



CITY COUNCIL Study Session

September 9, 2024
6:00 PM, Council Chambers - 111 E. Maple Ave.

To view a Council meeting agenda, visit <https://independencemo.portal.civicclerk.com/> and select 'Most Recent Council Agenda'.

COUNCIL SPONSORED ITEMS

1. A Resolution rescinding City Council non-ordinance action item number three that was approved by the City Council at the April 5, 2023, regular meeting directing an evaluation of Independence Power & Light and calling for a public vote on the future ownership of Independence Power & Light no later than November 2025 (*Requested by Councilmembers Fears & Stewart*)

CITIZEN REQUESTS

1. Citizen Requests - per Council Rules, Sec. 6.4, only "Council Sponsored Items" are eligible.

PRESENTATIONS

1. Strategic Plan Update
2. Street Maintenance Overview

STAFF REPORTS

1. Police Staffing Update

INFORMATION ONLY

1. **Please Note:** In accordance with RSMo. 610.021, the City Council may convene in an Executive Session during or after the meeting, in the Council Chambers and move to Conference Room D for the closed meeting, on matters of litigation, legal action,

and/or attorney client communications, as permitted by Sec. 610.021(1), on matters of personnel, as permitted by Sec. 610.021(3) and personnel records, as permitted by 610.021(13), on matters of contracts, as permitted by 610.021(12), on matters of real estate, as permitted by 610.021(2) and/or matters of labor negotiations, as permitted by 610.021(9).

BILL NO. _____

RESOLUTION NO. _____

A RESOLUTION RESCINDING CITY COUNCIL NON-ORDINANCE ACTION ITEM NUMBER THREE THAT WAS APPROVED BY THE CITY COUNCIL AT THE APRIL 5, 2023 REGULAR MEETING DIRECTING AN EVALUATION OF INDEPENDENCE POWER & LIGHT AND CALLING FOR A PUBLIC VOTE ON THE FUTURE OWNERSHIP OF INDEPENDNECE POWER & LIGHT NO LATER THAN NOVEMBER 2025. *(Requested by Councilmembers Fears & Stewart)*

WHEREAS, on February 20th, 2023, the Independence City Council adopted the “2023-24 City of Independence Action Plan” to formalize the Council’s strategic vision and priorities, and;

WHEREAS, among the strategic priorities outlined in this plan are to “determine the long-term plan for Independence Power & Light (IPL), including additional generation resources, long-term plan for maintaining capacity, and facilitating the retirement of existing combustion turbines” (Action Plan Item 4.1.J) and “research and evaluate the governance and operation of Independence Power & Light” (Action Plan Item 5.1.F), and;

WHEREAS, on April 5th, 2023, the Independence City Council approved Non-Ordinance Action Item No. 3 on the Regular Agenda directing and authorizing the City Manager to initiate a process to evaluate all options relative to the future ownership model of Independence Power & Light, and;

WHEREAS, this evaluation was to include benefits of ownership structure(s), deferred investments, rate impact, services/value to overall city priorities and operations, etc., and;

WHEREAS, this evaluation process was to lead into an expansive, thorough, citywide conversation about the findings of the evaluation, including innumerable public presentations and allowing for interactive dialogue in which ratepayers would be able to ask questions, and;

WHEREAS, this process was to conclude with a citywide election to be held no earlier than November 2023 and no later than November 2025, at which time voters would be asked to determine whether the City should retain ownership of the electric utility or pursue privatization, and;

WHEREAS, on November 20th, 2023, the City Council approved Consent Agenda Item No. 4 on the Regular Agena issuing a purchase order to DKMT Consulting LLC for the combined studies, Cost-Benefit Analysis Report and Strategic Plan for Long-Term Ownership of the Power & Light Department, and;

WHEREAS, the Public Utilities Advisory Board (PUAB) met on August 15th, 2024 and received presentations from DKMT on the IPL Cost-Benefit Analysis Report, IPL Strategic Plan Report, and an IPL Governance White Paper, and;

WHEREAS, the Cost-Benefit Analysis Report found that a sale of IPL, if approved by voters would take years to conclude, be legally complicated, and most likely require regulatory approval by the Missouri Public Service Commission, and;

WHEREAS, while no potential sale price was provided, the report calculated a “modest surplus” of \$6.4 million after comparing long-term revenue to corresponding expenses and existing debt, and;

WHEREAS, the Strategic Plan Report concluded that major investments and future rate increases are necessary if IPL wants to better serve customers and attract large energy users, but also found that IPL operations compare favorably to other utilities and that the IPL system is very reliable, and;

WHEREAS, the IPL Governance White Paper found that “board governance could be a public power utility’s greatest strength or its weakest link”, that 70% of utilities the size of IPL use an independent board oversight governance model, and gave credence to the creation of an independent management board comprised of individuals with strong professional backgrounds and skills, and;

WHEREAS, after hearing these presentations, the PUAB voted unanimously to recommend that the City Council reverse itself on holding a public vote on whether to sell IPL, and;

WHEREAS, on August 26th, 2024, the City Council received the same presentations and reports that were previously shared with the PUAB, and;

WHEREAS, at the conclusion of the August 26th Study Session, Councilmember At-Large Jared Fears (Council Liaison to the PUAB) and District 2 Councilmember Brice Stewart both requested that the City Manager prepare a resolution rescinding the action of the City Council on April 5th, 2023 calling for a public vote on the future ownership of IPL by November 2025, and;

WHEREAS, the City Council voted unanimously to direct the City Manager to prepare the requested resolution, schedule a review and discussion of said resolution for the September 9th, 2024 Study Session, and have the resolution added to the Regular Agenda at the September 16th, 2024 Council Meeting, and;

WHEREAS, having had these issues independently researched and after thoughtful review and consideration of the independent reports, the City Council believes that investing time and effort into improving IPL is a better approach than a protracted and controversial public vote on selling IPL;

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI, AS FOLLOWS:

SECTION 1. That the Independence City Council expresses its desire to retain public ownership of Independence Power & Light.

SECTION 2. That the Independence City Council believes a public vote regarding the ownership of IPL would be costly, contentious and unproductive.

SECTION 3. That the Independence City Council further believes that there are several looming challenges that need to be addressed urgently in order to achieve the electric utility that Independence needs and deserves.

SECTION 4. That the Independence City Council does hereby rescind Non-Ordinance Action Item No. 3 that was approved on April 5th, 2023 that, in part, called for a citywide election to be held no earlier than November 2023 and no later than November 2025, at which time voters would be asked to determine whether the City should retain ownership of the electric utility or pursue privatization.

SECTION 5. That the City Manager is directed to address the conclusions of the DKMT Strategic Plan Report a present recommendations for City Council consideration including future rates, new generation, reliability, and modern technology.

SECTION 6. That the City Manager is further directed to review the current governance model for

IPL along with alternative models as presented in the DKMT IPL Governance White Paper and present recommendations for City Council consideration.

PASSED THIS _____ DAY OF _____, 2024, BY THE CITY COUNCIL OF THE CITY OF INDEPENDENCE, MISSOURI.

Presiding Officer of the City Council
of the City of Independence, Missouri

ATTEST:

City Clerk

APPROVED - FORM AND LEGALITY:

City Counselor

REVIEWED BY:

City Manager



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Why Have a Strategic Planning?

- Vision and Direction
- Resource Allocation
- Community Engagement
- Accountability and Progress Tracking
- Economic Development
- Adaptability to Change
- Improved Service Delivery

Strategic Planning for Independence

- Independence for All 2017-2021
- Independence for All 2022-2026
- 2023 City of Independence Action Plan
 - 104 strategies
 - 52% fully completed
- Completion of more than half of strategies, combined with newly elected officials, provided an optimal time to refresh the plan.

Developing a Strategic Agenda

- Collaboration between City Council and Leadership Team
- Strategic Agenda Process: refresh the current Independence Action Plan based on progress to date, current reality, and future vision.
 - Update, as necessary – the City’s mission and top level “Strategic Imperatives.”
 - Also capture Objectives (“what we hope to accomplish”), Progress Metrics (“the ways we will measure our progress”) and Tactics (“how we will accomplish our objectives”).
 - End result: living, breathing document that will likely iterate over time.

Mission

*Building Vibrant
Community Through
Service and Leadership.*



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By the Numbers

6

Strategic Imperatives

24

Objectives

32

Progress Metrics

90

Tactics



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Strategic Imperatives

- An Engaged Community
- A Growing Economy
- A Safe and Friendly Community
- A Well-Planned City
- A Financially Sustainable Organization
- A High-Performance Organization

An Engaged Community

- Description: We foster a culture of engagement and service-oriented leadership focused on collaboration and growth, building on the best of our community.
- Objectives:
 - Outreach
 - Community Engagement
 - Public Agency Collaboration
 - Business and Institutional Partnership
 - Public Education

A Growing Economy

- Description: We promote a diversified and thriving economy.
- Objectives:
 - Business Growth
 - Infrastructure Investments
 - Workforce Development
 - Hospitality Opportunities

A Safe and Friendly Community

- Description: We embrace a healthy and safe community for all.
- Objectives:
 - Public Safety
 - Health and Safety
 - Friendly Community

A Well-Planned City

- Description: We consistently improve our residents' quality of life as we plan for a more livable, affordable, and connected city.
- Objectives:
 - Improve Public Infrastructure and the Condition of Public Facilities
 - High Quality Urban Planning
 - Revitalize Neighborhoods
 - Vibrant Commercial, Recreation, and Cultural Districts
 - Housing and Transportation Choices

A Financially Sustainable Organization

- Description: We serve as trusted stewards of financial resources to ensure long-term stability and growth.
- Objectives:
 - Control Long-Term Costs
 - Capture Sustainable Sources of Funding
 - Financial Analysis and Reporting
 - Outside Funding Sources

A High-Performance Organization

- Description: With a strong workforce, we operate as an ethical, efficient, and responsive organization.
- Objectives:
 - Values-Driven Culture
 - Employee Excellence
 - Best Practices, Creativity, and Forward Thinking

Plan
Implementation

Strategic Imperative	An Engaged Community	A Growing Economy	A Safe and Friendly Community	A Well-Planned City	A Financially Sustainable Organization	A High-Performance Organization
Primary Ownership	Zach Walker (City Manager) Susanne Holland (City Clerk) Rebecca Gegg (PIO)	Tom Scannell (Community Development) Lisa Reynolds (Assistant City Manager) Charlie Dissell (Assistant City Manager)	Adam Dustman (Chief of Police) Jimmy Walker (Fire Chief) Christina Heinen (Health & Animal Services) Sam Morris (Chief of Emergency Operations)	Lisa Reynolds Tom Scannell Joe Hegendeffer (IPL) Morris Heide (PRT)	Meagan Borth (Finance) Jason Newkirk (CIO)	Mike Jackson (Human Resources) Zach Walker

Moving Forward

- Weekly updates from the City Manager to City Council on tactics.
- Monthly strategic agenda updates to City Council.
- Quarterly progress metrics presentation at Study Session.
- Annual priority-based budgeting process tied to strategic imperatives.
- Annual review/refresh of the “evergreen” plan by City Council.



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Pavement Seal Maintenance

City Council Report
September 9, 2024



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The Basics

- Approximately 600 centerline miles (over 1400 lane miles) citywide
- Annual maintenance budget of \$4.75M
 - \$4.6M for contracted CIP
 - \$150k for internal operations
- Average PCI score
 - 2016 – 63
 - 2022 – 50
 - 2024 – TBD

Looking Forward

- Multiple 5-year plans with evaluation
- Annual PCI readings
 - Using AI to collect PCI data internally
- No “one size fits all” treatment
 - Overlay only - \$200M & over 40 years at current funding
 - Current blended approach – projected 12-15 years

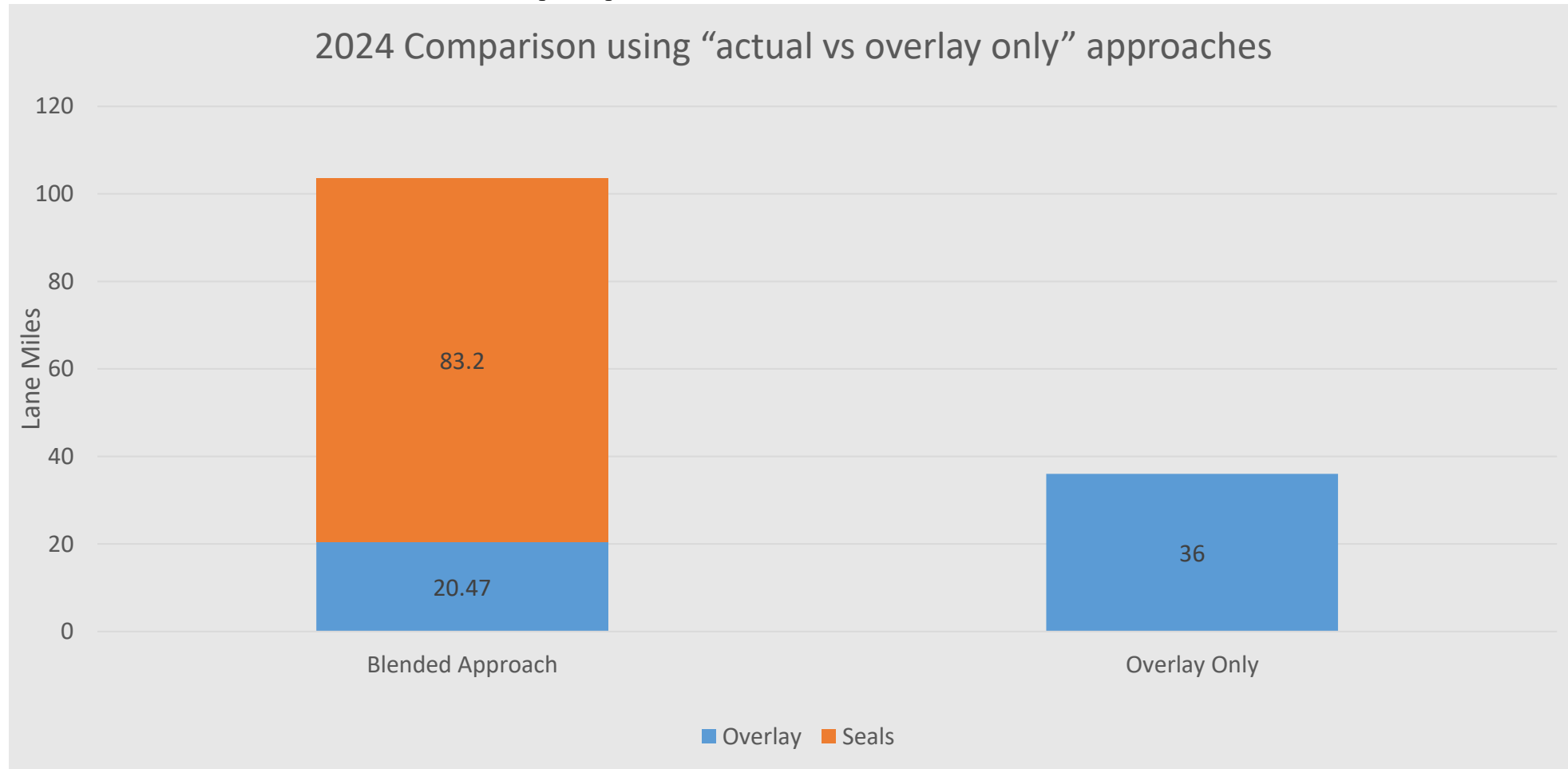
Challenges

- Pavement conditions
 - Current PCI at severe tipping point
- Budget availability
- Public perception
 - Improved handouts, website, and education
 - Increase awareness of regional operations

The Process

- Building the program
 - Specs and contract built off of surrounding communities
- Application
 - Highest level of citizen concern after initial application
 - 3-week cure time
- End result
 - Improved roads and reduced maintenance schedule

Approaches





Questions?

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SEPTEMBER 9TH
STUDY SESSION

Proposition PD: Update

The Challenge:

March 2024:

- KCPD announced new wage scale aimed at attracting new police officers
- Independence FOP and the City were already negotiating a new work agreement at this time

April 2024:

- KCPD new wage scale went into effect:
 - Starting wage for police officer: \$65,000
 - Top wage for police officer: \$104,600
 - 8-years of service to top wage
- Since announcement, KCPD had 22 certified police officer applicants

May 1, 2024:

- IPD learns that 5 current IPD officers are looking at KCPD due to new scale
- CMO and Council engage and work to address challenge
- After new wage scale went into effect, KCPD had an **additional 44** certified police officer applicants

The Proposed Solution:

May 6, 2024:

- The City finalized an agreement with the FOP, this was approved by Council on May 20th
 - City Leadership identified funding to fund current FY (2024-25) wage cost of agreement

August 6, 2024:

- To sustain this wage scale and provide future funding, the City Council decided to put **Proposition PD** before the voters (1/4 cent Sales Tax):
 - Voters supported this measure, passing with over 60% support!

Why Proposition PD?

Recruitment: Competition for IPD (Calls)

2023 PD Calls for Service (MARC):

- **KCMO Police Department (1,100 officers)**
 - 1,086,050 Calls
- **Independence PD (200 officers- 18% of KCPD)**
 - 272,332 Calls- 25% of KCPD
- **Lee's Summit PD (163 officers- 81% of IPD)**
 - 109,099 Calls- 40% of IPD
- **Blue Springs PD (102 officers)**
 - 86,801 Calls
- **Jackson County Sheriff's Office (103 deputies)**
 - 84,324 Calls

Recruitment: Competition for IPD (Reports)

2023 PD Reports Taken:

- KCMO Police Department **(1,100 officers)**
 - 87,429 Reports
- Independence PD **(200 officers- 18% of KCPD)**
 - 24,986 Reports- 28% of KCPD
- Lee's Summit PD **(163 officers- 81% of IPD)**
 - 9,875 Reports- 39% of IPD
- Blue Springs PD **(102 officers)**
 - 8,513 Reports
- Jackson County Sheriff's Office **(103 deputies)**
 - 6,811 Reports

Agency Call and Work Load Comparison

Agency	Calls per Officer	Reports per Officer
Independence	1,362	125
Blue Springs	850	84
KCPD	987	80
Jackson Co. Sherriff	818	66
Lee's Summit	669	61

Vacancy Rate: Competition for IPD

Approximate Current Vacancies:

- KCMO Police Department **11%**
- Independence PD **15%**
 - (excludes officers in academy and FTO, otherwise **21%**)
- Lee's Summit PD **12%**
- Blue Springs PD **10%**
- Jackson County Sheriff's Office **19%**

Retirement Outlook: Competition for IPD

- Eligible for Early Retirement (50-54 Years of Age): **29 Officers**
- Eligible for Full Retirement (55+ Years of Age): **3 Officers**

Since Announcing Proposition PD:

- **5:** New certified police officers sworn in.
- **7:** Additional conditional offers given.
- **0:** Police Officers Lost!

Why Choose IPD?

- **Do you have good character and integrity?**
- **Do you take pride in your work?**
- **Do you want to make difference in the community?**
- **Do you want to work for a Department and City that supports you, where Citizens have your back?**

If you answered
yes...

IPD Wants YOU!

<https://www.ipdjobs.com/>



Questions?
