



City of Clearwater Council Meeting Notice

Tuesday, March 22, 2016 at 6:30pm

129 E Ross Clearwater, KS 67026

www.clearwaterks.org

Please call the Clerk's office at 620-584-2311 or the Kansas Relay Service 800-8766-3777 at least 48 hours in advance if you require special accommodations to participate in this meeting. We make every effort to meet reasonable requests.

AGENDA

[Please note that the meeting agenda is subject to change during the meeting.]

1. Call meeting to order and welcome

Burt Ussery, Mayor

2. Invocation and flag salute

3. Roll Call

Courtney Meyer, City Clerk

Burt Ussery, Mayor

Laura Papish, Councilmember President

Austin Wood, Councilmember

Paul Clark, Councilmember

Ron Marsh, Councilmember

Chris Griffin, Councilmember

4. Action: Approve March 22, 2016 meeting agenda

5. Public Forum

Pursuant to Ordinance No. 917 and Section 2.08.010 adopted by the governing body and approved by the Mayor on November 24, 2009, members of the public are allowed to address the Mayor and City Council for a period of time limited to not more than five minutes.

6. Action: Approve Consent Agenda

a. Minutes 03/08/16 Council Meeting TAB A

7. Action: Consider a Proposal from WSU Hugo Wall School of Public Administration for a Strategic Plan for the City of Clearwater TAB B

8. Action: Consider the Creation of a Building Incentives and Property Tax Abatement Program for the City of Clearwater TAB C

- 9. Action:** Consider a Rate Change for the Twilight Swim for the Clearwater Municipal Pool

TAB D

- 10. Report:** Emergency Management Action Plan

- 11. Report:** Old Business List

- 12. Action:** Claims and Warrants

Courtney Meyer, City Clerk

- 13. City Administrator Report**

Justin Givens, City Administrator

- 14. Council Reports**

- 15. Adjournment**

NOTICE: SUBJECT TO REVISIONS

It is possible that sometime between 6:30 and 7:00 pm immediately prior to this meeting, during breaks, and directly after the meeting, a majority of the Governing Body may be present in the council chambers or lobby of City Hall. No one is excluded from these areas during those times.

Honorable Mayor and City Council

From: Justin S. Givens,
City Administrator

Re: Agenda Summary 03 22 2016

Item 6: a. Approval of Minutes as submitted

-----end of Consent Items

Item 7: The Governing Body tabled any action on the proposal for the Strategic Plan until this meeting. Randy Frazer, City Administrator of Moundridge will be on hand to discuss how his city went thru the planning process and how that plan was implemented in the city. The Moundridge Strategic Plan is attached to the agenda report for this item.

Item 8: Based on conversations with developers and prior to creating any agreements for the marketing of lots in Chisholm Ridge, it is important to determine what if any builder and homebuyer incentives the Governing Body would like to offer to stimulate new housing construction in Clearwater. The report shows popular programs that have been used in surrounding communities and what those costs could be to the city if implemented.

Item 9: The Pool Manager has requested a change in the rate for the Twilight Swim. He is requesting that the cost for admittance be changed from \$1.00 and \$1.50 depending on age to a flat \$1.00 fee for the hour and half that the pool is open after hours.

Item 10: Staff will present an appendix to the Emergency Management Plan that will breakout specific tasks for department and individuals as well as a timeline for action items.

Item 11: Staff will present a comprehensive update of the Old Business list and progress report for those items.

Item 12: Claims and Warrants. A full list of Claims and Warrants will be presented at the meeting on Tuesday.

Item 13: A full City Administrators Report will be presented to the Governing Body at the meeting.

Items of Note:

The Park Usage Committee will meet on Thursday, March 24th at 7:00 in City Hall
There are two items for the upcoming Planning Commission meeting on April 5th

City of Clearwater, Kansas
Sedgwick County
City Council Meeting - **MINUTES**
March 8, 2015
Clearwater City Hall – Council Chambers
129 E. Ross Avenue Clearwater, KS 67026

1. Call to Order

Mayor Burt Ussery called the meeting to order at 6:30 p.m.

2. Invocation and Flag Salute

Mayor Ussery gave the invocation which was followed by the pledge of allegiance and flag salute.

3. Roll Call

The City Clerk called the roll to confirm the presence of a quorum. The following members were present:

Mayor Burt Ussery, Councilmembers Ron Marsh, Laura Papish, and Austin Wood were present.

Chris Griffin and Paul Clark were absent.

The following staff members were present:

Justin Givens, City Administrator; Courtney Meyer, City Clerk; Austin Parker, City Attorney; Bill Hisle, Police Chief; Ernie Misak, Public Works Director.

Others Present:

Paul Rhodes, Times Sentinel News; Misty Bruckner, WSU Hugo Wall; Hayley Reibenspies, Bailey Weese.

4. Approval of the Agenda

Givens mentioned that Misty Bruckner with WSU Hugo Wall School could be late arriving to the meeting and if so we would continue with other items on the agenda before considering Item # 10. Mayor Ussery called for a motion to approve the March 8th agenda as noted.

Motion: *Marsh* moved, *Papish* seconded to accept the March 8, 2016 agenda as presented. Voted and passed unanimously.

5. Public Forum

None

6. Consent Agenda

Mayor Ussery called for a motion to approve the consent agenda.

Motion: *Marsh* moved, *Papish* seconded to approve the consent agenda as presented. Voted and passed unanimously.

7. Presentation from Paul Rhodes, Editor/Owner Times-Sentinel Newspaper Group – 2016 Progress Edition

Paul Rhodes addressed the council and said every two years the Times-Sentinel Newspaper Group produces a Progress Edition which highlights activities and items of interest in the communities that the paper covers. Clearwater is one of those cities. In 2014, the city of Clearwater did participate in the

Progress Edition.

Givens mentioned that Clearwater ran two full pages in the Progress Edition last time and it would cost approximately \$950. The funds would come from the General Fund Line Item 4020.721.005 which has a 2016 balance of \$1,500 for expenditures.

Motion: Papish moved, **Wood** seconded to run 2 full pages in color for the 2016 Progress Edition. Voted and passed unanimously.

8. Consider an Ordinance Establishing Impound Fees for the City of Clearwater

Givens stated in review of operations the Chief of Police and Court Clerk have requested that the Governing Body adopt an ordinance that would create a set fee per day for dogs that have been impounded by the city.

Staff was requesting that the impound fee be set at \$25.00 per day. This fee would cover the cost of two hours of the Animal Control Officers time plus additional monies for incidental costs such as food, water, and other expenses the city incurs while animals are in custody. In 2015, the city impounded roughly 20 dogs for 60 days before the animals were either returned to their owner or sent to Sedgwick County Animal Control.

In 2016, the city has budgeted \$6,300 in salary for an Animal Control position. The Animal Control Officer, deals with dogs at larges as well as other animal related issues such as nuisance complaints and removing nuisance animals from the city. Based on 2015 the city would have generated \$1,500 in impound fees to help offset some of that cost.

Givens then said after talking with counsel the city will need to do a little more research in having a licensed dog pound and impound license.

Council tabled the subject until further information could be presented.

9. Consider Ordinance 1010 Establishing a No Parking Zone on 4th Street North of Ross Street

Givens stated staff was recently approached by an auction company about the use of the pool parking lot for an estate sale and auction that will be conducted in April on a property located on North 4th. During the discussion it was stated that a previous auction in a similar location had resulted in cars being parked on 4th Street, which required Clearwater PD to ask that the cars be moved from the street. In reviewing our municipal code, there is no ordinance that actually prohibits parking on 4th Street.

It is important that when every the city acts in a regulatory or enforcement capacity, it has a legal standing for undertaking the action or enforcement. Staff has requested that the Governing Body adopt the No Parking Ordinance to ensure that 4th Street will remain unobstructed by traffic not for just this event but at any time. 4th Street is a major thoroughfare for the city and does not have the capacity in most places for parking on the side of the roadway. Parking in these areas constitutes a hazard for other motorists and if the police were required to tow or ticket a vehicle currently, they have no actual legal recourse to do so.

There is a small publication fee and staff will also place small No Parking signs on 4th if the ordinance is adopted. Sign posts that are currently in place should be sufficient for the placement of these signs. The cost of the signs would be less than \$500.00

Council asked if there are other streets that could be listed as a no parking zone and be added to this list.

Parker stated there is probably more streets and this ordinance can be modified to include any streets in the future.

Motion: Wood moved, **Marsh** seconded to adopt Ordinance 1010. Roll Call: Papish, yea; Wood,

yea; Marsh, yea. Voted and passed unanimously.

10. Consider a Proposal from the WSU Hugo Wall School of Public Administration for a Strategic Plan for the City of Clearwater

A Community Strategic Plan is a way for the City Council to understand what "the people" really want. Residents will propose their ideas about how to make Clearwater a better place. The purpose of the plan is to create a road-map for the City of Clearwater to guide future policy priorities and decisions. The plan will help guide the city's financial decisions, resource allocation, project priorities, and growth/development issues. It is believed that the last strategic plan was done in 1997 for the city of Clearwater.

The Hugo Wall School has proposed a multi-stepped planning process that will involve community stakeholders in each of the phases that will create the final report. This report and the information that is gathered will also help in updating the city's Comprehensive Plan which is due for review in the next year. The planning process will involve:

- A Strategic Planning Committee or as a Substitute the Governing Body
- An Influencing Factors Report
- Stakeholder Interviews
- Community Engagement Sessions
- Plan Development and Review

It is anticipated that the process would take approximately 6 months and be completed by the end of 2016.

The proposal cost is \$15,525. These costs can be split as a 2016 and 2017 budget item and funds for the expenditure would come from the 100.407.4020.723.002 Reserve fund for 2016. The budgeted amount for the Reserve Fund in 2016 is \$336,329. The remaining cost for 2017 would be programmed into the budget as Contract Labor.

Misty Bruckner explained this process is not to mitigate but give direction to cities. Strategic plans used to be for 10 years but studies showed that was not likely and decided 3 to 5 year plan was more practical.

WSU would accommodate the community and attend any meeting or see any group of people the city council would suggest. Examples of strategic plans that WSU has done would be Moundridge, Rose Hill, and Goddard. Bruckner explained that Moundridge was what they called a shining star.

Council decided that no decision would be made tonight, but would like to see Moundridge's Strategic Plan and possibly speak with the Mayor to talk about their process and thoughts on their project.

11. Claims and Warrants

Meyer presented the claims and warrants in the amount of \$102,053.56.

Motion: *Papish* moved, *Wood* seconded to pay the claims and warrants in the amount of \$102,053.56. Voted and passed unanimously.

12. City Administrators Report

- Public Works
 - Staff placed multiple loads of keel for the field at City Park
 - Staff is working with KDPW on getting grass carp added to the mix of fish stocking. Grass is beginning to take hold in the west pond and the carp should help to alleviate some of the issues.

- Staff will present an option for a handicap fishing dock to the Park Advisory Board at the April meeting that would consist of decorative concrete blocks and railing that would be placed on the east pond. The anticipated cost should be within the amount that was donated for the dock.
- Staff has relocated the hydrant at Ross and Tracy in advance of the drainage work that will be completed this summer
- Staff has continued working on the gun range at the WWTF
- Parks and Recreation
 - Baseball/Softball registration closes March 9th. Practice will begin in April with Games starting in May and running thru the first of July
 - Staff met with the representative from Trans Systems on the sidewalk grant application this week.
 - Due to scheduling conflicts the joint meeting with the City Council and PAB/Recreation Commission has been postponed until April 13th.
 - The Annual Easter Bunny Candy Scramble will be Saturday, March 19th at the City Park starting at 9:00 am.
- Library
 - Story Time for this week will be centered on Dr. Seuss as this is the birthday month for the writer.
- Community Center
 - Staff has been in contact with Friendship Meals to replace the lunch program that was previously sponsored and supported by the Clearwater Nursing and Rehabilitation Center. The Nursing Home contacted the city and said they were going to discontinue the program at the Community Center but continue serving meals to those that were homebound. We are awaiting an approval from the Department on Aging for the Friendship Meal Program. The last prepared meal from the Nursing Home will be on Friday, March 11th.
 - Freeman Pharmacy was the featured guest at the Carry in Lunch today.
 - The Haysville Health Mart has taken over sponsorship of the Third Thursday Bingo and will provide prizes to players.
- Police
 - The Police Interceptor has been picked up and is at KA-Comm getting the peripheral equipment installed.
 - Officer Adams has been testing above 80% while in training at the Kansas Law Enforcement Training Center. His training will be completed in May and then he will complete a weeks- worth of field training.
- Administration
 - Lewis Street Glass was able to install the transom glass above the council chambers entry way. This should help with heating and cooling and noise reduction.
 - Staff was able to speak with Sedgwick County on the ADA bathroom issue for the building next door. As long as the occupancy load is under 49, the requirement is for a single ADA compliant bathroom. Each bathroom will be required to be unisex however. We are getting updated numbers on the cost and will present a full report in April.
 - Staff distributed an Employee Health Survey for information gathering that will be provided to prospective Health Insurers. Our current contract with the State Employee Health Plan is up this year and we are soliciting bids for Health Insurance. We currently have 16 of the 17 eligible employees on the Plan.

- Staff has finished the review of the Personnel Manual and it is currently being reviewed by an HR Lawyer. The review should be completed and ready for presentation at the first meeting in April. Based on updating the new policies staff has looked into a couple of changes;
 - Paid Time Off vs. Sick and Vacation Time
 - All leave would be accrued on a per pay period basis and to help protect employees a long term leave bank would be created in the transition.
 - Exempt vs. Non Exempt Employees
 - There are two employees who's positions may meet the test to move from hourly non-exempt to salary exempt, including the City Clerk and the Community/Senior Center Director

Council wanted staff to discuss with the HR attorney which positions can be exempt and their opinion on PTO or Sick and Vacation.

- The Spring City Wide Clean Up will be April 15th and 16th. Staff has been approached about the possibility of moving from a centralized location to curbside pick-up. This was a service that was offered by Waste Connections when the original franchise agreement was put into place.

13. Council Reports

Wood had nothing to report.

Papish mentioned the fence behind Dollar General is down again and also Chamber Coffee is this Thursday @ 9:30am. Papish also inquired about the old business list and would like to see it at the council meetings.

Marsh stated the bid opening for the Sedgwick County 4th Street project is March 29th.

Ussery had nothing to report.

14. Adjournment

With no further discussion Ussery called for a motion to adjourn.

MOTION: *Wood* moved, *Papish* seconded to adjourn the meeting. Voted and passed unanimously
The meeting adjourned at 8:15 p.m.

CERTIFICATE

State of Kansas }
County of Sedgwick }
City of Clearwater }

I, Courtney Meyer, City Clerk of the City of Clearwater, Sedgwick County, Kansas, hereby certify that the foregoing is a true and correct copy of the approved minutes of the January 26, 2015 City Council meeting.

Given under my hand and official seal of the City of Clearwater, Kansas, this 9th day of February 2016.

Courtney Meyer, City Clerk

DRAFT

**City of Clearwater
City Council Meeting
March 22, 2016**

TO: Mayor and City Council
SUBJECT: Consider an Agreement with the Hugo Wall School for a Strategic Plan for the City of Clearwater
INITIATED BY: City Administrator
PREPARED BY: City Administrator
AGENDA: New Business

Background: At the March 8, 2016 meeting, staff presented a proposal from the Hugo Wall School for a Strategic Plan for the City of Clearwater. During the discussion of the item, the Governing Body requested that more information be presented including testimony from other cities who have gone thru the process and their thoughts. Based on that discussion, Randy Frazer, City Administrator of Moundridge, will be on hand to discuss the process and how Moundridge used the plan in their city.

Analysis: The Hugo Wall School has proposed a multi-stepped planning process that will involve community stakeholders in each of the phases that will create the final report. This report and the information that is gathered will also help in updating the city's Comprehensive Plan which is due for review in the next year. The planning process will involve:

- A Strategic Planning Committee or as a Substitute the Governing Body
- An Influencing Factors Report
- Stakeholder Interviews
- Community Engagement Sessions
- Plan Development and Review

It is anticipated that the process would take approximately 6 months and be completed by the end of 2016.

Financial: The proposal cost is \$15,525. These costs can be split as a 2016 and 2017 budget item and funds for the expenditure would come from the 100.407.4020.723.002 Reserve fund for 2016. The budgeted amount for the Reserve Fund in 2016 is \$336,329. The remaining cost for 2017 would be programmed into the budget as Contract Labor.

Legal Considerations: Review and Comment as Necessary.

Recommendations/Actions: It is recommended the City Council:

- 1) Approve an Agreement with the Hugo Wall School for Strategic Planning:
- 2) Not Approve the Agreement:
- 3) Table the Matter for Further Study;

4) Take No Action.

Attachments: Moundridge Strategic Plan (21 pages)

HUGO WALL SCHOOL *of* PUBLIC AFFAIRS

City of Clearwater Strategic Planning Project

March 2016

Prepared by
Wichita State University Hugo Wall School of Public Affairs
Public Policy and Management Center

Misty Bruckner
Director, Public Policy and Management Center

Lisa Dodson
Project Associate, Public Policy and Management Center

Gayle Martin
Program Manager, Public Policy and Management Center

Background

In response to the City of Clearwater request for services, the Public Policy and Management Center (PPMC) at the Hugo Wall School of Public Affairs at Wichita State University proposes to assist the City of Clearwater with a planning and visioning process resulting in a comprehensive strategic plan. Strategic planning is an inclusive planning process, allowing for the creation of a community plan that establishes a vision for the community, and goals and strategies to accomplish that vision.

The PPMC will assist the City of Clearwater with influencing factors analysis; citizen participation and inter-organizational participation; issue identification and prioritization; development of goals, objectives and strategies; and planning document preparation. The PPMC work closely with local government, nonprofit and various community organizations. The team will be able to provide independent facilitation and issue identification throughout the project.

The Hugo Wall School (HWS) of Public Affairs at Wichita State University works to enhance the quality of public service by assisting public officials and community organizations to meet the challenges of governance and improve service delivery. The mission of the Hugo Wall School is to enhance excellence in public service through integrated instruction, research and community service. Faculty and staff at the HWS serve as content experts, neutral facilitators and researchers for a variety of public and nonprofit organizations. The HWS believes that every community and organization is unique and, as such, is dedicated to understanding the needs and nuances of each. The HWS is a nonprofit organization driven by the mission of public service and is committed to a quality product that serves the needs of each organization and community.

PURPOSE

The purpose of the plan is to create a roadmap for the City of Clearwater to guide future policy priorities and decisions. The plan will help guide the city's financial decisions,

resource allocation and project priorities. At the direction of the city council, the PPMC will work with City staff and community members in developing the plan.

PROCESS

The PPMC will first develop a community issues, or Influencing Factors report, to provide research and analysis of critical topics of future impact to the community. In order to identify the appropriate strategic planning issues, the PPMC will facilitate meetings with community members, city officials and other stakeholders. A steering team appointed by the City Council is recommended to work with the PPMC in guiding the process or the City Council may choose to serve in that role. The following steps outline the proposed process:

Step 1. Appoint a Strategic Planning Steering Committee

With the goal of stakeholder engagement, the HWS recommends a citizen Strategic Planning Steering Committee be appointed by the Clearwater City Council or the Council may determine to serve in that role. One advantage to creating a Steering Committee is to ensure different perspectives and interests are represented. The purpose of the Steering Committee is to advise the Council and be active participants in the process. A Steering Committee expands the expertise and is the initial outreach for community involvement. If the Council decides to serve as the steering committee, additional efforts may be needed to ensure all community perspectives are represented.

Step 2. Influencing Factors Report

The PPMC will develop an Influencing Factors Report to provide a scan of current economic, demographic, and infrastructure conditions for the City. The Influencing Factors report will provide forecasting trends, as well as incorporate relevant planning documents from the City, such as the current comprehensive plan, financial plans, market impact studies and other relevant documents as defined. The Influencing Factors Report will also identify trends with potential impact for Clearwater for strategic planning.

Hours: 50

Budget: \$2,600

Step 3. Stakeholder Interviews

The PPMC will interview management, elected officials and key informants of the strategic planning process for Clearwater. The purpose of the interviews is to provide individual input prior to developing consensus and begin to identify strategic issues for the community. To achieve this goal, the PPMC will conduct 5-7 interviews. The PPMC will organize and conduct 4-6 meetings with community stakeholder groups for public input. The PPMC will coordinate meetings in conjunction with existing community activities, such as business leaders, faith leaders, civic groups, or partner organizations, and others to help increase participation in the planning effort.

Hours: 42

Budget: \$2,600

Step 4. Community Engagement

The PPMC will organize and conduct two community meetings for public input. The first forum will be conducted after community strategic issues have been identified by the Steering Committee. The second input-session will be conducted after the draft strategic plan is completed.

Hours: 30

Budget: \$1,400

Step 5. Plan Development

The HWS will facilitate 4-6 meetings with the strategic planning steering committee to prioritize issues, goals and strategies to achieve the current mission, coordinate with the

master site plan and achieve the long-term vision. The plan will have the following specific components:

- Vision
- Mission Statement (current)
- Goals
- Action steps for the goals
- Assignment of responsibility to accomplish action steps (who is responsible)
- Identification of resource estimates (human and financial) to implement the plan
- Timeline for plan implementation
- Workplan for the next year for short-term and long-term goals
- Evaluation and performance measurement process

Hours: 50

Budget: \$3,000

Step 6. Council Review

The PPMC will work closely with the Clearwater City Council and staff regarding the implementation of the plan. The success of the plan is directly connected to effectiveness of the Council and staff's commitment to implementation. PPMC will present an early draft to the Council and the final report.

Hours: 5

Budget: \$500

Step 7. Final Report

The PPMC will create a draft strategic plan for review and approval by the steering committee. The HWS develop a final written strategic plan for submittal to the City Council.

Hours: 37

Budget: \$2,900

WORK PRODUCT

A final written report will be prepared by PPMC in cooperation with the City of Clearwater staff and will include a summary of the community and stakeholder meetings, identified issues, goals and strategies. The PPMC will provide 10 report copies.

TIMEFRAME

All work will be completed six to eight months after contract completion.

BUDGET

Personnel Expenses (Faculty, Staff and Graduate Assistants)	\$13,000
Operational expenses (travel, supplies, printing, etc.)	\$500
Administrative Expense (15 percent)	\$2,025
Total	\$15,525

OVERVIEW of the PPMC

The Hugo Wall School works to enhance the quality of public affairs by assisting public officials and community organizations to meet the challenges of governance and improve service delivery. This assistance takes the form of:

- Customized executive, management, and professional development training
- Facilitation of governing body retreats and community forums
- Education and certification for members of professional associations
- Consultation on community goal setting and strategic planning
- Community and organizational surveys
- Applied research on issues identified by state and local officials

- Technical support on public and nonprofit policy, administrative and programmatic efforts

Faculty and staff at the PPMC serve as content experts, neutral facilitators and researchers for a variety of public and nonprofit organizations. Requests come from local governing bodies, community agencies and organizations, and community interest groups.

RECENT RELATED PROJECTS

City of Valley Center Strategic Planning Project
City of Roeland Park Strategic Planning Project
City of Rose Hill Strategic Planning Project
City of Goddard Strategic Planning Project
City of Moundridge Strategic Planning Project
City of South Hutchinson Strategic Planning Project
City of Wichita /Sedgwick County Comprehensive Plan
Reno County Transit Planning
City of Bel Aire Senior Task Force Plan
Wichita Fire Department Strategic Action Plan
Sedgwick County Service Inventory
City Clerks and Municipal Finance Officers Strategic Planning Retreat
Regional Economic Area Partnership (REAP) Water Resources Strategic Planning Retreat

PROJECT TEAM

Misty R. Bruckner, Director of the Hugo Wall School, Public Policy and Management Center, joined the Hugo Wall School at Wichita State University in September 2006. Ms. Bruckner is responsible for assisting local governments and nonprofits with special projects, policy development, community surveys, facilitation and training efforts. Ms. Bruckner completed her MPA degree at the Hugo Wall School in 1995. From 1994

through 2000, she worked in the Office of the City Manager, in Wichita, as assistant to the city manager, and after 2000, was self-employed as a consultant to local governments and nonprofit agencies prior to joining the Hugo Wall School. Ms. Bruckner is a recipient of the Excellence in Public Service Award and the Sedgwick County Sheriff's Office Bronze Medal Award for Public Service –the highest honor for a civilian. In 2010, Ms. Bruckner was selected to participate in the Kansas Leadership Center's Community Collaboration Academy aimed at advancing facilitation and collaboration efforts across the state of Kansas.

Lisa Dodson, Project Associate, has experience consulting with nonprofit organizations, board training and development, grant writing and educational services through her company Dodson Research, Inc. She also serves as the part-time executive director of the Kansas Museums Association and part-time consultant for the Hugo Wall School of Public Affairs. Dodson's work experience includes serving as the Interim Executive Director for the Kansas African American Museum, Program Director of Business Administration at Tabor College in Wichita, Director of the Southside Education Center at Wichita State University, and Public Affairs Associate for the Hugo Wall School. Her degrees include a B.S. in Business Finance from Kansas State University, M.A. in Economics and a M.Ed. from Wichita State University.

Gayle Martin joined the PPMC at the Hugo Wall School, Wichita State University, in 2008 as a program manager. She is the education director for the City Clerks and Municipal Finance Officers of Kansas and the Kansas County Clerks and Election Officials Association. She also coordinates the school's Mini-MPA program. Martin is a facilitator for strategic planning projects involving local government and nonprofit organizations. She has more than 25 years public and private sector experience in public relations, journalism and association leadership. Martin has taught college and continuing education courses in municipal promotion, public relations, media relations, and leadership. She served as communications coordinator for the City of Lawrence and the

Kansas Department of Revenue. She has a Bachelor's degree in journalism from Kansas State University and a Master's degree in integrated marketing communications from the University of Kansas and is pursuing a Master's degree in Public Administration at the Hugo Wall School. She is a member of the 2012-2013 WSU Leadership Academy.

CONTACT PERSON

Misty R. Bruckner, Director, Public Policy and Management Center, Hugo Wall School of Public Affairs, 316.978.6521, misty.bruckner@wichita.edu

DRAFT



DRAFT



**City of Moundridge
Strategic Plan
2013**



Project Team

City Administrator:

Randy Frazer

Mayor:

Gary Fisher

City Council Members:

Kevin Schmidt

Dwayne Willis

Lanny Stucky

Kent Winsky

Steering Committee Members:

Lori Begnoche

Drue Durst

Shelby Graber

Chad Higgins

Doyle Johnson

Larry Schmidt

Fred Schrag

Keith Schrag

Blaine Stucky

Kent Winsky

Project Coordinators:

Corinne Bannon

Public Affairs Associate

Wichita State University, Hugo Wall School of Public Affairs

Misty Bruckner

Associate Director of Center for Urban Studies

Wichita State University, Hugo Wall School of Public Affairs

Research Assistants:

Zach Gearhart

Josh Rueschhoff

Communications Consultant:

Beth King

King Merj Public Relations

Comprehensive Planning Consultant:

Dave Knopick

dPlanit LLC

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**WICHITA STATE
UNIVERSITY**
*Hugo Wall School
of Public Affairs*



Strategic Plan

“The inclusive process used in developing the strategic plan for the City of Moundridge has resulted in a set of goals and strategies that are truly established by the community. Having participants representing the diverse demographic makeup of the community lead the discussion about what’s good and what could be improved in our community assures continued growth and prosperity for the City of Moundridge.”

Randy Frazer, City Administrator

“I viewed my role on the steering committee a great privilege and also realized more than ever how important it is to set goals as a community in shaping the quality of life in the years ahead for generations of people that would choose to make the City of Moundridge a place they can be proud to call their home. Thanks to Hugo Wall School of Public Affairs from Wichita State University for their professional assistants in helping us develop a plan that help our city become an even greater place to live.”

Moundridge City Councilman, Kent Winsky



Introduction



As cities and towns all across the country move forward to embrace the future, the City of Moundridge has set itself apart by defining its own path.

This document represents the work of hundreds of volunteers who dedicated hundreds of hours setting Moundridge priorities and developing the goals and strategies that are found in this document.

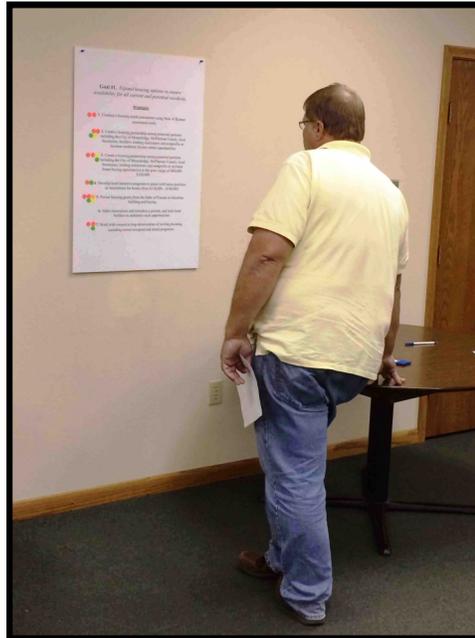
While this is a document that will help guide public policy, more importantly, it is a document around which the residents of Moundridge rallied deciding to carve their own way, plan their own destiny, and chart their own future.

Now that priorities, goals, and strategies have been identified and defined, this document will serve the city well. Both elected officials and the community have a guide set by the people of Moundridge on how to best move forward into an always challenging and uncertain future.

With the newly adopted vision statement defining Moundridge as a city “where community is a way of life, caring is commonplace, excellence is the standard, and healthy growth leads to prosperity,” the doors to the future are open for Moundridge to be successful in all things.

Thank you to those in the community who participated. And thank you in advance to those who will do so in the future.

Moundridge: Where community is a way of life, caring is commonplace, excellence is the standard, and healthy growth leads to prosperity.



“Being a part of the steering committee has opened my eyes to important community issues and the tools needed to make our community even better. Strategies and goals developed in the strategic plan are reflective of the issues, wants, and needs of the community, expressed through community meetings, a community survey, and a community open house. This plan sets a roadmap, designed by the community, for the community, to build an even greater Moundridge for the future.”

Shelby Graber, Strategic Plan Steering Committee Member

GOAL 1: HOUSING

Expand housing options to ensure availability for all current and potential residents.



#1: Conduct a housing needs assessment using State of Kansas assessment tools

Action Steps

- Contact the Kansas Housing Resource Corporation regarding the Housing Assessment Tool (HAT). Meet with State representatives about usage and application of the tool.
- Identify potential partners to assist with the housing assessment, such as: McPherson County agencies; graduate students or students from local universities; Chamber of Commerce; and others.
- Establish a process and confirm with the State of Kansas; develop an implementation schedule.
- Conduct the assessment.
- Convene a stakeholders meeting with local elected officials (City, County, State), business leaders, community members, and others to evaluate the results.

Lead Agency

The City of Moundridge—City Administrator

Timeline: January 2014 – March 2014

#2: Create a housing partnership among potential partners including the City of Moundridge, McPherson County, local businesses, builders, lending institutions, and nonprofits to increase moderate income rental opportunities

Action Steps

- Convene a meeting of identified local public leaders, state agencies (Kansas Housing Resource Corporation, Kansas Department of Commerce), and community stakeholders to review program options to create a housing partnership.
- Using the Housing Assessment Tool identify the current rental housing stock quality, quantity, and availability to establish a target goal. Example: Increase the number of rental housing units in the \$500-\$700 by 5 five new units by 2015.
- Identify and prioritize potential program options to increase moderate income rental properties.
- Establish a taskforce comprised of public and private stakeholder groups to development and implement the program.
- Communicate the program results to the public.

Lead Agency

The City of Moundridge—City Administrator

Timeline: July 2014 – October 2016

#3: Create a housing partnership among potential partners including the City of Moundridge, McPherson County, local businesses, lending institutions, and nonprofits to increase home buying opportunities in the price range of \$80,000-\$120,000

Action Steps

- Convene a meeting of identified local public leaders, state agencies (Kansas Housing Resource Corporation, Kansas Department of Commerce), and community stakeholders to review program options to create a housing partnership.
- Using the Housing Assessment Tool identify the current housing stock in the \$80,000-\$120,000 price range to establish a target goal. Example: Increase the number of available housing units in the \$80,000-\$120,000 range by five new units by 2015.
- Identify and prioritize potential program options to increase moderate income properties for sale.
- Establish a taskforce comprised of public and private stakeholder groups to development and implement the program.
- Communicate the program results to the public.

Lead Agency

The City of Moundridge—City Administrator

Timeline: July 2014 – October 2016

#4: Develop local incentive programs to assist with home purchases or renovations for homes from \$120,000-\$180,000

Action Steps

- Determine inventory need and opportunity based on the Housing Assessment Tool.
- Research other local incentive programs and determine applicability, impact, and cost for Moundridge.
- Develop options for discussion with city, county, and state officials and other community partners to determine preferred option.

Lead Agency

The City of Moundridge—City Administrator; potential for external assistance

Timeline: January 2016 – July 2016

#5: Pursue housing grants from the State of Kansas to stimulate building and buying.

Action Steps

- Determine need and opportunity based on the Housing Assessment Tool.
- Research and determine applicability, impact and cost for Moundridge.
- Develop options for discussion with city, county, and state officials and other community partners to determine priority applications.

Lead Agency

The City of Moundridge—City Administrator; potential for external assistance

Timeline: January 2014— August 2014 (Grants identified and draft applications written)

#6: Promote home renovations and remodels and seek local builders to undertake such opportunities

Action Steps

- Determine need and opportunity based on the Housing Assessment Tool.
- Research and determine applicability, impact, and cost for the City of Moundridge.
- Develop options for discussion with city officials and interested builders in the community.

Lead Agency

The City of Moundridge—City Administrator; potential for external assistance

Timeline: March 2014 - Ongoing

#7: Work with homeowners to stop deterioration of existing housing including owner occupied and rental properties

Action Steps

- Identify and/or develop available assistance programs.
- Provide information to residents and promote available resources.

Lead Agency

The City of Moundridge—City Administrator; potential for external assistance

Timeline: 2015 - Ongoing



GOAL 2: BUSINESS AND JOBS

*Create an environment to foster new businesses
and attract additional quality jobs*



#1: Establish a community economic development committee.

Action Steps

- Research and identify best practices for an economic development committee.
- Partner with County organizations working in economic development to identify resources and potential programs for assistance.
- Identify potential members for the committee.
- Develop draft mission and purpose of an economic development committee.

Lead Agency

The City of Moundridge—City Administrator in partnership with the Chamber of Commerce

Timeline: December 2015 – January 2016, committee will meet on an ongoing basis

#2: Identify and establish a plan to recruit businesses that compliment business already existing in the region.

Action Steps

- Partner with County organizations working in economic development to identify resources and potential complimentary businesses.
- Conduct interview with current area industries to identify potential target businesses or complimentary industries.
- Identify potential external resources to develop a recruitment plan for those industries.

Lead Agency

The City of Moundridge—City Administrator in partnership with the Chamber of Commerce

Timeline: June 2014 – March 2015

#3: Create a development plan to support industry and commercial growth.

Action Steps

- Partner with County organizations working in economic development to identify resources.
- Conduct interview with current area industries to identify issues and strategies for industry and commercial growth.
- Identify potential external consultation for a development plan.

Lead Agency

The City of Moundridge—City Administrator in partnership with the Chamber of Commerce

Timeline: February 2014 – November 2014

#4: Improve visual appeal of downtown through the creation of a downtown improvement committee.

Action Steps

- Conduct a stakeholders meeting for those interested in the visual appeal of downtown.
- Identify potential committee members to start an improvement committee.

Lead Agency

Chamber of Commerce

Timeline: January 2014 – February 2014, committee will meet on an ongoing basis

#5: Encourage continued development of downtown through the recruitment of specific retail businesses that fosters availability of basic retail needs for citizens (ex: vacant buildings, florists, drycleaner).

Action Steps

- Partner with County organizations working in economic development to identify resources.
- Conduct interviews with residents and business owners to identify issues and strategies for the recruitment of specific retail needs.
- Identify potential external consultation for a development plan.

Lead Agency

The City of Moundridge—City Administrator in partnership with the Chamber of Commerce

Timeline: January 2014 - Ongoing

#6: Improve access and connection speed to internet and wireless services to support business and industry growth.

Action Steps

- Identify potential providers to address communications and technology issues.
- Conduct interviews with residents and business owners to identify issues and strategies for technology connectivity improvements.
- Identify potential providers and service expectations.

Lead Agency

The City of Moundridge—City Administrator; potential for external assistance

Timeline: January 2015 - Ongoing

#7: Evaluate need and potential partnerships for a community development professional to serve the City of Moundridge.

Action Steps

- Identify potential partners and stakeholders interested in a community development professional to assist with economic development, community development and housing issues for the City of Moundridge.
- Evaluate funding opportunities and employment options for a professional.
- Determine best option for assistance with community development issues for the City of Moundridge.

Lead Agency

The City of Moundridge—City Administrator; potential for external assistance

Deadline: May 2014

GOAL #3: PARKS AND RECREATION

Support a high quality park and recreation system to improve wellness and the quality of life for all residents and visitors.



#1: Conduct a community needs assessment for recreation programming and facilities.

Action Steps

- Research and develop an assessment to identify recreation and wellness barriers and needs of the community.
- Determine most successful tools and methods for assessment process, such as: water bill insert; mailed survey; on-line tool, etc.
- Conduct the survey.

Lead Agency

The City of Moundridge—City Administrator in partnership with the Moundridge Recreation Commission; potential for external assistance.

Timeline: January 2014 – June 2014

#2: Create an implementation plan for the community recreation center.

Action Steps

- Identify barriers to the implementation plan.
- Seek external assistance in developing the implementation and funding plan.
- Develop the plan.

Lead Agency

Moundridge Recreation Commission in partnership with the City of Moundridge—City Administrator; potential for external assistance

Timeline: June 2014 – December 2014

#3: Increase funding support for full-time recreation staff in order to allow for program expansion.

Action Steps

- Develop job description and expectation for a full-time recreation staff by seeking assistance from other recreation commissions.
- Identify potential funding sources.
- Develop the implementation and funding plan.

Lead Agency

Moundridge Recreation Commission in partnership with the City of Moundridge—City Administrator; potential for external assistance

Timeline: June 2014 - Ongoing

#4: Invest in current recreation facilities, walking paths, bike trails, and equipment.

Action Steps

- Develop a capital improvement plan for recreation facilities and infrastructure.
- Identify potential funding sources.
- Develop the implementation and funding plan.

Lead Agency

City of Moundridge—City Administrator in partnership with the Moundridge Recreation Commission

Timeline: January 2014 – October 2016

#5: Develop a community-wide, multi-generational recreation and wellness plan.

Action Steps

- Create a stakeholder committee composed of representatives from existing community organizations working on recreation and wellness to review the community survey and develop the plan.
- Seek external assistance in developing the implementation and funding plan.
- Develop the plan.

Lead Agency

City of Moundridge—City Administrator in partnership with the Moundridge Recreation Commission

Timeline: November 2015 – November 2016

#6: Develop a stronger partnership between different organizations currently involved in wellness, recreation, and community activities.

Action Steps

- Conduct a joint meeting among organizations to identify potential joint programs or projects.
- Establish goals for implementation of identified programs or projects.

Lead Agency

City of Moundridge—City Administrator in partnership with the Moundridge Recreation Commission

Timeline: December 2014 – Ongoing

GOAL 4: COMMUNITY MARKETING

Promote the very best of Moundridge to ensure community values are shared with future generations.



Community Marketing Strategies

#1: Create a community-wide marketing plan that identifies roles and responsibilities.

Action Steps

- Create a stakeholder committee composed of representatives from existing community organizations working on community promotion to define available resources to develop and fund the plan.
- Seek external assistance in developing the plan, implementation, and funding plan.
- Develop the plan.

Lead Agency

The City of Moundridge—City Administrator; potential for partner organizations and external assistance

Timeline: November 2014 – April 2015

#2: Develop a marketing brand (visuals, logo, slogan, etc.) that depicts the unique opportunities of Moundridge.

Action Steps

- Empower the stakeholder committee identified in 4.1.(a) to assist with the development of a brand for Moundridge.
- Seek external assistance in designing and developing the brand, implementation and funding plan.
- Fund the design and development of the brand.

Lead Agency

The City of Moundridge—City Administrator; potential for partner organizations and external assistance

Timeline: November 2013 – November 2014

#3: Identify resources to implement and sustain a community marketing plan.

Lead Agency

The City of Moundridge—City Administrator; potential for partner organizations

Timeline: May 2015 – May 2016

#4: Engage residents in the marketing of the community.

Action Steps

- Allow the marketing committee to identify methods to engage residents in an ongoing marketing effort.
- Provide guidance in the marketing plan.

Lead Agency

Chamber of Commerce

Timeline: April 2015 – Ongoing

#5: Connect marketing initiatives to other goals and strategies for the community.

Lead Agency

The City of Moundridge—City Administrator; potential for partner organizations

Timeline: December 2013 – April 2014, Maintenance - Ongoing

#6: Create and maintain a community calendar to assist in the coordination and marketing of community events.

Lead Agency

Chamber of Commerce

Timeline: November 2013 - February 2014, Maintenance – Ongoing

**City of Clearwater
City Council Meeting
March 22, 2016**

TO: Mayor and City Council
SUBJECT: Consider the Establishment of Builder Incentives and New Housing Tax Abatement Program
INITIATED BY: City Administrator
PREPARED BY: City Administrator
AGENDA: New Business

Background: In March of 2015, Interim City Administrator, Jim Hieneke, presented the Governing Body with a wide range of incentive programs that are available to cities to help promote and encourage development within the community. Prior to establishing any partnership or program with builders it is paramount that the city determine what, if any incentives would be available to builders and prospective homeowners. Building on the material that Hieneke presented, and based on conversations staff has had with various builders in the area a summary of popular programs was compiled with costs that would be associated with each program.

Analysis: There are several programs that have been proven to be more effective in the promotion of building incentives and rebates. Some of those programs provide direct incentives to developers thru rebates and refunds as well as direct and delayed assistance to the homebuyer for the community. The attached sheet details those incentives.

Clearwater primarily has three active subdivisions, Chisholm Ridge, Park Glen Estates, and Prairie Meadows. Chisholm Ridge is more of a blend of housing ranges that focus on homes starting in the 1,100 square foot range. Park Glen Estates and Prairie Meadows focus more on upscale houses starting at a minimum square footage of 1,500 square feet.

The city has the control of several portions of the costs involved in the building and construction of a new home. We split building permit fees with Sedgwick County and Sedgwick County is generally unwavering in their collection of building permit fees to the point that they charge themselves permit fees.

Other up-front costs that the city controls are water and sewer tap fees. There is an actual cost in materials for water taps but sewer taps have no direct cost to the city. Additionally, the city directly controls approximately 20 lots in the Chisolm Ridge Development, which can be used in a building program. The city can also rebate or abate its portion of property taxes for the home owner.

The sheet shows the cost of various programs related to construction, land acquisition, utilities, property taxes, and other special homebuyer incentives that have been used by area communities and estimated costs to the city for each of those programs as well as the fund that would impacted.

Financial: There would only be a small direct financial cost for the publication of an ordinance that would be required for the incentive program. Financial costs associated with the program have been included in the information sheet.

Legal Considerations: Review and Comment as Necessary.

Recommendations/Actions: It is recommended the City Council:

- 1) Direct Staff in an Appropriate Manner for the Development of an Incentive Program for the City of Clearwater:
- 2) Table the Matter for Further Study;
- 3) Take No Action.

Attachments: Incentives Worksheet (1-page)

Incentive	Cost	Fund	Notes
Construction Related			
Building Permit Fee Waiver – 50%	\$500 - \$700	General	County Portion of Fee Cannot be Waived
Water Tap Fee	\$1,100	Water Fund	There is an actual cost for the meter set
Sewer Tap Fee	\$500	Sewer Fund	No Cost to City
Utilities			
Water Use Abatement	\$300	Water Fund	Average House Annual Bill
Sewer Use Abatement	\$350*	Sewer Fund	Average Sewer Annual Bill
			*Does not include debt service fee
10 Year Total 100%	\$6,500	Water/Sewer	Lifespan Cost of 100% Abatement
Trash/Recycling Fee Abatement			
		General	City would assume charge as it is a pass thru
Property Tax Abatement			
	54 mills per house	General	Total savings would be determined by length of abatement and % of reduction
Chisolm Ridge			
1 – 5 years	\$950 per year	General	100% City Tax Abatement - \$4,750 total
6 – 10 years	\$475 per year	General	50% City Tax Abatement - \$2,375 total
10 Year Total	\$7,125	General	Lifespan Cost of Abatement
Park Glen / Prairie Meadows			
1 – 5 years	\$1,650 per year	General	100% City Tax Abatement - \$8,250 total
6 – 10 years	\$825 per year	General	50% City Tax Abatement - \$4,125 total
10 Year Total	\$12,375	General	Lifespan Cost of Abatement
10 Year Total 100%	\$16,500	General	Lifespan Cost of 100% Abatement for 10 years
Developer Incentives			
Chisolm Ridge			
Free Lot with Minimum Building	\$10,000 per lot	General	City would lose return on original cost of purchase
Special Assessment Rebate	\$1,250 per lot	General	City would continue to pay Special Assessment Costs
	Up to \$8,000 in Special Assessments remain		
Home Buyer Incentives			
Down Payment Closing Cost Assistance	\$1,500	General	Direct Cash Payment to Home Buyer at Closing
Landscaping Credit	\$1,500	General	Direct Cash Payment or reimbursement for landscaping

**City of Clearwater
City Council Meeting
March 22, 2016**

TO: Mayor and City Council
SUBJECT: Consider a Change in Pool Prices Twilight Swim
INITIATED BY: Pool Manager
PREPARED BY: City Administrator
AGENDA: New Business

Background: The current cost of the Twilight Swim is \$1.50 for admittance. Twilight swim is available Monday, Wednesday, and Friday when the pool is open from 7:00 to 8:30. The price for admission is \$1.00 for ages 2-6 and 61+ and \$1.50 for ages 7-60. The pool manager has requested that the price be adjusted to a flat rate of \$1.00 for all swimmers.

Analysis: In 2015, 549 people used the Twilight Swim for the municipal pool. Generally, there are four life guards on duty during those hours for a cost of approximately \$54.00 for each of the 32 sessions of Twilight Swim. Based on 2015, Twilight Swim generated \$823.50 in gate admission with a personnel cost of \$1,728.

If the fee were to be changed from \$1.50 to \$1.00 the loss would be \$229.50 per season. If the price were increased to \$2.00 for the hour and half swim the net gain assuming the same number of people would be \$274.50 per year.

The \$.50 is a bit of a logistical issue for staff as they generally make a deposit for the regular day and then another after Twilight Swim and have on several occasions needed to go out and buy change. The \$1.00 flat fee would help with this issue.

Financial: As stated above, the flat \$1.00 fee could see a loss of approximately \$229.50 per year.

Legal Considerations: Review and Comment as Necessary.

Recommendations/Actions: It is recommended the City Council:

- 1) Approve the Change in Price for Twilight Swim to \$1.00
- 2) Approve the Change to another price;
- 3) Not Approve the Change;
- 4) Table the Matter for Further Study;
- 5) Take No Action.

Attachments: None