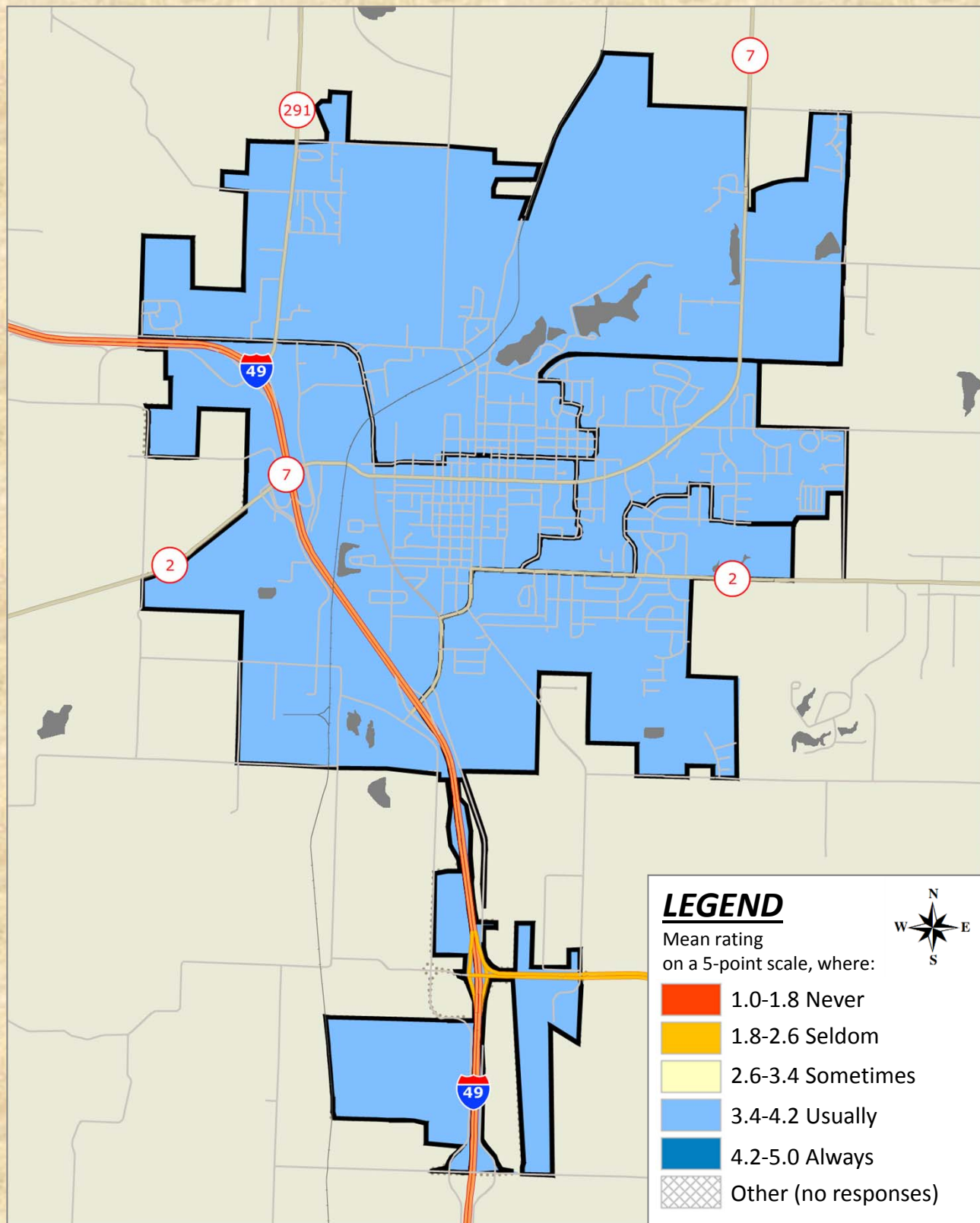
Q9c3 Frequency that city employees did what they said they would do in a timely manner



2014 City of Harrisonville Citizen Survey

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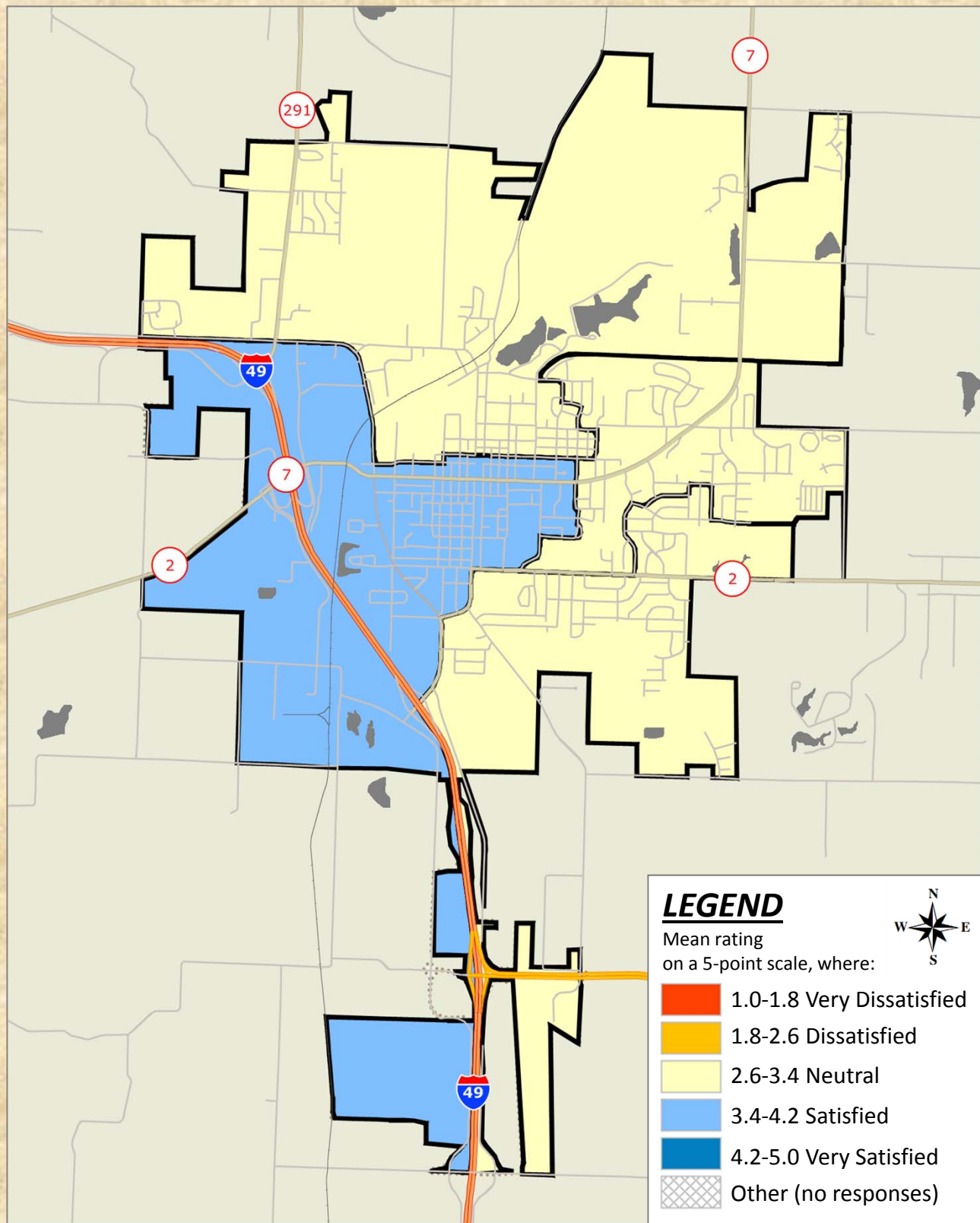
Q9c4 Frequency that city employees helped resolve an issue to the customer's satisfaction



2014 City of Harrisonville Citizen Survey

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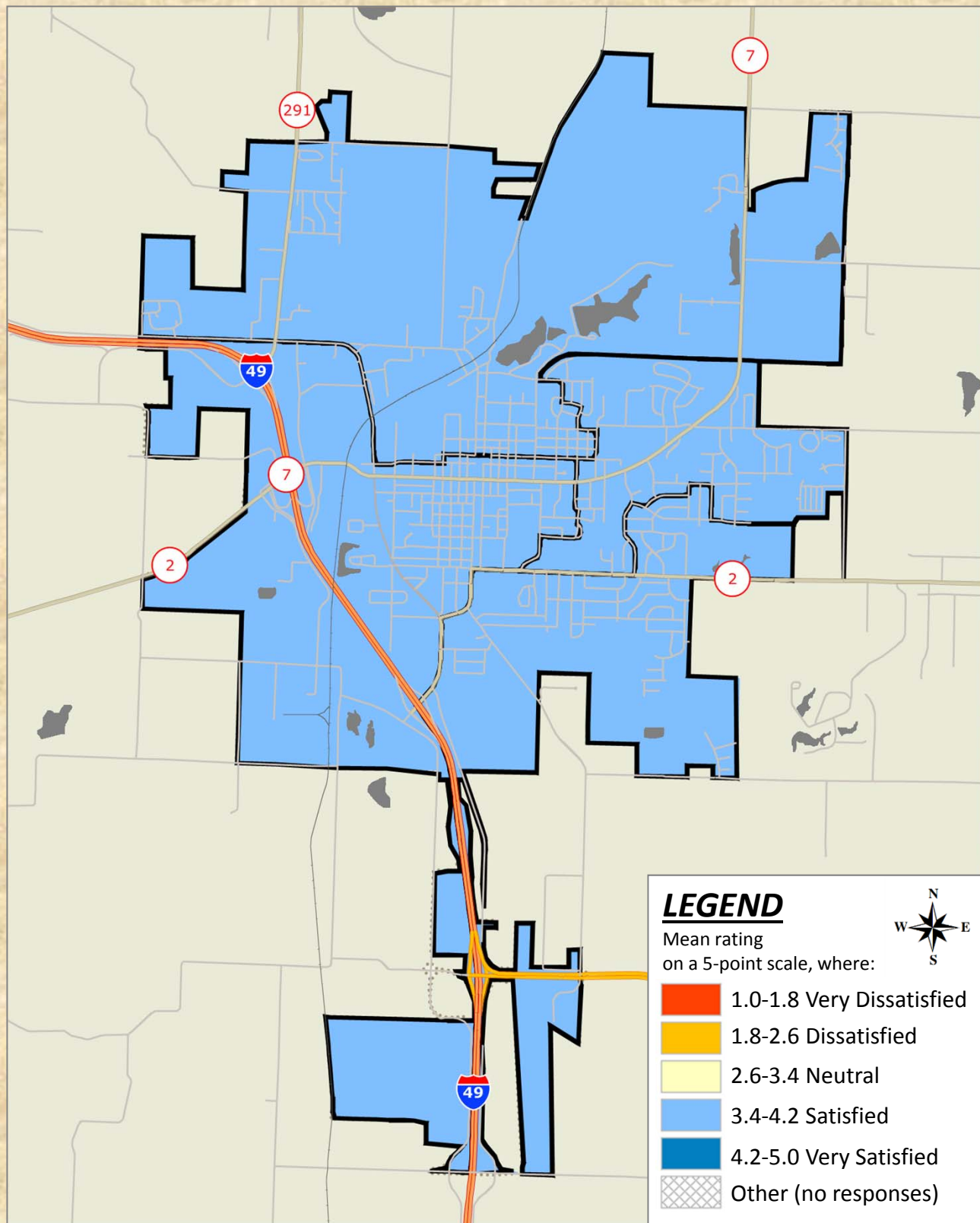
Q11a Satisfaction with the quality of the city's web page



2014 City of Harrisonville Citizen Survey

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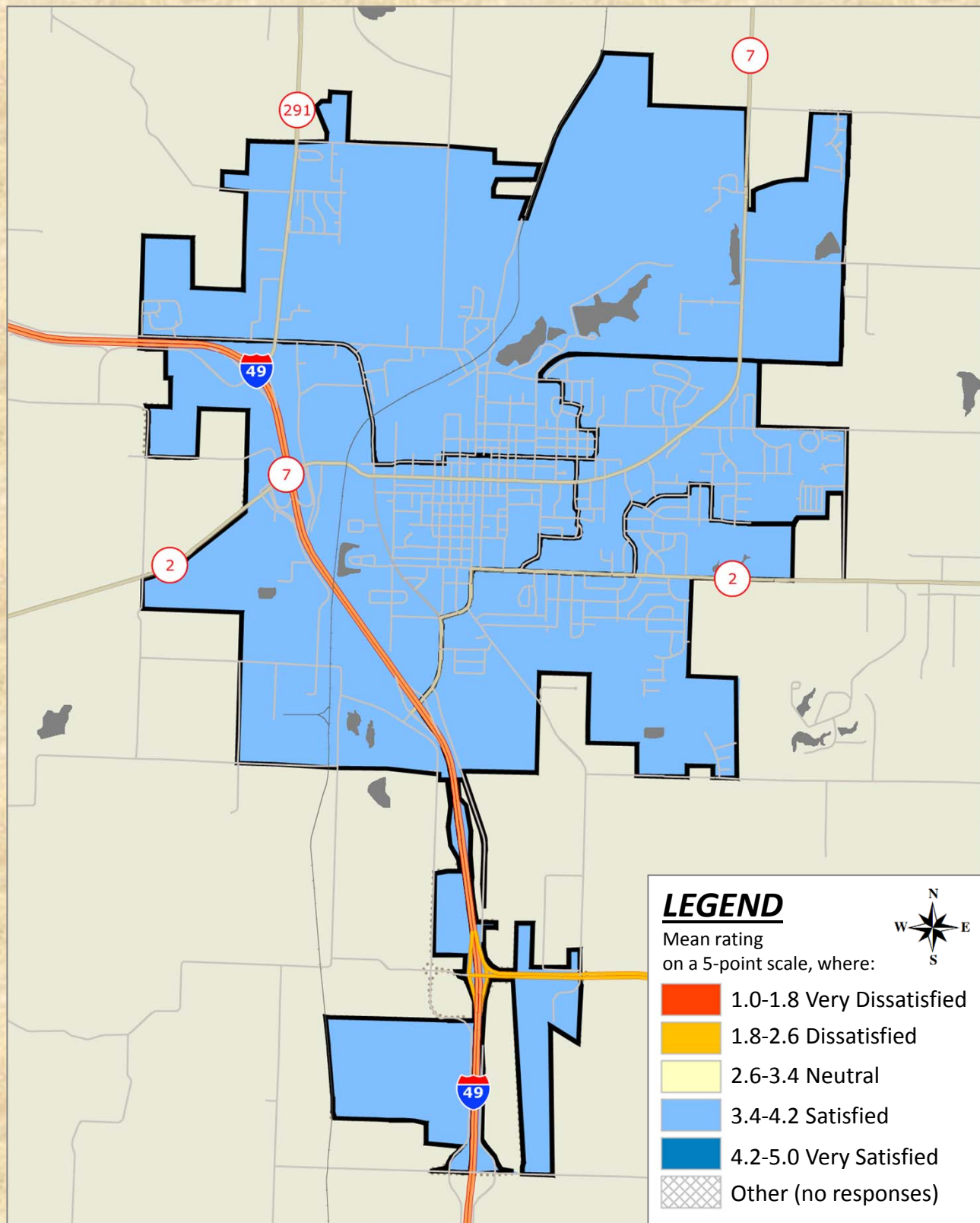
Q11b Satisfaction with the quality of the city's newsletters



2014 City of Harrisonville Citizen Survey

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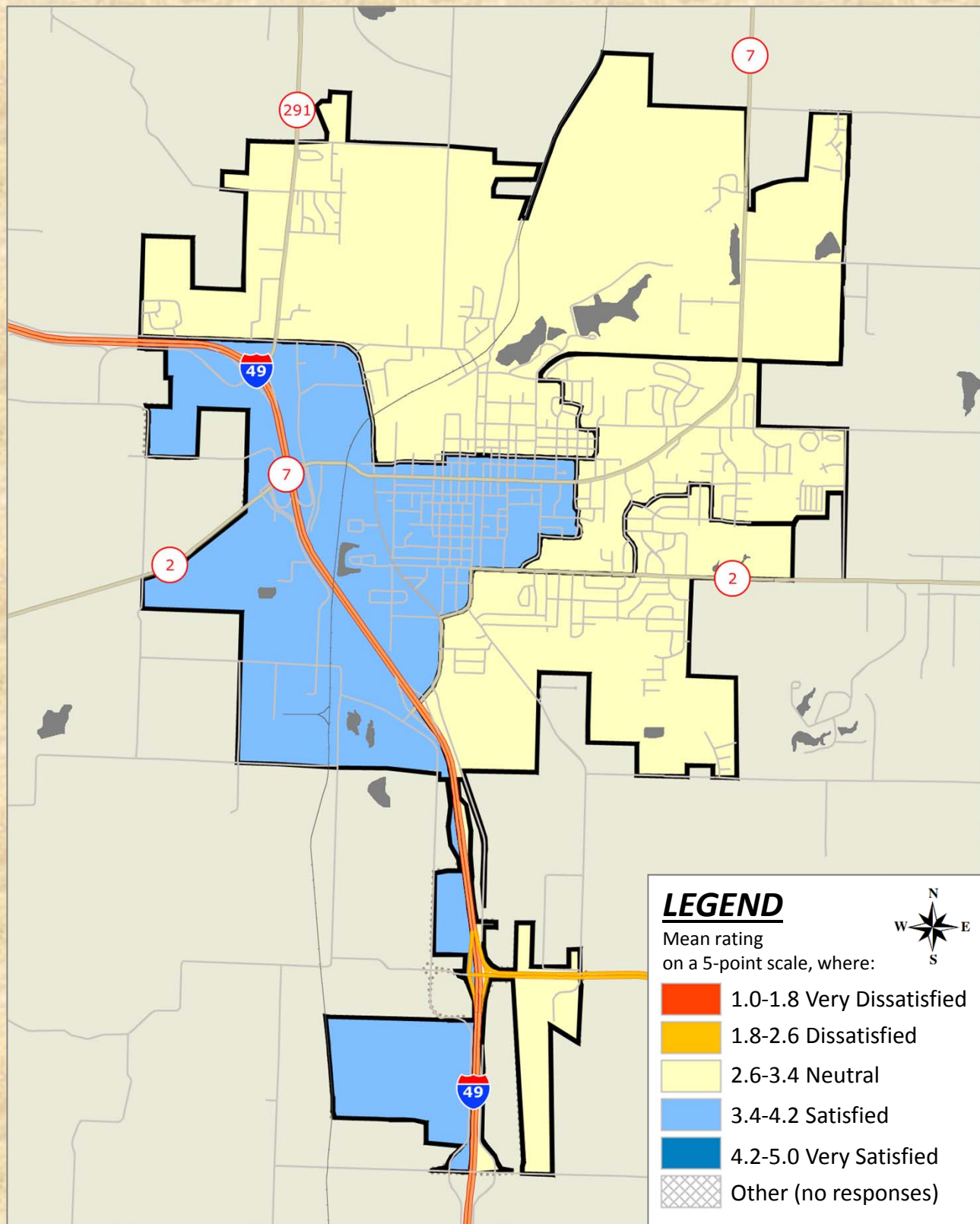
Q11c Satisfaction with the availability of information about city programs and services



2014 City of Harrisonville Citizen Survey

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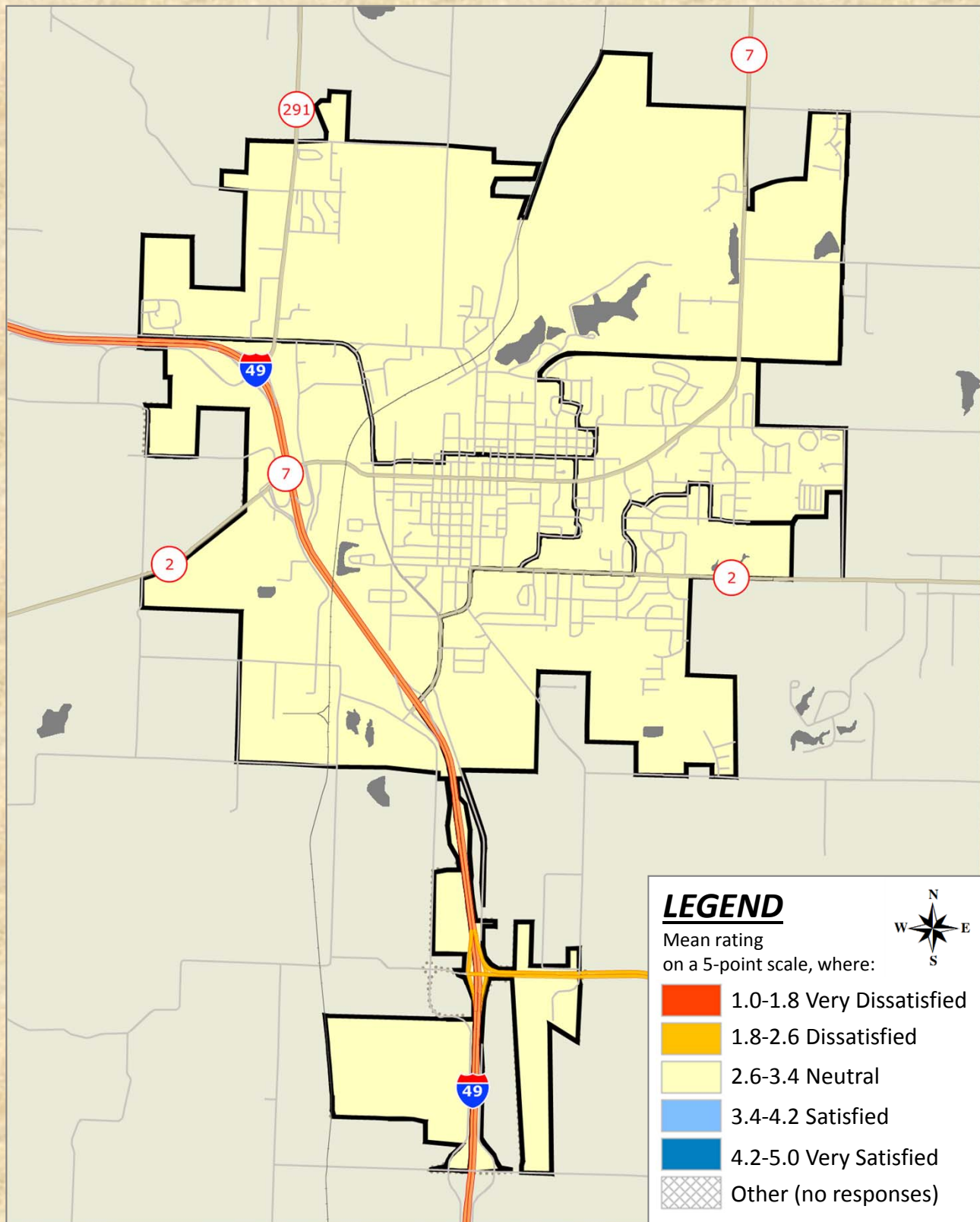
Q11d Satisfaction with city efforts to inform about local issues



2014 City of Harrisonville Citizen Survey

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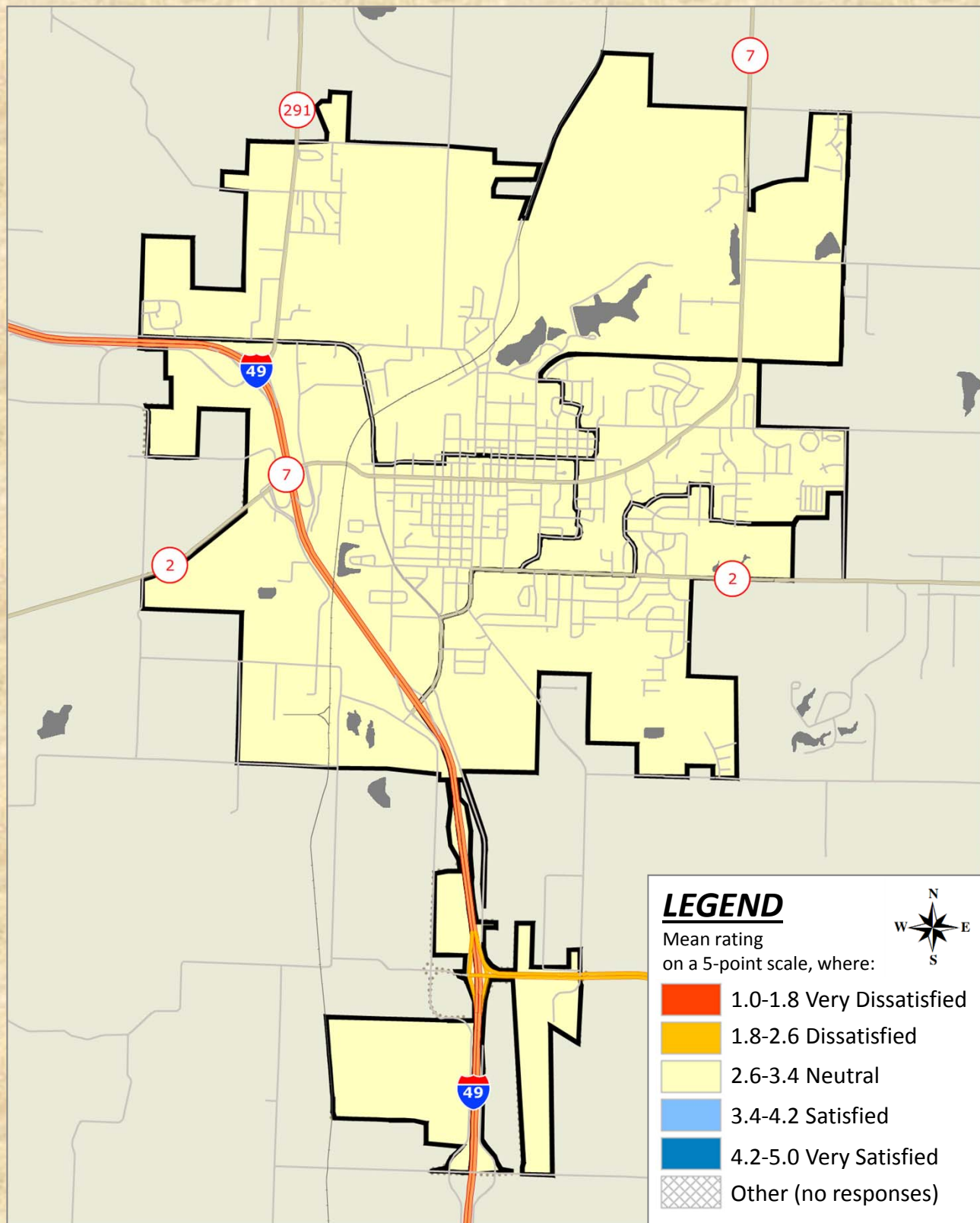
Q11e Satisfaction with level of public involvement in local decision-making



2014 City of Harrisonville Citizen Survey

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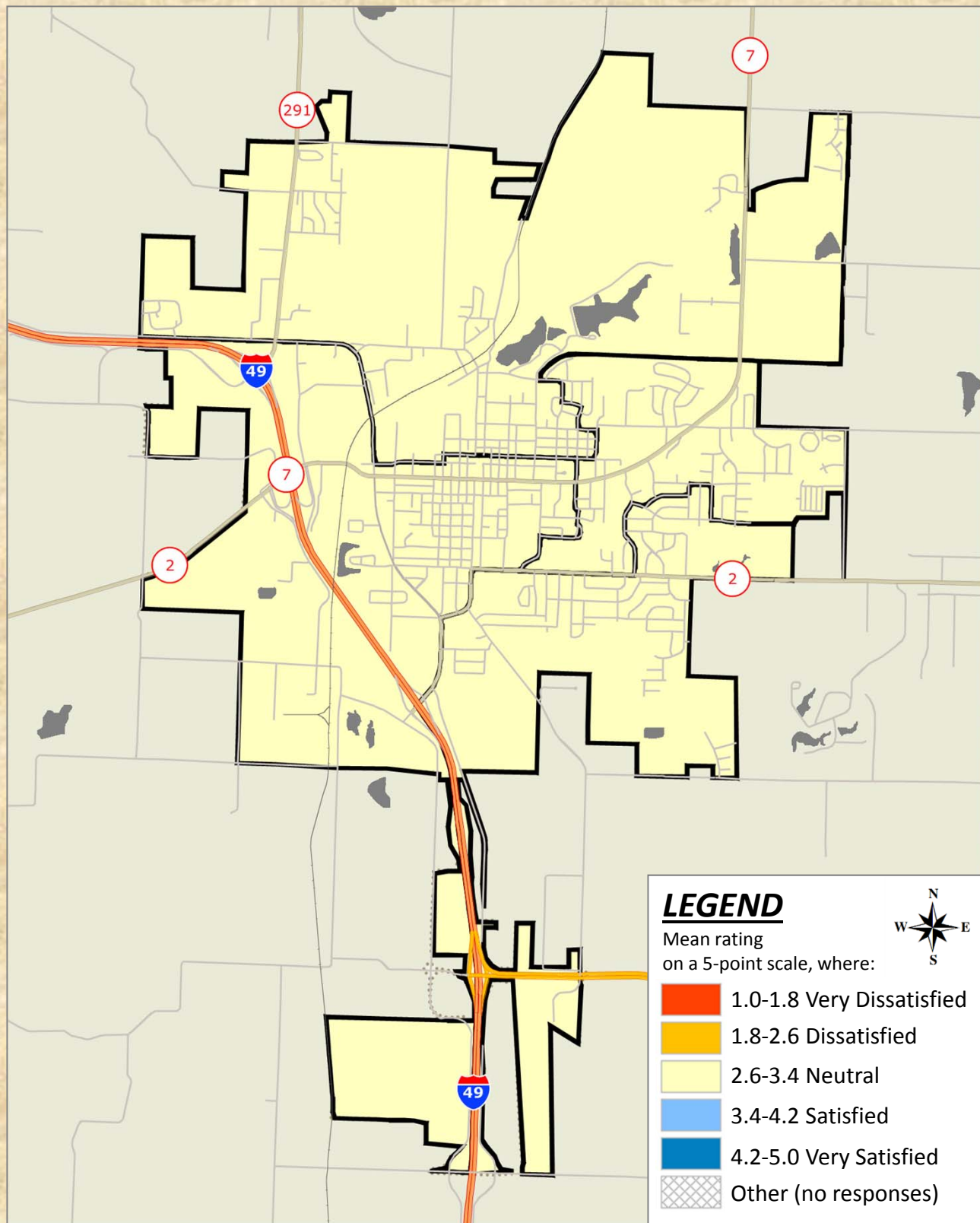
Q14a Satisfaction with clean up litter and debris on private property



2014 City of Harrisonville Citizen Survey

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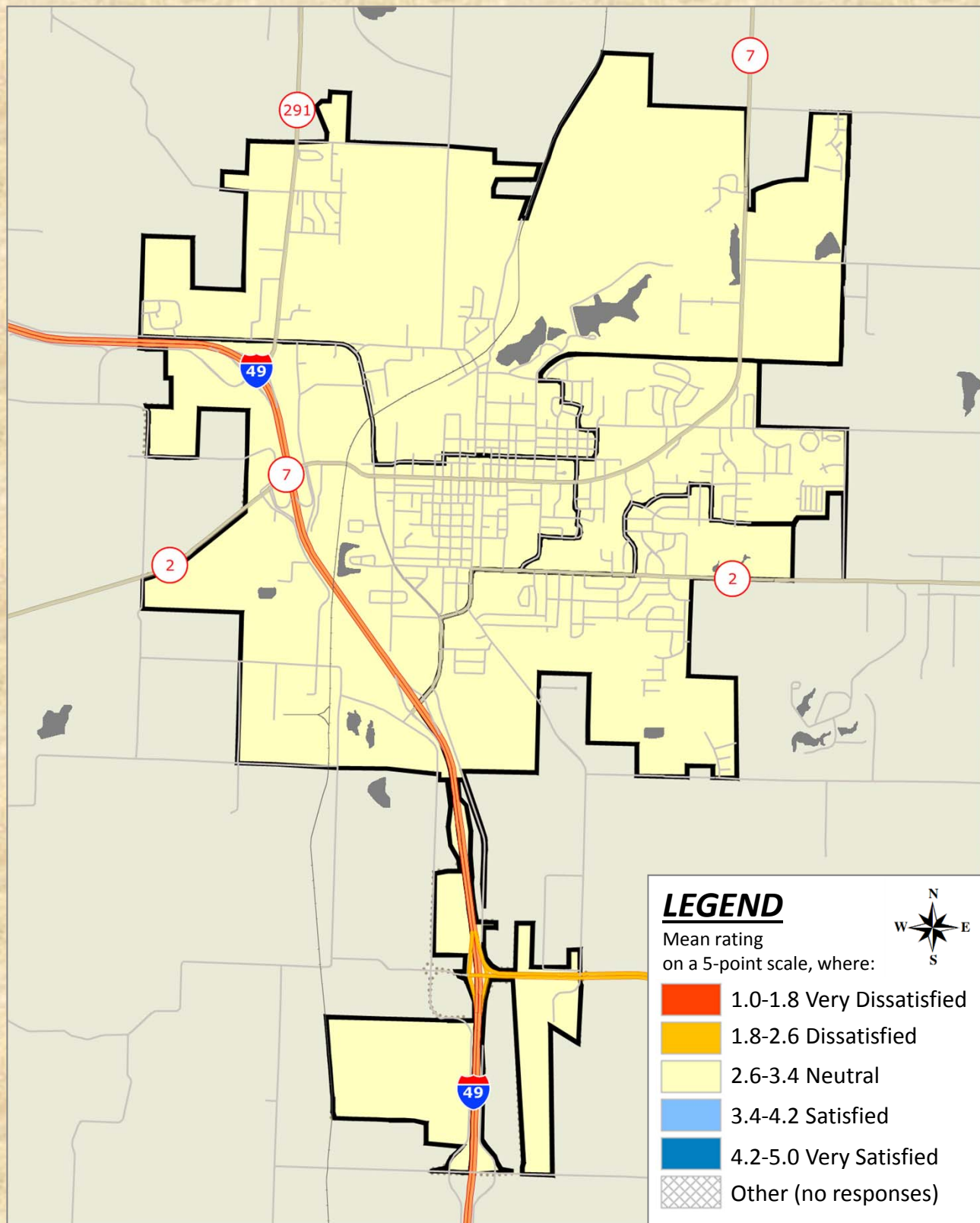
Q14b Satisfaction with mowing and trimming of lawns



2014 City of Harrisonville Citizen Survey

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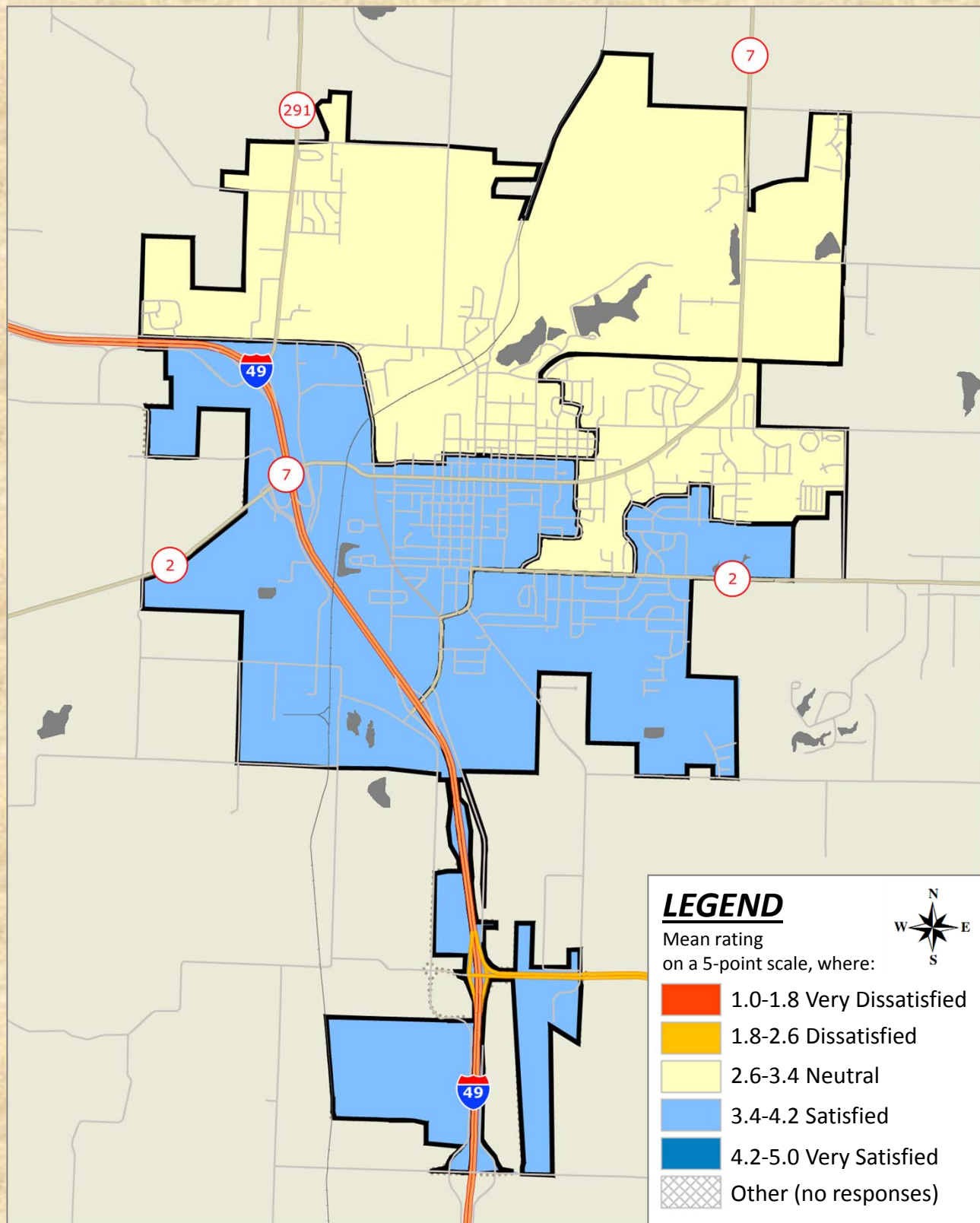
Q14c Satisfaction with maintenance of residential property



2014 City of Harrisonville Citizen Survey

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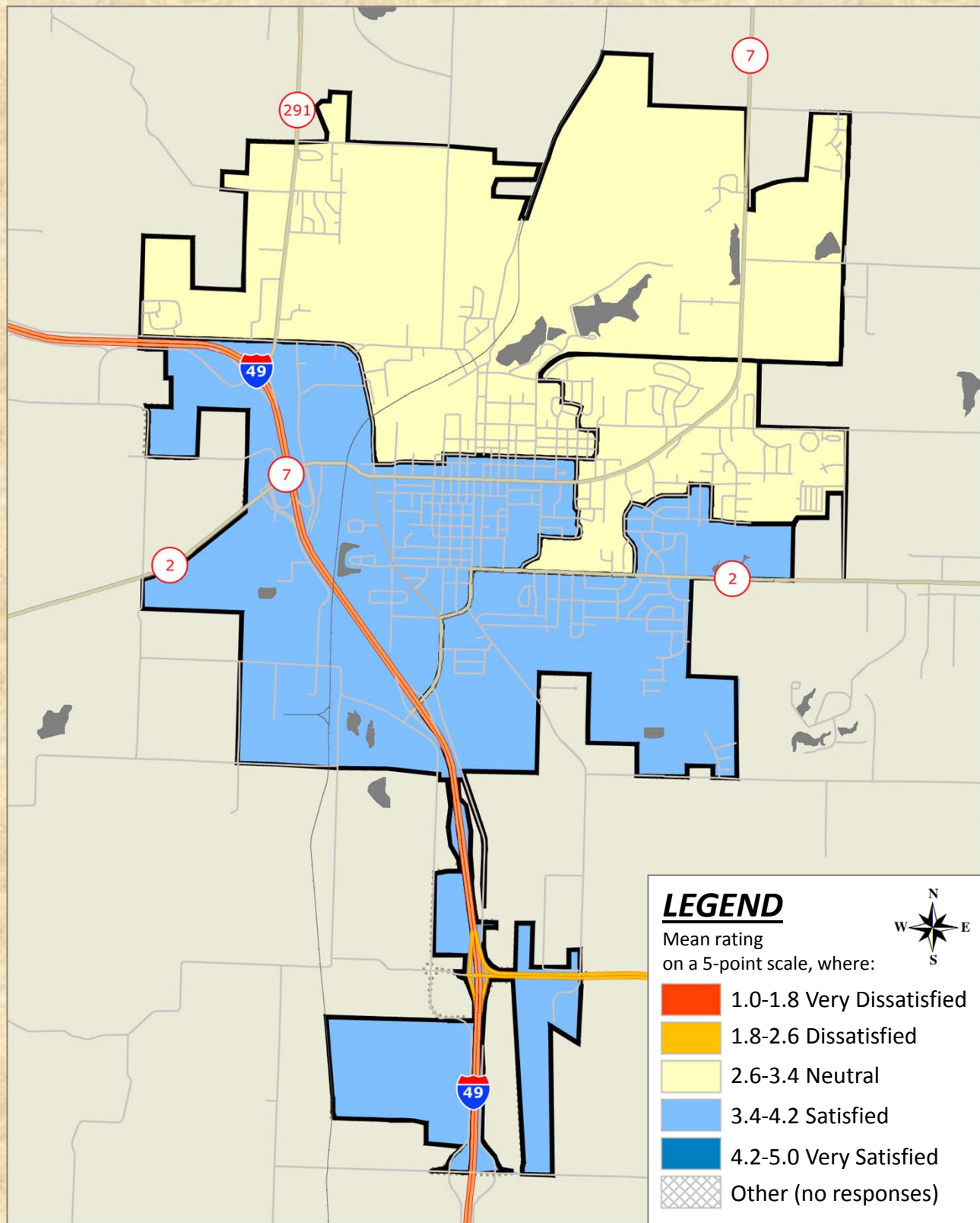
Q14d Satisfaction with maintenance of business property



2014 City of Harrisonville Citizen Survey

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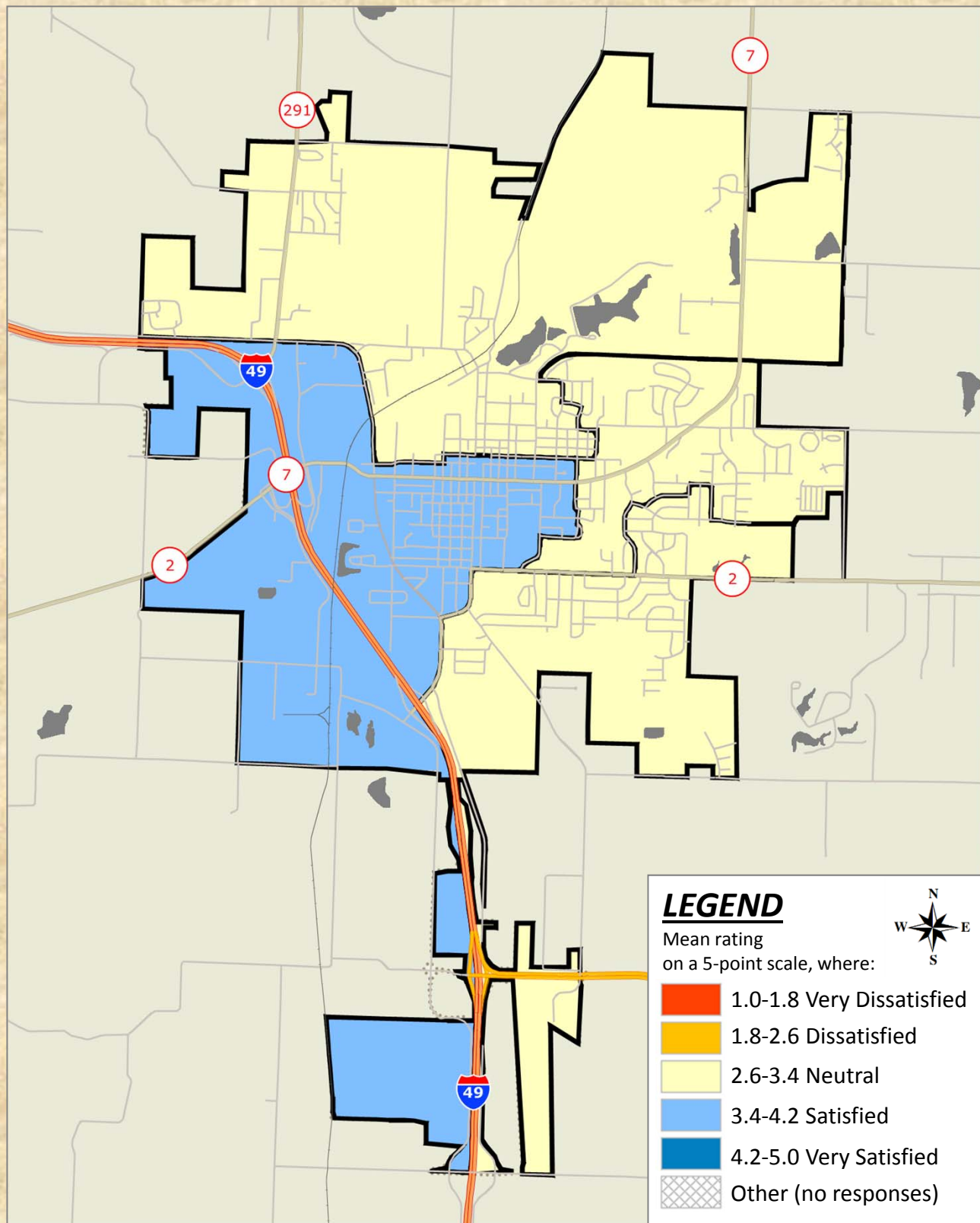
Q14e Satisfaction with enforcing sign regulations



2014 City of Harrisonville Citizen Survey

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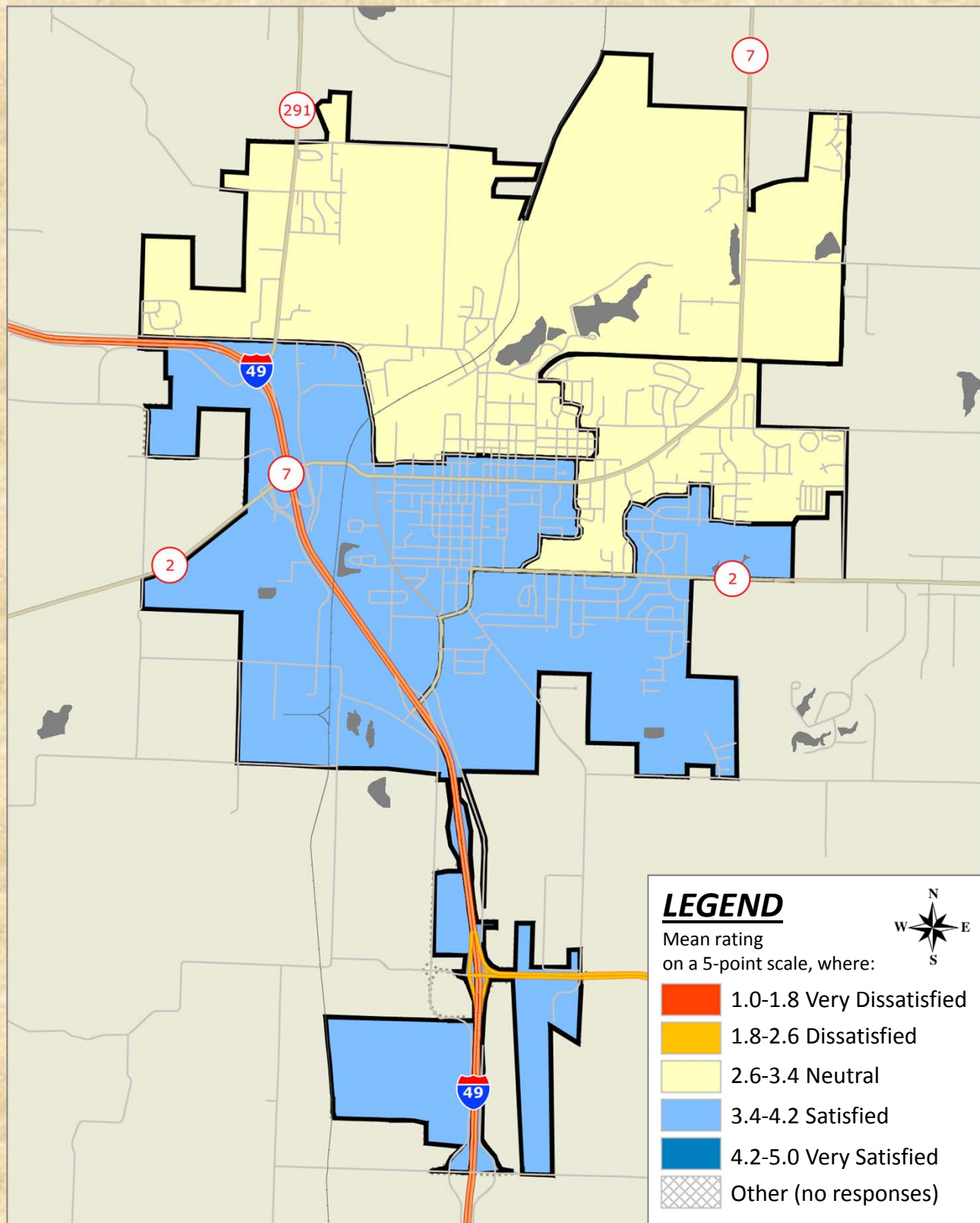
Q14f Satisfaction with enforcing off street parking regulations



2014 City of Harrisonville Citizen Survey

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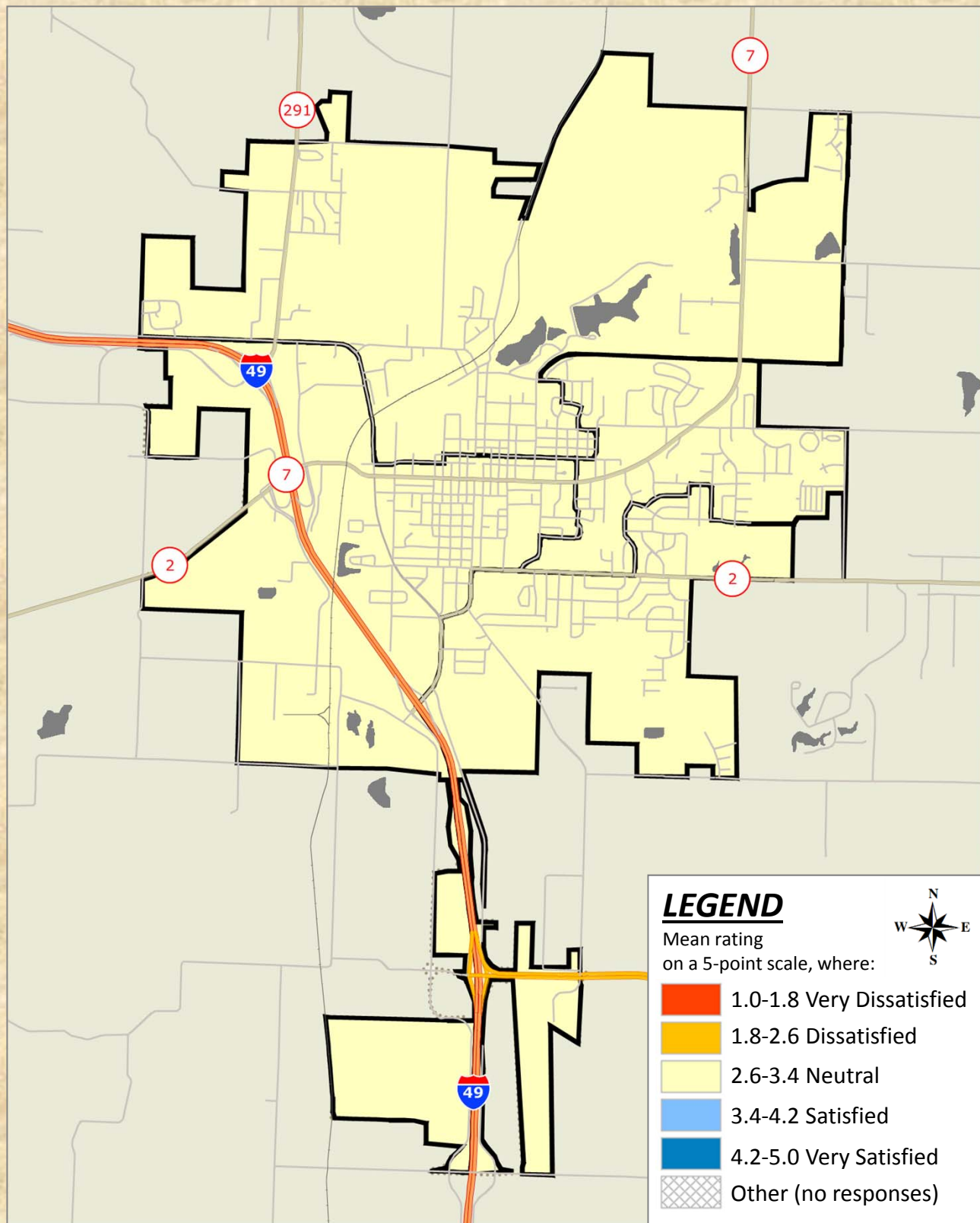
Q14g Satisfaction with enforcement of regulations and codes on city facilities



2014 City of Harrisonville Citizen Survey

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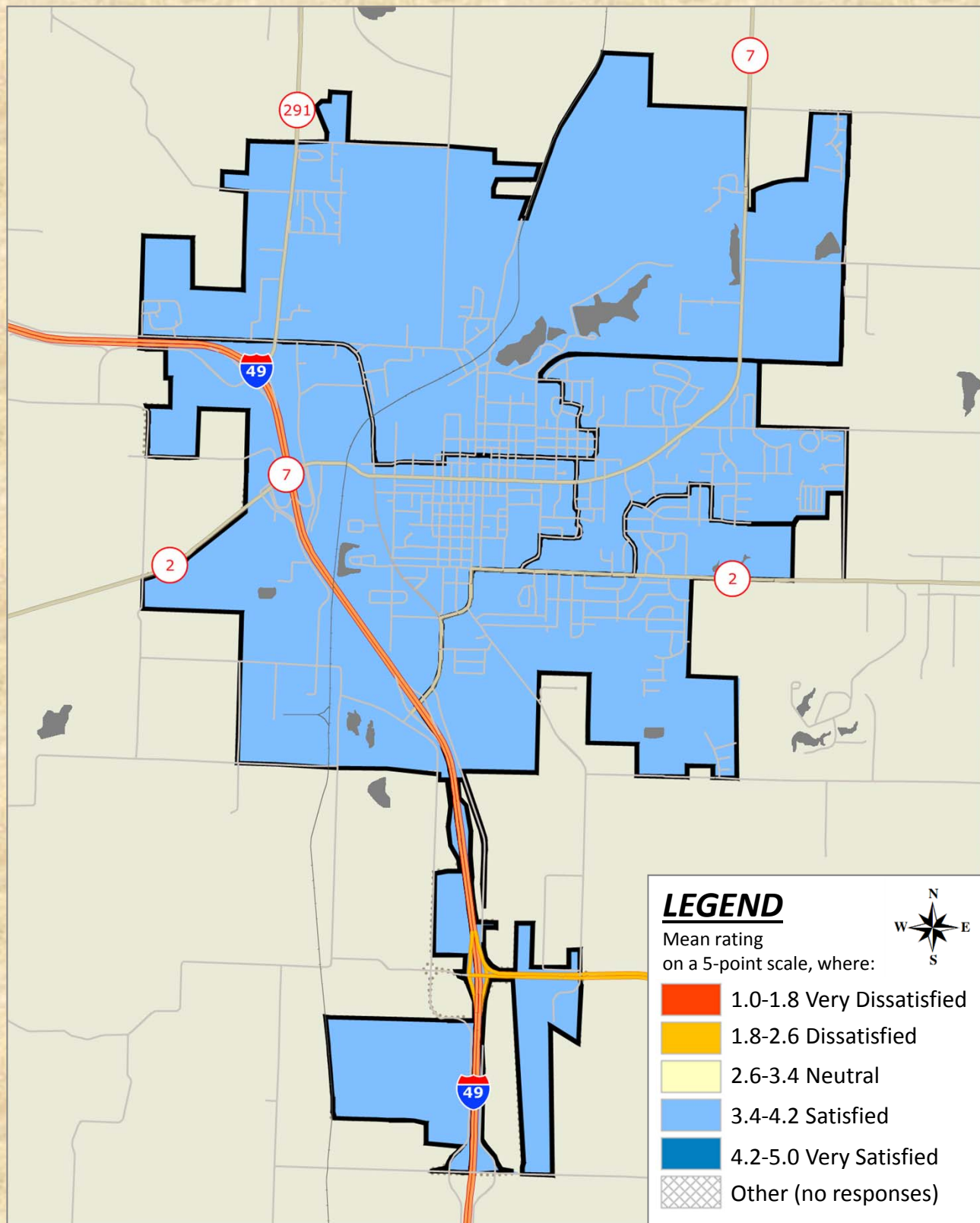
Q15a Satisfaction with flow of traffic along 291



2014 City of Harrisonville Citizen Survey

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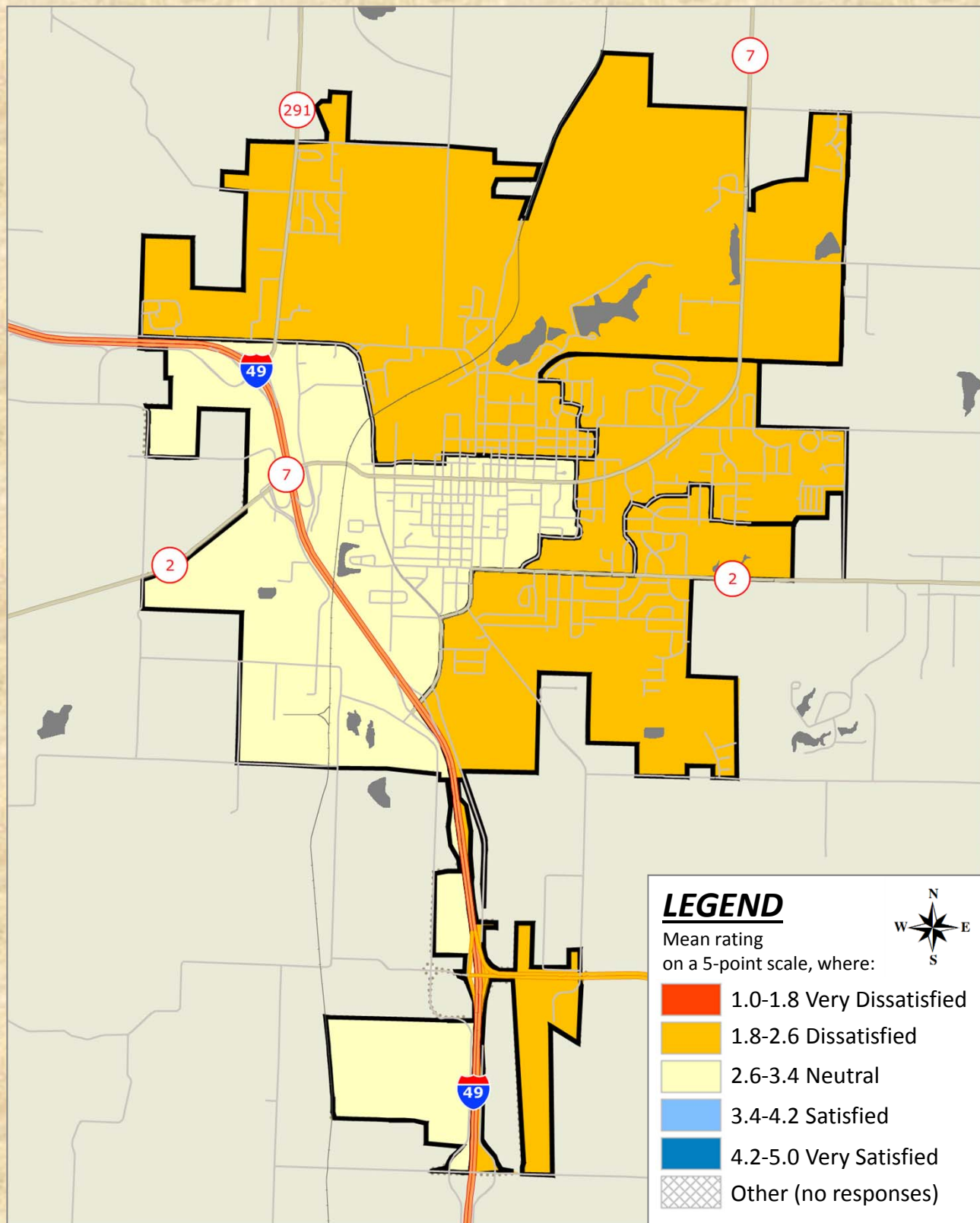
Q15b Satisfaction with ease of access to Downtown Harrisonville



2014 City of Harrisonville Citizen Survey

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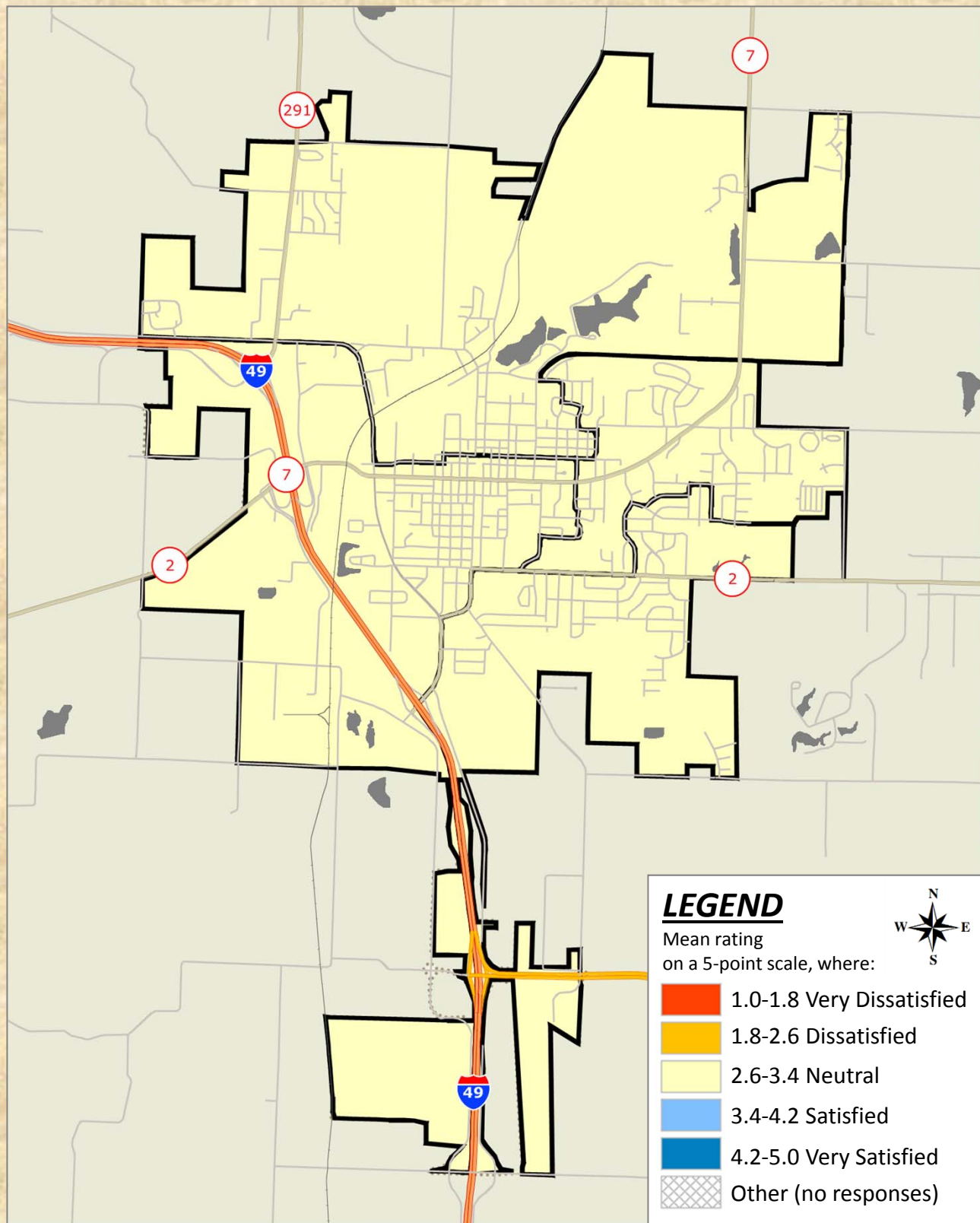
Q15c Satisfaction with availability of public transportation



2014 City of Harrisonville Citizen Survey

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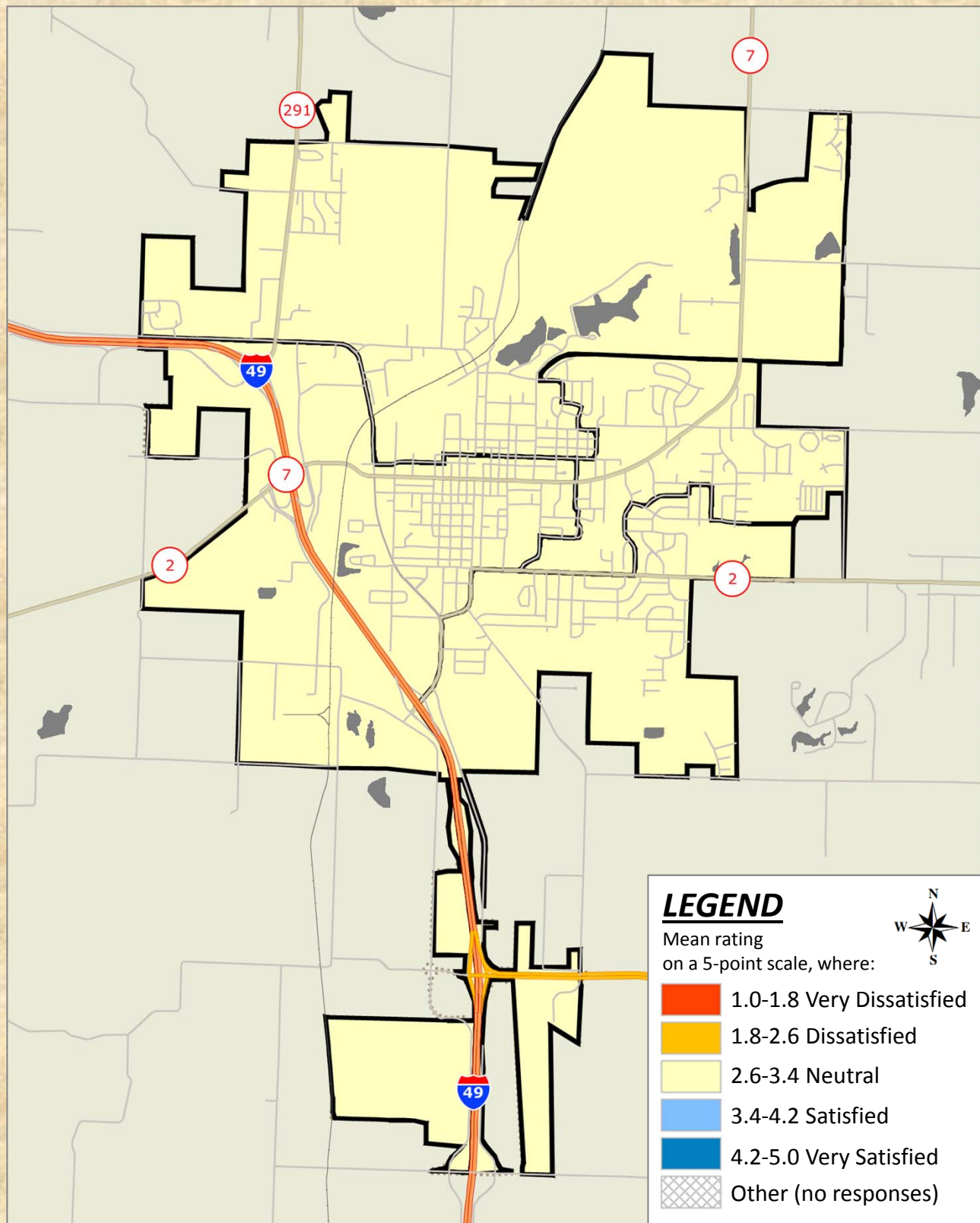
Q15d Satisfaction with condition of residential streets



2014 City of Harrisonville Citizen Survey

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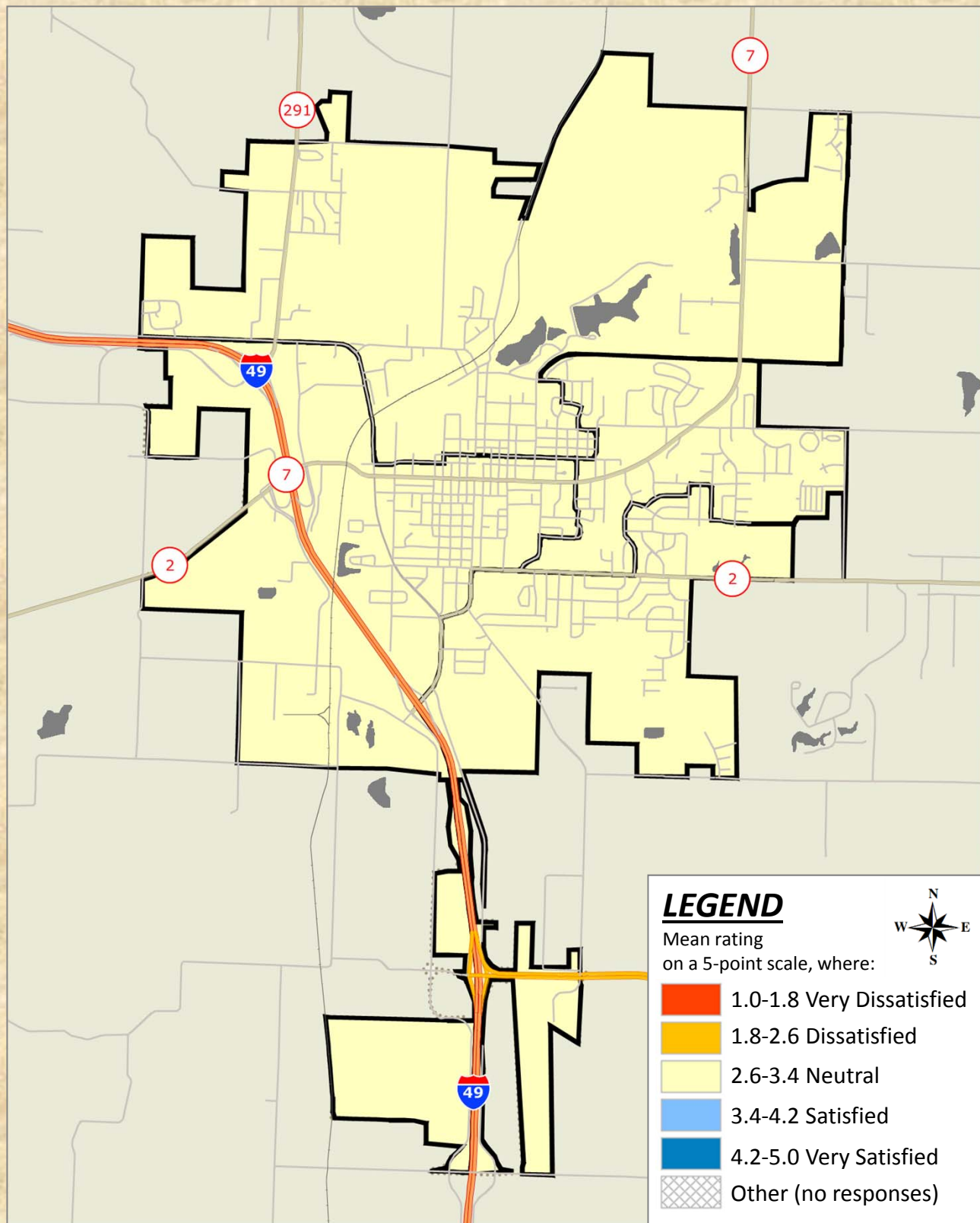
Q15e Satisfaction with condition of commercial streets



2014 City of Harrisonville Citizen Survey

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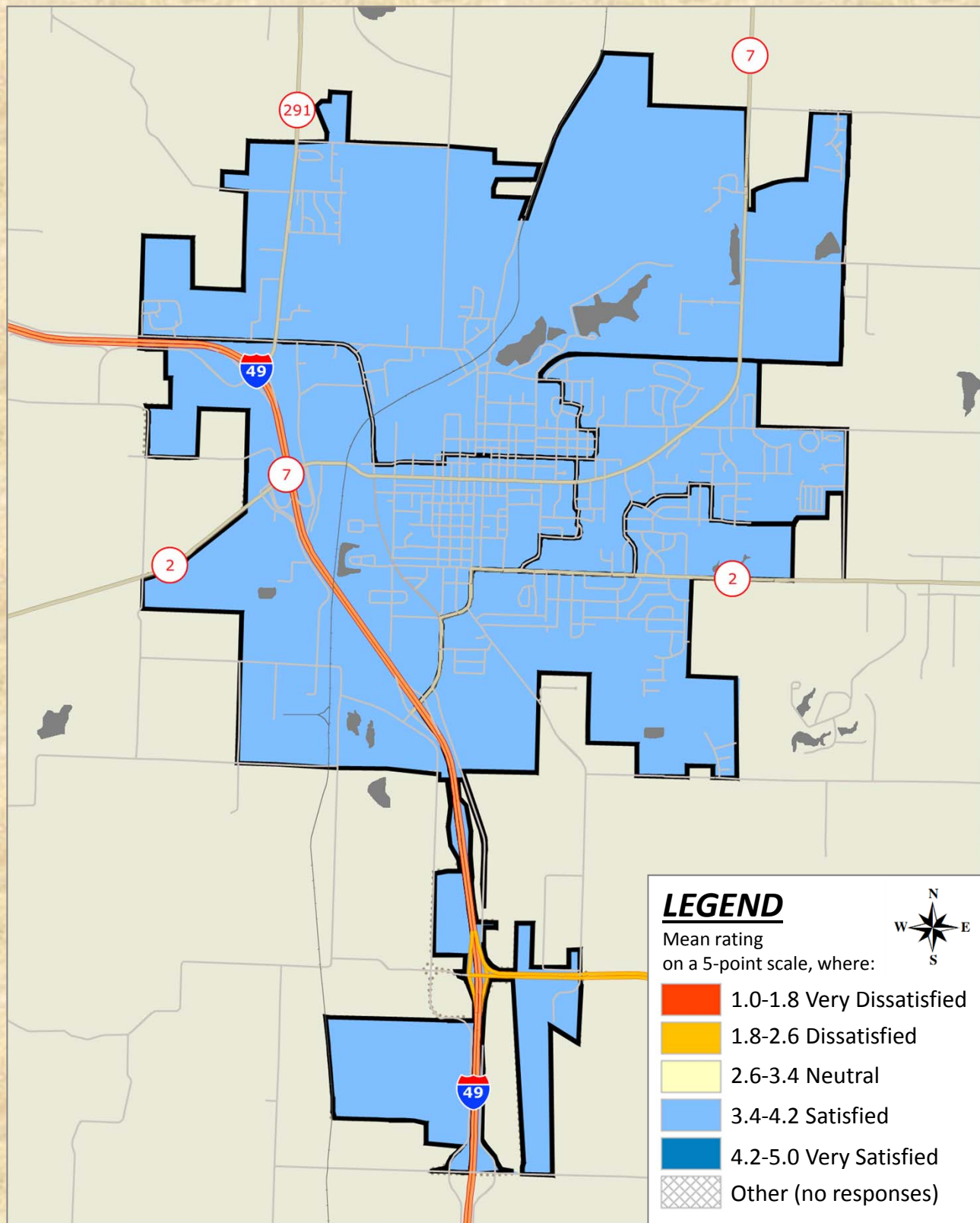
Q15f Satisfaction with availability of public sidewalks



2014 City of Harrisonville Citizen Survey

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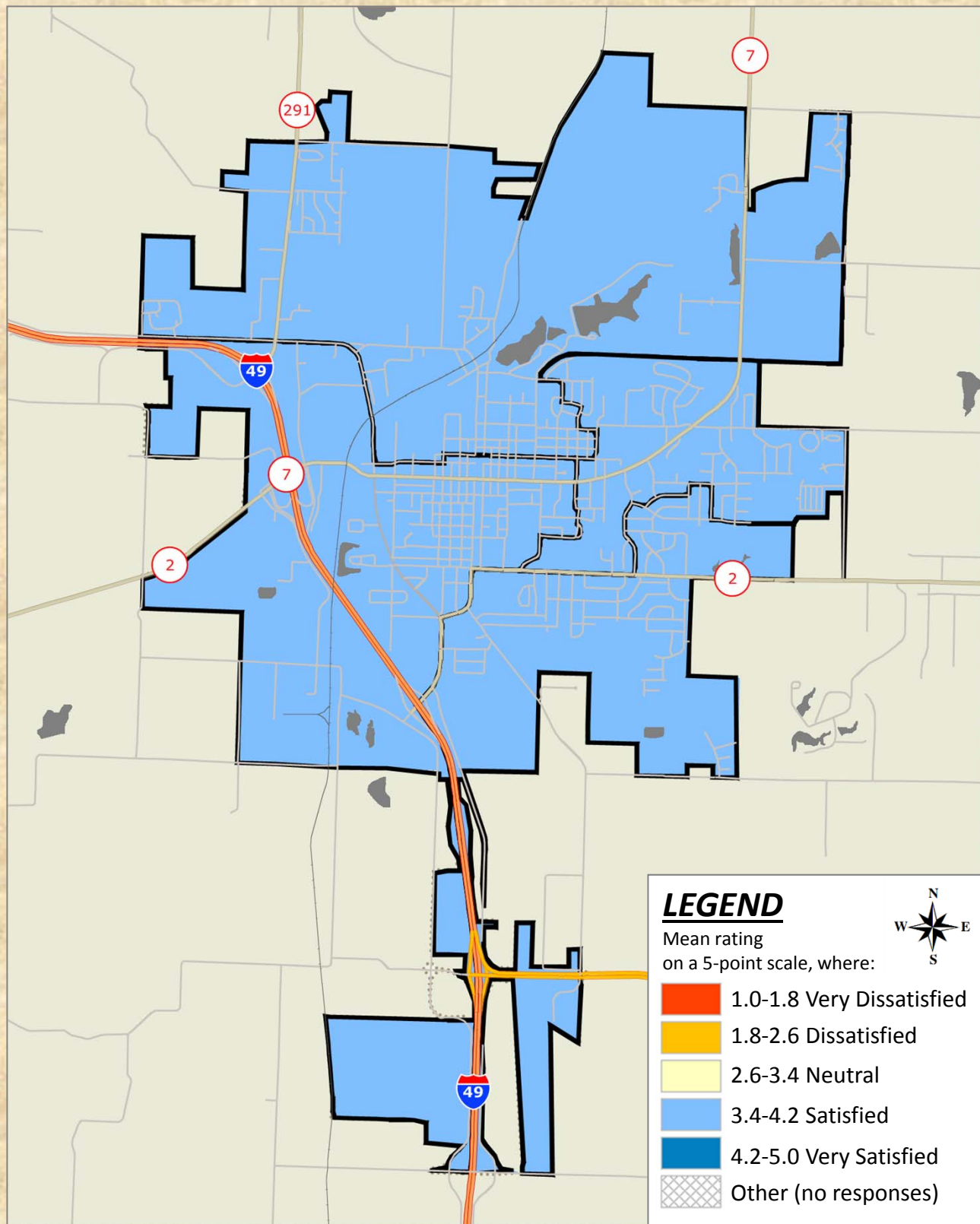
Q17a Satisfaction with the visibility of police in neighborhoods



2014 City of Harrisonville Citizen Survey

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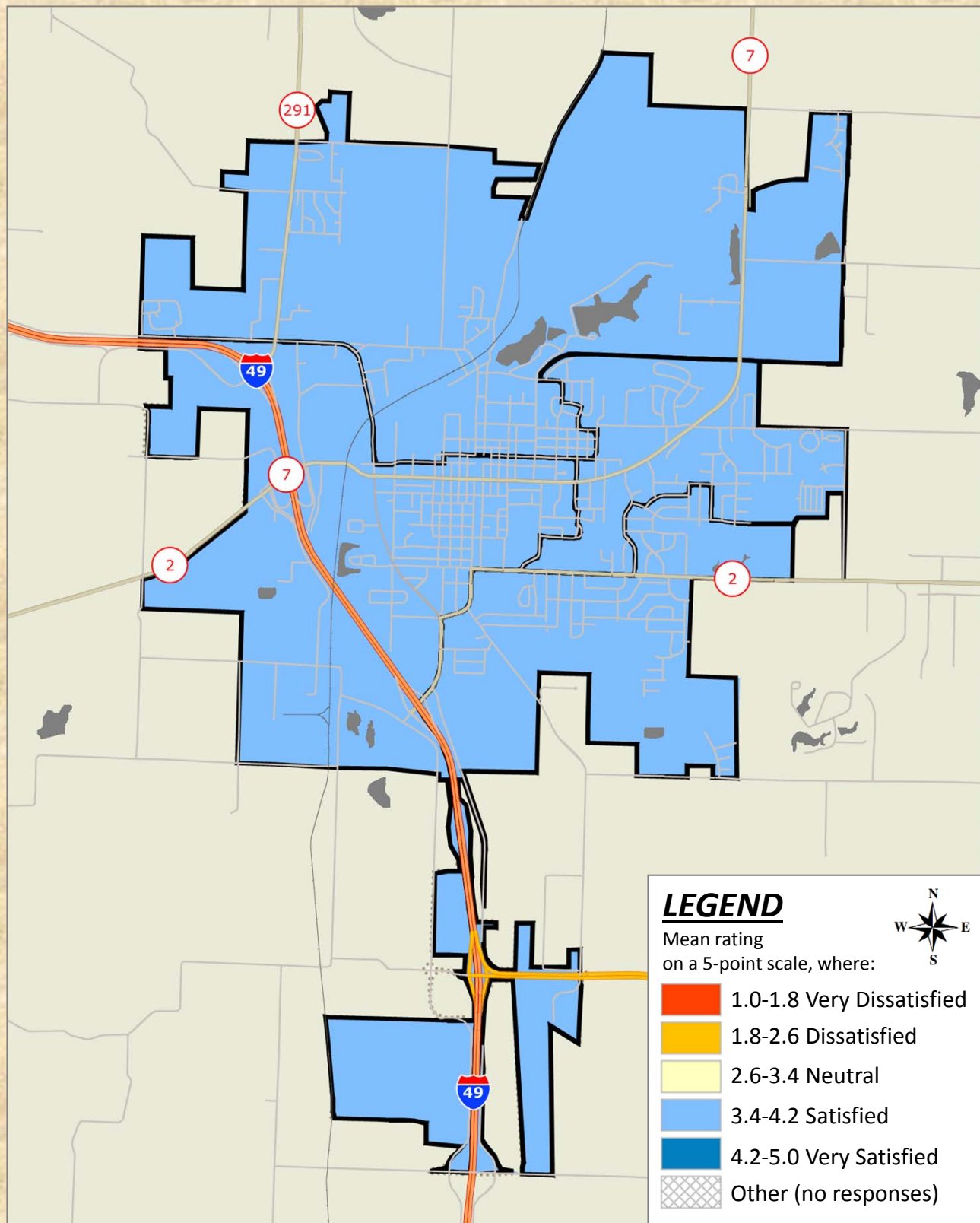
Q17b Satisfaction with the visibility of police in retail areas



2014 City of Harrisonville Citizen Survey

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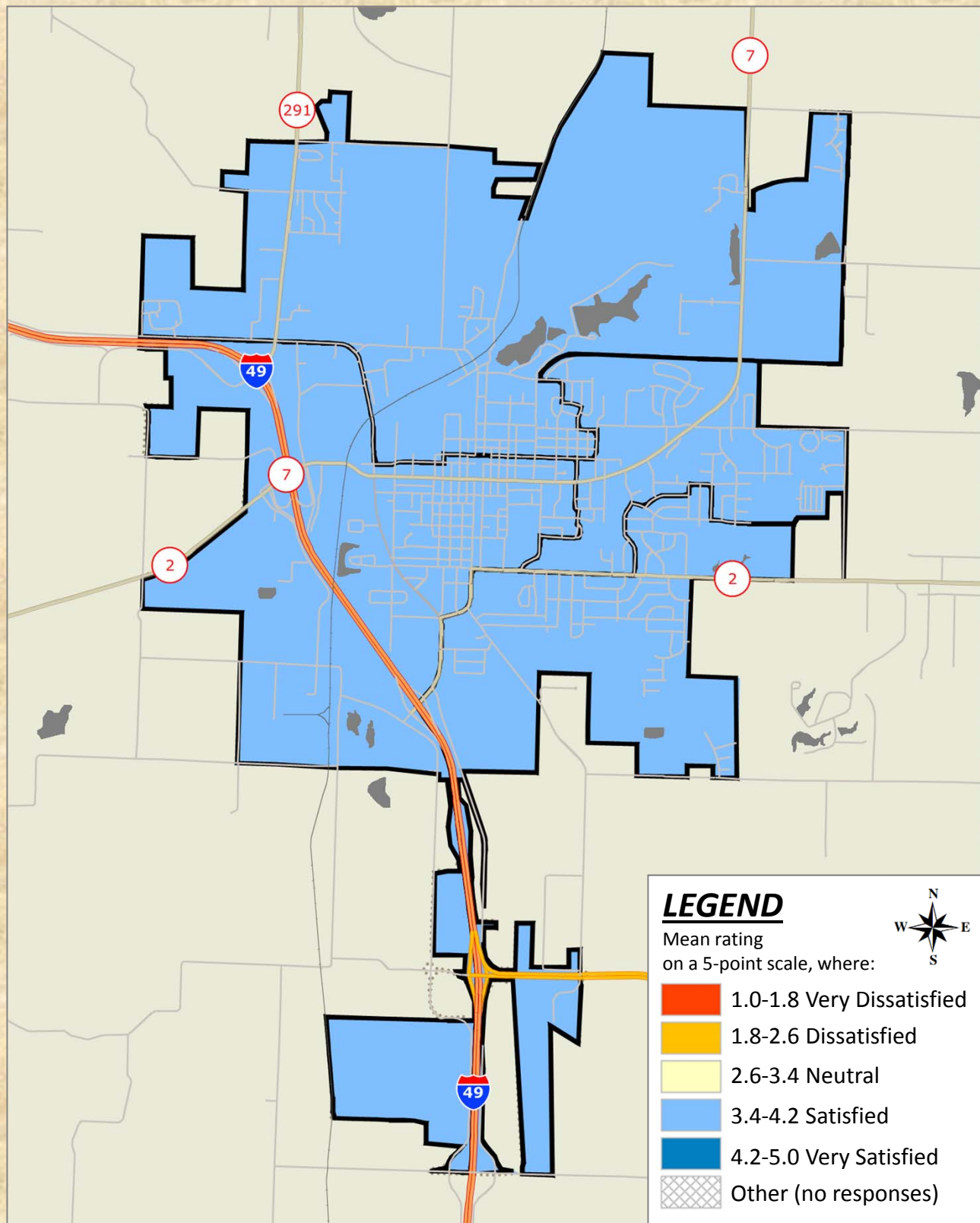
Q17c Satisfaction with the city's efforts to prevent crime



2014 City of Harrisonville Citizen Survey

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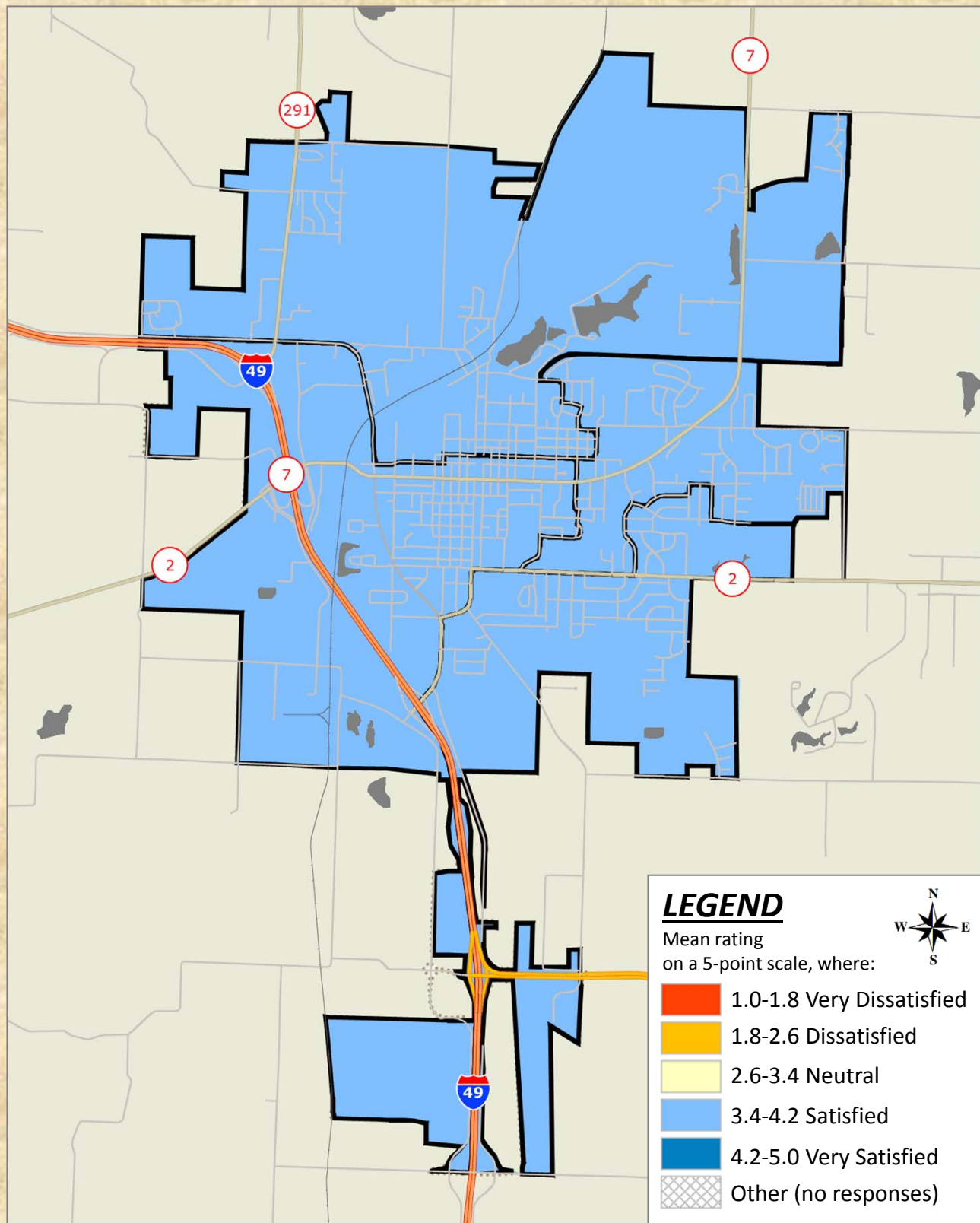
Q17d Satisfaction with how quickly police respond to emergencies



2014 City of Harrisonville Citizen Survey

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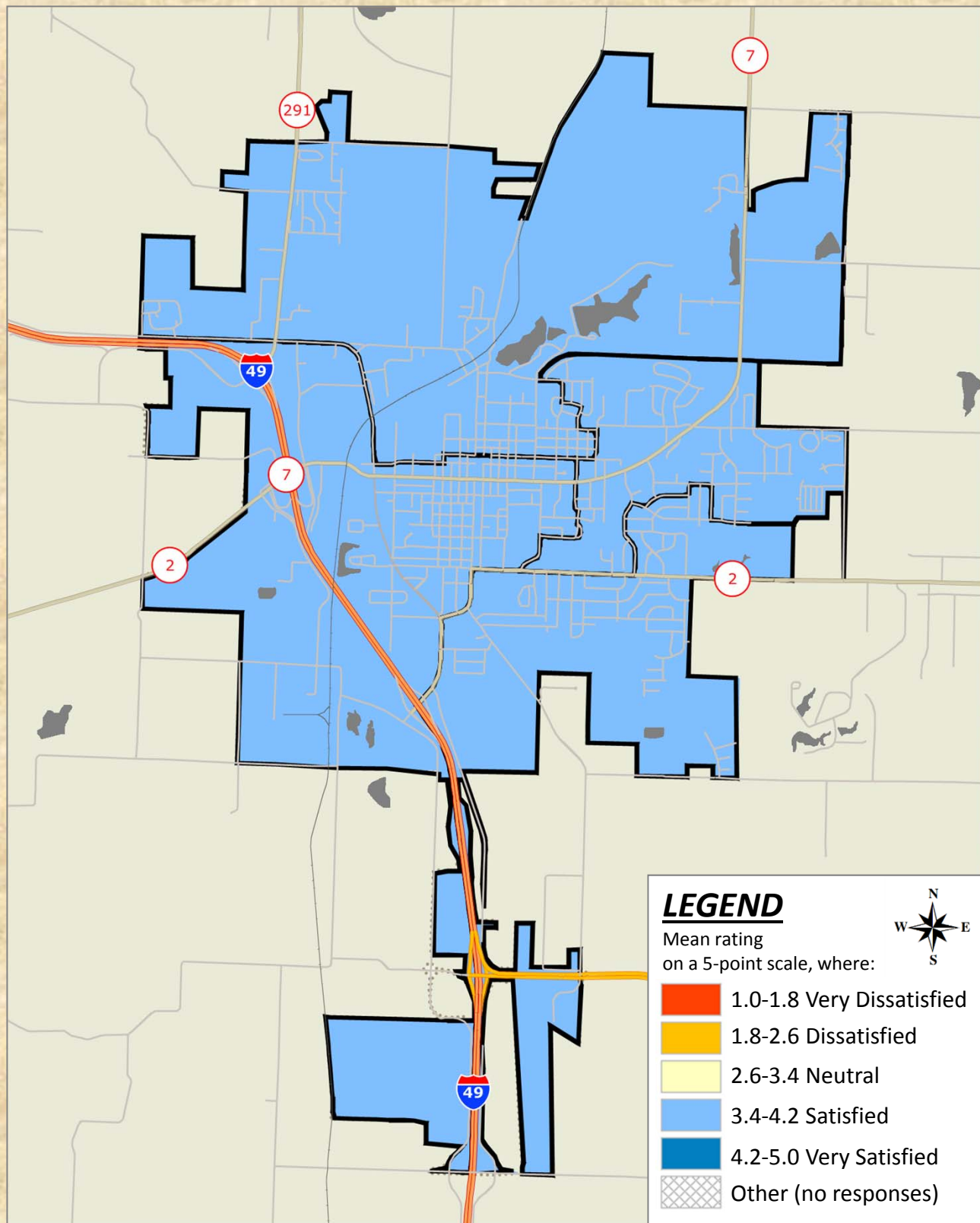
Q17e Satisfaction with enforcement of local traffic laws



2014 City of Harrisonville Citizen Survey

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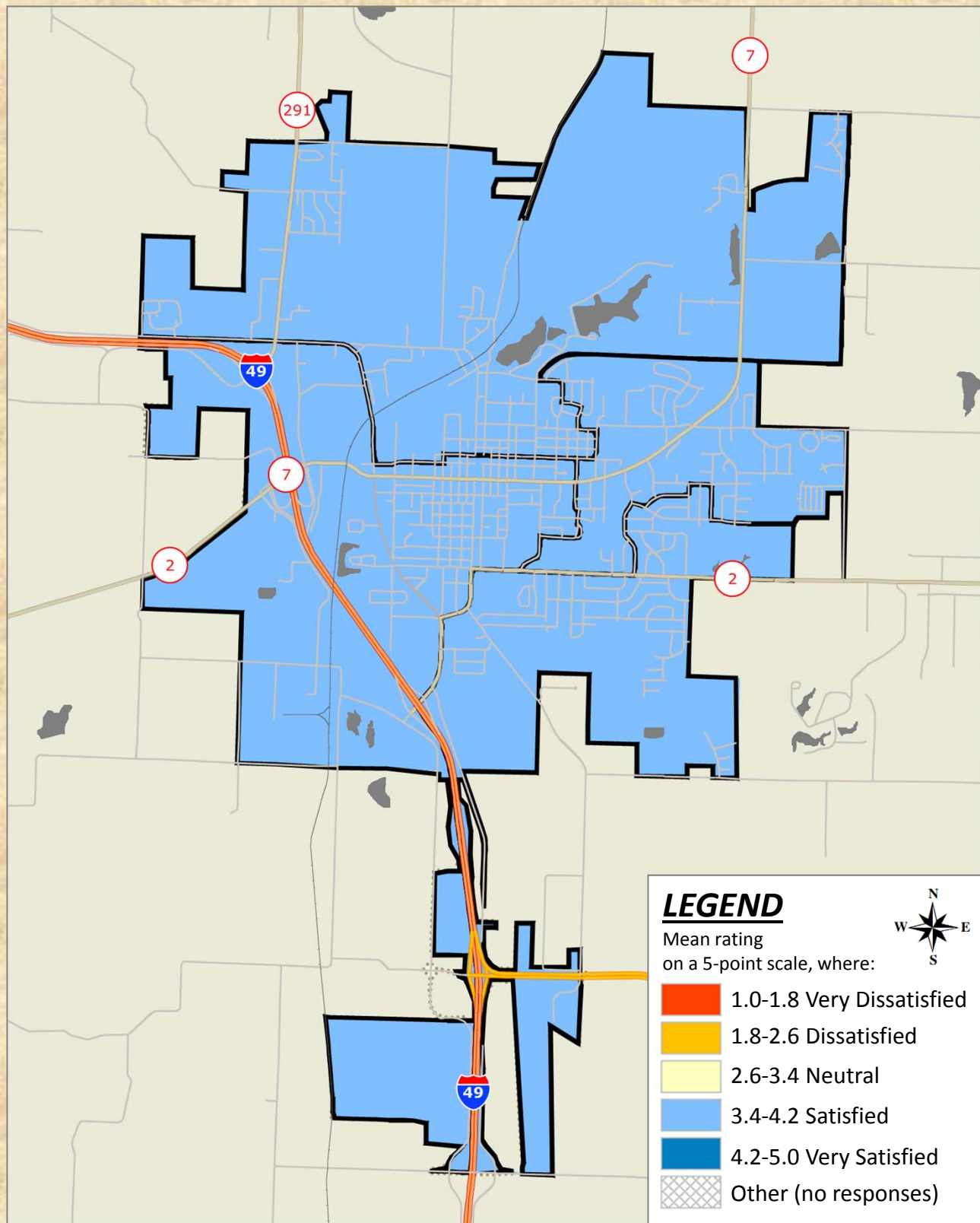
Q17f Satisfaction with police related education programs



2014 City of Harrisonville Citizen Survey

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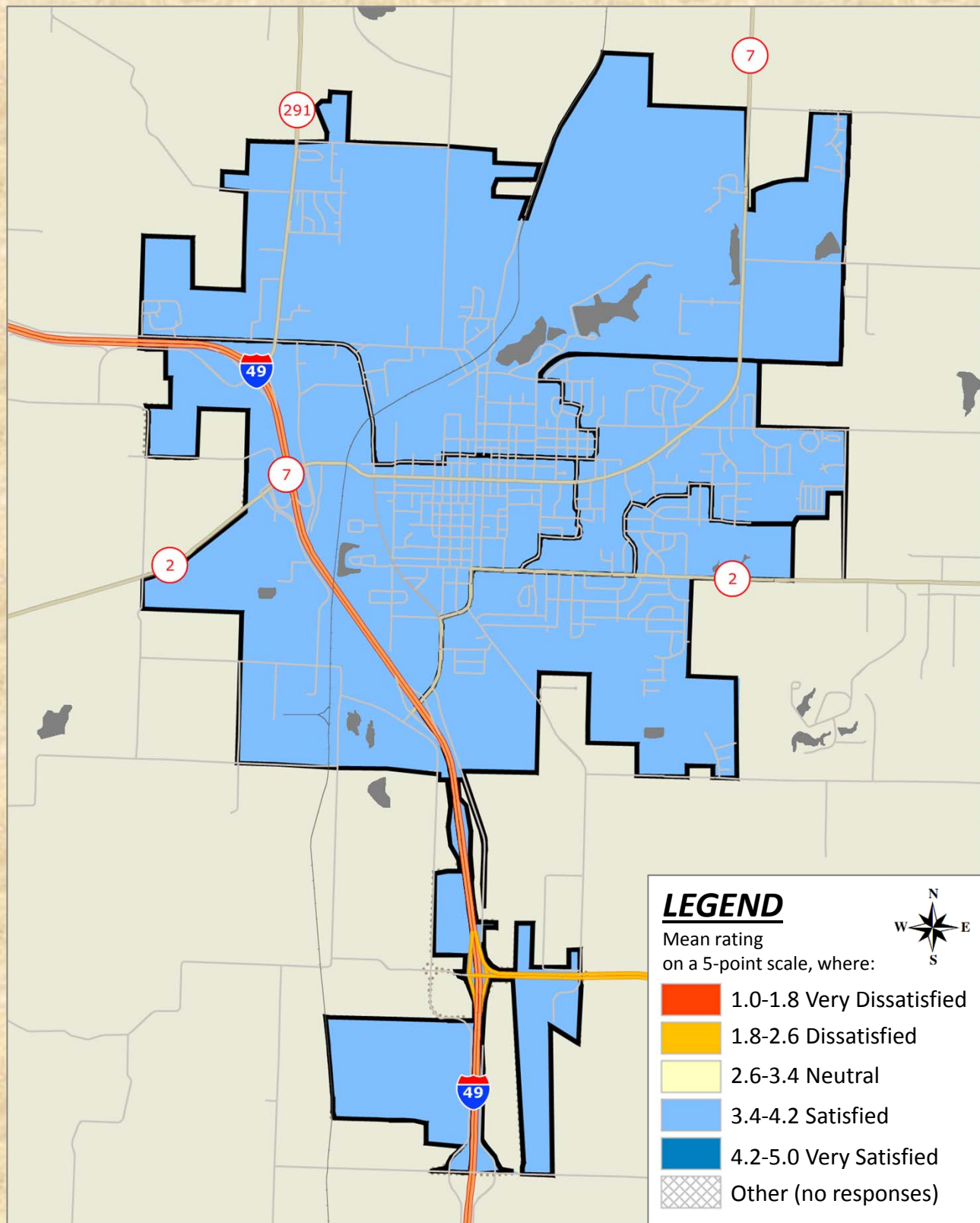
Q17g Satisfaction with overall quality of local police protection



2014 City of Harrisonville Citizen Survey

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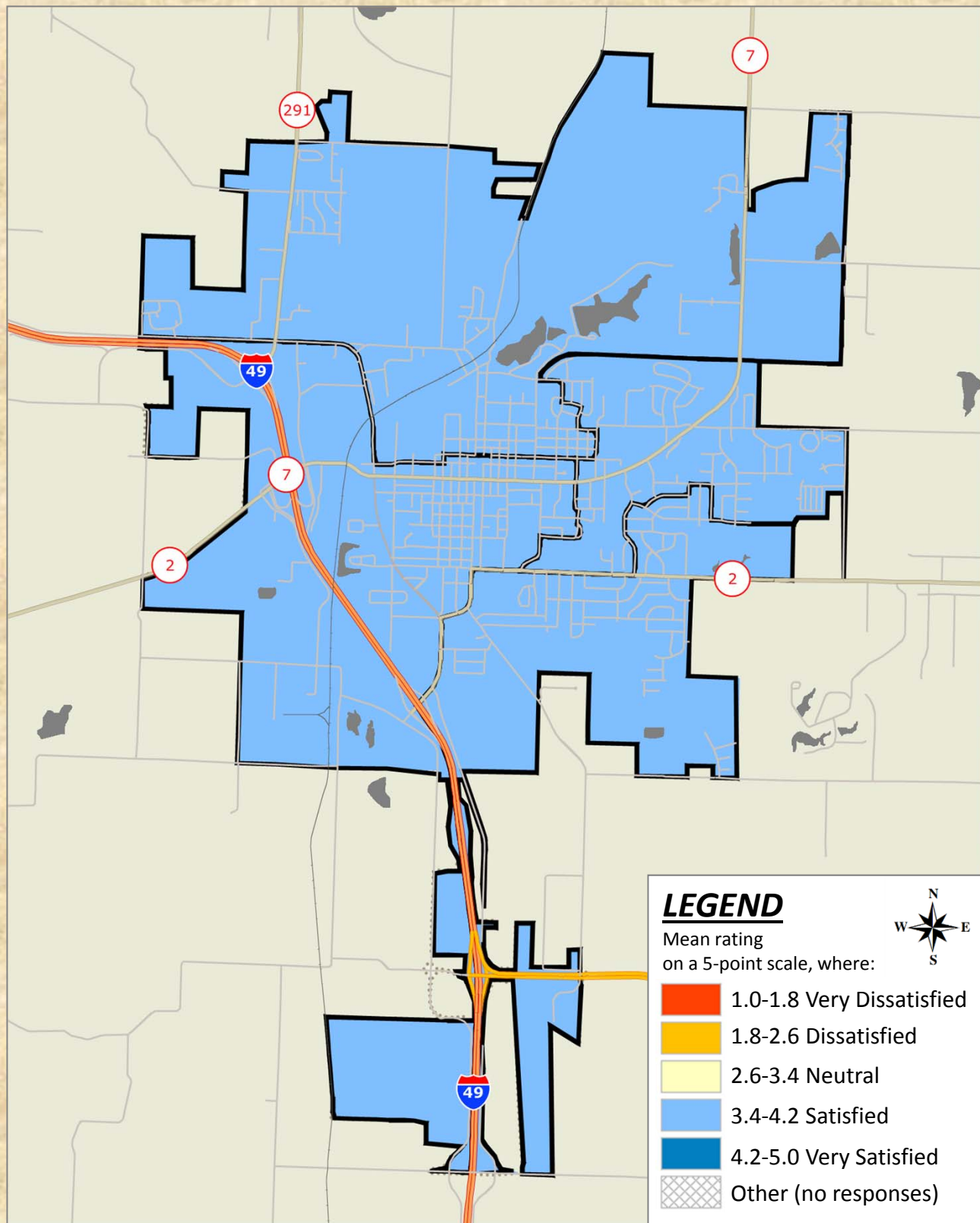
Q17h Satisfaction with how quickly fire personnel respond to emergencies



2014 City of Harrisonville Citizen Survey

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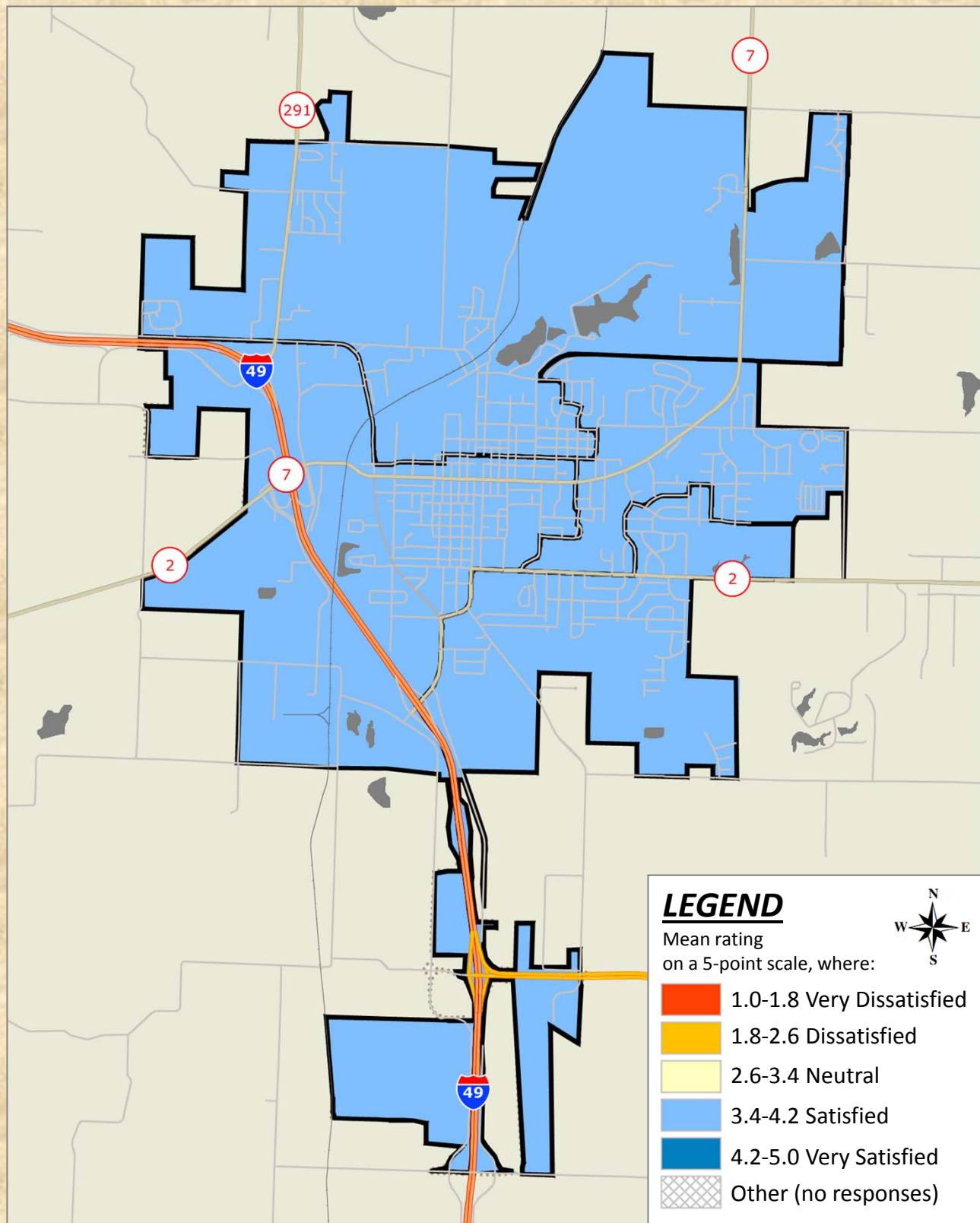
Q17i Satisfaction with quality of the city's fire prevention programs



2014 City of Harrisonville Citizen Survey

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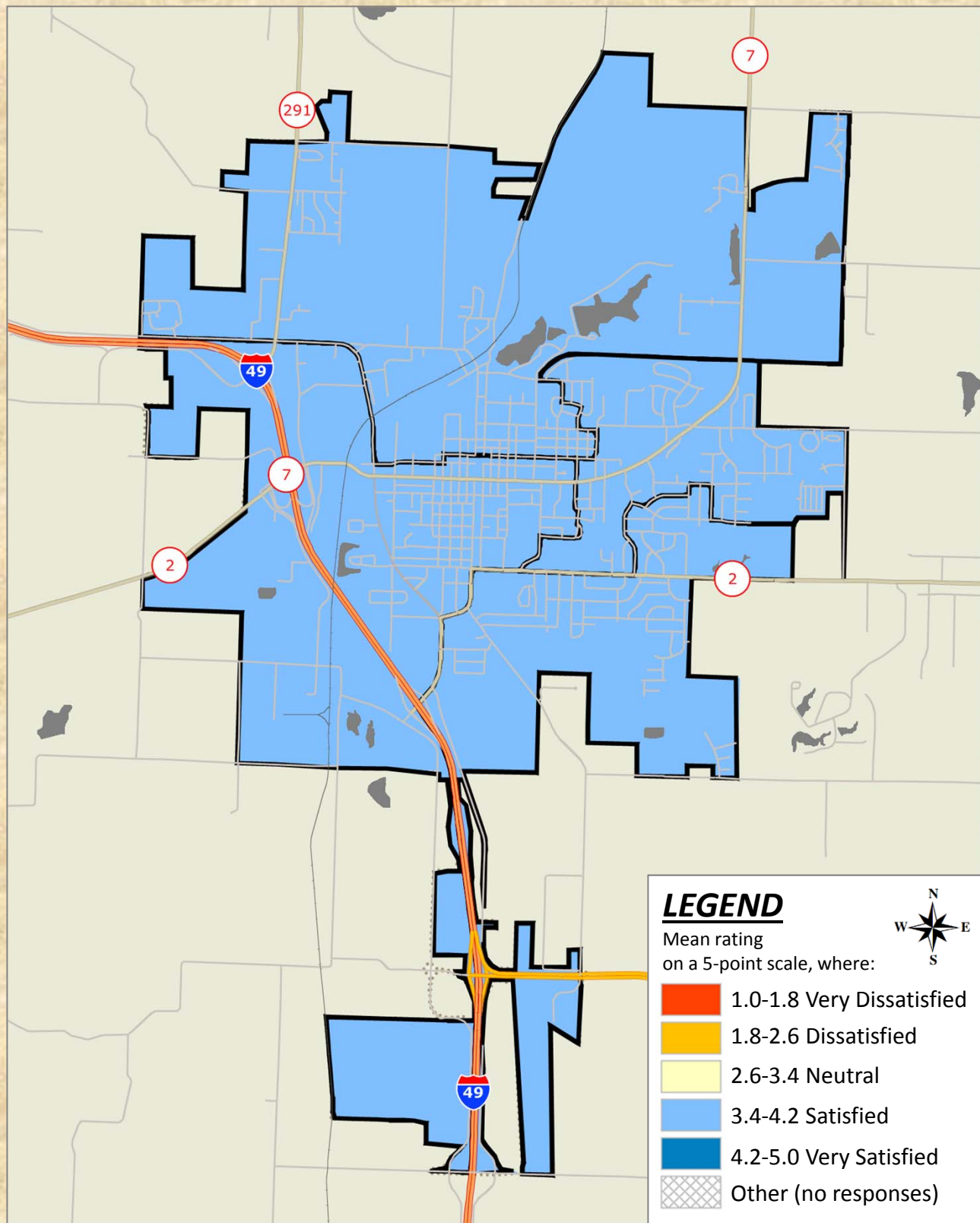
Q17j Satisfaction with fire-related education programs



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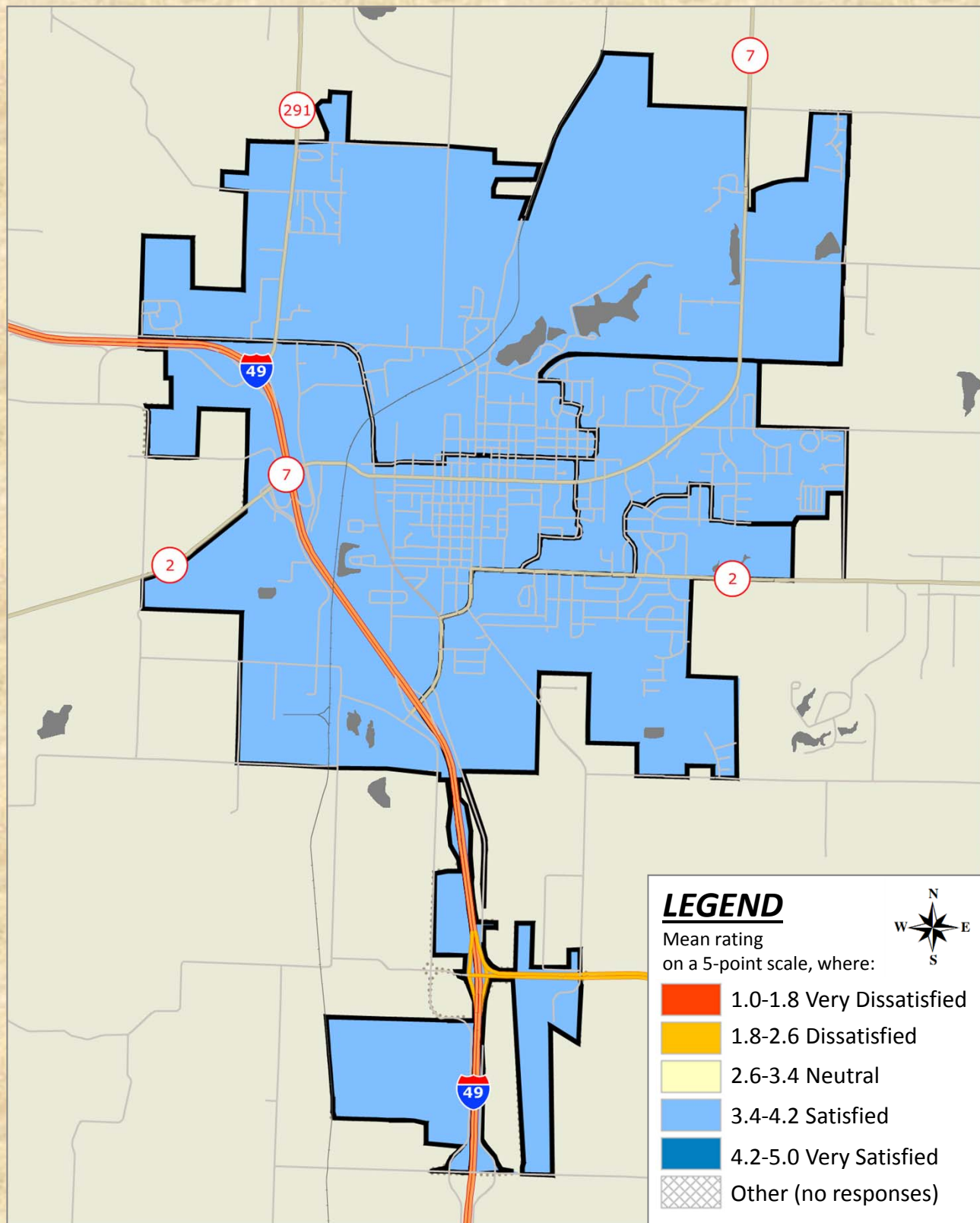
Q17k Satisfaction with overall quality of local fire protection



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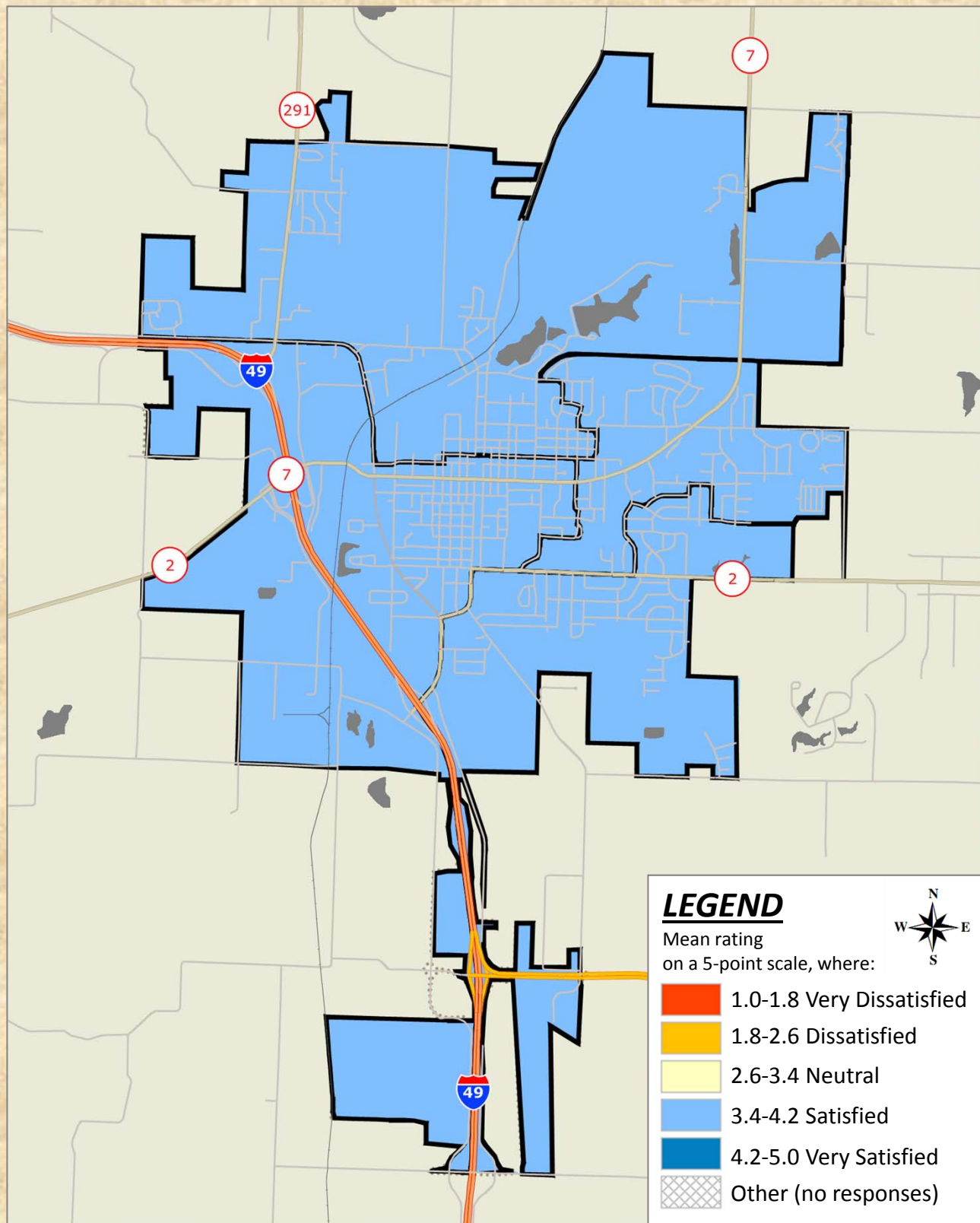
Q17I Satisfaction with how quickly ambulance personnel respond to emergencies



2014 City of Harrisonville Citizen Survey

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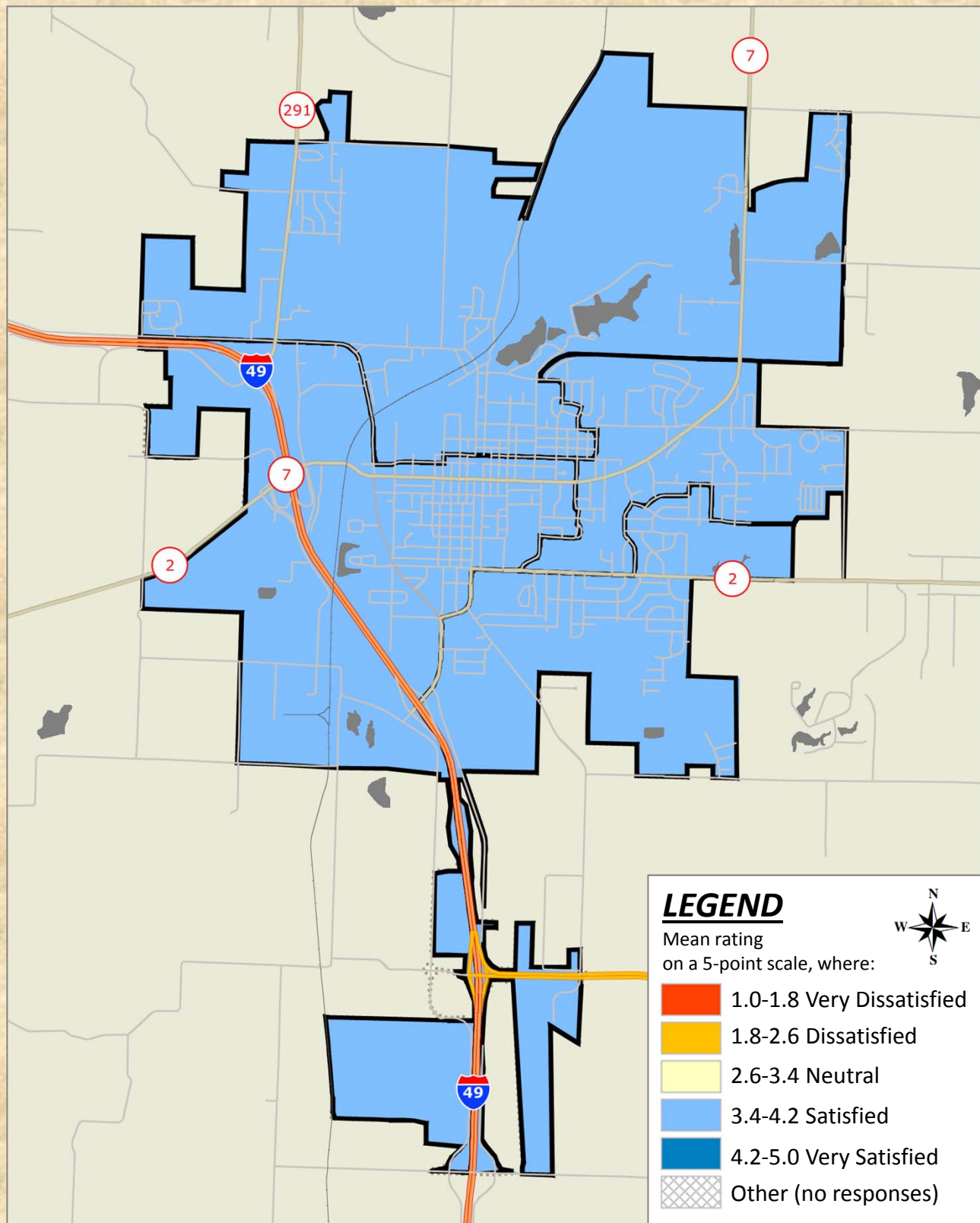
Q17m Satisfaction with overall quality of local ambulance service



2014 City of Harrisonville Citizen Survey

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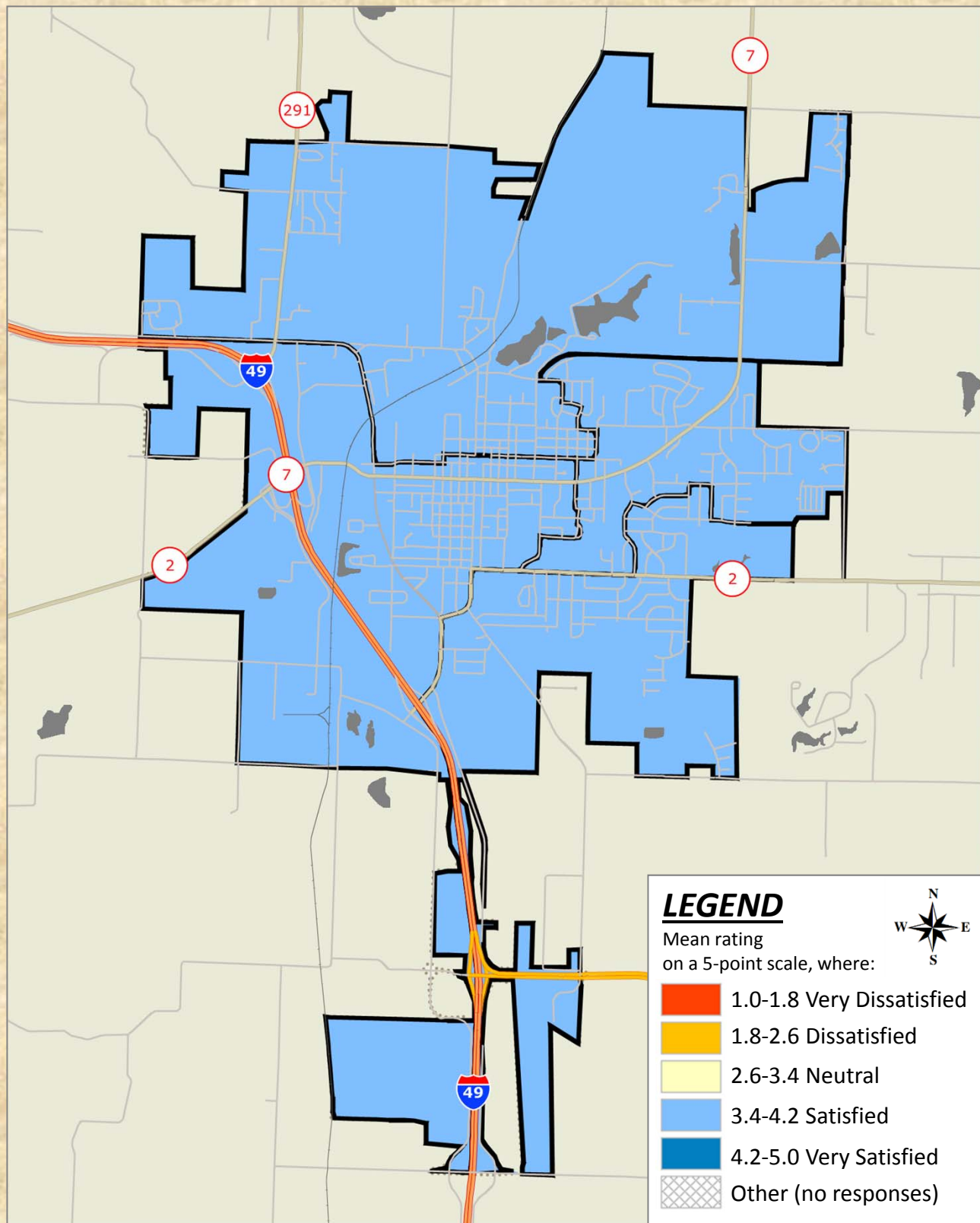
Q17n Satisfaction with quality of animal control



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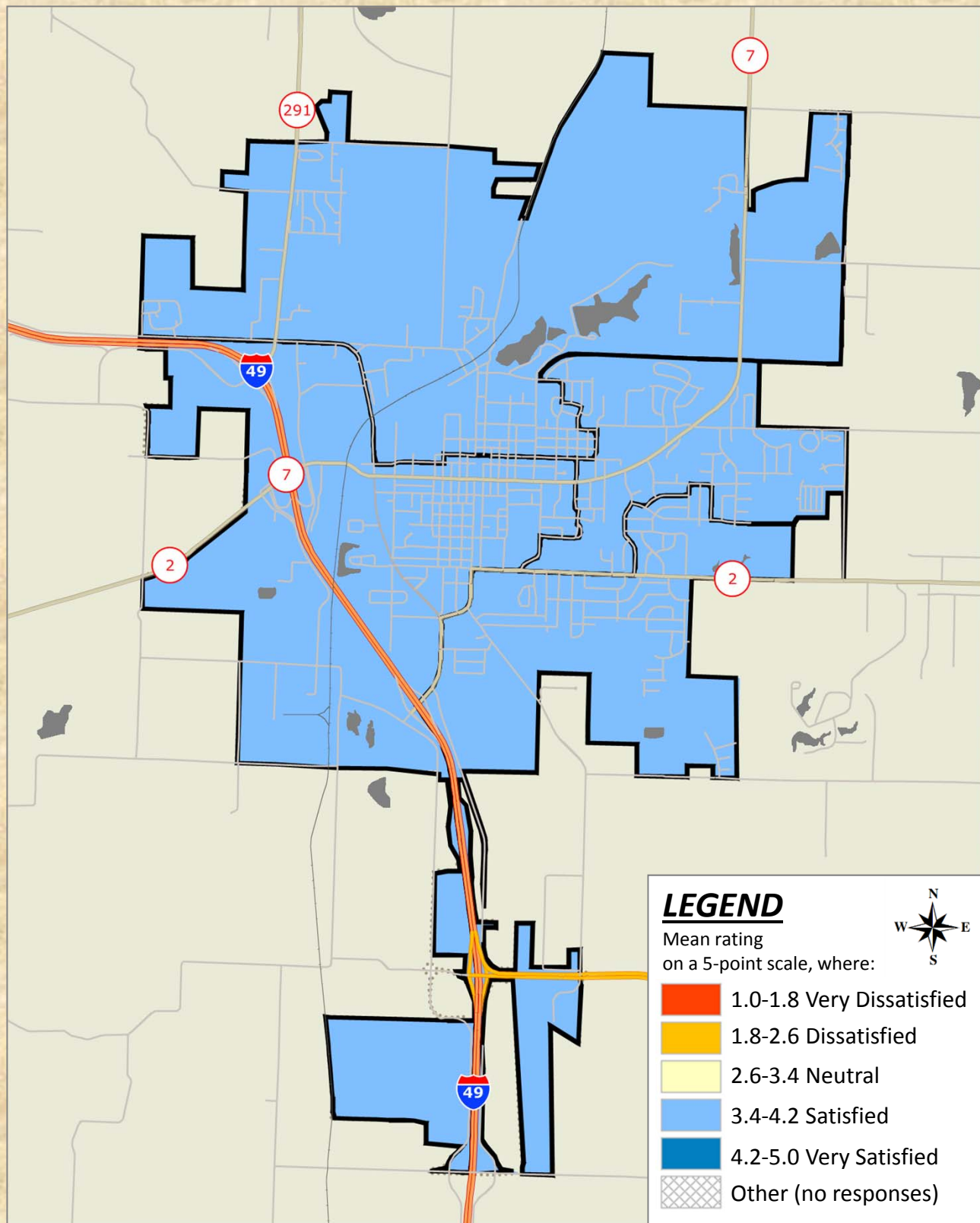
Q19a Satisfaction with maintenance of city parks



2014 City of Harrisonville Citizen Survey

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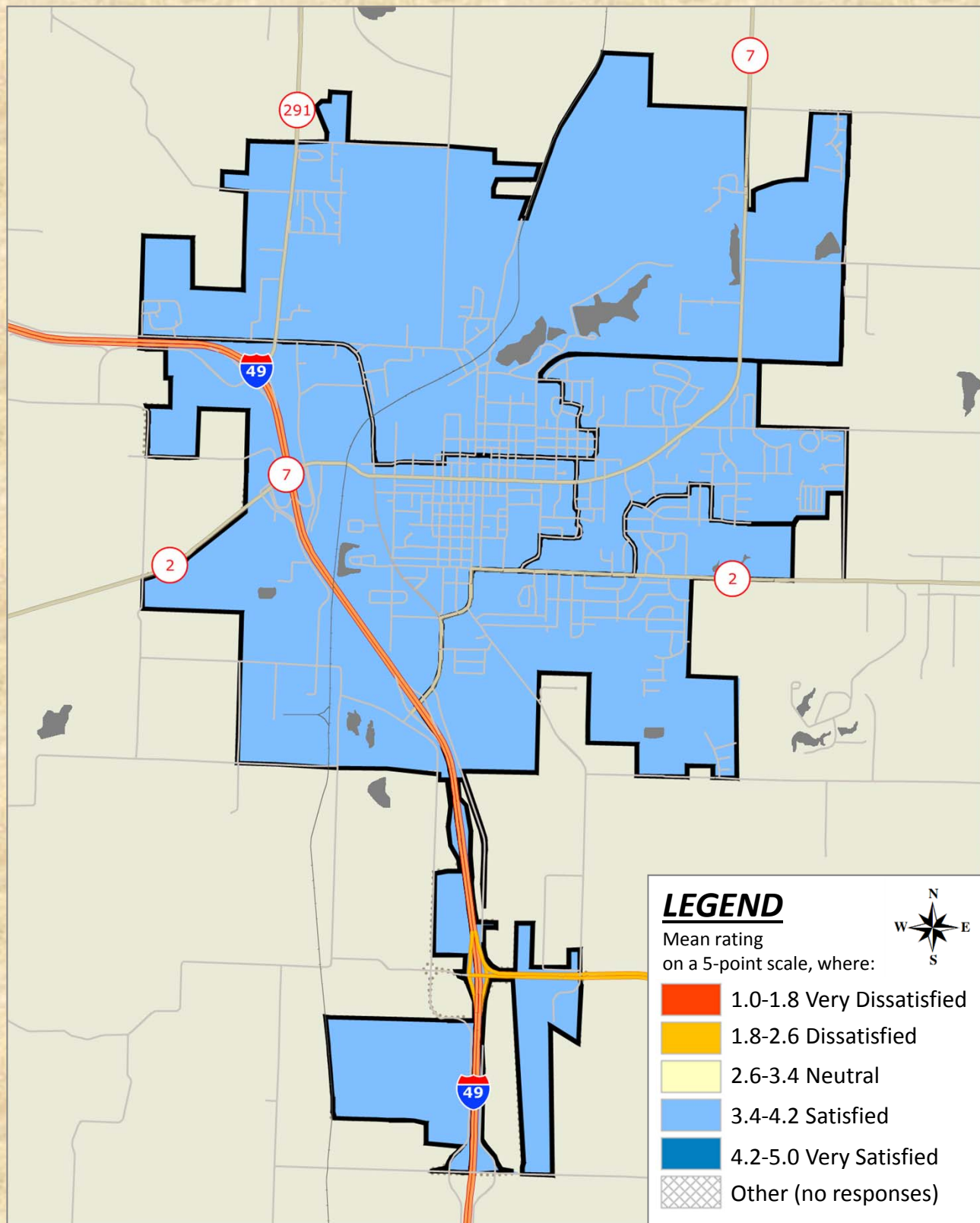
Q19b Satisfaction with number of city parks



2014 City of Harrisonville Citizen Survey

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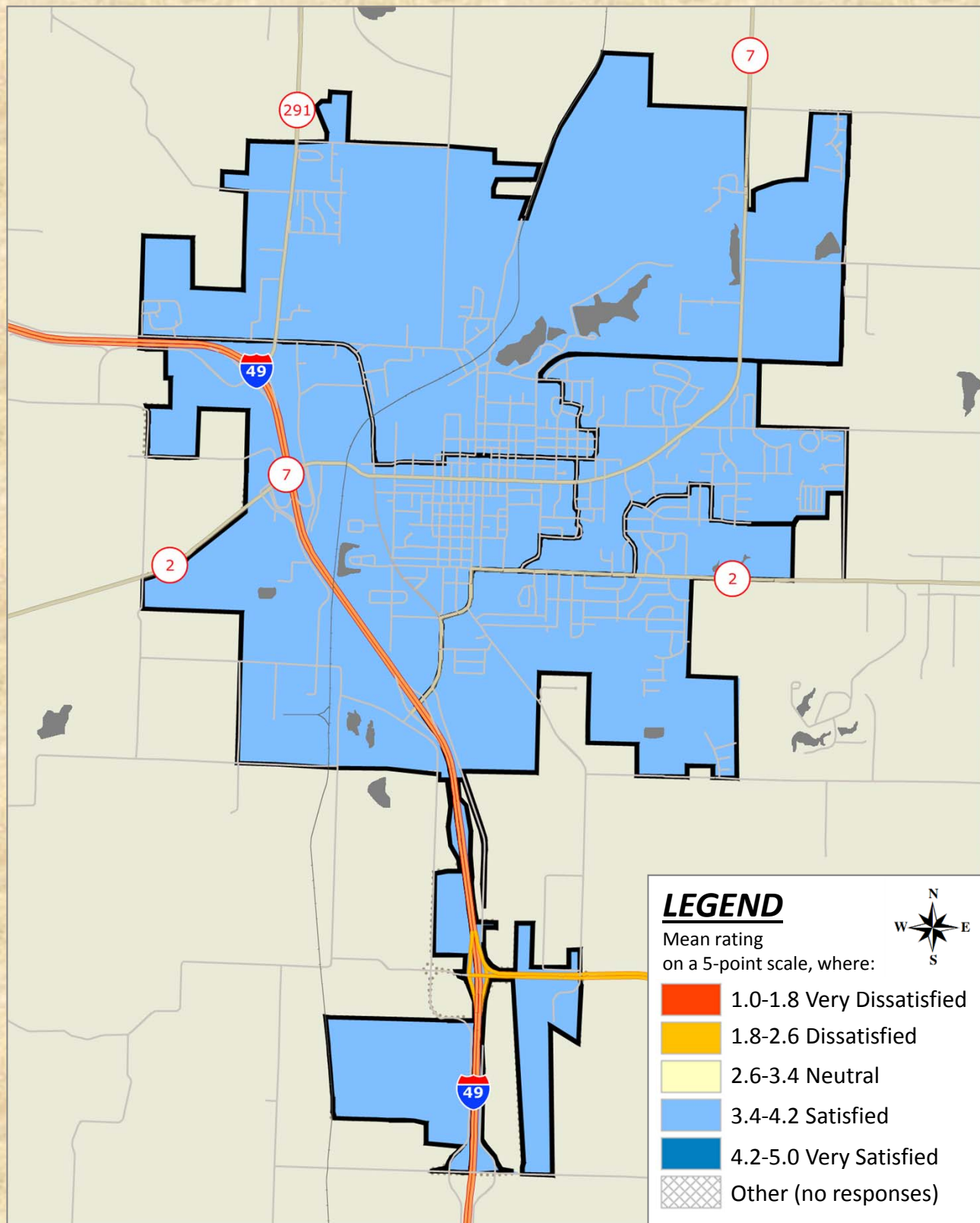
Q19c Satisfaction with number of walking and biking trails



2014 City of Harrisonville Citizen Survey

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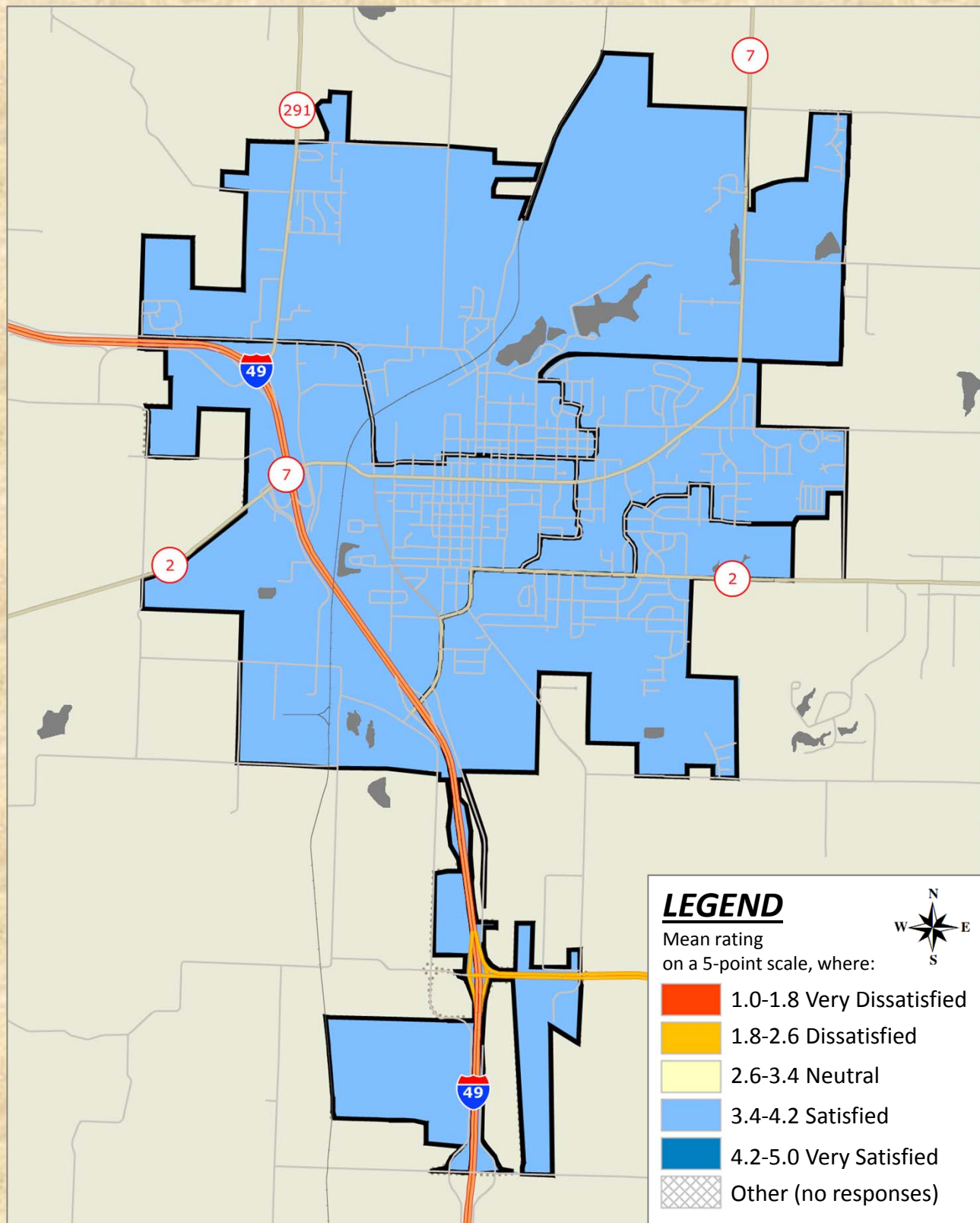
Q19d Satisfaction with city swimming pools



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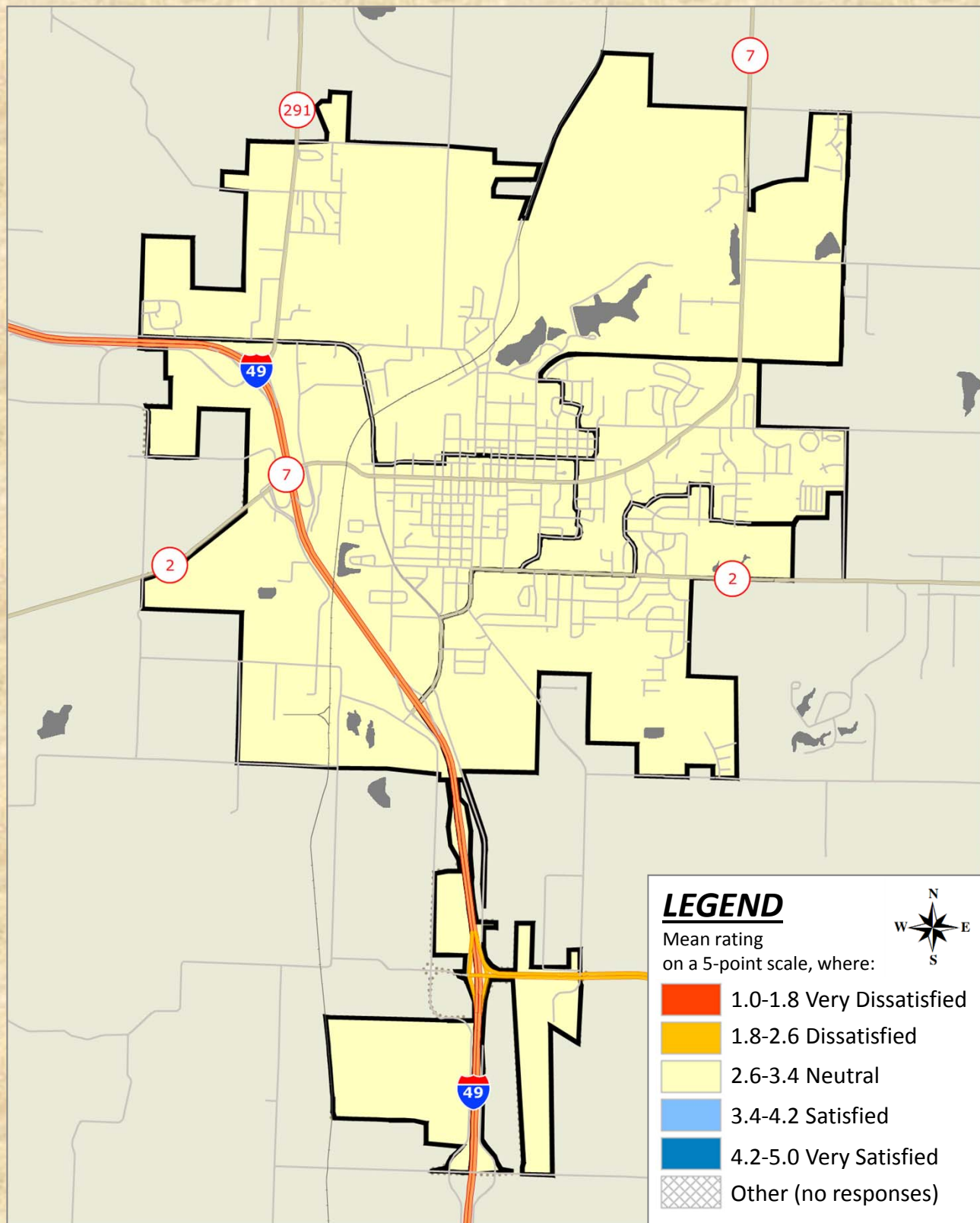
Q19e Satisfaction with quality of outdoor athletic fields



2014 City of Harrisonville Citizen Survey

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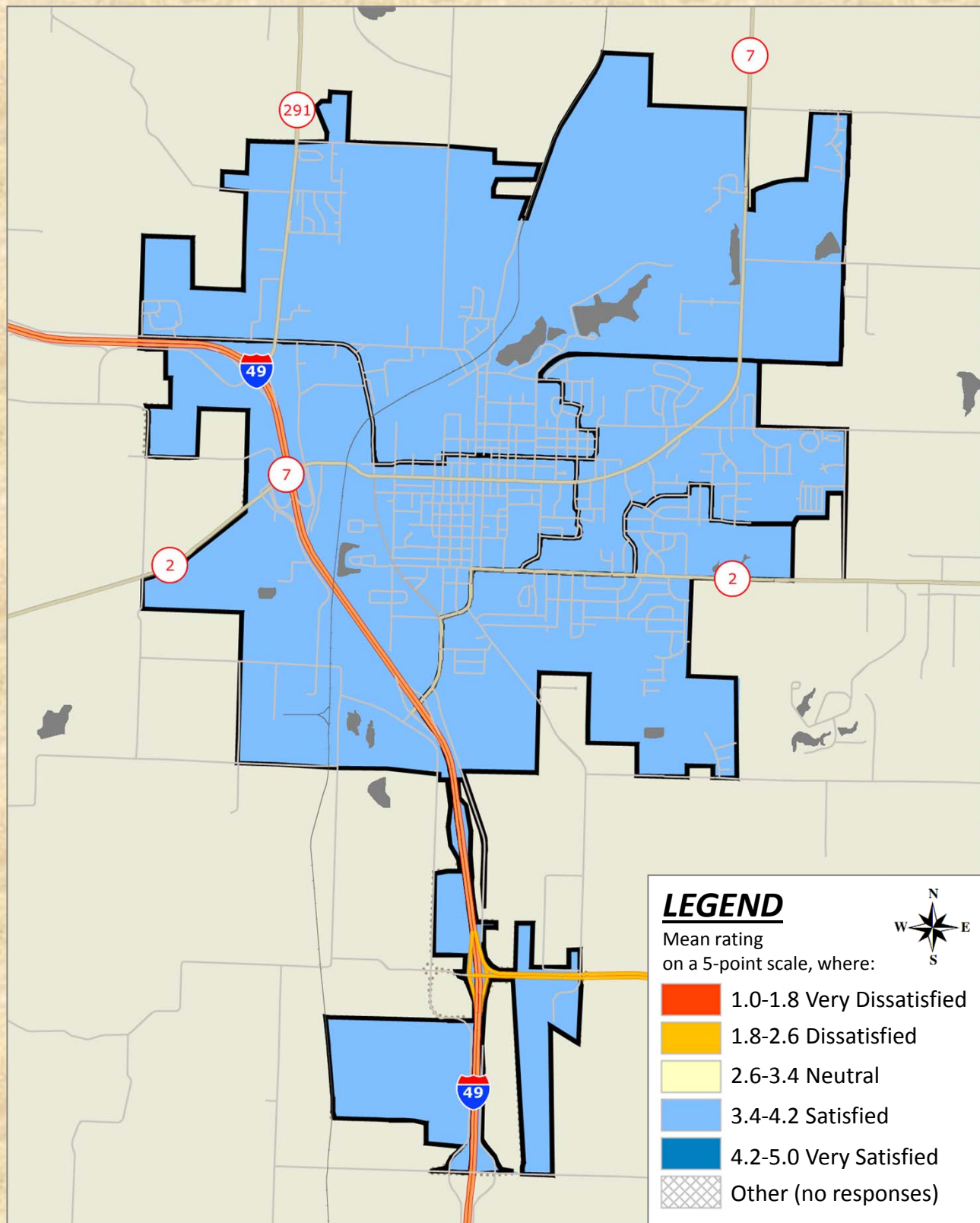
Q19f Satisfaction with teen recreation opportunities



2014 City of Harrisonville Citizen Survey

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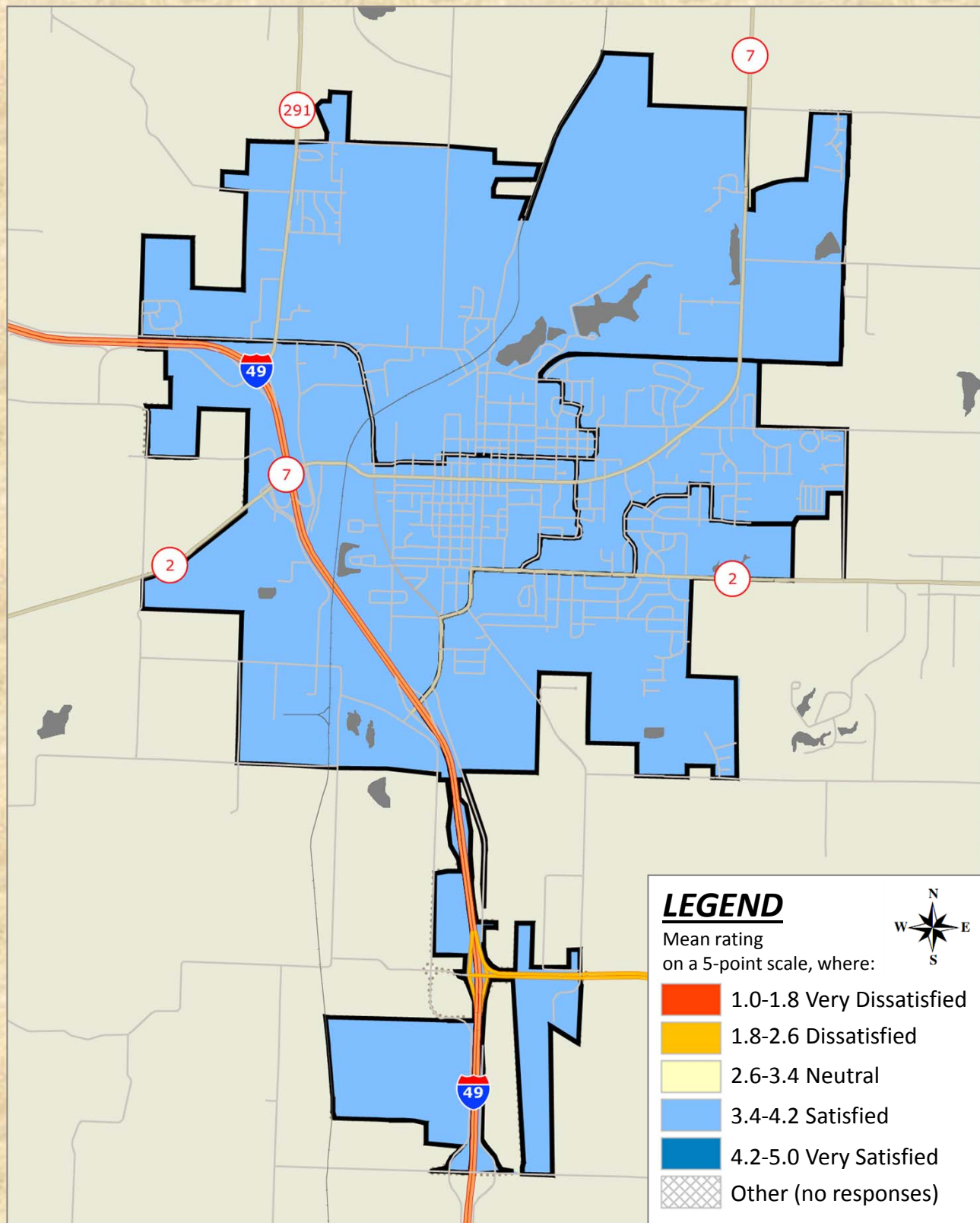
Q19g Satisfaction with senior recreation opportunities



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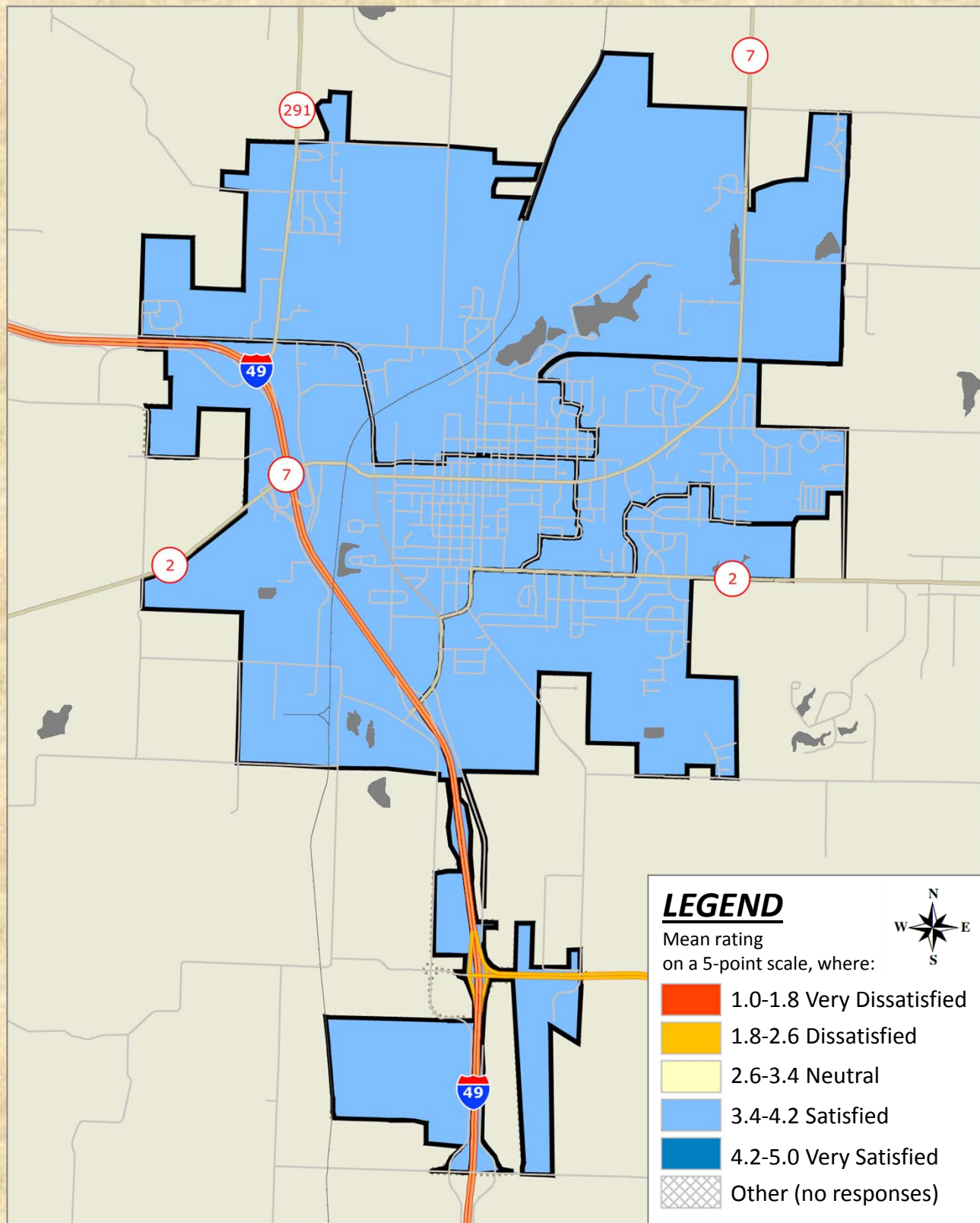
Q19h Satisfaction with the city's youth athletic programs



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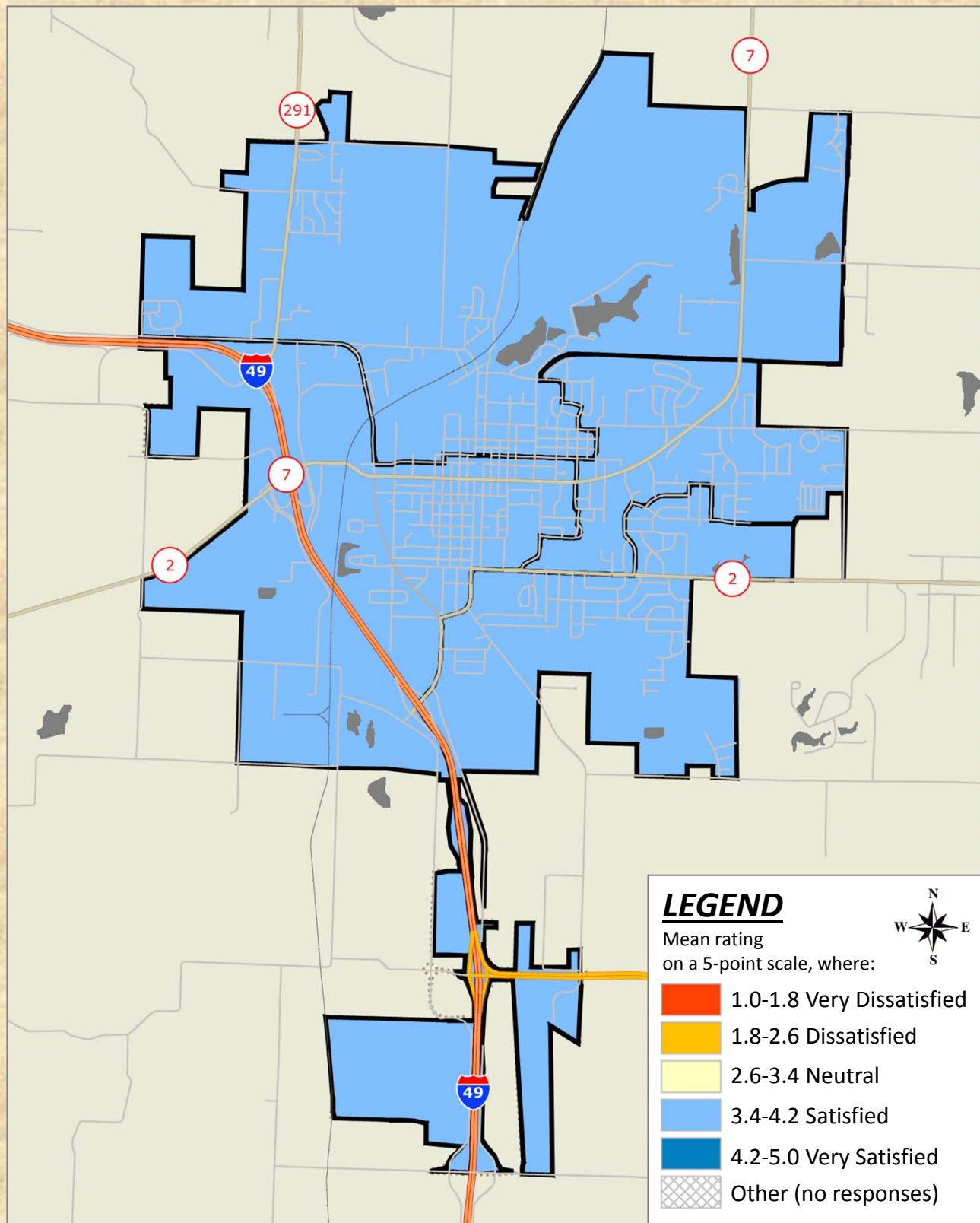
Q19i Satisfaction with the city's adult athletic programs



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

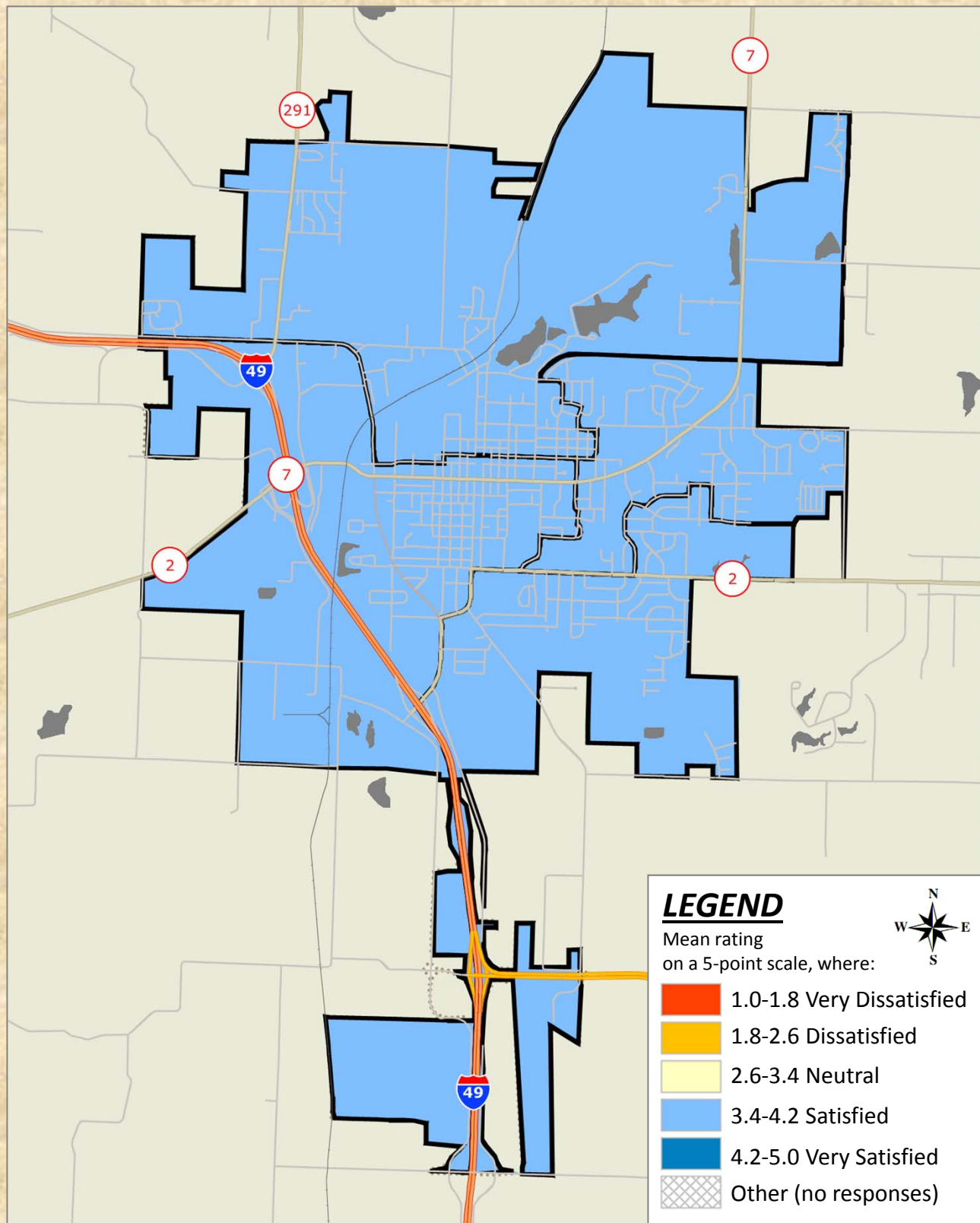
Q19j Satisfaction with other city recreation programs



2014 City of Harrisonville Citizen Survey

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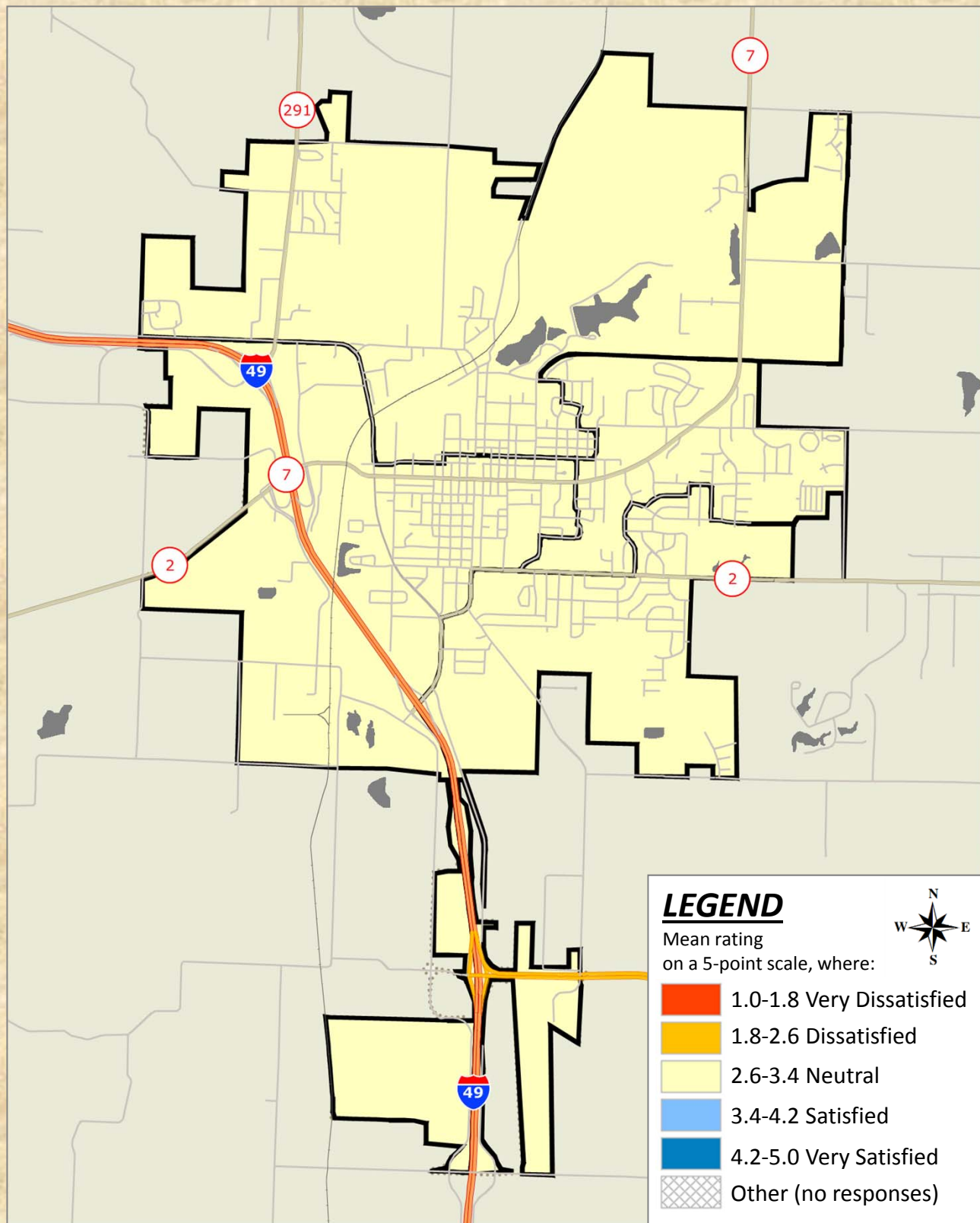
Q19k Satisfaction with ease of registering for programs



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

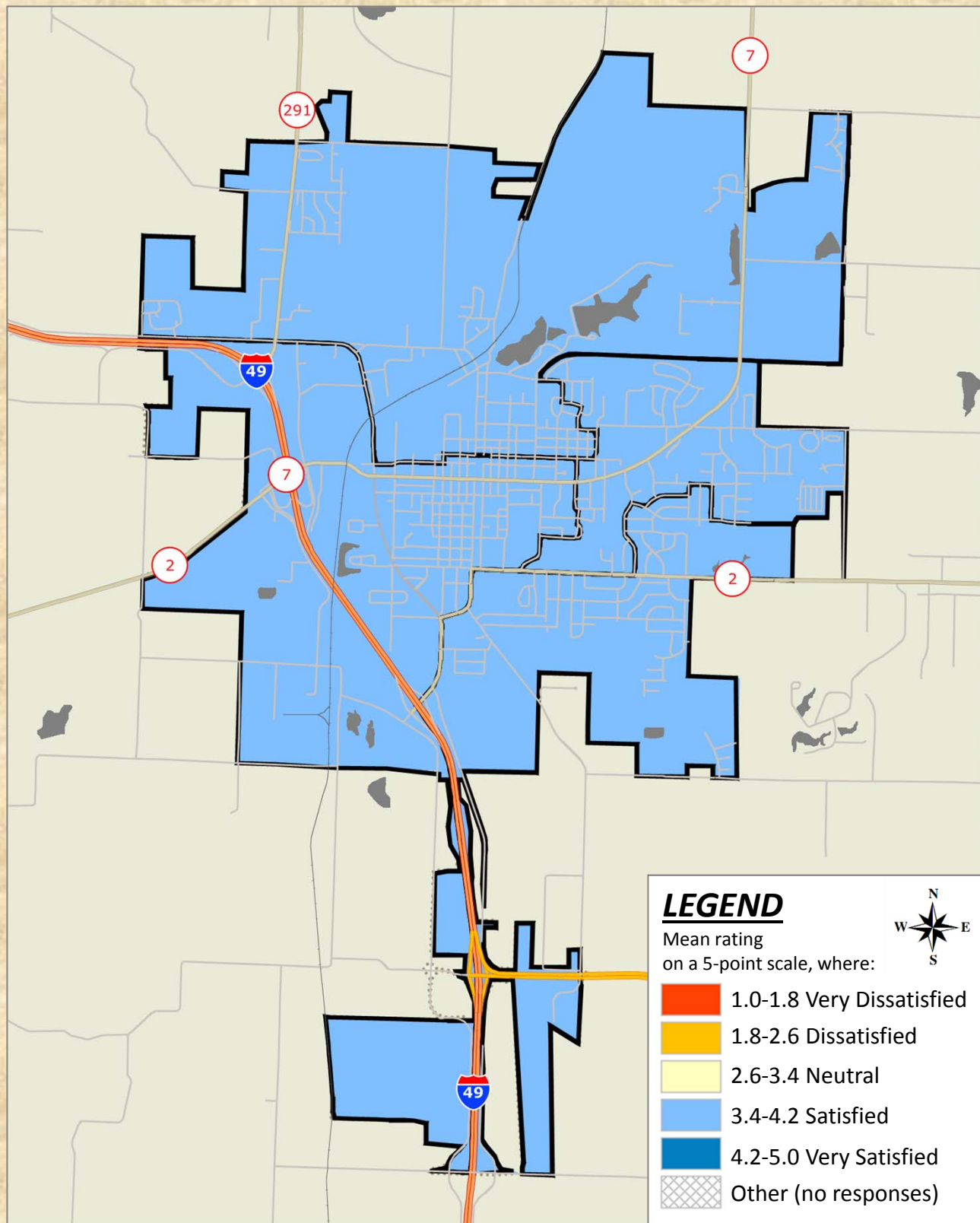
Q19I Satisfaction with fees charged for recreation programs



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

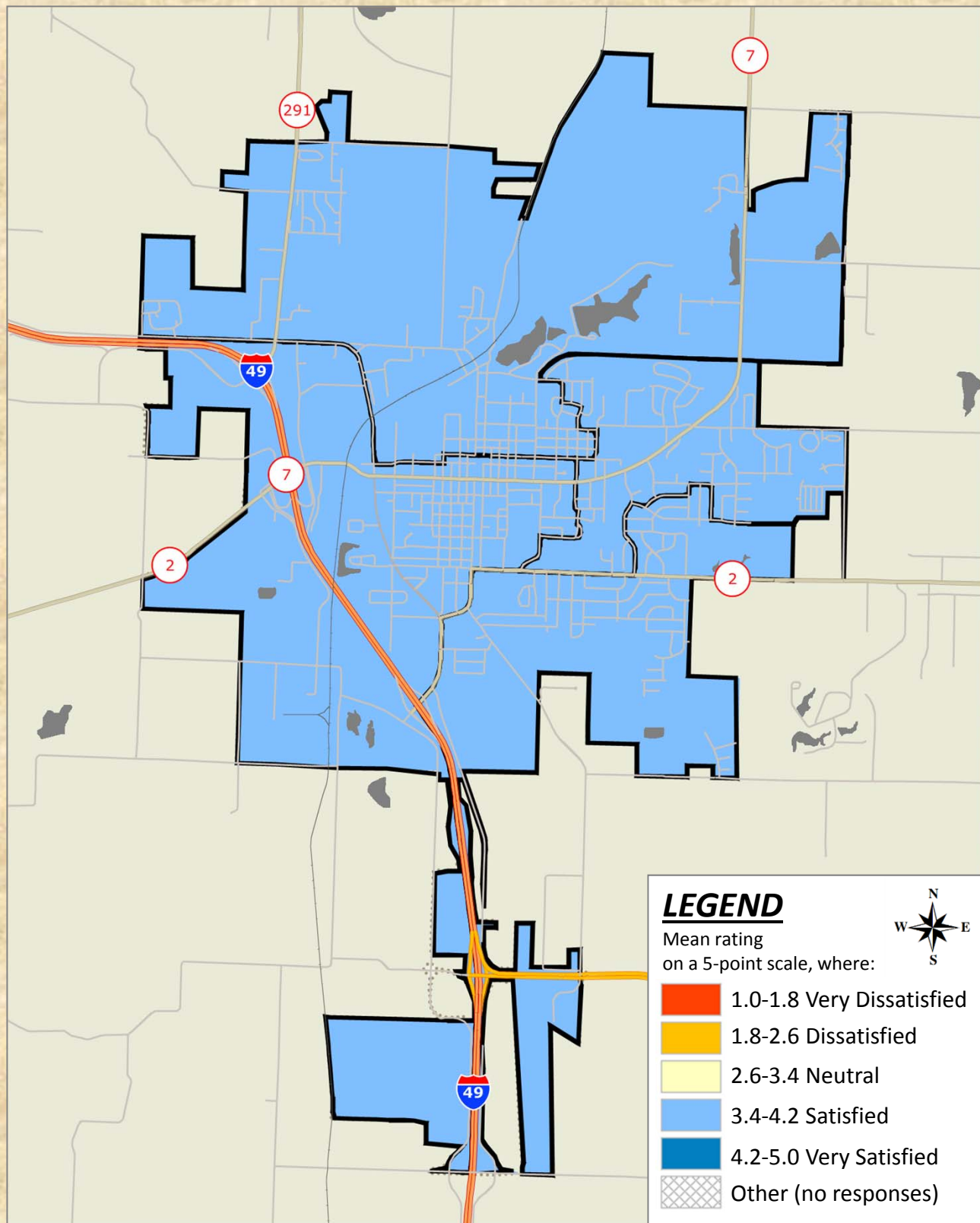
Q19m Satisfaction with special events sponsored by the city



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward

Q19n Satisfaction with quality of the city's indoor recreation facilities



2014 City of Harrisonville Citizen Survey

Shading reflects the mean rating for all respondents by Ward



STAFF REPORT

TO: Board of Aldermen
FROM: Keith Moody, City Administrator
DATE: April 30, 2015
SUBJECT: Discussion of Strategic Plan Update Process

Type of Item: *Presentation*

Background: In 2008-2009 Harrisonville embarked upon a community driven strategic planning process. Attached is the final report from that process, administered by the National Civic League, along with the status report on the Directives that the Implementation Committee has been working with the City at accomplishing since 2009. As you can see from the status report nearly all of the Directives have been accomplished. With that and the passing of six years the Board identified on Objective for the 2015 budget as listed below.

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

Review: Work on the objective is waited for completion of the April elections so that all the elected officials would be part of the entire process. At this stage staff is looking for direction on how to proceed with selecting a facilitator. The National Civic League still performs these services although they have a new facilitator. There are other facilitators that Board members have had positive experience with through the Missouri Municipal League training events such as Mike Mowery of Strategic Government Resources and Chris Fabian of the Center for Priority Based Budgeting. The Board may choose to continue using the NCL, request proposals from select facilitators or do an open RFP process. The more options considered the longer it will take to get started and hence reach completion.

D. Discussion Item (ID # 1844)

Discussion of Strategic Plan Update Process

Attachments:

Final Report 2009 (PDF)

Strategic Planning Status Report 2014 (DOC)

Final Report & Action Plans

Presented to the
Mayor & Board of Aldermen

From the Stakeholders of

HARRISONVILLE

The Next Step



June 1, 2009

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Special Thanks

Our deep appreciation is extended to Mr. Derek Okubo of the National Civic League for the tireless leadership, contagious optimism and skilled facilitation that he provided our stakeholder group throughout the interesting process of collaborative discovery and consensus building. Thank you for challenging us to imagine a better Harrisonville that builds upon the cultural foundation and heritage that are the gifts bequeathed by those before us.

Dedication

This Blueprint For Action, and the collaborative effort that generated it, is dedicated to the generations of Americans, leaders and citizens whose wisdom, courage, character, and decency has enabled us to enjoy a standard of living that is among the rarest and best of all mankind on earth. Standing upon their shoulders and good deeds, we were able to imagine much more than would have been possible without the gifts of their prior struggle. We took so much for granted.

To the generations of future Americans who will someday find sanctuary in Harrisonville, for your sake, we have attempted to build upon the good that defines Harrisonville. Our goal has been to leave behind a better civic platform upon which you can pursue your dreams, nurture your family's souls and help Harrisonville take "The Next Step" toward greater sustainability and comfort for her future generations.

Forward

Dear Mr. Mayor and Honorable City Council:

On behalf of the Stakeholders from each of the various Stakeholder committees of the Strategic Planning group, we wish to express our genuine appreciation for the unique and important opportunity that you provided to Harrisonville's citizens to participate in "Harrisonville – The Next Step". We appreciate this opportunity to collaborate and engage with our local government for the benefit of shaping the City and its future according to our collective vision of what we believe is practical, appropriate and achievable.

Your willingness to fund the leadership of Mr. Derek Okubo, of the National Civic League, was a generous act. We interpreted that decision to symbolize your interest in engaging all of Harrisonville's citizens, without exception, to join you in visioning and acting with purpose, and the strength of unity, to create a better community. We share your earnest intent, and in that spirit, we solicited our friends and neighbors for their support and participation.

Accompanying this letter is the product of our (yours and ours) many months of exploration, discovery, thought, persuasion and compromise – our recommended blueprint for advancing Harrisonville to excellence for generations to come.

As with any process of discovery, we have not completed our learning. The challenges facing Harrisonville are not all known. The world around us is constantly changing. With that in mind, our recommendations represent a starting place and the foundation for what we believe is the first step to move forward - beginning today.

We are optimistic that this process has ignited a new partnership of citizen engagement with local government. With that in mind, we volunteer our continued commitment to objective fact finding, opportunity analysis, strategic solution development and respectful partnership.

Specifically, we believe that there exists a shared vision for Harrisonville's citizens to enjoy a higher quality of living that can be sustained for generations, provides a robust mix of job opportunities that are capable of sustaining families, provides a globally competitive educational system that distinguishes Harrisonville as a unique incubator for intellect, a diverse canvas for the expression and enjoyment of all of the arts and sports, and a nurturing culture of social fabric founded in safety, security, respect, justice and liberty. Overarching this vision is a new focus on achieving self-sufficient, sustainable water and renewable energy utilities as the foundation of our vision for Harrisonville's ideal future quality of life.

Please continue to engage us as you have with the important invitation you extended to serve on this committee. We trust that you will respect our efforts, viewpoints, intentions, recommendations and requests, and that you will earnestly partner with us to move Harrisonville toward a higher quality of life.

With great appreciation for the sacrifices that each of you makes regularly for Harrisonville – thank you.

Sincerely,

*The Chairpersons,
Harrisonville – The Next Step, Launching Strategies for Future Generations*

Introduction

Harrisonville – The Next Step Launching Strategies For Future Generations

The City of Harrisonville's Board of Alderman and Mayor initiated this process of citizen engagement, discovery and collaboration with the City under the facilitation of The National Civic League. The objective of the process was understood to be for the purpose of driving citizen engagement to perform collaborative visioning for Harrisonville's future and to help the City chart its course for the coming years. The process consisted of two major phases, the Initiation phase and the Stakeholder Visioning phase.

Mr. Derek Okubo, of the National Civic League, served as the process guardian and facilitator for all of the Harrisonville Next Step meetings. Mr. Derek Okubo's work was contracted by the City of Harrisonville. His skilled leadership provided the framework for the ongoing visioning process.

His participation and leadership assured that the meetings that he facilitated, and the process that he inspired, represented a safe place for the open dialogue and collaborative discussions that needed to be nurtured in order to assure that the Stakeholders would feel unthreatened and participate freely. He also was attentive to the dangers arising from domineering personalities and negativity. He challenged the group to address problems – not people. He emphasized the positive. He challenged the group to bring solutions. Derek was a very effective facilitator.

The process was kicked off with the invitation of approximately fifteen Harrisonville citizens who were invited by the City to serve as the "Initiating Committee". The first meeting of the Initiating Committee was held nearly a year ago on June 18, 2008 in the Harrisonville Community Center. Since then, literally hundreds of hours, have been invested by the City's staff, Board of Alderman members, Mayor and strategic planning group.

Below is the Job Description that Derek presented to the Initiating Committee members.

Initiating Committee Member Job Description

Title: Initiating Committee Member
Reports to: NCL Facilitator
Time Commitment: Up to 6-10 hours per month for two months

Responsibilities:

The individuals serving in this position will address all process and logistical oriented matters in preparation for the community-wide Visioning and Strategic Planning effort. This committee is crucial to the effort and will set the tone for the entire initiative.

Duties:

- Finalize Project Design
- Set Project Calendar
- Identify Meeting Site
- Select Project Chairs
- Create the project infrastructure
- Identify Stakeholders
- Develop the strategies to recruit stakeholders
- Select a project name
- Address other process and logistical issues

Relevant Skills, Education and Experience:

- Good process skills
- Highly accountable and a self starter;
- Well organized, excellent attention to detail, and ability to handle multiple tasks in a fast paced environment;
- Team player;
- Commitment to the broader good of the community; and
- Energetic and the ability to collaborate with diverse personalities.

In Phase 1 of the process, the Initiating Committee was charged with the responsibility of identifying and recruiting a broad cross-section of Harrisonville citizens to serve as “Stakeholders” in the important Phase 2 of the visioning process.

The potential stakeholders’ names were chosen (nominated) without restriction by the Initiating Committee members. No nominations were rescinded. This membership was intended to be neutral, avoided targeting or excluding specific demographics, as well as civic organizations, clubs and churches. The goal was deliberate that citizens of all characteristics were solicited for participation. The Stakeholders were solicited with a letter addressed to them personally and inviting them to join the process.

In an effort to understand the potential membership of the Stakeholders’ group, and to fill any obvious demographic gaps, the nominee/participant list was categorized according to the following categories:

Gender: F=Female; M=Male;
Age: -25=25 years old and younger;
 -40=40 years old and younger;
 -55=55 years old and younger;
 +55=older than 55 years;
Race: W=white; Af=African-American; As=Asian-American; H= Hispanic-American; Am-In=American Indian; M/E=Multi-Ethnic;
Residency: N=New (less than five years); E=Established (more than five years);
City Location: N=North; S=South; E=East; W=West;
Marital Status: S=Single; SC=Single with children; M=Married; MC=Married with Children

Given Harrisonville’s predominantly white demographics, Mr. Okubo observed that the potential membership appeared to be mostly white and in the age classification of 40 to 55 years of age.

Approximately 250 people were solicited for participation. The early sessions experienced participation rates of approximately 45 to 60 people. Attendance at the later sessions tapered off to approximately 35 to 40 people. Derek predicted that this declining participation would be the case based on his sixteen years of experience in this role with similar communities.

A Stakeholder Job Description was developed to communicate expectations of the Stakeholder team members. It appears on the next page

HARRISONVILLE

The Next Step



Stakeholder Job Description

Title: Stakeholder

Reports to: Project Chairpersons, Broad Stakeholder Group

This position requires a commitment of 3-10 hours per month, depending on the meeting schedule.

Responsibilities:

Stakeholders are responsible for all the content development of the strategic plan during the stakeholder phase. Specifically, the stakeholders will develop the community vision statement, the community assessments, select target areas to address and develop a plan of action to create the desired results. Stakeholders must use their ability to look beyond their parochial interests and focus on the greater good of the entire community.

Duties:

- Commit to the process and attend as many meetings as possible.
- Willing to ask the questions that need to be addressed.
- Be willing to listen to and discuss challenging issues in a civil manner with people of different viewpoints and interests.
- Provide their opinions and ideas.
- With fellow stakeholders, develop a strategic plan that will benefit the entire community.
- Work with the project chairs and the facilitator on creating a welcoming, positive environment for the stakeholders.
- Be champions of the project to the broader community.

Relevant Skills, Education and Experience:

- Highly accountable and a self starter;
- Well organized, excellent attention to detail and ability to handle multiple tasks in a fast paced environment;
- Team player with a genuine interest in the health of their community;
- Problem solver; able to focus on what needs to be in place to make things work;
- Creative and energetic;
- Willing to collaborate with diverse personalities;
- Ability to have lots of fun; and
- An excellent sense of humor.

The first meeting was conducted on September 25, 2008 at the Harrisonville Community Center. In this meeting, Derek presented the challenge to the Stakeholders. He explained

that this effort will help Harrisonville chart its course for the coming years, and that everyone's participation is a key element to choosing the direction the community will take.

During the first meeting, Derek presented a draft of the "Harrisonville Strategic Planning Project Timeline" to set the expectations and goals of the process. A copy of that plan is presented below:



Harrisonville Strategic Planning Project

Draft Time Line

Note: This timeline illustrates the project components with the process framework outlined in the proposal.

Stage 1: Initiating Stage

This description of the Initiating Stage is based on three-hour meetings every two weeks. However, these pre-planning sessions can be conducted one week apart, thereby cutting the Initiating Stage in half.

June 18, 2008	Initiating Committee Session A Outcomes: Orientation on the process; Clarity on Roles and Responsibilities Gained; Agree on Project Outcomes; Brainstorm Interests and Perspectives; and Set Staffing.
June 30, 2008	Initiating Committee Session B Outcomes: Begin Fine-Tuning the Process Design; Discuss Project Name; Begin Stakeholder Analysis; Address Resource Issues; Begin Exploring Outreach, Research and Coordinating Committees.
July 14, 2008	Initiating Committee Session C Outcomes: Agree on Meeting Site; Set Meeting Calendar; Finalize Stakeholder List; Develop Recruitment Strategies; Discuss Outreach Strategy; Kick-Off Planning.
Aug 2008	Initiating Committee Session D Outcomes: Committees are Set; Timeline and Strategies for Stakeholder Recruitment Are Set; Kick-off Planning Set; Hand-off to Coordinating Committee is set.
Aug/Sept 2008	Preparing for the Kick-off Recruitment begins; Follow-up with potential stakeholders; Review of stakeholder list to check balance; Outreach to media and other key perspectives begins.

Stage 2: Stakeholder Planning Stage

This description of the Stakeholder Planning Stage is based on meetings of three to three and half-hours every three weeks on Tuesdays.

Sept 9, 2008	Stakeholder Session 1 - Kickoff Meeting Outcomes: Purpose, Concept, and Approach Clarified and Understood; Stakeholder Buy-in and commitment to the process and timetable is achieved. Create Vision Themes; Drafting Committee Formed.
Sept 30, 2008	Stakeholder Session 2 – Civic Index Outcomes: Assessment of the community’s civic infrastructure and the implications toward community efforts.
October 21, 2008	Stakeholder Session 3 - Community Scan Outcomes: Review and discussion of trend data; Discuss likely future; first cut of KPAs
November 11, 2008	Stakeholder Session 4 - Selection of Key Performance Areas Outcomes: Select and break into KPA work teams; become clear on tasks, expectations and responsibilities.
December 2, 2008	Stakeholder Session 5 - Evaluating Key Performance Areas Outcomes: Work Session focusing on Mini-Visions and assessment of KPA
January 13, 2009	Stakeholder Session 6 - Evaluating Key Performance Areas Outcomes: Report out; Stakeholders Agree on Work team Work to Date; Preliminary Overlap Across Key Performance Areas is Identified; Agreement on Mini-visions and preliminary Goals and Rationales.
February 3, 2009	Stakeholder Session 7 - Evaluating Key Performance Areas Outcomes: Work Session focusing on goals and strategies; begin work on responsible parties, timelines, resource needs.
February 24, 2009	Stakeholder Session 8 - Evaluating Key Performance Areas Outcomes: Report out; Stakeholders agree on the work to date; focus on goals, rationales, strategies and action steps.
March 17, 2009	Stakeholder Session 9 - Action Planning and Implementation Strategies Outcomes: Final work session focusing of completion of final details.
April 7, 2009	Stakeholder Session 10 - Action Planning and Implementation Strategies Outcomes: Final Report Out, focusing on action steps, responsible parties, timelines, and resource needs.
April/May 2009	Final Report Writing Begins
June 2009	Final Report Completed, Printed, Released to Community; Implementation Begins.

The purpose of the first meeting was to orient participants to the planned process and the reasons that the National Civic League chooses to facilitate projects in their specific manner. He explained that this project is starting with a blank slate, and the participants in this effort would begin filling in the different parts of the plan as it progressed. He explained that by the end of the planning process, the resulting strategic plan would be a product of the stakeholders' cumulative efforts. He explained that for us to be as successful as we intend to be in this project, their participation was crucial.

Participants were enthusiastic about the opportunities that lay ahead for them.

In the first exercise, participants in small groups discussed two questions:

1) What are the pressing issues facing Harrisonville? 2) What makes addressing those issues difficult?

Derek explained that the purpose of this exercise was to demonstrate that difficulties in addressing community challenges are usually more process related than content related. Issues don't stop communities as much as communities stop themselves in how they address those issues. In creating the safe space for this project, people with different interests and viewpoints will come together to identify a shared vision, shared definitions of problems and the solutions to address them. He predicted that many of the challenges we will tackle will be complex in nature, and therefore to be effective in addressing them, cross sector participation would be required. It is for those reasons that we convened a wide variety of people to chart the next steps of Harrisonville's future.

During the last part of the meeting, participants focused on the ideal state of Harrisonville and developed vision themes describing that ideal state. These themes were used to develop the vision statement that provided us with the target that all of our goals and strategies focused upon. These themes were given to a small committee made up of stakeholders who then drafted a vision statement for Harrisonville – The Next Step. The vision statement was then reviewed in our third meeting.

During the second meeting, we assessed Harrisonville's civic infrastructure – the invisible infrastructure that communities utilize to make decisions and solve problems. This was important because a strong civic infrastructure will help us in our future implementation. Additionally, it will enable us to address ongoing issues as they arise. We also considered Harrisonville's "as is" condition using data presented by City Staff of Harrisonville. (Thanks to Ms. Sheryl Stanley for this important data and insightful work.) This data enabled us to understand Harrisonville's current strengths and future opportunities as well as its current weaknesses and future threats. Derek also asked us to imagine the likely future without any intervention and to select the areas that we believed represented the priorities that we must focus upon. This exercise provided the first steps toward developing strategic plans and Key Performance Areas (KPA's).

The Key Performance Areas, or KPAs that emerged were:

- 1) Quality of Life
- 2) Local Government
- 3) Economic Development
- 4) Education

Focusing on these four KPAs, the Stakeholders broke into committees, or work teams, charged with the duty of exploring the issues around each KPA, and then visioning the future possibilities around each of these KPAs. Many work sessions were conducted in support of the KPA work process steps. Derek set clear expectations for the outcomes and constantly counseled the groups throughout the processes to encourage the full exploration of the issues and to avoid jumping to solutions before all the issues had been explored. He was diligent in his work to monitor the behaviors and group dynamics within each KPA team and guarded against bullying and dominating personality impacts.

The KPAs teams were tasked to create mini-visions for each of their KPA areas. Numerous “report outs” to the larger audience of the entire Stakeholder group were conducted at various points in the process to test the KPA teams’ progress and allow for input from the larger Stakeholder group. During these sessions, the inter-relatedness of the work and the overlaps became apparent. Preliminary goals and rationales were tested in this broad manner to validate the appropriateness of the various KPA teams’ progress.

Later sessions focused on the identification of strategies designed to achieve the goals, as well as the identification of the responsible parties that would need to be engaged in the implementation phases. Timelines were tied to each and the required resources were also identified. Action steps became the final focus and ultimate deliverable.

Each KPA presented their recommended action steps in the Final Report Out session for the entire Stakeholder group to evaluate and approve. This meeting was held on April 7, 2009 and marked the last formal meeting of the Stakeholder group through the six-plus month process.

The varied Action Steps that were developed are presented in detail in Section VII., of this document, entitled “Action Steps”.

The Process Description

At a very high level, the following outline describes some of the details of the due diligence process that each KPA followed in the development of their recommended Action Plans.

Education

Processes:

1. Held individual group meetings to develop the issues we wanted to target.
2. Attended meetings with the school's Public Relations Director for valuable advice and information through our processes.
3. Attended meetings with members of the school board to discuss their current direction and future plans.

Milestone:

1. The Early Childhood Center being placed on a ballot for the summer of 2009.

Local Government

Processes:

1. Attended meetings with city officials and the supervisors in order to perform objective fact finding, to gather their insights and to understand their perspectives. Discovery meetings were conducted with each of the following departments: streets, electric, sewer and water, codes administration, finance, police, fire and the City Administrator.
2. Attended informational meetings with the engineering firms currently employed for the purposes of upgrading our sewer plant to comply with evolving EPA and DNR regulations, and the water supply plan for assessing and providing the strategic water supply needs for Harrisonville's future growth estimates.
3. Attended an informational meeting with Universal Asset Management to hear their work on current and future projects of sustainable communities and what possible areas that could be explored for Harrisonville.
4. Continually met in our individual KPA group and shared our gathered information to develop the priority issues and proper action steps.

Milestones:

1. Seeing our city leadership and council already taking actions on proposed areas of concern.

Quality of Life

Processes:

1. With revitalization of our historic square's business environment being our focus, meetings with current property owners on the square were held to gain their insight and interests.
2. Meetings were held with members of the Chamber of Commerce to discuss their willingness to help promote and support events around the square.

3. The Harrisonville Historical Society was called upon for knowledge and vision for the square.
4. Internet research was also done to gather information on other communities that have revitalized their historical squares and helped them to thrive.

Milestones:

1. The scheduled car shows on the square in the summer of 2009.

Economic Development

Processes:

1. Meetings were held with local business owners to gather information on the current climate of their businesses and any insight to future opportunities they may see.
2. Contacts were made with Missouri Economic Development, Missouri Economic Research and Information Center, Harrisonville Chamber of Commerce and Harrisonville City Hall to gather facts on the past, present, and future.
3. Attended an informational meeting with Universal Asset Management to hear work being done on communities that are focusing on sustainability.

Milestone:

1. Universal Asset Management (UAM) offered, and the Economic Development Committee accepted the offer, for UAM to create a Road Map to help Harrisonville understand its opportunities to evolve to become a more “green” and sustainable community. This Road Map is expected to be delivered in the next few months. It is expected that it may represent a starting place for new initiatives.

Vision Statement

Harrisonville – The Next Step Vision Statement

Harrisonville is a vibrant, growing city embracing and attracting people from all walks of life. Leveraging its location at the cross roads of five major thoroughfares, Harrisonville promotes and supports a broad spectrum of business and industry. Harrisonville collaborates with developers, builders, businesses, industry and agriculture to facilitate the growth of our community that continues to promote self reliance, renewable energy and sustainability initiatives. Harrisonville nurtures a competitive school system preparing students for careers in a global economy. Harrisonville consistently attracts and retains highly qualified professional educators and provides state-of-the-art facilities and programs that balance sports, athletics and the arts.

Our government collaborates with a highly engaged and informed community to plan for strategic direction and implementation. Harrisonville's government consistently models integrity, transparency of decision making criteria and accountability for results. The old Cass County Court House, at the center of our beautiful historic square, reflects our small town sense of pride and symbolizes our pioneer spirit. Harrisonville is a safe community for families and people of all ages with many cultural activities and events throughout the year that support the social and developmental needs of its citizens. Harrisonville celebrates a rich historic past with many festivals and community events.

The Action Plans

So you are about to proceed to the core of the long awaited deliverables – The Action Plans.

We want to stop you right here.

It's important that we take a minute to state the obvious. It's so easy to miss the best part of a discovery by seeking something that is revolutionary or huge. The risk lies in looking for something big and thereby inadvertently missing the best small point. We've heard comments that we didn't really come up with anything new, or big or revolutionary. And perhaps we didn't. But we're not done trying. We're just getting started. Besides, big sweeping changes usually are the product of an accumulation of small baby steps. This is the first of the small steps that we can take together.

Here are some important thoughts. It goes like this.....

There have been some that have expressed negative attitudes and have had personal agendas that they have tried to push forward. We all heard from them often throughout this process. We know that many others have heard them as well. And we've heard them before. The screams for change can be painfully piercing. This will always be the case with any process of change. But we decided that there is something to be learned from them. They are our customers. And on some points they are right. And when they are, we all have an obligation to admit it. And then we have the obligation to respond appropriately regardless of how badly we disdain their delivery. Our goal is that we don't let them discolor our ability to hear them and to listen. Our goal is to find the good to be derived from this process and the potential to work together, in earnest, going forward and looking forward, with meaningful responsive actions. Not just words.

Despite the noise of those that always view the glass as half empty, we gained an appreciation for all that is good with Harrisonville.

For instance, many of our city services are very dependable and taken for granted. The quality of Harrisonville's police, fire and ambulance services are perceived to be among the best. The quality of our parks and recreation programs and facilities are fantastic. The quality of our storm water management is perceived to exceed our national peers by a wide margin. Our satisfaction with Harrisonville's solid waste management service is very high. And on the very few (rare) occasions that our electric service is interrupted, we are reminded how easy it is to take such a critical and well-delivered service for granted. The service is so good that we nearly forget it exists. That doesn't imply that we think that the rates for this service are the best. We don't. But - we appreciate the quality of the service. We trust that together we'll fix the rates.

We think that the all encompassing and critical measure of the quality of life in Harrisonville is very high. It's a great place to raise kids. It's a great place to live. It's considered to be a good place to buy a home and it's a nice place to retire. We are all here for one or more of those reasons. And that's why we care about it. We've chosen Harrisonville for our own.

And right along with it, the overall image of our community and the appearance of the City are high. The recent City survey validates these findings. Most of us agree. But that doesn't mean that we can't improve it, together, on practical terms that we all find palatable.

Given the demographics of our City, we think we're doing pretty well.

Are there areas to improve and strengthen? Definitely. If there weren't, there would have been no need for the Next Step process. As a City, we're not done growing toward perfection yet. Some of our improvement ideas are in the pages that follow. There are quite a few. So don't let the number of them obscure the positive focus that we have of our City. We are hopeful for Harrisonville. If we weren't hopeful, we would have left Harrisonville long ago. We want for Harrisonville to improve – responsibly, practically and appropriately for what we want Harrisonville to be. And unfortunately, we may all have to settle for an evolution when we'd prefer to have a revolution.

Case in point – how's Arnold doing in California? If a state can go broke, can a city? If a city can go broke, can a developer, a builder, a business owner or a homeowner? Do we need to temper our demands for legislated upgrades and codes that provide no funding to enable compliance? Some of us think so. But we'll get to that later.

When we review the areas of strength in Harrisonville, most of them are the product of public money or publicly managed funding. Remember the parks and recreation attribute? Remember the quality of the electric service? Remember the police protection? Fire protection? Ambulance and emergency services? All are great. And we probably missed some – like the sewer and water. Oh yeah. Thank goodness for the quality of those essential staples and services. It's so easy to take so much for granted.

Here is the primary point. There is a lot that is right about Harrisonville and what our current and prior administrations have done to create our current standard of living. Too few people realize the long hours, the late hours, the tireless efforts that our City's leaders put in. Too few people realize how little remuneration they receive to reimburse them for their efforts. Too few people thank them for the great job they do. But most scream ugly when something fails.

So – it's imperative that our leaders hear us. Thank you. Thank you for the great job on these important aspects of what you accomplish for us each day. You gave us a lot to work with. You've done a lot right. Because of you, and those generations of leaders before you, Harrisonville has a lot to be proud of. In the pages that follow, we are asking that you keep this perspective. Don't lose the focus of how far we've come and how good life is in Harrisonville today.

We are ready to engage to make Harrisonville better. We request that you read on. In fact, we are asking that you please study it. Study it slowly, carefully and thoughtfully. And then let's get to know each other better as citizens, identify our common ground and figure out how to get Harrisonville to The Next Step. We think that Harrisonville deserves our support.

Harrisonville - The Next Step **Key Performance Area Action Planning Format**

Key Performance Area: Beautification of Community.

Priority Issue Being Addressed: Improve the first impression of Harrisonville.

Rationale for Addressing the Issue: Increase residents and businesses; encourage growth; expand tax base.

Strategy to Address the Issue: Develop and expand community partnerships.

Action Step	Parties Involved	Timeline	Resource Options
1. Identify what needs to be improved: Private Properties Public Properties	Economic Development Director/ Economic Development committee	Three Months	Staff Time
2. Identify existing groups that have ongoing projects on the books and what they are doing.	Economic Development Director/ Economic Development committee/ Community	Three months	Staff Time
3. Develop and implement City and community supported low interest revolving loan fund / subsidized interest program to assist local businesses to make upgrades.	City Manager	6 to 12 months	Staff Time Partnership with local financial institutions / City Staff
4. Identify outside resources such as government programs, grants or not for profit partnerships and procure funding.	Economic Development Director	6 to 12 months	Staff Time

Measures of Success (optional): _____

Harrisonville - The Next Step Key Performance Area Action Planning Format

Key Performance Area: Support and promote existing business and attract new business including an anchor industry or destination concept that creates employment that sustains families.

Priority Issue Being Addressed: Improve Quality of Life and Community through Economic Development.

Rationale for Addressing the Issue: Foster a positive business environment and add employment opportunities.

Strategy to Address the Issue: Leverage existing and future resources to create growth.

Action Step	Parties Involved	Timeline	Resource Options
1. Evaluate the potential to create an airport development board & plan to expand development of related industrial opportunities adjacent to the airport.	Board of Aldermen / Mayor	3 months	Staff Time
2. Development of a strategy to leverage the Centerpoint Intermodal Facility and the pending I-49 corridor by development of sales, service and education opportunities that are related to the direct and ancillary businesses involved in the projects. (i.e. Trucking industry related businesses; service training partnerships with manufacturers)	Economic Development Director	Ongoing	Staff Time
3. Evaluate the development of a plan to create and implement a destination concept to increase tourism and business growth. (i.e. Medical campus associated with Cass Regional Hospital. Community College & education focal points)	Economic Development Director/ Economic Development Committee/ Mayor	12 Months	Staff Time
4. Develop a small revolving loan fund / subsidized interest program to support local business improvements and investment. (Complements Beautification action step)	Economic Development Director / City Manager	6 to 12 months	Staff Time Partnership with local Banks / City Funding or subsidization
5. Explore / expand City of Harrisonville / Cass County partnerships on existing or new, economic development initiatives, new regional service provider solutions (i.e. Waste To Energy Strategy, Quarry, Landfill,) and work towards strategic alliances on future projects.	Economic Development Director / Board of Aldermen / Economic Development committees for Harrisonville and Cass County	Ongoing	Staff and committee member time Potential funding as projects develop

Measures of Success (optional): Increase in Tax Base by ____ % each year. (possibly match GNP growth as a minimum)

Harrisonville - The Next Step
Key Performance Area Action Planning Format

Key Performance Area: Develop a road network and user friendly existing streets and support structure.

Priority Issue Being Addressed: Improve Traffic Flow.

Rationale for Addressing the Issue: Improve Quality of Life; enhance traffic flow / reduce congestion; encourage business growth.

Strategy to Address the Issue: Improve and expand existing road network.

Action Step	Parties Involved	Timeline	Resource Options
1. Implement existing Mechanic Street development plan.	Board of Aldermen / Mayor	6 months	Staff Time Bonding Other financial resources-TBD
2. Refine City Master Plan and evaluate priorities.	Economic Development Director / City Manager	6 months	Staff Time
3. Budget and start to accumulate dedicated funds for identified priority projects.	Board of Aldermen	6 months	Staff Time
4. Research and evaluate impact fee to determine feasibility compared to other metro communities.	Economic Development Director / City Manager	6 to 12 months	Staff Time

Measures of Success (optional): Mechanic Street Project completed within 10 years.

Harrisonville - The Next Step

Key Performance Area Action Planning Format

Key Performance Area: Create a sustainable community

Priority Issue Being Addressed: Develop sustainability and evolution to more independence and self-sufficiency of various life sustaining resources and needs for the Harrisonville community.

Rationale for Addressing the Issue: Provide growth and increase standard of living; provide opportunities for businesses and residents; increase tax base.

Strategy to Address the Issue: Promote existing “open” areas; create incentives for business investments in sustainability projects; promote cooperation between local utility and political bodies.

Action Step	Parties Involved	Timeline	Resource Options
1. Review the pending Plan being presented by Gary Lee of Universal Asset Management.	Economic Development Director / City Manager	3 Months	Staff Time
2. Determine where to start and why among the priorities of recycling, water and energy components for a sustainable community.	Economic Development Director / City Manager	3 Months	Staff Time
3. Identify funding sources / resources.	Economic Development Director / City Staff	3 to 6 Months	Staff Time
4. Implement education and communication strategies with the public / stakeholders to increase awareness why a sustainable community is an appropriate goal.	Economic Development Director / City Staff	3 to 6 Months	Staff Time Printing costs Material costs
5. Develop resource acquisition strategy for obtaining land, funding and infrastructure.	Economic Development Director	12 Months	Staff Time Grants, DNR, Federal Government programs, MARC
6. Implement a Harrisonville specific plan for a sustainable community. (i.e. recycle treated sewage water for industrial use) (i.e. explore conversion of solid waste material into fertilizer product or bio solids for use in energy production) (i.e. Develop renewable energy sources that enable Harrisonville to become an energy sustainable community)	Economic Development Director / Board of Aldermen / City Staff / Engineering Consultant	18 Months	Staff Time Grants, DNR, Federal Government programs, MARC, City Budget

Harrisonville - The Next Step

Key Performance Area Action Planning Format

Key Performance Area: Commercial property retention, development and expansion

Priority Issue Being Addressed: Financial and economic impacts of tax based financing programs on the entire Harrisonville community.

Rationale for Addressing the Issue: Improve the Curb Appeal of Harrisonville, Increase businesses; encourage growth; expand tax base.

Strategy to Address the Issue: Develop a framework and model that incorporates all aspects of tax based financing decisions including impact on the existing business environment in Harrisonville.

Action Step	Parties Involved	Timeline	Resource Options
1. Develop a model that incorporates both quantitative and qualitative measures to accurately and comprehensively evaluate the impacts (intended / unintended; positive / negative) of tax based financing projects.	Economic Development Director/ Economic Development committee	Three Months	Staff Time / community member time
2. Develop qualitative and quantitative measures with community input as well as identify determine peer group measures to utilize in the evaluation and decision model. Develop thresholds / benchmark measures that must be met by projects in Harrisonville.	Economic Development Director/ Economic Development and Strategic Planning committee/ Community	Three months	Staff Time / community member time
3. Conduct modeling of projects as a part of the consideration for tax based financing.	Economic Development Director/ City Manager	As projects presented / considered	Staff Time / community participant time
4. Address all impacts, with specific focus to negative or unintended impacts and develop strategies / plans to mitigate the consequences.	Economic Development Director / City Manager / Economic Development committee / Board of Aldermen	As projects presented / considered	Staff Time
5. Communicate results of the impact modeling to all stakeholders.	Board of Aldermen / Economic Development committee	As modeling results are available	Board and community member time
6. Continue to identify outside resources such as government programs, grants or not for profit partnerships, development companies that might have resources available for projects in the Harrisonville community.	Economic Development Director / City Manager	Ongoing	Staff Time

Measures of Success (optional): _____

Harrisonville - The Next Step Key Performance Area Action Planning Format

Key Performance Area: Education

Priority Issue Being Addressed: Providing and locating post secondary education opportunities in Harrisonville.

Rationale for Addressing the Issue: Retain students in the local area and economy as well as attract students from other areas. Post secondary education opportunities will also be valuable to attract new residents to the Harrisonville community.

Strategy to Address the Issue: Utilize community involvement to build momentum.

Action Step	Parties Involved	Timeline	Resource Options
1. Evaluate the feasibility of developing a post secondary / community college in Harrisonville.	Community Members / Education Committee / R9 Superintendent	6-12 Months	Staff Time Community involvement
2. Hold a closed meeting with the R9 Superintendent and Cass Career Center Director.	Education Committee / Superintendent	Within 6 Months	R9 Staff Committee membership
3. Evaluate the level of support and interest by surrounding communities for a post secondary / community college in Harrisonville.	Community members / Education Committee	6-12 Months	Community members / Committee members
4. Establish a pro-active community advocacy group to help build consensus and define mission / program needs.	Education Committee / R9 Board / Community leaders	6-12 Months	Staff Time Committee membership Community Leader time
5. Determine resources available and plan to acquire resources.	Education Committee / TBD	6-12 Months	Committee members
6. Procure funding and establish post secondary / college program.	TBD	3-5 Years	TBD

Measures of Success (optional): _____

Harrisonville - The Next Step

Key Performance Area Action Planning Format

Key Performance Area: Education

Priority Issue Being Addressed: Early Childhood Education and Daycare

Rationale for Addressing the Issue: Provide additional resources for a strained portion of the Harrisonville community which will enhance the success of the next levels of the Harrisonville school system.

Strategy to Address the Issue: Utilize community involvement to build consensus and momentum.

Action Step	Parties Involved	Timeline	Resource Options
1. Evaluate Cost / Benefits associated with an Early Childhood Center and Daycare and the location of such a center to facilitate traffic patterns of patrons using the facility	R9 District / Private Daycare providers / community supporters	6-12 months	Community members R9 Resources
2. Hold closed meetings with the Harrisonville R9 Superintendent.	Community Supporters / R9 District Superintendent	6 months	Education Committee / R9 Superintendent
3. Recruit and develop an organized body of citizen advocates to promote a “new” schedule (daycare) to the school board and community.	Education Committee / R9 District / Community Supporters	6 -12 months	Education Committee members/ Community Supporters
4. Utilize community consensus building to develop the plan program and structure / activities.	Education Committee / Community Supporters	12 months	Community Advocates
5. Determine possible funding sources and pursue funding.	R9 District / Community supporters	12 months	R9 Resources / Community Advocacy Group
6. Upon outcome of prior steps, develop a follow up action plan for the execution of the construction of the Center and Daycare	TBD	3-5 years	TBD

Measures of Success (optional): _____

Harrisonville - The Next Step

Key Performance Area Action Planning Format

Key Performance Area: Quality of Life

Priority Issue Being Addressed: Activities and Events in Harrisonville.

Rationale for Addressing the Issue: Provide citizens entertainment and shopping opportunities without leaving Harrisonville.

Strategy to Address the Issue: Form volunteer event committee.

Action Step	Parties Involved	Timeline	Resource Options
1. Work with the City to appoint a coordinator / implementation committee.	Quality of Life committee / Board of Alderman / community leaders	1-6 months	City Staff / community members
2. Develop collaborations with Harrisonville organizations (such as Lions, C/C, community churches) to develop a central liaison / contact point for the community.	Community group membership / City Staff / Quality of Life committee members	1-3 months	Community resources / input
3. Develop specialized committees; i.e. Festivals; sporting events; contests.	Event Coordinator / community committee	3-9 months	Community resources / input
4. Create a timeline / calendar of events taking place throughout the year.	Event Coordinator	3- 12 months / ongoing	Event coordinator / local groups for input / activity notices
5. Create a means of advertising / information dissemination; i.e.: emails; mailers; online networking forums; websites.	Event Coordinator	Ongoing	Event Coordinator / some budget dollars

Harrisonville - The Next Step

Key Performance Area Action Planning Format

Key Performance Area: Quality of Life

Priority Issue Being Addressed: Bike Trails and Green Spaces.

Rationale for Addressing the Issue: Create more bike trails and green spaces as requested by Harrisonville's citizens in its survey to enhance quality of life.

Strategy to Address the Issue: Work with Harrisonville Parks Department and Board to create.

Action Step	Parties Involved	Timeline	Resource Options
1. Request Board of Aldermen authorization for the Parks Department in the creation and development of bike trails and green spaces.	Quality of Life committee / Board of Aldermen / Parks Department and Board	3 months	Board(s) and volunteer time
2. Evaluate the feasibility and phased implementation necessary to develop and implement a bike trail / green space network throughout Harrisonville. Incorporate prior studies and work regarding challenges, barriers, opportunities, locations and corridor development.	Parks Department and Board / Quality of Life committee	6 months to 1 year	Staff and volunteer time
3. Evaluate the feasibility of creating a "corridor" that connects with neighboring communities to expand the Katy Trail network and, if viable, develop an implementation plan.	Parks Department and Board / Quality of Life Committee / neighboring community members	1 year	Staff time / committee and community member time / possible State of Missouri resources
4. Research the process of becoming a stop on the Tour of Missouri Bicycle race in future years and develop a strategy to become a part of future race courses.	City Staff / Economic Development Director / various Harrisonville and Cass County Board and leadership members	1-6 months	Staff and member time
5. Assess the availability of grants and governmental funding sources to facilitate construction of the trail network.	City Staff	1-12 months	Staff time
6. Develop plan and layout of bike trails and green spaces.	Parks Department / Planning and Zoning Board / Community and Committee members	12 to 18 months	Staff and volunteer time
7. Begin phased construction of bike trails and green spaces.	Parks Department / City Staff / Community volunteers	12-18 months	Staff and volunteer time / Budget dollars

Measures of Success (optional): Completion of the first 5 miles of dedicated trails / green spaces.

**Harrisonville - The Next Step
Key Performance Area Action Planning Format**

Key Performance Area: Quality of Life

Priority Issue Being Addressed: Tourism

Rationale for Addressing the Issue: Promote revenue generation and entertainment on the Harrisonville Square District.

Strategy to Address the Issue: Develop local businesses to occupy empty spaces in Square District.

Action Step	Parties Involved	Timeline	Resource Options
1. Explore the possibility of the creation of incentives for businesses to move to the Square District. i.e. tax deductions for maintaining historical value of buildings.	Board of Alderman / City Manager	1 year	Staff time
2. Identify funds available to help build and renovate.	City Staff	12-18 months	Staff time
3. Promote the use of space above Square businesses as lofts or apartments.	Local Businesses	Ongoing	Local Business resources
4. Networking with parties such as SBA, Kauffman Foundation, Culinary Institute to match leads and needs for vacant locations / needed services for the Harrisonville community and promote new retail shops and businesses.	Chamber of Commerce / Economic Development Director	Ongoing	Local Business and community time and resources

Measures of Success (optional): _____

Harrisonville - The Next Step

Key Performance Area Action Planning Format

Key Performance Area: Quality of Life

Priority Issue Being Addressed: Promoting and expanding volunteerism

Rationale for Addressing the Issue: Provide leadership opportunities while promoting individuals in the community.

Strategy to Address the Issue: Create a volunteer bank/clearinghouse.

Action Step	Parties Involved	Timeline	Resource Options
1. Create a committee to determine where volunteers are needed.	Quality of Life Committee / City staff	3 months	Committee Resources / community group input
2. Advertise volunteer bank / clearinghouse opportunities through city website, email updates and flyers in utility bills.	Volunteer Committee	3-6 months	Volunteer Committee time
3. Gather volunteer pool and identify interests and skills through application / survey process.	Volunteer Committee	6-12 months	Volunteer Committee time / local group time
4. Match volunteers with specific projects.	Volunteer Committee / Project groups	Ongoing	Volunteer Committee members / local group members time
5. Publicize successes.	Volunteer Committee / Various groups	Ongoing	Community group publications / local newspaper publicity.

Measures of Success (optional): _____

**Harrisonville - The Next Step
Key Performance Area Action Planning Format**

Key Performance Area: Government

Priority Issue Being Addressed: Inconsistent term transition creates gaps in representation and potentially limits the voter's ability to effect change in a timely manner.

Rationale for Addressing the Issue: The perception by the electorate is that their City government does not: 1) provide an adequate opportunity to participate; 2) provide an adequate opportunity to be heard; 3) perform objective due diligence on matters that come before them; 4) provide the ability to hold elected officials accountable in a timely manner; 5) respect or value the opinions and input of the citizens. In some cases this perception may arise from inadequate communication to the electorate.

Strategy to Address the Issue: Creation of a Community Action committee charged with evaluation of the issues and developing recommendations for resolution.

Action Step	Parties Involved	Timeline	Resource Options
1. Establish Community Action Group from registered voters.	Board of Aldermen / community members /	1-2 Months	Staff and community time
2. Review existing term structure for Board of Aldermen and present recommendation.	Community Action Committee	1-3 Months	Community member time
3. Implement recommendation from Community Action Group.	Board of Aldermen / community members /	6 months	Possible Ballot initiative
4. Review new issues and make recommendations.	Community Action Group	Ongoing	Community member time

Harrisonville - The Next Step Key Performance Area Action Planning Format

Key Performance Area: Government

Priority Issue Being Addressed: Evaluate the costs/benefits and options for improved facilities for City Hall and the Police Department.

Rationale for Addressing the Issue: The Police Department building and City Hall both are considered inadequate and in need of major rework which some have stated would not be cost effective.

Strategy to Address the Issue: Develop action plan to implement facility upgrade.

Action Step	Parties Involved	Timeline	Resource Options
1. Obtain Team 21 report on project findings.	Committee of 21 and Staff	Within 60 days	Volunteers and Staff
2. Re-Task Team 21 committee and possibly modify membership.	City Council / Staff	Within 60 days	Staff
3. Determine appropriate course of action / project direction.	City Council/Staff /Community Advisory group	Within 90/120 days	
4. Determine funding for this project and set a budget.	City Council/Staff / Community Advisory group	One year	
5. Hire an architect to draw plans based upon funds that the city has to do the job.	City council/Staff/Community Advisory group	One year	General fund
6. Implement facility project.	Architect, City Council/Police Chief/Staff/ Community Advisory Group	One to two years	General fund and possible bond issue

Measures of Success (Optional): Completing the entire project within a five year time line.

**Harrisonville - The Next Step
Key Performance Area Action Planning Format**

Key Performance Area: Local Government

Priority Issue Being Addressed: Codes and Zoning Administration.

Rationale for Addressing the Issue: Create transparency between zoning and codes and all building requirement decisions that have often been confusing and leave gray areas for inconsistent interpretation and enforcement of regulations and lack of consistent answers.

Strategy to Address the Issue: Create the position of City Engineer to be the department head of Codes and Zoning.

Action Step	Parties Involved	Timeline	Resource Options
1. Develop job description for City Engineer as the Department head of codes and zoning.	Board of Alderman and Human Resources	By end of 2009 to be put in place for fiscal year 2010	Budget for Codes And Zoning department within existing funding
2. Create new reporting process for the codes and zoning departments and establish the finalization process for all plan reviews and approvals.	City Engineer and Board of Alderman	First quarter 2010	
3. Redefine staffing accountabilities to work in new structured department.	City Engineer	First quarter 2010	
4. Continue to create a friendly and consistent environment in codes administration for applicants and citizens.	City Engineer and staff	Ongoing	

**Harrisonville - The Next Step
Key Performance Area Action Planning Format**

Key Performance Area: Local Government

Priority Issue Being Addressed: Codes Administration – Permit Information Packets.

Rationale for Addressing the Issue: Obtaining permits for residential, commercial, and zoning is at times unclear and leaves applicants with questions that need answered and creates many gray areas that can cause unforeseen issues in the building process that can be costly or misunderstood.

Strategy to Address the Issue: Publish Permit Information Packets for each type of construction project.

Action Step	Parties Involved	Timeline	Resource Options
1. Evaluate the benefit of developing complete packets of information and instructions for each type of project permit that can be provided to applicants.	Codes Administration Department	Within 1 year	
2. Create a systematic review to maintain an updated information packet.	Codes Administration Department	Annually	

**Harrisonville - The Next Step
Key Performance Area Action Planning Format**

Key Performance Area: Local Government

Priority Issue Being Addressed: Electric Department

Rationale for Addressing the Issue: Electric rate growth accelerates at a pace that outstrips per capita growth and is above other regulated governed utilities.

Strategy to Address the Issue: Provide a quality service to the citizens at a fair and reasonable price.

Action Step	Parties Involved	Timeline	Resource Options
1. Evaluate the establishment of a citizens committee to review electric rates regularly to be consistent with regulated utility cost of 11.5% cap.	Board of Alderman and citizens committee	Immediate	
2. It is recommended that a strategic review of the power consortium strategy be conducted.	Board of Alderman and citizens committee	Within 1 year	
3. It is recommended that Harrisonville consider the performance of cost accounting for all electric fund expenses to insure accurate segregation and supported with detail and line item accountability.	Board of Alderman and citizens committee	1 year and ongoing	
4. Set rate basis to be consistent or below regulated public utilities.	Board of Alderman	Annually	

**Harrisonville - The Next Step
Key Performance Area Action Planning Format**

Key Performance Area: Local Government

Priority Issue Being Addressed: Emergency services – 24 hour 7 day Fire Department.

Rationale for Addressing the Issue: Community is currently under served with inadequately staffed Fire Department.

Strategy to Address the Issue: Passage of Tax on April ballot of 2/8ths cents sales tax for Fire Department.

Action Step	Parties Involved	Timeline	Resource Options
1. Passage of Tax on April ballot.	Citizens of Harrisonville	Immediate	Tax revenue
2. Create a citizens advisory panel as a resource to provide community input as part of future staffing and funding needs.	Board of Alderman	Immediate	Citizen advisory committee

Harrisonville - The Next Step Key Performance Area Action Planning Format

Key Performance Area: Local Government

Priority Issue Being Addressed: Codes-Buildings

Rationale for Addressing the Issue: Current codes and ordinances result in situations that are perceived as burdensome, onerous and economically not feasible. This creates pockets of empty buildings, lost economic activity, lost tax revenue, an environment that is not conducive to businesses as well as aesthetically unappealing areas in Harrisonville.

Strategy to Address the Issue: Create Citizens Advisory Committee compiles of cross section of the Harrisonville community.

Action Step	Parties Involved	Timeline	Resource Options
1. Create a Citizens Advisory Committee to work with the Board of Aldermen and the City Codes Department.	Board of Aldermen	1-3 months	Board of Aldermen time
2. Conduct a study of the current codes to evaluate the appropriateness and consistency when measured against the community vision / goals / objectives. Specific study points to include at least: *Identification of community necessities (safety) / needs (enhanced functionality) / wants (aesthetics). *Identification of recurring conflict points. *Identification of conflict resolution strategies and plans. *Resolution of implementation requirements and “triggering” events that prevent practical and financially responsible compliance by owners.	City Staff / Citizens Advisory Committee	6-12 months	Staff / Citizens Advisory Committee time
3. Review existing ordinances for amendments / repeals to insure consistency with community vision / goals / objectives and fairness to owners, and make recommendations.	City Staff / Citizens Advisory Committee	6-12 months	Staff / Citizens Advisory Committee time
4. Implement ordinance changes.	Board of Aldermen	Ongoing	Board of Aldermen
5. Create a systematic review process to evaluate additional enhancements and resolve additional conflict issues.	City Staff / Citizens Advisory Committee / Board of Aldermen	3-6 months	Staff / Board of Aldermen / Citizens Advisory Committee time
6. Create accountability measures to evaluate deployment and application of resources and customer satisfaction.	City Staff / Citizens Advisory Committee / Board of Aldermen	3-6 months	Staff / Board of Aldermen / Citizens Advisory Committee time

Measures of Success (optional): _____

**Harrisonville - The Next Step
Key Performance Area Action Planning Format**

Key Performance Area: Local Government

Priority Issue Being Addressed: Police Department

Rationale for Addressing the Issue: Insure adequate Police Department staffing to meet community needs.

Strategy to Address the Issue: Review all facts and compare to communities of like size and area coverage.

Action Step	Parties Involved	Timeline	Resource Options
1. Evaluate conducting peer comparisons regarding staffing levels with community input.	City resource officers, Citizens Advisory committee, and Chief of Police Departments	Annually	
2. Conduct Citizens Public Safety Forum to provide and gather information regarding the Police Department.	Chief of Police / City Manager / Community members /	Annually	

Harrisonville - The Next Step Key Performance Area Action Planning Format

Key Performance Area: Local Government

Priority Issue Being Addressed: Codes-Property Maintenance

Rationale for Addressing the Issue: Current codes, in some cases, require unreasonable manpower to enforce, are too restrictive and leave too many gray areas that result in inconsistent application and enforcement.

Strategy to Address the Issue: Create Citizens Advisory Committee compiles of cross section of the Harrisonville community.

Action Step	Parties Involved	Timeline	Resource Options
1. Create a Citizens Advisory Committee to work with the Board of Aldermen and the City Codes Department.	Board of Aldermen / community members	1-3 Months	Staff time
2. Conduct a study of the current codes to evaluate the appropriateness and consistency when measured against the community vision / goals / objectives. Specific study points to include at least: *Identification of community necessities (safety) / needs (enhanced functionality) / wants (aesthetics). *Identification of recurring conflict points. *Identification of conflict resolution strategies and plans. *Resolution of implementation requirements and “triggering” events that prevent practical and financially responsible compliance by owners.	City Staff / Citizens Advisory Committee	3-12 months	Staff time / Citizens Advisory Committee member time
	City Staff / Citizens Advisory Committee	3-12 months	Staff time / Citizens Advisory Committee member time
3. Review existing ordinances for amendments / repeals to insure consistency with community vision / goals / objectives and make recommendations.	Board of Aldermen	Ongoing	Staff / Board time
	Staff / Citizens Advisory Committee	6 months	Staff / Citizens Advisory Committee member time
4. Implement ordinance changes.	Staff / Citizens Advisory Committee / Board of Aldermen	6 months	Staff / Citizens Advisory Committee member time
5. Create a systematic review process to evaluate additional enhancements and resolve additional conflict issues.			Board of Aldermen time
6. Create accountability measures to evaluate deployment and application of resources and customer satisfaction.			

Measures of Success (optional): _____

**Harrisonville - The Next Step
Key Performance Area Action Planning Format**

Key Performance Area: Local Government

Priority Issue Being Addressed: Sewer Department

Rationale for Addressing the Issue: Waste water distribution and treatment plants needs for EPA and DNR compliance by 2011. Current plan of action is believed too costly and needs further review for alternative cost saving measures.

Strategy to Address the Issue: Do further research to develop a more cost effective construction plan to meet future requirements.

Action Step	Parties Involved	Timeline	Resource Options
1. Evaluate the feasibility of contracting with an alternative firm for a value engineering assessment.	Mayor, City Administrator, Board of Alderman, and Citizens advisory committee	Immediately – Prior to formal study delivered to city counsel	Sewer tax or city budget
2. Evaluate the alternative of creating a grass pond for primary peak load capacity.	Second consulting firm	Within the process period to be included in new plan for 2011 compliance	Sewer tax or city budget
3. Evaluate the feasibility of incorporating the existing garage for additional office space needed.	Second consulting firm	Within the process period to be included in new plan for 2011 compliance	Sewer tax or city budget
4. Evaluate the cost / benefits associated with the distribution of solid wastes with existing equipment for green concerns or gasification of solid wastes to create energy to eliminate burning.	Mayor, City Administrator, and Board of Alderman	Within the process period to be included in new plan for 2011 compliance	

Harrisonville - The Next Step Key Performance Area Action Planning Format

Key Performance Area: Local Government

Priority Issue Being Addressed: Street Department

Rationale for Addressing the Issue: Harrisonville has failed to create and follow through with key transportation routes that need upgrading to further its citizen's quality of life and to allow for the future growth of our city by implementing ease of access to all major areas of business and residence.

Strategy to Address the Issue: Designate major road improvement areas.

Action Step	Parties Involved	Timeline	Resource Options
1. If feasible, change the sidewalk width ordinance to limit the amount of additional easements needed to expand sidewalk network in Harrisonville.	Board of Alderman, city staff, citizens advisory committee	1 year	
2. Develop a strategy with Cass County to upgrade Waters road to North Jefferson Parkway to 239th street east to Mopac Rd north to 235th Street to 7 Highway north.	Board of Alderman, city staff, Cass County Commissioners, citizens advisory committee	5 to 10 years	State and Federal grants, existing county road tax, city's general fund
3. Develop a master plan for curb and gutter in older parts of Harrisonville.	Board of Alderman, city staff, citizen advisory committee	5, 10, 15 years	Possible special assessment for these areas to share in cost of improvement

Harrisonville - The Next Step Key Performance Area Action Planning Format

Key Performance Area: Local Government

Priority Issue Being Addressed: Develop a self sufficient water supply.

Rationale for Addressing the Issue: Current plan for future water source is too costly and is based on non realistic growth rates.

Strategy to Address the Issue: Identify needs based on reality of growth for 5, 10, and 20 years. Identify capacity our current lakes can provide.

Action Step	Parties Involved	Timeline	Resource Options
1. It is recommended that Harrisonville stop all actions that commit to the expenditure of funds associated with the strategy to install a new water supply line from the City of Kansas City, Mo.	Board of Alderman and Mayor	Immediate	
2. It is recommended that a study be completed to determine true capacity of our raw water sources and develop recommendations on strategies to increase capacities.	Board of Alderman and citizen advisory committee	1 year	General fund
3. Recommend investigation of the possibility of land acquisition adjoining lake to raise capacity.	Board of Alderman and citizen advisory committee	1 to 5 years	Bond issue
4. It is recommended that Harrisonville explore aquifer storage for expanded storage capacity to extend peak capacity for periods of peak demand.	Board of Alderman, and citizen advisory committee	5 to 10 years	
5. Recommended a feasibility study to explore conservation, treat at site, distribution, and recycling sewer waste water for industrial purposes in Harrisonville.	Board of Alderman, citizen advisory committee, and industrial users	Implementation of sewer plant 2011	Bond funds

Harrisonville - The Next Step **Key Performance Area Action Planning Format**

Key Performance Area: Local Government

Priority Issue Being Addressed: Develop a self sufficient water supply – (continued)

Rationale for Addressing the Issue:

Strategy to Address the Issue:

Action Step	Parties Involved	Timeline	Resource Options
7. Develop a strategy that will conserve and recycle treated waste for industrial on site use such as car washes as well as provide assistance for existing businesses to implement and convert.	Board of Alderman, citizens advisory committee, and new and existing business owners	5 to 10 years	
8. Add additional distribution and treatment infrastructure if lake capacity is determined adequate to meet Harrisonville's strategic growth needs.	Board of Alderman and citizens advisory committee	1 to 5 years	Bond issue
9. Evaluate an agreement with Tri-County Water Authority or District 10 at minimum levels for purposes of assuring long term supply and future partnership with Tri-County.	Board Of Alderman and citizens advisory committee	1 to 5 years	

**Harrisonville - The Next Step
Key Performance Area Action Planning Format**

Key Performance Area: Local Government

Priority Issue Being Addressed: Develop a self sufficient water supply – (continued)

Rationale for Addressing the Issue: The City of Harrisonville is to define the strategic water supply requirements in support of strategic development at the industrial park at the Harrisonville airport.

Strategy to Address the Issue: Identify needs based on growth of our industrial park at the Harrisonville airport.

Action Step	Parties Involved	Timeline	Resource Options
11. Explore the willingness and ability of Water District #4 to provide adequate long term water supply to support the strategic industrial growth needs at the Harrisonville airport or pursue other alternatives.	Board of Alderman, Water District #4, Citizens Advisory Committee	1 year	
12. Develop and implement strategy and plan to provide for water supply to the airport industrial park.	Board of Alderman, Water District #4, Citizens Advisory Committee	1 to 5 years	

Next Steps

Current thinking to move the plans ahead

Implementation of the Stakeholders' Action Plan, which represents the culmination of the committee's work and vision development, represents a most critical next step. The Stakeholders' perspective is that this Action Plan represents a Blueprint-For-Action. It is our perspective that the responsibility for the required actions must be shared. It is not the City's responsibility alone to implement this plan. The success of the plan will be determined by our collective actions.

As the architects of this blueprint, it is our stakeholder committees' collective responsibility to provide our engaged, collaborative and objective partnership with Harrisonville's City Mayor, City Council, City Staff, citizens, businesses, organizations and industry to implement the best execution possible of this vision.

As with the construction of any blueprint, that implementation process will require hard work and tolerance on the part of all parties. As with any architectural rendering, our plan will require revisions that are driven by the challenges presented by the need for practicality, the changing world around us, the demands those changes exert on the plan, and the continued exploration of facts that were not obvious to us at inception.

As with the construction of any blueprint, the reality of all of the existing conditions could not be readily known from the design table. Emerging facts will drive the need for change orders – or in this case – plan revisions.

As with any architect, it is our responsibility to understand the shifting priorities of the customers (Harrisonville's citizens), the limits of the implementation crew, their tools, their skills, the work conditions, the materials available, the financial impacts (both public and private), the underlying demographics, and the changing environment (economy) and how these dynamics impact the execution of the plan. These dynamic factors will drive the need for our continued engagement and adaptation throughout implementation to solve the problems that will arise along the way. Our architectural work is not static. It is not done. It is not perfect. We have already found that our vision is improving and our dreams are growing. We reserve the right to embellish the plan, change priorities, and add initiatives.

With this metaphor to guide us, we accept the responsibility for the plan and the commitment that it requires of us, as the architects, to serve the builder (the City) in the execution stage of the plan for the best strategic outcome.

The Implementation team of the Stakeholder group consists of a core team of hard working, objective, clear thinkers, who throughout the initial Stakeholder sessions, have demonstrated the ability to work collaboratively, think strategically, listen respectfully and disagree kindly with an ability to find the common ground essential to enable progress for Harrisonville.

We offer ourselves to be unpaid Consultants who can be solicited by the City for special assignments, leadership, committee work, visioning, volunteerism, critical thinking, exploration, research, engagement, listening and consensus building in support of our city's important initiatives.

Our metrics for success are to be grounded in trust, respect and our willingness and ability to partner objectively as leaders with the City and community, for the strategic good of Harrisonville.

Setting Priorities

As with any plan, priorities must be established. The recommended action plans included timelines for action. Some of these actions identified “immediate” needs for action. Others were very long term by comparison.

Clearly, we believe that we must engage immediately to act together to understand the opportunities at hand. We must assure that Harrisonville is best served with a quick response where necessary and a delayed response where appropriate. We must guard against our ambitions that exceed the current potential of Harrisonville's demographic power to survive the weight of the required investments and debt service.

The longest timeline items will change and evolve, and their implementations will allow technologies and budgets to evolve as well, making their implementations more practical with time.

Working Together as Citizens and City

It has been said that the “camel” was the result of a committee instructed to go and design a “race horse”. This possibility is the ultimate example of how outcomes may become shaped through compromise – or the lack of it at the right times.

Highly effective working groups don't just happen. They evolve. The new partnership with the City will be no different.

We will likely have our stages of “storming”, “norming” and “performing”. Both entities will have responsibility to the other and ultimately to the customers – Harrisonville's citizens - to move swiftly to the “performing” stages.

It is our sincere expectation that neither party will sacrifice the potential of the opportunities that we face by failing to compromise at the right times. We sincerely hope that fairness and practicality will prevail in order to avoid the creation of a “camel” when a “sleek thoroughbred” was envisioned by the Harrisonville's citizens and would have been possible.

Acknowledgements

Sponsors

- Allen Bank
- Applebee's
- Best Burrito
- Commerce Bank
- Our Lady of Lourdes Catholic Church
- Cricket Kroenke
- Norma Keltner
- Dorothy Young
- Jennifer Coday
- Pizza Hut
- Ray Rae's Rib Shack
- Red Dirt Road House
- Sonic
- Universal Asset Management

Volunteers

- Jennifer Coday
- Cricket Kroenke
- Norma Keltner

Initiating Committee

- Virgil Butler
- Obie Carl
- Jennifer Coday
- Dave Coffelt
- Jeff Cryderman
- Barb Gillen
- John Hurd
- Joni Mabary
- Paula Mathes
- Lloyd Rudell
- Ray Shick
- Tim Soulis

Stakeholders

Obie Carl, Tim Soulis (Co-Chairs)

Economic Development KPA

- Joe Allen
- Kim Benjamin, *Chair*
- Brad Bockelman
- Meryl Bohannon
- Diana Bolinger
- Helen Budinger, *Chair*
- Cody Chancellor
- Gary Davidson
- John Foster
- John Hurd
- Katrina Lajoie
- Doug Meyer
- Clint Rudell
- Ray Shick
- Karen Soulis
- Tim Soulis
- Mark Wilson

Education KPA

- Charlie Blalock, *Chair*
- Denise Davidson
- Robin Farooq
- Nichole Marshall, *Chair*
- Andrea Laughlin
- Donna Pfautsch
- Nancy Shelton
- Jill Stewart

Local Government KPA

- Charlie Bulen
- Jennifer Coday
- Jack Cotton
- Paula Crigger
- Jeff Cryderman, *Chair*
- Kay Gerke
- Cricket Kroenke
- Mel Mathes
- Darrell Myers, *Chair*
- Cheryl Nickel
- Ron Saffels
- Bill Shelton
- Gerald Tabb
- John Teague

Quality of Life KPA

- Juanita Carl
- Ruben Carter, *Chair*
- Donna Coke
- Brandy Elgen
- Daniel Elgen
- Ron Richardson
- Wendy Richardson
- Megan Rudell, *Chair*
- Jeanne Saffels
- Luke Scavuzzo
- Jay Shick

Process and Meetings Facilitator

Mr. Derek Okubo, The National Civic League

Board of Alderman Attendees, City Staff, & Professional Resources

- Kevin Woods, Mayor
- David Dickerson, Alderman
- Allison Light, Alderman
- Dorothy Young, Alderman
- Keith Moody, City Administrator
- Mike Tholen, Finance Director
- Sheryl Stanley, Communications Information Specialist
- John Hofer, Police Chief
- Larry Francis Fire Chief,
- Chris Cotten, Parks & Recreation
- Keith Thomas, Electric Department
- Bob Surber, Water Department
- Jim Proctor, Street Department
- Steve Rauscher, Codes Administration Department
- Burns & McDonnell Representatives- Wastewater Overview
- Larkin & Associates Representatives – Water Supply Overview

Others:

- Brian Bardo, Growth Industries
- Carol Bohl, Cass County Historical Society
- Gary Lee, Universal Asset Management
- Richard Lloyd, Commerce Bank
- Danny Powell, Chamber of Commerce

Strategic Planning Status Report
June 1, 2014

A. Quality of Life –

1. *Form a volunteer event committee to provide manpower for activities and events*

Status: The Implementation Committee's Junk in the Trunk program continues to grow each year, holding a monthly swap meet from April through October. They also instituted a Home of the Month program and Business of the Month award program. The Implementation Committee has also partnered with the Chamber of Commerce to organize the annual Burnt District Festival on the square. The Implementation Committee has also brought the Farmers Market back to the square during the summer.

2. *Create bike trails and green spaces – Parks*

Status: A new trail in City Park adjacent to the outdoor swimming pool was completed and opened in 2012. A southern connection to this new bike trail was also created in cooperation with the school district. Extension of this trail west to Zeller Park is in the works for 2014.

In 2012 the City completed restoration of the tennis courts, installed a whirl pool and sauna at the community center and made energy efficient lighting improvements at that facility.

In 2012, the city purchased a mini-excavator which can be used in the parks with the expansion of trails within the parks and by other departments in areas where a backhoe is too large. This will save the city money by avoiding duplication of heavy equipment.

Drainage improvements were completed in 2011 at the north park ball diamonds. This will continue until all of the fields enjoy drainage tile and turf infields which will shorten drying time in the event of rain.

3. *Promote businesses relocating to the Square to increase tourism– Economic Development, Chamber, Implementation Committee*

Status: Since 2010 the City has implemented an education program available to local businesses that provides one-day classes in various business topics such as finding grants, low interest loans and tax incentives.

A new Economic Development Manager position was created in 2012. This person is actively engaged in promoting the square. In addition properties in the downtown that have been vacant for some time have been listed for sale. The City is working with the seller to identify incentives plans suitable for new occupants as well as offering to partner with the seller in the construction of a public parking facility at the southern end of down town.

An overlay zoning district has been established on Mechanic Street to afford properties in the original parts of Harrisonville relaxed building setbacks and make the area more attractive to certain types of home-based businesses.

The City completed work on a new Police Department in early 2014, located just off the square the facility is designed to match the architectural character of the old downtown. The new 12,600 square foot facility cost approximately \$2 million and provides additional paved

public parking on the east side of downtown. The City is leading by example resulting in a new orthodontist office locating on the square as well as the Chamber of Commerce in 2014.

The Implementation Committee has expanded events downtown through the Junk In the Trunk, Farmers Market, Home of the Month and Burnt District Festival programs.

4. *Encourage and expand volunteer opportunities by creating a volunteer bank/clearinghouse*

Status: Although a volunteer bank has not formally been established the Implementation Committee has expanded volunteer opportunities through the Junk In the Trunk, Farmers Market, Home of the Month and the Burnt District Festival programs.

B. Economic Development

1. *Develop & expand community partnerships*

Status: In 2011 the City partnered with the Cass Regional Medical Center to provide medical transport services. The \$150,000 annual fee paid to Harrisonville covers roughly half of the cost of the service and ensures CRMC patrons have access to timely Ambulance service 24/7.

Preliminary design work is complete for the new Hospital Interchange on Hwy. 71; the project will receive funding through a Transportation Development District established through a partnership consisting of the City, Cass County and the local property owners.

The Enhanced Enterprise Zone, another joint venture between the city, county and schools, was established in 2010 and made its first award in 2012. This program creates the opportunity for state and local incentives for existing and new businesses to expand their work force and increase their financial investment in Harrisonville. The district includes all of Harrisonville as well as an unincorporated part of Cass County to the west of Harrisonville that would not have otherwise qualified for the designation.

The 291/71 Transportation Development District which is the result of a partnership between the City and property owners in this area has secured \$7 million for phase one construction and \$2.3 million for phase two construction of this \$20 million interchange replacement and roadway widening project. The TDD Board has crafted an iconic bridge that will serve to create a unique entryway to this major commercial corridor. Construction begins the summer of 2014.

The City and School District renewed an agreement for School Resource Officers and DARE services.

The City has partnered with the City of Peculiar to provide them animal control services on a contractual basis. The ability to provide waste sludge disposal to Peculiar is being investigated.

The City has entered into emergency water purchase agreements with Water Districts 4 and 9.

2. *Leverage existing and future resources to create growth-*

Airport: Apron replacement and runway sealing in 2011 along with resurfacing the entry road and paving gravel parking areas in 2012 are examples of how the City is optimizing the resource we have in the Lawrence Smith Memorial Airport. The environmental impact

assessment required prior to expanding the runway brought to light that funding for an expansion will be dependent upon need. Therefore the City is documenting the need with customers and potential users. The City anticipates entering into a land lease for a business interested in building on the airport property in 2014. We also plan to hold another Open House event in the fall.

Waste Water: Renovation and expansion at the waste water treatment plant during 2011-12 has brought that facility up to the most current clean water standards and positions the city to be able to efficiently meet those standards in the future. The plant's capacity will serve growth demands for the next 30 plus years. In addition to the \$3 million grant which the City received to help pay for these improvements the City also received a \$225,000 grant to install solar lighting and high efficiency blowers at the plant which was completed in 2012. Sewer rates were lowered 2.5% 1/1/11. Sanitary sewers will be televised over a five year period starting in 2013. A plan for maintenance and repairs will be developed from this information.

Potable Water: A new back-up generator which eliminates vulnerability in the event of a loss of power was installed in 2011 along with a variable frequency drive on the distribution pump which will reduce energy consumption were installed at the water plant. A plant and lake optimization study was completed in 2013 that yielded a facility improvement plan for how to optimize operating efficiencies, expand treatment capacity of the plant, phasing of improvements, cost of improvements as well as improving the taste and odor of our water. It is expected that with these improvements the plant will serve our needs over the next 30 plus years. Negotiations continue with Lee's Summit and KCMO over sale of the 5 mgd water capacity we own to Lee's Summit. Water rates were lowered 2.5% 1/1/11.

Electric System: Improvement to the electric distribution system over the past decade has resulted in fewer service outages as well as energy losses of 3% or less which is unmatched in the industry. A transformer at the north substation is being placed in 2013-14, in keeping with our replacement program. Our membership in the Missouri Public Utility Alliance has positioned us experience below market increases in energy costs over the next five years. MPUA has invested in electric generation facilities which are new and meet the most stringent clean air standards. Electric rates were lowered 2.5% 1/1/11.

3. *Evaluate the development of a plan to create and implement a destination concept to increase tourism and business growth. (i.e. medical campus associated with Cass Regional Hospital, community college and education focal points)*

Status: The City, Chamber of Commerce and Implementation Committee continue to partner in holding the Burnt District Festival. As this event grows, we believe it will become a natural draw to our city.

4. *Develop a small revolving loan fund / subsidized interest program to support local business improvements and investment. (Complements Beautification action step)*

Status: As mentioned, a similar initiative has been tried in the past but lacked support from the local banks. As an alternative the city has placed information on its website covering a myriad of loans and grants available through the state and local government. This topic is also covered in the one-day classes offered periodically here in the city.

5. *Explore/expand City of Harrisonville / Cass County partnerships on existing or new, economic development initiatives, new regional service provider solutions (i.e. Waste to Energy Strategy, Quarry, Landfill,) and work towards strategic alliances on future projects.*

Status: Our new Economic Development Manager works with the Cass County Economic Development Coordinator on a regular basis. This relationship is proving to be very productive for the City.

6. *Improve and expand existing road network*

Status: In the last five years, The City has seen more than 50% of our city streets resurfaced or otherwise upgraded. The bridge on North Independence was replaced in the spring of 2014. Reconstruction of Mechanic from Independence to Price will occur in 2015.

Construction will begin the summer of 2014 on a new diverging diamond interchange at 71/291, a joint project with one of the local TDD's. The second phase of this project will expand 291 to five lanes north to the corporate limits in 2017.

A TDD also exists for funding a new Hospital Interchange north of Harrisonville.

Permanent signals along with sidewalk improvements were completed at Mechanic and Elm in 2011.

Pearl Street was reconstructed in 2011, including new sidewalks and utilities.

A street improvement master plan was developed in 2011. A sales tax vs. property tax funding question was included in the Citizen Satisfaction Survey, with a sales tax being preferred. A transportation sales tax question that would have funded \$1 million in street improvements for a 10 year period was not supported by voters in the April 2014 election.

The City received a \$120,000 grant to replace old street lights with high efficiency street lights in 2011.

7. *Create a sustainable community*

Objective 1. Review the pending Plan being presented by Gary Lee of Universal Asset Management.

Status: Harrisonville contracted with Siemens' Corporation to complete an energy audit of the water plant, wastewater plant and community center. We secured funding from Energize Missouri for the improvements and they were completed in 2012.

The street light improvements, water plant, sewer plant and electric system improvements mentioned in B.2 above all contribute to enhancing sustainability.

Based on the Cost of Living for a Single Family comparison that was completed by the City in 2013, Harrisonville is one of the five most affordable cities to live in in the KC metro. The total taxes paid by Harrisonville residents are the third lowest in the KC metro where Harrisonville has the lowest Property Tax obligation. Addressing street, sidewalk and storm drainage deficiencies that have existed since the city was developed is not possible with the current revenue stream. Additional taxes would not push the cost of living even above average and should be considered as part of the sustainability question.

Objective 2. Identify funding sources/resources.

Status: With the completion of the single family cost of living comparison the City is now able to determine how our fees and taxes compare to those of our competitors. Harrisonville enjoys among the lowest taxes and has average fees. Combined these two costs yield one of the lowest cost of living for our residents. If maintaining the status quo is the goal then our fee/tax structure is sustainable. If we wish to raise our standards or bring substandard conditions up to current standards then the tax structure in particular is not sufficient. Sales taxes and property taxes are the two funding options that can and should be pursued.

8. *Develop a framework and model to utilize in vetting tax based financing decisions*

Status: The city continues to follow state and local guidelines to evaluate tax based financing decisions. Current state law requires public hearings prior to Board action on tax based financing decisions. Depending upon the type of financing, there may also be additional review and recommendation by citizen committees. In addition, City staffs as well as expert consultants are employed to provide analysis/perspective/opinion/recommendation on financing issues. A framework is in place and utilized to vet the issues.

C. Local Government

1. *Review 4 year terms for aldermen*

Status: The Implementation Committee spent a good portion of 2011 examining and gathering information on the Home Rule/Charter Government issue as one way to correct the unequal staggering of aldermen terms. Because of the group's strong interest in this issue, the Board of Aldermen agreed to place the issue before voters on the April 3, 2012 ballot. The question of establishing a charter commission was soundly defeated. This is an issue that requires a great deal of public education and involvement in order for there to be support. A community wide information campaign must be completed prior to presenting the question to the voters again.

2. *Police Station and City Hall need facility upgrades*

Status: As discussed in item A.3 above the City has completed construction of a 12,600 square foot police facility. In addition, exterior improvements have been completed to City Hall with the final steps planned for the summer of 2014. Interior renovation plans for City Hall were completed in 2013, total cost of the renovations are estimated at \$560,000.

3. *Create position of City Engineer to be the department head of Codes and Zoning*

Status: A City Engineer being the department head for Codes and Zoning would be unusual. The City does now have a public works director that has a PE, but continues to rely on outside engineering services as it is not cost or time effective to design projects of any size in house. The Community Development Director is now in charge of planning, building and code enforcement which is common for communities of our size. An Economic Development Manager has also been added to the department and an Assistant Public Works Director position created that assists in this department as well.

4. *Publish permit information packets*

Status: The permit information packet was updated and is available on the city's website.

5. *Review current and future electric rate structures – Public Works*

Status: The city reviews electric, sewer and water rates as part of its annual budget process. As previously stated rates were decreased 2.5% on 1/1/11 and no change in those rates occurred for 2012 or 2013. A .5% increase in water and sewer rates occurred in 2014. Power costs went down from 2009 through 2011 returning to 2009 numbers over the period of 2013 to 2013.

6. *Create Citizens Advisory Committee to systematically review property maintenance codes.*

Status: Though an advisory committee has not been established, the citizens of Harrisonville now have the opportunity to provide their opinion on how well the city is doing at enforcing codes and their impression of the cleanliness and appearance of the city through the biennial citizen satisfaction survey. Per the results of the 2008 survey, the majority of citizens would like the city to improve the appearance of the community and be proactive in enforcing codes that impact the appearance of our town. This remained true in the results of the 2010 survey. The 2010 results show that there has been improvement in 5 of the 7 code enforcement areas with the other two remaining constant. The 2012 results show that satisfaction went down in 6 of the 7 and satisfaction with the appearance of the community also declined. In 2012 we went from proactive to reactive code enforcement and eliminated the full time code enforcement position and the Director of Codes Administration position.

During the past three years the City has modified development and building codes to address a variety of concerns brought to the City. We will continue to amend regulations in partnership with our residents and businesses where those changes have merit and serve the betterment of our community.

7. *Review staffing needs of Harrisonville Police Department*

Status: The Harrisonville Police Department continues to operate with 4 additional police officers following the 1/8th of a cent public safety sales tax being passed by voters in 2009. In 2014 overtime was expanded to enhance drug enforcement efforts.

8. *Develop alternative plans for more cost efficient upgrades to sewer department*

Status: Major upgrades at the WWTP were completed in 2012. An energy audit completed by Siemens identified further ways to operate at peak efficiency. The city obtained \$225,000 in grant funding through Energize Missouri to make these enhancements. The installation of a SCADA system as part of the plant upgrades has allowed for more efficient operation and more timely maintenance at the plant.

9. *Designate major road improvement areas*

Status: As mentioned earlier, a street improvement master plan was developed in 2011, funding for this improvement plan was presented to voters in April of 2014, and was defeated 2 to 1. In addition the city has three TDDs which have or will provide for road improvements at South Commercial and Hwy 71, Commercial and Hwy 7, a new 71 Hwy interchange north

of the hospital and a new diverging diamond interchange at 291/71 along with widening to 291.

Mechanic Street has been restriped from Commercial east to Price providing for a three lane configuration. \$2.5 million in state funding has been awarded to widen and curb Mechanic from Independence to Price in 2015.

10. *Develop a self-sufficient water supply, based upon reality of growth for 5, 10 and 20 years, identifying the capacity our current lakes can provide, and investigating alternative sources, including purchase from area water districts.*

Objective 1. It is recommended that Harrisonville stop all actions that commit to the expenditure of funds associated with the strategy to install a new water supply line from the City of Kansas City, Mo.

Status: As mentioned above the City has completed a facility improvement plan for the existing water treatment plant. 5 million gallons per day of water from Kansas City is available. Sale of that capacity is being pursued with Lee's Summit. The city has executed an emergency water purchased agreement with Water District 9 and District 4. These agreements provide drought and short term water source coverage to each agency at little cost.

Objective 2. It is recommended that a study be completed to determine true capacity of our raw water sources and develop recommendations on strategies to increase capacities.

Status: The capacity of our raw water source has been assessed and it meets the projected needs of all areas under the jurisdiction of the City to serve at build out (2.8 mgd). The emergency water purchase agreements provide further protection to these numbers/projections.



TO: Board of Aldermen
FROM: Kim Hubbard, City Clerk
DATE: April 30, 2015
SUBJECT: Appointment Process

Type of Item: *Report*

Mayor Hasek asked that the appointment process for boards, commissions, and committees be a discussion topic for this agenda.

I have attached the following documents:

- Board Committee handbook
- Board Committee handbook Resolutions
- Attorney opinion on the setting of committee agendas

E. Action Item (ID # 1843)

Appointment Process

Attachments:

Board Committee handbook (PDF)

Resolutions-Board Committee handbook (PDF)

Attorney opinion on setting agenda and calling a meeting (PDF)

CITY OF HARRISONVILLE

HANDBOOK FOR APPOINTED BOARDS, COMMITTEES AND COMMISSIONS

In order to assist in setting direction for the city, the Board of Aldermen considers the advice of its various boards, commissions and committees. Citizens who serve on boards, commissions and committees, therefore, play an important part in translating ideas into programs and suggestions and concerns into change. They also expand the knowledge and experience based on the elected decision makers.

The Board of Aldermen has engaged more and more citizens in the process of government by creating new advisory boards when the need arises. At present, the City of Harrisonville has the following advisory bodies:

1. Board of Engineering & Appeals
2. Board of Zoning Adjustment
3. Historic Preservation Commission
4. Industrial Development Authority
5. Parks & Recreation Commission
6. Planning Commission
7. Tax Increment Financing Committee

Purpose

The purpose of this Handbook for Boards, Commissions and Committees is to explain the role of boards, commissions and committees in advising the Board of Aldermen and to set forth guidelines to assist in carrying out their work.

City Structure

In order to be more effective in fulfilling their purpose, board, committee and commission members should understand the organizational structure of the city.

The City of Harrisonville is a fourth class municipality operating pursuant to the RSMo Chapter 89 and the Harrisonville Code of Ordinances.

The citizens have chosen a Board/Administrator form of government. Under this form, the citizens elect eight council members, two from each ward, and one mayor at large. The entire Board elects the mayor pro tem. The Board of Aldermen sets the goals and policies for city government, and annually adopts a budget in support of city activities.

City staff, under the direction of the city administrator, is responsible for carrying out the direction of the Board of Aldermen in implementing programs and

services. The city administrator and city attorney report directly to the Board of Aldermen. Department directors and their staffs are under the direction of the city administrator.

As the city's chief executive officer, the city administrator oversees responsibilities for the day-to-day administrative affairs of the city, including assigning staff to assist boards, commissions and committees in carrying out their responsibilities. The city administrator is responsible for conveying and implementing Board policy.

ARTICLE II. BOARD MEMBER EXPECTATIONS

Attendance

The effective operation of a board depends upon regular attendance of the members at meetings. As a result, for boards which meet monthly, a member may be removed from the position prior to expiration to a term when that member is absent from three consecutive meetings, or four meetings in a year, for reasons other than illness, unless prior arrangements have been made with the board for the absence. For boards that meet more frequently than monthly, a member may be removed when that member is absent from more than 25% of the meetings, unless prior arrangements have been made with the board for the absences.

The chairperson of the board shall be responsible for calling those board members who are not regularly attending the board's meeting in order to encourage them to attend. If a board member's attendance does not improve after being so contacted by the chairperson, the chairperson shall inform the board member in writing that the board will be considering a recommendation to the Mayor regarding the member's possible removal from the board.

If a member is unable to attend a meeting, the secretary or chairperson of the board should be notified at least 24 hours in advance of the meeting. Repeated absences, even if not consecutive, may also be cause for removal.

Board members are encouraged to give the chairperson of the board as much advance notice as possible, preferable 90 days' advance notice, of the board member's intention to resign from the board and to advise the chairperson of the intended date of such resignation.

Conflicts of Interest

The objective of the Board of Aldermen is that the appointed member avoid any conflict of interest. A member should also carefully consider for him or herself avoiding even the appearance of impropriety. Since there may be areas where board members are unsure or unaware that a conflict exists, the following guidelines should be considered.

If a board member has acquired confidential information in the course of official duties that information cannot be used to substantially further the member's personal financial interests. Occasionally gifts are offered to board members. If it appears under the circumstances that a gift has been offered to the member for the purpose of rewarding the member for official action, the board member should refuse the gift. If a gift is of substantial value and would tend to improperly influence a reasonable person, the gift should be refused. A gift of substantial value includes an economic benefit such as loans at a rate substantially lower than the current commercial rate for similar loans. Such an economic benefit would also include compensation received for personal services that substantially exceeds the fair market value of the services.

No board member can participate in any matter, directly or indirectly, in which the board member attempts to influence any decision by (i) the board, committee or commission in which they are a member or (ii) the Harrisonville Board of Aldermen, when the member knows that such a decision may lead to the acceptance of the performance of a service or the sale, rental or lease of property, for a payment in excess of \$500 per transaction or \$5000 per year, to the member, their spouse, dependent children or any business in which they are associated, unless the award is made pursuant to a contract made after public notice and competitive bidding.

State law provides that a board member shall not hold an interest in a business or undertaking that may possibly be directly and substantially economically affected by any official action of the member's board. A board member shall not perform an official act causing an economic detriment to the member's business or personal competitors.

A board member shall not engage in a substantial financial transaction for private business purposes with a person under the direction of that member's board.

If a member has a personal or private interest in any matter before the board, the member must disclose the interest to the board must not vote on the matter and must refrain from attempting to influence the other board members in voting on the matter. The member should consider not only his or her financial interests and investments, but also those of spouse and children.

If you are unsure of your legal responsibilities on any matter coming before your advisory body, you should seek the advice of the City Administrator's Office as soon as possible before the meeting.

Training for New Board Members

Recognizing that a newly appointed board or commission member will need a basic foundation of knowledge concerning the subject matter having to do with the particular board or commission, the City will provide informal and/or formal training opportunities for each newly appointed member. The Board of Aldermen

liaison, staff liaison, and chairperson of the board or commission shall work cooperatively to establish a training process which will provide to the new member a basic foundation of knowledge concerning the subject matter having to do with the particular board or commission. Where appropriate, in-service training should be provided which may include presentations on the responsibility of board and commission members, parliamentary procedure, conflicts of interest, specific board or commission mission, consensus and decision making model, City administration overview, open meetings, and language of local government and commonly used abbreviation and acronyms.

Board and commission members should be invited to in-service opportunities offered by the City. Board and commission members should be encouraged to identify in-service opportunities which would be specifically beneficial to their particular board or commission. When possible, exit interviews should be conducted with departing board and commission members to determine areas in which the City can be more helpful to the board or commission. The City should provide funding for appropriate in-service training for board, committee and commission members.

Board Responsibilities

Each advisory board, committee and commission is responsible to investigate and make thoughtful recommendation to the Board of Aldermen and city staff on issues coming before it. Such recommendations are often most useful if they include alternatives that were considered and an analysis of the pros and cons of the alternatives.

Matters upon which a board makes recommendations can come from the Board of Aldermen, from city staff, the citizens of Harrisonville and from the board members themselves. The Board of Aldermen does not wish to impose a rigid structure upon the thoughts and ideas of any board, committee or commission, but instead believes that creative and innovative ideas can come from many different sources. Often, however, ideas will originate with the consideration and adoption of goals by the Board of Aldermen, and boards, committees and commissions will be asked to consider such goals.

The normal channels for communication between the Board of Aldermen and the boards, committees and commissions are through the Aldermen liaison to the board and city staff in the affected department. Such person will report to the Board of Aldermen the deliberations and recommendations of the board. The boards, committees and commissions, and their individual members, are always free to communicate directly with the Board of Aldermen on any matter concerning their areas of responsibility.

In considering recommendations from boards, committees and commissions, the Board of Aldermen will attempt to balance the many diverse interests in our community.

Code of Ethics

The citizens and businesses of Harrisonville, Missouri are entitled to have fair, ethical and accountable local government which has earned the public's full confidence for integrity.

To this end, the Harrisonville Board of Aldermen has adopted a Code of Ethics for members of the Board of Aldermen and of the City's boards, committees and commissions to assure public confidence in the integrity of local government and its effective and fair operation.

1. Act in the Public Interest

Recognizing that stewardship of the public interest must be their primary concern, members will work for the common good of the people of Harrisonville and not for any private or personal interest, and they will assure fair and equal treatment of all persons, claims and transactions coming before the Harrisonville Board of Aldermen, boards, committees and commissions.

2. Comply with the Law

Members shall comply with the laws of the nation, the State of Missouri and the City of Harrisonville in the performance of their public duties. These laws include, but are not limited to: the United States and Missouri constitutions; the Harrisonville Municipal Code; laws pertaining to conflicts of interest, election campaigns, financial disclosures, employer responsibilities, and open processes of government; and City ordinances and policies.

3. Conduct of Members

The professional and personal conduct of members must be above reproach and avoid even the appearance of impropriety. Members shall refrain from abusive conduct, personal charges or verbal attacks upon the character or motives of other members of Aldermen, boards, committees and commissions, the staff or public.

4. Respect for Process

Members shall perform their duties in accordance with the processes and rules of order established by the Board of Aldermen and boards, committees and commissions governing the deliberation of public policy issues, meaningful involvement of the public, and implementation of policy decisions of the Board of Aldermen by City staff.

5. Conduct of Public Meetings

Members shall prepare themselves for public issues; listen courteously and attentively to all public discussions before the body; and focus on the business at hand. They shall refrain from interrupting other speakers; making personal comments not germane to the business of the body; or otherwise interfering with the orderly conduct of meetings.

6. Decisions Based on Merit

Members shall base their decisions on the merits and substance of the matter at hand, rather than on unrelated considerations.

7. Communication

Members shall publicly share substantive information that is relevant to a matter under consideration by the Board of Aldermen or boards, committees and commissions, which they may have received from sources outside of the public decision making process.

8. Conflict of Interest

In order to assure their independence and impartiality on behalf of the common good, members shall not use their official positions to influence government decisions in which they have a material financial interest or where they have an organizational responsibility or personal relationship which may give the appearance of a conflict of interest. In accordance with the law, members shall disclose investments, interests in real property, sources of income, and gifts; and they shall abstain from participating in deliberations and decision-making where conflicts may exist.

9. Gifts and Favors

Members shall not take any special advantage of services or opportunities for personal gain, by virtue of their public office that are not available to the public in general. They shall refrain from accepting any gifts, favors or promises of future benefits which might compromise their independence of judgment or action or give the appearance of being compromised.

10. Confidential Information

Members shall respect the confidentiality of information concerning the property, personnel or affairs of the City. They shall neither disclose confidential information without proper legal authorization, nor use such information to advance their personal, financial or other private interests.

11. Use of Public Resources

Members shall not use public resources not available to the public in general, such as City staff time, equipment, supplies or facilities, for private gain or personal purposes.

12. Representation of Private Interests

In keeping with their role as stewards of the public interest, members of boards, committees and commissions shall not appear before their own bodies or before the Board of Aldermen on behalf of the private interests of third parties on matters related to the areas of service of their bodies.

13. Advocacy

Members shall represent the official policies or positions of the Board of Aldermen, board, committee or commission to the best of their ability when designated as delegates for this purpose. When presenting their individual opinions and positions, members shall explicitly state they do not represent their body or the City of Harrisonville, nor will they allow the inference that they do.

14. Policy Role of Members

Members shall respect and adhere to the structure of the Harrisonville city government as outlined by the Harrisonville Municipal Code. In this structure, the Board of Aldermen determines the policies of the City with the advice, information and analysis provided by the public, boards, committees and commissions, and City staff.

Members therefore shall not interfere with the administrative functions of the City or the professional duties of City staff; nor shall they impair the ability of staff to implement Board of Aldermen policy decisions.

15. Independence of Boards, Committees and Commissions

Because of the value of the independent advice of boards, committees and commissions to the public decision-making process, members of the Board of Aldermen shall refrain from using their position to unduly influence the deliberations or outcomes of board, committee and commission proceedings.

16. Positive Work Place Environment

Members shall support the maintenance of a positive and constructive work place environment for City employees and for citizens and businesses dealing with the City. Members shall recognize their special role in dealings with City employees to in no way create the perception of inappropriate direction to staff.

17. Implementation

As an expression of the standards of conduct for members expected by the City, the Harrisonville Code of Ethics is intended to be self-enforcing. It therefore becomes most effective when members are thoroughly familiar with it and embrace its provisions.

For this reason, ethical standards shall be included in the regular orientations for newly appointed officials. Members entering office shall sign a statement affirming they have read and understood the City of Harrisonville code of ethics. In addition, the Code of Ethics shall be annually reviewed by boards, committees and commissions, and the Board of Aldermen shall consider recommendations from boards, committees and commissions and update it as necessary.

18. Compliance and Enforcement

The Harrisonville Code of Ethics expresses standards of ethical conduct expected for members of the Harrisonville Board of Aldermen, boards, committees and commissions. Members themselves have the primary responsibility to assure that ethical standards are understood and met, and that the public can continue to have full confidence in the integrity of government.

The chairs of boards, committees and commissions and the Mayor have the additional responsibility to intervene when actions of members that appear to be in violation of the Code of Ethics are brought to their attention. The Board of Aldermen may impose sanctions on members whose conduct does not comply with the City's ethical standards. The Board of Aldermen may remove members of boards, committees and commissions from office.

A violation of this code of ethics shall not be considered a basis for challenging the validity of a Council, board or commission decision.

ARTICLE III. ORGANIZATION OF THE BOARD

Annually, each board shall choose a chairperson and a vice chairperson. Additional offices may be created by the board from time to time as necessary. If a city staff person is not made available to serve as recording secretary, a board shall also choose a recording secretary.

Duties of Chairperson

The chairperson serves as the presiding officer over all meetings. It is the responsibility of the chairperson to conduct meetings, keep the discussion on track, encourage the input of ideas and facilitate the overall decision process. The Chairperson should clarify ideas as they are discussed and should repeat motions to ensure that all members fully understand the wording of the item upon which they are voting. It is also the Chairperson's responsibility to sign all documents on behalf of the board, see that all of the decisions of the board are carried out properly, and perform any other duties and functions requested by the board.

The chairperson, working with the recording secretary, is responsible for preparing an agenda for each meeting and assuring its circulation in advance to all members of the board and other persons who have requested notification and to ensure public notice of the board's regular and, if any, special meetings.

Vice Chairperson

The vice chairperson shall perform the duties of the chairperson in the absence of the chairperson. The vice chairperson shall also perform any other duties assigned to his office by the board. The vice chairperson may request the assistance of other members of the board in carrying out the duties of the office.

Recording Secretary

The recording secretary keeps the record of the board, is responsible for the minutes of the meeting, and keeps a record of the proceedings of the board. The secretary also performs any additional duties or functions that the board may assign. The secretary prepares an agenda in advance of each meeting. A copy of the approved minutes from each meeting shall be deposited with the Harrisonville city clerk. Minutes from meetings shall be recorded as soon as possible. The recording secretary function shall be performed by city staff and if required by law, an appointed member will be elected secretary for the purpose of executing documents.

Officers' Terms of Office

The term of office for the chairperson and the vice chairperson shall be one year. Each officer shall be eligible for reelection. However, chairpersons are encouraged not to serve for more than two consecutive years so that other board or commission members may gain experience as a chairperson. Officers shall be elected at the next regular meeting following the month of the year in which the terms of office of the members of the board expire.

Board of Aldermen Liaison

The Board of Aldermen liaison assigned to a board or commission shall serve the following roles:

1. Communicate with the board or committees when Board of Aldermen communication is needed and to serve as the primary two-way communications channel between Aldermen and the board or commission.
2. Serve as the primary formal Aldermen contact.
3. Help resolve questions the board or commission may have about the role of the Board of Aldermen, municipal government, and the board or commission.
4. Establish formal or informal contact with the chairperson of the board or commission and effectively communicate the role of the liaison.
5. Provide procedural direction and relay Board of Aldermen's position to the board or commission, and to communicate to the board or commission that the liaison's role is not to direct the board in its activities or work.

6. Serve as Aldermen contact rather than an advocate for or ex-officio member of the board or commission.

ARTICLE IV. CONDUCT OF MEETINGS

Open Public Meetings

All meetings at which any public business is discussed where a quorum of the board is present are public meetings open to the public at all times. No board or commission shall conduct any closed meeting without first consulting with the City Administrator's Office concerning its propriety.

Quorum

The majority of all of the members of a board shall constitute a quorum, except where statute or ordinance defines the necessary number for a quorum. In order to conduct business at any meeting, a quorum shall be present. No action shall be taken in the absence of a quorum, except to adjourn the meeting to a future date.

Special Meetings

A special meeting may be called by the chairperson or vice chairperson, or upon the written request of three members of the board. Notice should be given to each of the board members by personally serving them or by leaving notice at their usual place of residence. Notice of special meetings should be given as much in advance as possible. The notice of a special meeting shall set forth the time, place, date and purpose of the meeting. Attendance at a special meeting constitutes a waiver of the notice of the meeting.

Public Notice

Public notice of all meetings where the board may take any formal action or at which a majority or quorum of the board is expected to attend shall be given. The public notice shall be given no less than twenty-four hours in advance of the meeting and shall be posted at such place as the Board of Aldermen shall designate. The notice shall contain a specific agenda if possible.

Rules of Order

Generally, meetings can be held in any manner that assures an orderly and focused discussion, and facilitates the input of all members of the board. When necessary, in order to effectively conduct business, as determined by a majority vote of those present, Robert's Rules of Order shall be in effect.

Public Hearings

Occasionally, a board will be called upon to conduct a public hearing on a matter coming before it.

A public hearing is a process by which official input on a matter coming before a board is received from all those wishing to present testimony. It is a matter of fundamental due process that decisions made as a result of the public hearing are based solely upon the evidence presented at the public hearing, and no prior investigation or discussion should be conducted by any member. If members have acquired information from outside the hearing, they should state during the hearing what the information is and allow public comment.

The chairperson should declare the public hearing open, and after hearing public testimony, declare the hearing closed. Following the public hearing, board members should discuss the matter among themselves (still in open meeting), and reach a decision by adopting a motion that sets forth the basis for the decision. Any such decision should be set out in the minutes of the meeting.

Further information regarding the conduct of public hearings is available from the City Administrator's Office.

Code of Conduct for Public Meetings

The purpose of this policy is to establish rules of decorum for members of the public attending, bringing signs or other objects to, and/or addressing the legislative or policy body at meetings held the City of Harrisonville, including meetings of the Board of Aldermen, and City Boards, Committees and Commissions. The policy is intended to facilitate the conduct of public meetings in an open and orderly manner and in an environment safe for all persons in attendance. This policy applies to persons attending public meetings.

The Code of Conduct is intended to promote open meetings that welcome debate of public policy issues being discussed by the Board of Aldermen, and City Boards, Committees and Commissions in an atmosphere of fairness, courtesy, and respect for differing points of view.

1. Public Meeting Decorum:

- a) Persons in the audience will refrain from behavior which will disrupt the public meeting. This will include making loud noises, clapping, shouting, booing, hissing or engaging in any other activity in a manner that disturbs, disrupts or impedes the orderly conduct of the meeting.
- b) Persons in the audience will refrain from creating, provoking or participating in any type of disturbance involving unwelcome physical contact.

- c) Persons in the audience will refrain from using cellular phones and/or pagers while the meeting is in session.
- d) Appropriate attire, including shoes and shirts are required in the Council Chambers and Committee Rooms at all times.
- e) Persons in the audience will not place their feet on the seats in front of them.
- f) All persons entering the Council Chambers and Committee Rooms, including their bags, purses, briefcases and similar belongings, may be subject to search for weapons and other dangerous materials.

2. Signs, Objects or Symbolic Material:

- a) Objects and symbolic materials, such as signs or banners, will be allowed in the Council Chambers and Committee Rooms, with the following restrictions:
 - No objects will be larger than 18 inches by 18 inches.
 - No sticks, posts, poles or other such items will be attached to the signs or other symbolic materials.
 - The items cannot create a building maintenance problem or a fire or safety hazard.
 - Materials to be utilized by presenters for a scheduled agenda item may exceed size restrictions.
- b) Persons with objects and symbolic materials such as signs must remain seated when displaying them and must not raise the items above shoulder level, obstruct the view or passage of other attendees, or otherwise disturb the business of the meeting.
- c) Objects that are deemed a threat to persons at the meeting or the facility infrastructure are not allowed. City staff is authorized to remove items and/or individuals from the Council Chambers and Committee Rooms if a threat exists or is perceived to exist. Prohibited items include, but are not limited to: firearms (including replicas and antiques), toy guns, explosive material, and ammunition; knives and other edged weapons; illegal drugs and drug paraphernalia; laser pointers, scissors, razors, scalpels, box cutting knives, and other cutting tools; letter openers, corkscrews, can openers with points, knitting needles, and hooks; hairspray, pepper spray, and aerosol containers; tools; glass containers; and large backpacks and suitcases that contain items unrelated to the meeting.

3. Addressing the Board/Committee:

- a) Persons wishing to address the Board, Committee or Commission on any item other than a matter scheduled for a Public Hearing, please raise your hand when the Chair asks for citizen comments and the Chair will recognize you.
- b) If you are able, please make your comments from the freestanding microphone at the front of the room. If you are unable to do so, you may address the Board, Committee or Commission from your seat; however, please speak loudly so that the members can hear you.

- c) Provide your name and address at the beginning of your remarks for the formal record.
- d) Meeting attendees are usually given four (4) minutes to speak on any agenda item and/or during open forum; the time limit is in the discretion of the Chair of the meeting and may be limited when appropriate. Applicants and appellants in land use matters are usually given more time to speak.
- e) Speakers should discuss topics related to City business on the agenda, unless they are speaking during open forum.
- f) Speakers' comments should be addressed to the full body. Requests to engage the Board or Committee Members, Commissioners or Staff in conversation will not be honored. Abusive language will not be tolerated.
- g) Speakers will not bring to the podium any items other than a prepared written statement, writing materials, or objects that relevant to the presentation.
- h) If an individual wishes to submit written information, he or she may give it to the City Clerk or other administrative staff at the meeting.
- i) Speakers and any other members of the public will not approach the dais at any time without prior consent from the Chair of the meeting.

Failure to comply with this Code of Conduct which will disturb, disrupt or impede the orderly conduct of the meeting may result in removal from the meeting and/or possible arrest.

ARTICLE V. APPOINTMENTS AND VACANCIES

Unless otherwise provided by state law or by the ordinance establishing the particular board, committee or commission, the following guidelines will be used in dealing with appointments and vacancies to boards, committees and commissions.

Advertisement for Applications

Whenever a vacancy occurs in a board, committee or commission, whether by expiration of term of office, removal of a member, resignation or other reason, the following steps will be taken unless otherwise directed by the Board of Aldermen:

Annually the City Clerk's Office will cause at least one advertisement for the solicitation of applicants for Board, committee and commission positions to be placed in a newspaper of general circulation within the City

In addition to advertising as referenced above, the following are examples of recruitment methods which should be pursued, where appropriate, to complement and enhance the recruitment process.

- Send letters of recruitment to Civic organizations, past applicants for boards and commissions.

- Design and distribute fliers for posting in supermarkets, convenience stores and other public areas.
- Direct mail with City newsletter.
- Post on bulletin boards throughout city buildings and the city's web page and cable TV message board
- Distribute whenever City forms, such as building permits, business licenses, job applications, animal licenses, voter registration, etc., are given out.
- Press releases and Guest editorials by Mayor or Board of Aldermen members
- The chairperson of the board with the vacancy should announce the vacancy at the first board meeting after being notified of the vacancy and urge other board members to solicit qualified candidates.

Review Process

Applications for the position should be obtained on-line or from the City Clerk's Office. Applications shall be filed with the City Clerk's office. All applications shall be evaluated by the Board of Aldermen and forwarded to the Personnel Committee, which may conduct Interviews for a vacant position.

Immediately following the interviews, the chairperson of the Personnel Committee shall inform the City Administrator's office of its recommendation and the City Administrator's Office will cause the matter to be placed upon the next Board of Aldermen agenda for consideration of appointment.

The applicants for Board, Committee and Commission members shall be evaluated upon qualification, experience, knowledge, interest, willingness to serve, ward residency, the need for a diverse cross-section of the community, past and current service on other City boards, committees and commissions, and other factors deemed relevant by the Board of Aldermen. An eligibility list will be established and applications shall remain active for one year. The recommendation of the Personnel Committee shall be considered but shall not be binding upon the Board of Aldermen.

Appointment

The City Administrator's Office shall forward the appointment certificate and a Handbook for Boards, Committees and Commissions to the newly appointed member.

Term Limits

Appointees to positions with a term of four (4) years or less are limited to two consecutive terms prior to reappointment on a given board, commission or committee (except where specifically provided). Appointees to positions with a term of five (5) years or greater are limited to one term on a given board,

commission or committee (except where specifically provided). However, where the Board of Aldermen expressly determines it to be in the best interest of the community, the Board of Aldermen may reappoint beyond these limits.

ARTICLE VI. EXPENSE REIMBURSEMENT

The city will reimburse any member of a board, committee or commission who incurs expense for travel, lodging, registration fees and the like, where such expenses have been provided for in the budget of the department with which the board is connected. To make sure that an anticipated expense is authorized; all subject expenditures must be cleared in advance through the department.



ARTICLE VII

APPENDIXES

BRIEF DESCRIPTIONS OF BOARDS AND COMMISSIONS

BOARD OF BUILDING & ENGINEERING APPEALS

Responsibility: To determine questions of fact as to the acceptability and adequacy of alternate materials, equipment, design and types of construction. They also review decisions of the Director of codes Administration or the Fire Chief in the interpretation of the City's Building Codes. The Board may grant modifications to the codes.

Membership: The board is made up of five members appointed by the Mayor with approval from the Board of Aldermen. The board is in accordance with the City of Harrisonville code book, section 505.030. The board is authorized to transact business upon the appointment of three (3) members; no less than three (3) members shall constitute a quorum.

Meeting Dates: Meet as needed.

Authority: City code adopting the 2006 International Building Codes; which establishes the formation and criteria of the Board of Building and Engineering Appeals. There must a member that meets each one the credentials below:

- 1) Registered design professional with architectural experience or a builder or superintendent of building construction with at least ten years' experience, five of which shall have been in responsible charge of workers.
- 2) Registered design professional with structural engineering experience.
- 3) Registered design professional with mechanical and plumbing engineering experience or a mechanical contractor with at least ten years' experience, five of which shall have been in responsible charge of work.
- 4) Registered design professional with electrical engineering experience or an electrical contractor with at least ten years' experience, five of which shall have been in responsible charge of work.
- 5) Registered design professional with fire protection engineering experience or a fire protection contractor with at least ten years' experience, five of which shall have been in responsible charge of work.

Decision Type: Their decision may be appealed to the circuit court.

Term Length: 5 year terms (March)

BOARD OF ZONING ADJUSTMENTS (BZA)

Responsibility: To hold hearings and make decisions concerning requests for variances from the zoning ordinance.

Membership: The Board is made of five members appointed by the Mayor with approval from the Board of Aldermen.

Meeting Dates: The second Tuesday of the month, as needed.

Authority: The City is required by State Statute, Chapter 89 to establish this

board. Per the City of Harrisonville code book, section 405.610, a concurring vote of four (4) members of the Board shall be necessary to reverse any order, requirement or decision of the party appealed from or to issue an order or variance or to decide in favor of an appellant

Decision Type: BZA decisions may be appealed to the circuit court.

Term Length: 5 year terms (October)

HISTORIC PRESERVATION COMMISSION (HPC)

Responsibility: Designating local landmarks and preservation districts. They also review the design of exterior changes to locally designated structures.

Membership: There are seven members on the commission which are appointed by the Mayor with approval from the Board of Aldermen. Per the City of Harrisonville code book, sections 405.350 and 405.355, that to the extent available, the commission shall include professional members representing such disciplines as architecture, law, real estate, history, construction or any other field related to historic preservation. A quorum shall consist of five (5) members.

Meeting Dates: The second Wednesday of the month, as needed.

Authority: The city's square is on the National Historic Register. The HPC was established in 1993 by city ordinance 1928 (City Code of Ordinance Title IV, Article XVI, Section 405.340. In addition, the HPC has authority from RSMo 253.415.

Decision Type: Final.

Term Length: 3 year terms (May)

INDUSTRIAL DEVELOPMENT AUTHORITY (IDA)

Responsibility: The primary function of this commission is to issue industrial revenue or development bonds on behalf of the city.

Membership: The board is made up of five members appointed by the Mayor with approval from the Board of Aldermen.

Meeting Dates: Meet as needed.

Authority: Authorized under Section 349 of Missouri State Statutes.

Decision Type: Final

Term Length: 6 year terms (November)

PARK BOARD

Responsibility: To oversee all aspects of the Harrisonville Parks and Recreation Department and Community Center.

Membership: The board is made up of nine members appointed by the Mayor with approval from the Board of Aldermen.

Meeting Dates: Meet the second Tuesday of each month.

Authority: The board is mandated by State Statute, Chapter 90 that cities with a special property tax establish a Park Board.

Decision Type: Final unless it is appealed to the Board of Aldermen on or before the fifth day following the day notice of such decision is given.

Term Length: 3 year terms (June)

PLANNING & ZONING COMMISSION (P & Z)

Responsibility: To oversee the development and update of the city's Comprehensive Development Plan, and to make recommendations to the Board of Aldermen concerning the adoption of zoning and subdivision regulations.

Membership: The Commission was established in 1964 with the approval of Ordinance 637. There are eight members eight that are appointed by the Mayor with approval of the Board of Aldermen. The remaining member is the Mayor.

Meeting Dates: The third Thursday of each month.

Authority: Required by State Statute, Chapter 89.

Decision Type: Recommendations to the Board of Aldermen.

Term Length: 4 year terms (November)

TAX INCREMENT FINANCING COMMISSION (TIF COMMISSION)

Responsibility: Considers requests from developers for tax increment financing of new industrial and commercial developments in the city.

Membership: The board is made up of eleven members. Six of the members are appointed by Board of Aldermen, 2 by the Harrisonville School District, 2 by Cass County, and 1 representing all other taxing jurisdictions. The 6 appointments by the city serve staggered terms of four years each

Meeting Dates: Meet as needed.

Authority: Created by city ordinance pursuant to State Statute, Chapter 99-Section 99.820.

Decision Type: Makes recommendations to the Board of Aldermen

Term Length: 4 year terms (September)

HARRISONVILLE REDEVELOPMENT CORPORATION

Responsibility: The purposes for which the corporation is formed are to acquire, construct, maintain, and operate a re-development project or projects in accordance with the provisions of "The Urban Redevelopment Corporation Law of the State of Missouri".

The corporation is organized for the purpose of clearance, replanning, reconstruction or rehabilitation of blighted areas, and the construction or

rehabilitation of such industrial, commercial, residential or public structures as may be appropriate, including provisions for recreational and other facilities incidental or appurtenant thereto.

Membership: The Board of Directors is made up of five members, the Mayor or his designee, two members of the Board of Aldermen (which are elected by a majority of the Board of Aldermen for a one-year term) the City Administrator and the Development Director, and none of which need to be shareholders.

Meeting Dates: Meet as needed.

Authority: Urban Redevelopment Corporation Law of the State of Missouri, Chapter 353, Urban Redevelopment Corporation. Articles of Agreement and Bylaws. City Ordinance established the Corporation to facilitate redevelopment of a portion of the City located in the area of the downtown square (1997).

Term Length: Position of Mayor, City Administrator, Development Director has no term limits. The 2 Aldermen positions have one year terms.

HARRISONVILLE DEVELOPMENT CORPORATION

Responsibility: The purpose for which the corporation was originally organized was to further the economic development of the City and Cass County; to promote and assist the growth and development of business and industrial concerns, to benefit the community as a whole by increased employment. The Harrisonville Development Corporation was formed to promote industrial development in the City and to make property in the City Industrial Park available for industry purchase.

Membership: The Board of Directors is made up of nine members appointed by the Mayor with the consent of the Board of Aldermen for three-year staggered terms. (Revised in 1980). However, at some point the membership changed to seven.

Meeting Dates: Meet as needed.

Authority: Articles of Acceptance under General Not for Profit Corporation Act. Period of duration of the corporation is perpetual.

Term Length: Three-year staggered terms



City of Harrisonville
Board, Commission and Committee Appointment
Application Form

Name	Date:
Home Address:	
E-Mail Address:	
Home Telephone:	Work Telephone:
Occupation:	Best Time to Call: am/pm
Do you own commercial property and/or operate a business in Harrisonville?	
Work/Business Name:	
Work/Business Address:	
Length of Residency in Harrisonville:	
Are you now, or have you ever served on a board, commission or committee for the City of Harrisonville or any other community? ☐ Yes ☐ No If yes, please give name of board, commission and/or committee and dates served:	

BOARD, COMMISSION OR COMMITTEE PREFERENCE(S): Refer to last page for list of Boards, Commissions and Committees (Please list no more than three boards, commissions or committees in order of preference)

1	2	3
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Are you registered to Vote? ☐ Yes ☐ No

(Application continued on back page)

Attachment: Board Committee handbook (1843 : Appointment Process)

Narrative Statement. Please provide a brief statement indicating the basis for your desire to be appointed to this board or commission including the strengths you feel you could bring to the position for which you are applying. Information may include education, professional experience and community activities pertinent to the position for which you are applying.

I understand that my attendance at all regularly scheduled meetings is critical even if I am an alternate member and that the Board of Aldermen may appoint a replacement for members who are chronically absent from regular meetings. I also understand that this application is considered a public record.

Applicant's Signature:

All applications are kept on file for one year. During that time, your application will be considered when there is an opening for the Board, Commission or Committee for which you have applied.

- Please notify the City Clerk's Office at 816-380-8918 if you move or no longer wish to be considered for appointment.
- Please feel free to attach a resume and/or copies of any certificates pertinent to the appointment you are seeking.
- Mail or deliver your completed application to: City of Harrisonville, City Clerk's Office, 300 E Pearl, Harrisonville, MO 64701

* Application must be completely filled out in order to be considered *

THANK YOU FOR YOUR INTEREST IN THE CITY OF HARRISONVILLE

CITIZEN'S GUIDE TO Harrisonville's Boards, Committees, & Commissions

Board of Zoning Adjustment
Responsibility: Serves as a quasi-judiciary board that hears variances, appeals and ordinance interpretations relating to regulations contained in the Zoning Ordinance. Membership: Five members appointed by the Mayor with approval from the Board of Aldermen for five-year terms Meetings: As needed on the second Tuesday of the month.
Board of Engineering & Appeals
Responsibility: Determine questions of fact as to the acceptability and adequacy of alternate materials, equipment, design and types of construction. Review decisions of the Director of Codes Administration or the Fire Chief in the interpretation of the City's Building Codes. The Board may grant modifications to the codes. Membership: Five members appointed by the Mayor with approval from the Board of Aldermen for five-year terms Meeting Dates: Meet as needed.
Historic Preservation Commission
Responsibility: Designating local landmarks and preservation districts. Review the design of exterior changes to locally designated structures. Membership: Seven members appointed by the Mayor with approval from the Board of Aldermen for three-year terms Meeting Dates: The second Wednesday of the month, as needed.
Industrial Development Authority
Responsibility: Issue industrial revenue or development bonds on behalf of the city. Membership: Five members appointed by the Mayor with approval from the Board of Aldermen for six-year terms. Meeting Dates: Meet as needed.
Parks & Recreation Board
Responsibility: Oversee all aspects of the Harrisonville Parks and Recreation Department and Community Center. Membership: Nine members appointed by the Mayor with approval from the Board of Aldermen for three-year terms. Meeting Dates: Meet the second Tuesday of each month.
Planning & Zoning Commission
Responsibility: Oversee the development and update of the city's Comprehensive Development Plan, and to make recommendations to the Board of Aldermen concerning the adoption of zoning and subdivision regulations. Membership: Eight members are appointed by the Mayor with approval of the Board of Aldermen for four-year terms. The remaining ninth member is the Mayor. Meeting Dates: The third Thursday of each month.
Tax Increment Financing Commission
Responsibility: Considers requests from developers for tax increment financing of new industrial and commercial developments in the city. Membership: Eleven members. Six members are appointed by Board of Aldermen, 2 by the Harrisonville School District, 2 by Cass County, and 1 representing all other taxing jurisdictions. The 6 appointments by the city serve staggered terms of four years each Meeting Dates: Meet as needed



Model of Excellence
Harrisonville Board of Aldermen, Boards, Committees and Commissions
MEMBER STATEMENT

As a member of the Harrisonville Board of Aldermen or of a Harrisonville board, committee or commission, I agree to uphold the Code of Ethics for elected and appointed officials adopted by the City and conduct myself by the following model of excellence.

I will:

- Recognize the worth of individual members and appreciate their individual talents, perspectives and contributions;
- Help create an atmosphere of respect and civility where individual members, City staff and the public are free to express their ideas and work to their full potential;
- Conduct my personal and public affairs with honesty, integrity, fairness and respect for others;
- Respect the dignity and privacy of individuals and organizations;
- Keep the common good as my highest purpose and focus on achieving constructive solutions for the public benefit;
- Avoid and discourage conduct which is divisive or harmful to the best interests of Harrisonville;
- Treat all people with whom I come in contact in the way I wish to be treated;

I affirm that I have read and understood the City of Harrisonville Code of Ethics.

Signature

Date

Name (Please print)

Office

Article I. Introduction

Section 1.01 *Purpose* *page 1*

Section 1.02 *City Structure* *page 1*

Article II. Board Member Expectations

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COUNCIL BILL NO. 025

RESOLUTION NO. 011-08

A RESOLUTION OF THE BOARD OF ALDERMEN OF THE CITY OF HARRISONVILLE ADOPTING AN APPOINTED BOARDS, COMMITTEES AND COMMISSIONS HANDBOOK

WHEREAS, the Board of Aldermen of the City of Harrisonville desires to train and educate all appointed boards, committees and commissions to assist each in their mission; and

WHEREAS, the Board of Aldermen desires to ensure equality and fairness of each appointed board, committee and commission; and

WHEREAS, the Board of Aldermen, desires to set forth guidelines to assist in carrying out their work;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF HARRISONVILLE THAT:

Section 1: The Board of Aldermen handbook entitled, "Appointed Boards, Committees and Commission Handbook," which is attached hereto as "Exhibit A" and incorporated herein by this reference as though fully set forth herein, is hereby approved.

Section 2: That this resolution shall become effective immediately upon its passage and approval.

PASSED AND RESOLVED by the Board of Aldermen and **APPROVED** by the Mayor of the City of Harrisonville, Missouri this 7th day of April 2008.

Kevin W. Wood, Mayor and Ex-Officio
Chairman of the Board of Aldermen

ATTEST:

Debbie Grant, City Clerk

WITNESS my hand and seal this 7th day of April 2008.

Attachment: Resolutions-Board Committee handbook (1843 : Appointment Process)

COUNCIL BILL NO. 084

RESOLUTION NO. 043-10

A RESOLUTION AMENDING ARTICLE V, APPOINTMENTS AND VACANCIES, REVIEW PROCESS, OF THE CITY OF HARRISONVILLE HANDBOOK FOR APPOINTED BOARDS, COMMITTEES AND COMMISSIONS, EFFECTIVE JANUARY 1, 2011

BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF HARRISONVILLE, MISSOURI, AS FOLLOWS:

Section 1. That Article V, Appointments and Vacancies is hereby amended to read:

Review Process

Applications for the position should be obtained on-line or from the City Clerk's Office. Applications shall be filed with the City Clerk's Office. All applications shall be evaluated by the Mayor.

The Mayor shall inform the City Administrator's Office of his/her recommendation and the City Administrator's Office will cause the matter to be placed upon the next Board of Aldermen agenda for consideration of appointment.

The applicants for Board, Committee and Commission members shall be evaluated upon qualification, experience, knowledge, interest, willingness to serve, ward residency, the need for a diverse cross-section of the community, past and current service on other City boards, committees and commissions, and other factors deemed relevant by the Mayor. An eligibility list will be established and applications shall remain active for one year.

Section 2. That the amendment for the City of Harrisonville Handbook for Appointed Boards, Committees and Commissions, Article V shall become effective January 1, 2011.

READ and DULY PASSED by the Board of Aldermen and APPROVED by the Mayor of the City of Harrisonville, Missouri, this 6th day of December 2010

Kevin W. Wood, Mayor and Ex-Officio
Chairman of the Board of Aldermen

ATTEST:

Debbie Grant, City Clerk

WITNESS my hand and seal this 6th day of December 2010.

Attachment: Resolutions-Board Committee handbook (1843 : Appointment Process)

Zerger & Mauer LLP

Memorandum

To: Keith Moody, City Administrator
Kim Hubbard, City Clerk

From: Zerger & Mauer, LLP

Date: 4/30/2015

Re: *Setting Committee Agendas*

We drafted this Memorandum in response to the City of Harrisonville's ("City") request regarding the procedure for who sets committee meeting agendas. There was some confusion over whether the Mayor or the committee chairperson was responsible for actually setting the agenda. After researching the Missouri statutes, the City Code, and the City Handbook for appointed boards, committees, and commissions ("Handbook"), we believe the committee chairperson and secretary are responsible for setting the agenda.

The Handbook provides an outline for how the various boards work in conjunction with the Board of Aldermen. The Handbook specifically states under the Duties of Chairperson section that the chairperson, working with the recording secretary, is responsible for preparing an agenda for each meeting and assuring its circulation in advance to all members of the board and other person who have requested notification.

Additionally, it is our position (from practice) that if a committee member would like to place an item on the agenda he/she should simply request, that the chairperson put the item on the agenda. If the chairperson refuses the request, then two committee members can submit a request that an item be placed on the agenda and direct the City staff (secretary) to put the item on the agenda.

However, in the interest of preserving the City's resources, we suggest that any time there is a request for an agenda item that would be deemed outside the routine matters of the committee, the Mayor be notified. This will prevent or lessen the opportunity for an instance where a committee will be considering an item outside its authority that another committee could or should address.

This procedure is the same for actually "calling" a meeting, and the committee chairperson would call the meeting. If a committee member wants to request a meeting they would ask the chairperson to schedule it. If the request is refused then two committee members may submit a request to the secretary directing the secretary to schedule the meeting.

In addition to the procedure listed above, the City Code provides that the procedure to call a meeting of the Historic Preservation Commission shall be established by resolution but the chairperson can call a meeting at any time. This provision, applying specifically to the Historic Preservation Commission, was the only such provision we found in the City Code regarding commission meetings.

Although, the City did not specifically request that we look into the issue of how an item is placed on the agenda for a Board of Aldermen meeting or how a Board of Aldermen meeting is called, we believe the procedure would be the same as outlined above for committees. The Mayor would place an item on the agenda and call meetings but two members of the Board of Aldermen could do the same if a request to do so was denied by the Mayor.

We hope this addresses any questions the City has. Please let us know if there is anything else we help you with.

Thank you.

Attachment: Attorney opinion on setting agenda and calling a meeting (1843 : Appointment Process)