

City of Kirksville

2007 GOALS

Economic Development

- 1) **Continue to work with the Kirksville Regional Economic Development Incorporated (K-REDI) to market the community**
 - a) Staff support – **currently provide staff support through Administration Department. Ongoing.**
 - b) Office space – **Office space, Internet, website, telephone and parking provided.**
 - c) Property Listings - **some sites are listed on State of Missouri website. City needs to develop a better approach to tracking buildings and sites.**
 - d) Development of flyers, brochures, etc. – **flyers and brochures are developed as needed. Ongoing**
 - e) Data gathering for website – **data is maintained.**
 - f) Maintenance of Community Profile – **community profile update is ongoing.**
 - g) Airport services and improvements – **KCI flights only. A committee is working on a marketing plan. We received a grant for this as well**
- 2) **Continue to work with K-REDI on recruitment efforts as prospects are identified**
 - a) Identify incentives suitable for presentation to prospects using city resources - **Working on drafting an incentives policy to determine some consistent guidelines when working with new or expanding businesses.**
 - b) Prepare presentations under direction of Director of Job Creation – **A presentation was prepared for a recent prospect. As needed.**
 - c) Arrange details of meetings – **Logistics for travel, meeting room arrangements, invitations, luncheon details and media details were provided.**
 - d) Pursue state and federal incentives available for projects as recommended by KREDI and staff – **supported Commercial Envelope interest with support for tax credit incentive for equipment purchase.**
- 3) **Work with new Innovation Center Board encouraging entrepreneurial ventures**
 - a) Work to develop bylaws and articles of incorporation that will work to promote job creation – **City Manager serves on MREIC Board and Asst City Manager is an Officer. MREIC Executive Director is located in an office in City Hall and receives support from City staff.**
 - b) Explore role of city in relation to available building space for use of Innovation Center activities that would serve as an incubator for start-up

businesses – **City is a partner and exploring the idea of using the TCRC basement space for the Innovation Center.**

- 4) **Expand economic development efforts to include other areas of focus specific to the City's efforts, excluding industrial recruitment and tourism**
 - a) Work with local realtors, building owners to market available commercial buildings – **Have updated all local commercial buildings/properties on LocationOne website.**
 - b) Inventory existing businesses to determine gaps in services and work to attract franchising businesses to the community Meet monthly with Chamber of Commerce Economic Development Committee – **have brainstormed gaps in retail/service businesses and have shared that list with those interested in starting a business. Active collaboration with tourism director.**
 - c) Develop a low interest loan program that would provide funds to downtown building owners to improve the store fronts/facades of downtown businesses - **City offered low-interest loans to property owners with awnings that were in the Franklin Street Sidewalk Project Area.**
 - d) Include in the City's airport layout plan locations for business development projects – **the ALP includes an area for business development.**
 - e) Identify businesses ideal for location at the municipal airport and work to recruit these businesses

Quality of Life

- 1) **Continue to identify infrastructure needs within existing areas of the City of Kirksville**
 - a) Quality of existing streets, water, sewer, storm drainage, and lighting – **Public Works Crews have replaced over 7500 feet of water main in current fiscal year, and will have replaced over 13,819 feet by the end of the year. Phase I improvements to the Water Treatment Plant were completed in May, along with mandated improvements to Chlorine storage and handling. City Staff is updating the City's water distribution system map, and B&A is revising and updating the hydraulic model of the system. GBA has prepared plans for sanitary sewer improvements and repairs in Basin C and F for construction in 2008. Osteopathy Street reconstruction was completed on September 14th and reopened to traffic on that day. The Emmett Street extension was completed on November 28th. The contract for the Franklin Street sidewalk project was awarded to Mihalevich Concrete Construction, with work expected to begin on March 1, weather permitting. The Downtown water main replacement project was completed on December 14. Construction of the Route P Sanitary Sewer extension began on November 28, 2007. The required completion date is May 29, 2008. Trabue, Hanson, and**

Hinshaw Inc. are completing plans for the Jefferson Street Improvement project. City staff are preparing plans for the Cable Street extension for the 2008 construction season.

- b) **Identify future needs for each community park - Master plans have been developed for North Park and Brashear Park. We plan to complete master plans for all parks this year. Missouri Conservation provided funds to complete a tree assessment and planting plan for Rotary Park. Spur pond development of parking and docks.**
 - c) **Insure sub standard housing conditions are addressed as identified – Have completed six housing rehabs this year utilizing remaining CDBG funds. We continue to insure that sub-standard housing conditions are addressed and identified through different methods of contact. First the codes personnel are continually observing old homes, premises, etc. that are in need of repair. We make contact with the owners and either seek repairs or demolition. Secondly, we rely on complaints and referrals from tenants, landlords, water meter personnel and the police in regard to sub-standard housing conditions and premises. Again we pursue these complaints using the property maintenance code guidelines. Last, we have adopted the carbon monoxide detector code and will start education and enforcement of this registration as of September 1, 2007.**
- 2) **Continue to implement and enforce beautification efforts to promote community pride**
- a) **Work with Kirksville Image Campaign to encourage a focus on “Community Pride” – A request was made to meet with the Committee, but no meetings have been held since the request was made months ago.**
Implement a plan to maintain the downtown public spaces – **We are looking for a group to “Adopt” the Downtown – similar to the Adopt A Street program to help with litter pick-up weed pulling, etc. City maintains its building and landscaping as examples.**
 - b) **Identify rights of ways that are the City’s responsibility to maintain. – This is an ongoing process that we are working through as properties change hands questions arise.**
 - c) **Enforce City property maintenance codes - The City Codes Department has been very active in the enforcement of the City Property Maintenance Code. Brad Selby has been successful in achieving compliance with several sub-standard properties. When you review the statistics number of court activity, one will see that the compliance rate has increased substantially in the in the last few years. Many of the mobile home parks have been a problem and have been thoroughly inspected. Hard surfaced driveways, trash and rubbish have been addressed and cleaned up or repaired in many of the mobile home parks. This persistent enforcement of the property maintenance code has helped Kirksville’s quality of life. In**

order to expand on an even greater scale, a housing inspection code would be of benefit.

- d) Encourage community groups and citizens to adopt city streets for cleanup. – Forty organizations have adopted 24 miles of street. **The Master Gardeners have projects at local parks. Mormon Missionary has worked at Rotary Park.**
 - e) Use loan repayment funds to provide low interest loans to qualifying home owners for housing renovations including roofs, windows, siding, etc. – **Funds are included in proposed 2008 budget. Also, final housing improvements are being made through a CDBG program.**
- 3) **Sponsor community-wide events**
- a) 150th Birthday Celebration - **Held very successful kick-off event in January 2007 at Kirksville Arts Assoc Bldg. Theme of 4th of July parade was celebrating Kirksville's 150th birthday.**
 - b) Red, White and Blue Festival - **Sponsored fireworks display \$2,500.**
 - c) Friday Nights on the Square – **City sponsored the events by providing \$1,000 in funding. Note that city staff set up for this and other events. City staff is responsible for the parade and softball tournament.**
 - d) Back to School Carnival - **Carnival was held in August. Modifications will be made to improve the first event.**
 - e) **Art in the Park program**
 - f) **Triathlon – Set up, water safety, operations personnel**
 - g) **Provide staff and equipment for Truman, A T Still and public school events.**

Fiscal Responsibility and Efficiency in Government

1) Long Range Planning

- a) Analyze costs compared to benefits for new projects or programs, as part of the research process – **This will occur as projects are identified. A review has been underway for the Highway 63 Alternate Route project to present to the City Council.**
- b) Develop long range plans of 5 years and 10 years plus for all city owned buildings and facilities – **5-year plans for Transportation Sales Tax, Utility Fund-Water and Utility Fund-Wastewater will be refined as part of the Budget Process.**
- c) Develop revenue projections for each of the following funds: General, Capital Improvements, Transportation Sales Tax, Airport, Aquatic Center - **Performed at a minimum on an annual basis for the budget and then again at 6 months of the fiscal year. Aquatic Center and North Park revenue projections are prepared monthly and submitted to LPRC and City Admin for review.**

2) Staff Retention

- a) Provide orientation to all new employees including review of personnel benefits and job responsibilities - **City staff has an employee orientation**

- procedure in place. Both the Fire and Police Departments train new employees through an extensive, well planned process that integrates each employee into the respective service and prepares them for the emergency services that they would encounter.
- b) Complete performance assessments timely - **Although we have streamlined our performance review process to make it more user-friendly and provided additional training to the evaluators we have not improved on the turnaround time for completion of performance assessments. Efforts have been made to encourage department supervisors to complete their evaluations timely.**
 - c) Explore incentives for those individuals who perform beyond expectations - **Attempts to implement meaningful incentive programs for employees have been unsuccessful. We will continue to look for a meaningful and measurable ways to reward employee performance.**
Continue recognition of work by City Manager providing small incentives - **The City Manager has given a number of food certificates to employees. Communications are also provided to share information.**
 - d) Minimize recruitment and training costs and lost productivity by increasing retention levels of employees through improved wages - **The City Council made significant adjustments to the Pay Plan in April 2006, which has had a positive impact on employee retention. However, we have seen an increase in turnover due in large part to an aging workforce. More work needs to be done if we hope to compete in an upcoming era of personnel shortages as more Baby Boomers retire. In addition, Minimum Wage Legislation and Collective Bargaining Law will monopolize much of our resources as we strive to meet these new requirements. Utilizing continuing education opportunities (Fleet Managers Training, Snow Conference, DNR and AWWA sponsored training for water and waste water operators, ICC certification for codes offices) to improve staff capability and sense of support by City. Life guard annual pay increase for returning guards – keeps cost of training new guards down, ensures adequate staffing.**
 - e) Improve communications at all levels of the organization through newsletters, payroll stuffers, employee meetings, email correspondence, department meetings - **City staff has held a number of employee meetings in 2007. In addition, we will be holding in-house training sessions with middle managers to communicate policy and procedure updates and discussions. The Fire Department has implemented monthly meetings for officers and shift employees. These meetings are also followed up in a timely manner with any concerns that come from these meetings. The department also implemented a daily shift change meeting morning to update oncoming personnel of situations arising the previous shift, etc. This allows for ample communication between the shift and the various activities affecting all, The Chief and Assistant Chief make a**

point of talking with everyone during the day. Staff will be working on negotiating a more streamlined compensation/benefit. Package and look at pulling police and fire from the pay plan.

3) **Build Partnerships**

- a) Continue the implementation of joint purchasing for office supplies and building maintenance supplies. Work to identify other possible internal purchases - **Joint office supply purchasing done on quarterly basis.**
- b) Explore with other governmental groups – i.e. school district, county, etc. on potential joint purchasing projects – **City departments strive to involve other community entities in projects which might benefit all involved financially and otherwise to alleviate the burden of financing, etc., to only one agency. Examples of this include: the continued contract with the County per extrication equipment/services, the LEPC in maintaining several pieces of equipment, and work with various agencies such as the Adair County Ambulance District to provide emergency services jointly.**
- c) Explore technology enhancements that would allow citizens more access to City services online such as bill payments, permit purchasing, license renewals - **With the implementation of the new utility billing software, the ability to pay water/sewer/trash bills will be implemented by June 30, 2008. Other sources will be identified and made available on website as web space permits.**
- d) Reinitiate partnership meetings with Adair County Commission, Kirksville R-III and Truman State University - **Numerous meeting are held with various entities to ensure communications per goals of all entities involved.**
- e) Identify other partnerships, hosting meetings to identify shared goals and agendas - **WMC has successfully completed the Source Water Protection Plan for the City's Lakes. Work continues on education and stewardship in the watersheds, and development of a watershed management plan for each lake. October Water Festival was conducted at the Missouri Department of Conservation facility.**
- f) Continue to foster strong relations with existing community partners – Chamber of Commerce, Kirksville Arts Association, KDIC, KBSA, service clubs and other organizations – **City participates on committees and programs for each of these organizations. New partnership with KAA included Art in the Park this year. Development of Rotary Park Disc Golf course. A T Still program for admission to the Aquatic Center for students and family**
- g) Continue to work with State and Federal partners on shared goals and agendas – DNR, MDC, MoDOT, FAA, and state and local representatives - **State and Federal partner goals/agendas continue to be enhanced to include continued communication with DNR, MDC, SEMA, FEMA, County agencies, and various other organizations. Continued support of various projects with these entities persists. Spur Pond project**

- h) **Build partnerships with citizens on shared issues of concern – The Fire and Police Departments communication with the public/citizens of the community continues to remain priority. The issues the community takes with the fire department is relevant to the daily operations of the department and it is vital that the community feel they have answers to issues involving their concerns. If they have concerns, we do all possible to address those issues and how they affect the department. Rotary Park projects (tree plantings, clean up, lights at Amphitheater) Boy Scout landscaping project, Disc Golf Course and North Park ad hock Committee.**
- i) **Continue to work within Region B of the state of Missouri - By serving on the Regional Homeland Security Oversight Committee. The RHSOC for Region B consists of 15 committee representatives working together to address critical issues on a regional basis. The oversight committee helps assess and prioritize equipment needs and assets, coordinate the integration of first responder communication systems, and foster inter-jurisdictional cooperation and partnerships within the region.**

Protect City Owned Assets

1) Asset Inventory

- a) **Determine what are the City's assets – people, property, equipment, services, etc. - Departments maintain all city-owned assets assigned to them through proper maintenance and replacement programs. Department staff is accountable for such equipment, services, programs, etc., and sustain and preserve all as required. We have implemented a program where different shift personnel take on the responsibility of over seeing, research and maintenance on different pieces of equipment.**
- b) **Analyze the overall value of experience and training that is currently in place for city positions - Supervisory training was held in the past month for front line supervisors. An employee annual meeting was held in late November to educate employees on City, State and Federal policies. Administrative Assistants participated in training as a group. Computer training is being held at the TCRC. An inventory needs to be completed for each department to insure complete training. Master planning for park system and trails. Public Works Department is using courses taught by the Missouri Water and Wastewater Coalition, by DNR, APWA, and AWWA to meet continuing education requirements of operators, and to obtain or enhance operator certification.**
- c) **Determine the effectiveness of establishing a city-wide Inventory system to track all city-owned property - A city-wide inventory software system is to be in place by December 31, 2007. Have improved the level of effort in updating and maintaining the inventory of material in the Public Works Department using existing software.**

- d) Secure engineering firms to complete a Wastewater Facility Plan Update – **No work has been done to move this forward. A request for proposals for engineering services to update the facility plan, to include upgrade or replacement of the waste water treatment plant will be issued no earlier than the fourth quarter of 2008.**
- e) Secure an engineering firm to work with the City on future Airport projects – **Bucher, Willis and Ratliff was selected.**

2) Asset Protection

- a) Complete a survey of peer cities including list of services provided to determine how we compare – **Survey was completed showing the City has made some progress with the latest pay increase.**
- b) Continue to implement and update long-range plans for capital assets – water, sewer, streets, buildings, parks and airport – **Will update long range plans for streets, water, sewer and vehicle replacement as part of budget process.**
- c) Prepare a comprehensive document that includes the five-year plans for water, sewer and streets, incorporate the long range plans of the City's Comprehensive Plan into this document – **Long range plans are in place for water, wastewater, streets. They need to be incorporated into the Comprehensive Plan.**
- d) Develop long-range plans for public buildings, parks and airports – **With the support and approval of the ¼ cent capital improvement plan limited funds are not available. Plans are being developed. The LPRC is working on long-range plans for the parks. Airport plans are in place based upon MoDOT and FAA requirements. Building improvements have been outlined for City Hall and Police Station.**
- e) Determine costs of long-range plans, calculate costs and outline funding plans to support efforts – **Plans for the use of the Capital Improvement Sales Tax were developed for the next five years and presented to the City Council during the Council Retreat.**

3) Community Pride

- a) Develop a consistent format for each Department Manager responsible for developing long range plans to include projects, costs, funding sources and timelines – **A format for the detail was developed and provided to departments for use. A narrative document is being developed and will be distributed with the expectation that it be updated quarterly.**
- b) Communicate capital plans to the citizens through the Kirksville Connection and hosted public venues - **Various venues to inform the community of capital ventures within the department are utilized. These include the Kirksville Connection, Council Meetings, Area Scene, individual entity meetings, the internet, etc., to assure the community is well informed of the use of funding for capital projects. Communicate this information to the general public through City Council meetings, Commission Meetings – ATC, LPRC, Planning and Zoning, Governmental Affairs, KREDI and through press releases and public venues. Staff also communicates information in service clubs, KAA**

board meetings, Chamber meetings, and other community organizations staff are connected with. A fund specifically designated for contributions from citizens was established. A promotional campaign and brochure will be developed to spread the word about “Investment in Kirksville” opportunities.