



Lee's Summit 360° *Charting Tomorrow*

Key Performance Areas

- ° Education
- ° Economic Development
- ° Health & Human Services
- ° Local Government
- ° Quality of Life
- ° Transportation

2009 STRATEGIC PLAN

Lee's Summit 360°: Charting Tomorrow

August 6, 2009

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Forward

Over the last forty years, the City of Lee's Summit has grown into one of the largest cities in the Kansas City Metropolitan area. This growth has been effectively managed not only through the leadership provided by the Mayor and City Council, but also through the vision and goals established by the *Lee's Summit: 21st Century* strategic planning process in 1993 and later updated in 1998. Many of the things that have come to mark the high quality of life in our community and the excellence of service from the City were a result of these processes. These include new City facilities such as the police headquarters and City Hall, and new boards and commissions that help guide such community initiatives as the arts and human relations.

As the goals from the 1993 and 1998 *21st Century* Strategic Plans have now been accomplished, the Mayor and the City Council requested that a new long-term Strategic Plan be established, which would serve as a guide for the future long-term growth and sustainability of Lee's Summit. With facilitation from the National Civic League (NCL), a highly diverse group of individuals from around the Lee's Summit community gathered together to formulate this plan over an 11 month period. These individuals worked together to create a plan that would serve the common good of every Lee's Summit citizen.

As the first step in this process, the Mayor with advice and consent of the City Council, appointed 11 individuals in May of 2008, to serve on the Initiating Committee. The Initiating Committee worked with NCL to address the strategic planning project logistics, and to help ensure that the actual planning phase of the strategic planning process ran smoothly. This committee was assigned four primary tasks: selecting the project name, identifying potential stakeholders who would have the task of creating the strategic plan, finding a location that could host the meetings, and establishing the organizational committees.

Project Name Selection: *Lee's Summit 360°: Charting Tomorrow*

The committee believed that this plan for the future should take a fully panoramic approach to looking at the City of Lee's Summit strengths, weaknesses, opportunities, and threats, thus, the committee selected "*Lee's Summit 360°: Charting Tomorrow*" as the project name and tagline.

Meeting Site: Due to the large size of the Stakeholders Committee and thanks to the generosity of Dr. John Faulkenberry, Dr. David McGehee, and the R-7 School District, the Initiating Committee chose the Lee's Summit High School Cafeteria for the meeting location. As the meetings would also require several smaller breakout rooms to be available, this location was ideal.

Project Structure: Four subcommittees were formed that assisted in the organization of the process: the Coordinating Committee, Outreach Committee, Writing Committee, and Research Committee. These groups played a significant role during the stakeholder process by supporting the efforts of the Stakeholders during the process. In addition, this committee selected Co-Chairs for *Lee's Summit 360°*, Jon Ellis and Vicky Cundiff.

Identification of Stakeholders: Finally, the Initiating Committee identified and recruited a diverse group of residents to participate in the process that a) represent organizations that may be responsible for implementation of tasks, b) would be key stakeholders in the development and implementation process, or c) could be directly affected by the action items.

On September 16, 2008, the efforts by the Initiating Committee and the four sub-committees were rewarded as the Stakeholders Committee kicked off one of the largest strategic planning processes that the National Civic League has ever undertaken. This group of citizens worked together every three weeks for eight months to produce a strategic plan that would outline the needs and expectations for the Lee's Summit community over the next 10 - 15 years. Throughout the process, Derek Okubo from the National Civic League worked with Co-Chairs Jon Ellis and Vicky Cundiff to provide education on strategic planning for the committee while engaging participants to proceed in open collaboration and partnership during discussions.

Through hours of open debate, discussion, and collaboration among stakeholders, six Key Performance Areas were identified as the main areas of emphasis for the strategic plan. The plan is divided into six key performance areas (KPA): Economic Development, Education, Health and Human Services, Local Government, Quality of Life, and Transportation.

Due to the dedication and cooperation of the 163 stakeholders of *Lee's Summit 360°* and their ability to maintain free and open dialog, a comprehensive long-term strategic plan was created for the common good of the community. This plan will guide the decision making process of City leaders over the next 10-15 years. On March 31, 2009, the entire *Lee's Summit 360°* committee was able to reach a consensus on the final plan, and requested that the Writing Committee create the document that would be presented to the Mayor and City Council on May 7, 2009, for review. Throughout the following summer, the City Council and the Co-Chairs of each KPA worked together over several City Council meetings to create the final report that would serve as the long term strategic plan of the City.

The final phase of the strategic planning process will be the actual implementation of the plan. The Mayor will appoint the Implementation Committee once the final plan is adopted by the City Council. The Implementation Committee will be charged with reviewing the plan, further clarifying the goals and strategies and initiating the action steps.

Letter from the Co-Chairpersons

Fellow Citizens:

We have been honored to be the co-chairs of the “*Lee’s Summit 360°: Charting Tomorrow*” strategic planning process. This is the third time the City has undergone a strategic planning process through the efforts of interested citizens from the community. The two previous processes have proven to be very successful. The Lee’s Summit community pulled together and joined this current team of stakeholders in record numbers, representing the diversity of our citizens.

There were 167 participants who devoted countless hours to updating the vision for our community and educating themselves and other stakeholders on the current standings of our City in every facet. They used the gathered information to determine the issues that are impacting, or will impact, our community over the next 10-15 years. This final document will help guide our entire City’s leadership for years to come.

The stakeholders deserve a big thank you for their commitment of time, energy, and knowledge. Also impressive was the spirit of cooperation with all members of the large group. Their diverse backgrounds and ideas were collaborated to reach a common vision for the future of our community.

The City and the Staff went above and beyond to provide the forum for this process to take place. The administrative leadership of Lee’s Summit deserves great thanks for their proactive efforts by involving the citizens in such a positive, community-wide effort.

We would like to thank Derek Okubo of the National Civic League, who kept this very large group on task and motivated. He provided us with the guidance to go from being 167 individuals with many different agendas to one group with a common vision.

Thank you also to the many sponsors that helped make our time spent together more comfortable and enjoyable. Our community of philanthropists has again worked together as a team to build our community stronger. As always, their generous efforts are greatly appreciated.

We are reaching a population of 100,000. The vision of *Lee’s Summit 360°* is for a dynamic spirit of cooperation among our diverse citizens, businesses, organizations, educational systems and governments. We will work to continue to enjoy economic independence and the high quality of life we have come to expect. We can achieve this through comprehensive community planning and regional collaboration. It is apparent that our community thrives because of the involvement of our citizens and we encourage every citizen’s ongoing efforts that will make our hometown continue to shine as a leader.



Vicky Cundiff
Co-Chairperson



Jon Ellis
Co-Chairperson

Process Description & Milestones

In order to better engage the members of the *Lee's Summit 360°* Strategic Planning Committee, the National Civic League divided the planning process into three phases:

- *Establishing a vision statement that outlines the desired future of the community*
- *Conducting a community scan and identifying trends*
- *Selecting Key Performance Areas (KPA's) and Action Planning*

Vision Statement (Phase 1)

The first phase of the process allowed stakeholders to have general discussions about the goals and expectations for the strategic plan, and how the plan will affect the outlook of the community in the future. Through open discussion, members created a vision statement for the community which will reflect how the community will be in 10-15 years if it is at a state of excellence as a high functioning optimal community for residents, visitors, and businesses. Reviewing and enhancing the vision statement presented an avenue for people holding different perspectives to openly discuss their commonalities and to recognize that despite their differences, they still share a common vision of the community.

Based on these discussions, the Writing Committee developed an all-encompassing vision for the strategic plan which guided the entire planning process. Set in the future tense, the statement describes what the City of Lee's Summit will look like in ten years if the strategic plan is successful. This vision statement was approved by the committee on November 18, 2008.

Lee's Summit is a sustainable and vibrant city with a dynamic spirit of cooperation among its diverse citizens, businesses, organizations, educational systems and governments. Through comprehensive community planning and regional collaboration, Lee's Summit enjoys economic independence and a high quality of life as a recognized destination city.

Community Scan and Trends (Phase 2)

The second phase of the strategic plan helps stakeholders identify and develop an understanding of the trends and issues that impact the community. This analysis includes a discussion of the community's "likely future," should no changes or interventions take place in dealing with the current trends. Two reports were completed and provided all members with background information on a variety of areas and topics in the City.

First, Derek Okubo performed a Civic Index survey of *Lee's Summit 360°* members, identifying the strengths and weaknesses of government and nonprofit entities in Lee's Summit. The survey consisted of a wide variety of questions pertaining to communications, citizen involvement, diversity, community vision, and many others. The survey results were very positive and reflected the highly involved nature of the *Lee's Summit 360°* stakeholders in local government, school systems, and nonprofit organizations.

Second, the Research Committee compiled an extensive community assessment presentation on areas previously identified during the vision process. This included: economic development, diversity, health and human services, school systems, transportation, and regional cooperation. Through this presentation, the Research Committee provided a current status update of many projects and issues in the Lee's Summit community. Based upon the information provided by the National Civic League and the Research Committee, several key priority areas began to emerge that require additional attention and focus. These are addressed in Phase 3.

Key Performance Areas (Phase 3)

The assessments and the community vision reveal the priorities that the stakeholders will target. These priority areas, called Key Performance Areas (KPA), clearly define the strategies and action steps the community will implement to achieve the vision. Each KPA task force established goals they would like to see accomplished over the next 10 - 15 years. In order to better understand the reason the goal was identified, each group also created a rationale describing the purpose for their goal. Third, the committees created action steps and strategies for the Implementation Committee to use to accomplish their tasks. Lastly, each KPA task force listed the resources that would be needed to reach the goal and established a targeted timeline for accomplishing the goal. These timelines will help the Implementation Committee to remain on schedule with the original vision of the *Lee's Summit 360°* committee. In addition, the timelines provide some guidance to the City in establishing long term financial and organizational plans.

During this phase, there were several work sessions that allowed smaller groups to study issues in depth. During these sessions, the KPA task forces established a KPA mini-vision, goals and outcomes, and assigned action steps and strategies to aid in the implementation of the plan. Following each KPA task force work session, these small groups reported back to the full *Lee's Summit 360°* committee for input, feedback and consensus.

Once the committee established these six KPA's, Co-Chairpersons Jon Ellis and Vicky Cundiff presented a Mid-Process report to the City Council on January 8, 2009. This session provided the public with an overview of the plan that the committee had begun to formulate and allowed an opportunity for the City Council and the public to comment on each of the KPA goals established by the *Lee's Summit 360°* committee thus far.

During the final committee meeting on March 31, 2009, each of the KPA co-chairs presented their conclusive recommendations. Following each presentation, the committee provided feedback and gave final approval to each of the KPA plans. At the end a writing committee was commissioned to create a final report for presentation to the City Council on May 7, 2009.

Implementation (Phase 4)

The *Lee's Summit 360°* Stakeholders completed the strategic planning process and presented the information to the Mayor and the City Council over several work sessions during the summer of 2009. Upon approval by the City Council, the Mayor will appoint an 11-13 member committee who will be responsible for the implementation phase of the *Lee's Summit 360°* strategic planning process. This committee will have the important task of bringing this plan to life.

The Implementation Committee is made of several individuals who were a driving force during the planning process. Over the next 10-15 years, several task forces will continue to assist in the implementation of the specific goals and action plans which will require continued flexibility, monitoring and evaluation.

Citizen involvement in this implementation process is welcomed and encouraged. Please contact City Staff and identify your area of interest. As your identified goal area is addressed, your involvement will be solicited.

Introduction

The purpose of this report is to provide the City of Lee's Summit, citizens, business owners, organizations, and other governmental entities a long term plan for the future of the community as a whole. This plan was created by the citizens of Lee's Summit for the use of all City leaders. Beginning in September of 2008, citizens worked together on a plan outlining their vision for the future of the Lee's Summit community. As the members of the *Lee's Summit 360°* committee began compiling this plan over the eight month long planning phase, they envisioned how Lee's Summit could resemble an ideal community in 15 years. They began establishing the goals, strategies, and action steps that could be implemented to achieve this vision.

The committee divided these goals into six key performance areas (KPA): Education, Economic Development, Health and Human Services, Local Government, Quality of Life, and Transportation. Utilizing information from a community-wide strength, weaknesses, opportunities, and threats analysis (SWOT) in conjunction with a civic index survey conducted by the National Civic League and a full research study conducted by the research committee, each of the KPA task forces identified one or more goals for their area which addressed issues that arose during this research. These goals varied in specificity; however, each goal is thoroughly explained in the goal rationale. The rationale explains the purpose for the goal and the reason that the goal was identified by the KPA. This is a critical section of each KPA goal, as it explains the current view of the issue by the KPA task force. As community circumstances will change over the 10-15 year long plan implementation process, it will be critical for the Implementation Committee to understand why this goal was originally identified, so that the intended and appropriate course of action can be taken by the Implementation Committee.

In order to achieve the desired goals, each KPA task force created a course of action plan which would assist the Implementation Committee in determining the process by which they would accomplish the KPA goal. The first component of the action plan is the strategy. These strategies are the steps that would need to be accomplished in order to achieve the main goal of the KPA. They are intended to provide a more detailed description of how to approach the issue identified in the goal and rationale. Supporting these strategies are proposed action steps, which outline the specific steps that could be taken in order to accomplish the strategy and the goal. However, these action steps are intended to provide the Implementation Committee with a guide for the steps that could be taken once implementation begins, rather than a required step-by-step instruction manual for how these strategies must be implemented. This component of the plan allows flexibility for the implementation process, yet provides structure and guidance as well.

Lastly, the KPA task forces identified the implementers of the goal or strategy so that the Implementation Committee would have some guidance as to who the KPA task force believed should have responsibility for the goal or action step. These implementers are not necessarily obligated to implement the plan, but have been suggested as helpful resources/partners/information providers for the Implementation Committee to utilize during the implementation process.

Understanding that many of the identified goals would require funding, the KPA task forces also identified areas that may require some type of funding source in order to fully implement the proposed action step or goal. These resources are rough estimates for the anticipated costs and were created solely for the purpose of allowing the Implementation Committee to plan appropriately for these costs when establishing the timelines for implementation.

The last component of each goal is the proposed timeline. This timeline is intended to remain highly flexible, as circumstances will continually change throughout the implementation process which may speed up or slow down the timing of each project. These timelines are intended to be utilized by the

Implementation Committee to identify short term, medium term, and long term goals and priority areas when establishing the overall *Lee's Summit 360°* strategic planning timeline.

There may be significant factors in the community that will change during the life of this plan, therefore, it should be understood that this report is a guideline and list of ideal goals that the City and its partners would like to accomplish over the next 10 - 15 years. During the next 10-15 years, the Implementation Committee will utilize this plan to create the ideal community where all Lee's Summit residents, visitors, and businesses can live, work, and play.

Lee's Summit 360°

Vision Statement

Lee's Summit is a sustainable and vibrant city with a dynamic spirit of cooperation among its diverse citizens, businesses, organizations, educational systems and governments.

Through comprehensive community planning and regional collaboration, Lee's Summit enjoys economic independence and a high quality of life as a recognized destination city.

Key Performance Areas

Education

Economic Development

Health & Human Services

Local Government

Quality of Life

Transportation

Education

Mini Vision Statement

The community of Lee's Summit and its educational partners through regional collaboration and dynamic planning meet the life-long learning needs of all diverse citizens.



Key Performance Area Members

Co-Chairs: Machel Riffe and Robert White

Mike Allen
Stephanie Alley
Kimberly Berwald – Viar
Christine Bushyhead
Gayle Evans
Bob Gourley

Fred Grogan
Linda Harrelson
Bill Lindsay
Rosalie Newkirk
Judy Noland
Dr. George Pagels

Klara Parrish
Janice Phelan
Judy Schmoeger
Paul Shrout
Dr. Ann Starlin-Horner
Robbie Warren

Goal:

Create a forum for collaboration between the City of Lee's Summit and the diverse educational partners in the community to ensure a continued, coordinated and focused emphasis regarding:

- Life-long learning and employment needs of the community
- Ongoing pursuit of funding to address such needs
- Attention to diversity, promotion of benefits, and understanding of education-related issues
- Comprehensive and coordinated dissemination of education-related information throughout the community.

Rationale:

Quality educational programs and institutions enhance the quality of our community. Therefore, to ensure a productive citizenry and qualified workforce, it is necessary to provide citizens with current information, job training and retraining resources; pursue wider, more diversified educational funding resources; and, foster an appreciation for and acceptance of the differences within our community. This educational summit will provide a forum where stakeholders will address challenges related to the current lack of a coordinating body and is intended to actively engage all educational partners, including participation of the City, to act as a comprehensive unit for the benefit of the community.

Strategies:

- Provide opportunities for quality life-long learning and training.
- Expand opportunities for training and/or retraining of citizens to meet the employment needs of the current and future regional and global employers.
- Collaboratively work with state and local elected officials as well as businesses and other private entities to research, identify, and develop additional and alternative funding mechanisms for education.
- Educate the community regarding the value and importance of diversity in our community.

Proposed Action Steps:

- **The City of Lee's Summit will coordinate, host, and organize a representative educational summit involving preschool through senior-citizen education providers and City representatives at the executive level.**
- **The educational summit stakeholders will appoint task forces to identify needs and solutions in the areas of life-long learning, employment needs, funding, diversity and any other identified education-related area.**
- **Task force recommendations will be made to the educational summit committee.**
- **Educational summit stakeholders will report to the City of Lee's Summit and Lee's Summit educational partners regarding progress and actions toward meeting their goals.**
 - Implementer:
 - City of Lee's Summit will originally be the primary facilitator and organizer of the educational summit, until a well established neutral party is identified for this task by the Implementation Committee.
 - Potential Resources Required:
 - Existing City Staff initially to facilitate and provide neutral meeting space
 - Projected Timeline:
 - Educational Summit established three months (short term-high priority) from appointment of Implementation Committee

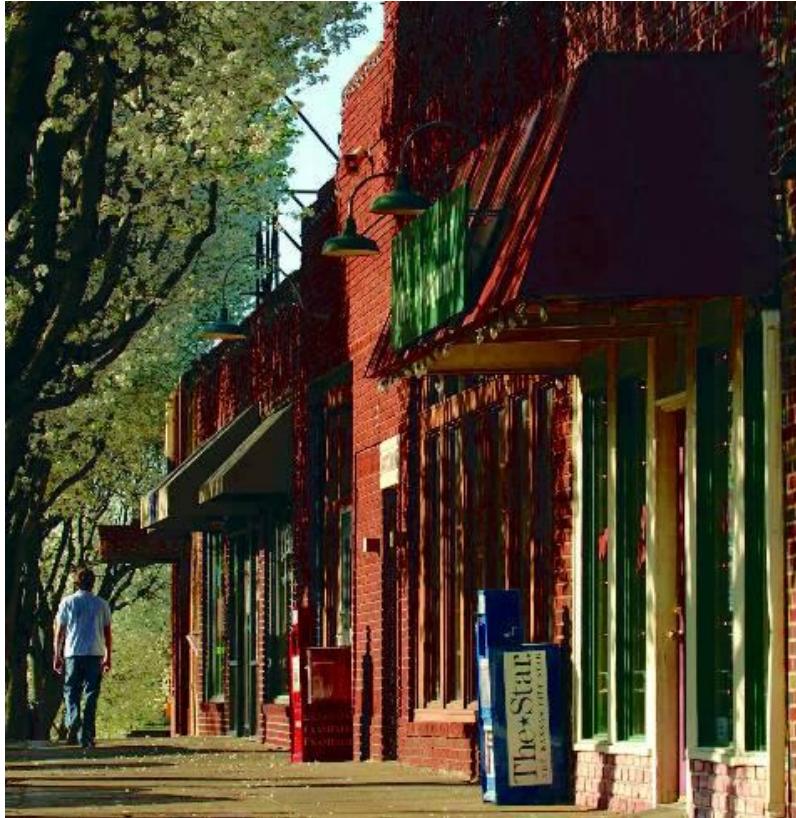
Education KPA

Suggested Measures of Success:

- Appointment of Educational Summit in fall 2009.
- The City of Lee's Summit will host quarterly Educational Summit meetings with all educational partners in the community.
- Educational Summit stakeholders will report annually to the City Council and to other educational partners in the Lee's Summit community.

Economic Development Mini-Vision Statement

Lee's Summit is a progressive destination city with a fiscally balanced tax base and a strong sense of community, which attracts and retains investment by aggressively pursuing development and redevelopment strategies through public and private partnerships.



Key Performance Area Members Co-Chairs: Daren Fristoe and Rick Viar

Daren Baldwin
Dana Boice
Annette Braam
Mark Bredemeier
Robert Brooks
William Brown
Joan Bruns
JJ Coates
Brad Cox
Sandy Cox
James Devine

Kim Fowler
Gary Fruits
Stephen Gentry
John Ivey
Glen Jones
Seth Kakuske
Steve King
Marcel LaPlante
Dave Mosby
Chip Moxley
Roy Mussett

Mike Poindexter
Vicki Randle
Leon E. Schumacher
Laura Smith
Jeffrey Smith
Connie Smith
Michele Spilker
Shirley Thomas
Steve Tominia
Wesley Veasman
Brian West

Economic Development KPA

Goal 1:

The City of Lee's Summit is development and redevelopment friendly.

Rationale:

It is a competitive environment in the bi-state region and communities that are seen as “pro-development” are frequently successful in capturing new investments and jobs.

Strategy:

Perform a comprehensive review of the current City development and/or redevelopment processes and the customer satisfaction thereof.

Proposed Action Steps:

- **Introduce a policy that would implement the use of a “Best Municipal Government Practices” process focused on improving customer service and helping City Staff promptly identify any potential impediments for developers, builders, and other interested citizens.**
- **Design and implement a “Development 101” training program which would provide developers and other interested citizens education about the requirements and procedures commonly required when conducting business with the City.**
- **Create or expand a City Staff position that regularly reports to the City Manager on the process and successes of the “Best Municipal Practices” policy, the “Development 101” program, and development/redevelopment projects.**
 - Implementer:
 - City of Lee's Summit Staff, Development Community, Lee's Summit Economic Development Council (LSEDC), *Lee's Summit 360°* stakeholders
 - Potential Resources Required
 - Independent consultant, City Staff
 - Projected Timeline:
 - Should begin implementation of goal 180 days (short term high priority) from the adoption of the *Lee's Summit 360° Strategic Plan* by the City Council

Suggested Measure of Success:

Lee's Summit has an acclaimed development/redevelopment friendly process as evidenced by satisfied customers and increased commercial activity.

Economic Development KPA

Goal 2:

In order to improve the current strategy of increasing the office and industrial assessed valuations in Lee's Summit, the City should evaluate the Lee's Summit Economic Development Council's (LSEDC) relationship, structure, and reporting communications with the City.

Rationale:

Currently, there is a discussion about the function of the public/ private sector partnership between the LSEDC and the City of Lee's Summit. Research suggests and results demonstrate that public/private partnerships are highly effective tool for economic development agencies and are proven to be more successful in favorably impacting a community's economic development. The current framework facilitates communication between public and private entities which bridges the gap between government and business.

Strategies:

- Review, document, and evaluate LSEDC's public and private sector effectiveness and status with involved stakeholders. Determine if the public/private EDC model is appropriate and effective and if so, the Lee's Summit Economic Development Council should continue to operate independently from, but in concert with City government. Annually review, document and evaluate LSEDC's effectiveness as a public/ private sector partnership.
- In partnership with the City, the LSEDC shall identify and cultivate additional funding sources for LSEDC and emphasize that funding of LSEDC is a high priority for finding new businesses and retaining existing businesses in the City.

Proposed Action Steps:

- **If the evaluation of the LSEDC public/private partnership model is preferable, reaffirm primary public sector funding, which will include the dedication of revenues from the Hotel/Motel Tax and may also include other public sources as the core funding for LSEDC.**
 - Implementer:
 - City Council, Mayor, LSEDC stakeholders, *Lee's Summit 360°* stakeholders
 - Projected Timeline:
 - Should begin evaluation of LSEDC structure 60 days (short term-high priority) following the adoption of the *Lee's Summit 360° Strategic Plan* by the City Council
- **Identify and cultivate additional funding sources for LSEDC and establish that funding of LSEDC is a high priority for finding new businesses and retaining existing businesses in the city.**
 - Implementer:
 - City Council, Mayor, LSEDC stakeholders, *Lee's Summit 360°* stakeholders
 - Projected Timeline:
 - Should begin implementation 90 days (short term-high priority) following the adoption of the *Lee's Summit 360° Strategic Plan* by the City Council

Suggested Measure of Success:

LSEDC's Board approved action plan is fulfilled and LSEDC maintains a positive and growing fund balance sufficient to fund extraordinary projects and other feasible opportunities in partnership with the City.

Economic Development KPA

Goal 3:

Establish a ratio of 35% commercial and 65% residential development and redevelopment mix.

Rationale:

Future development should be analyzed and approved with the primary intent to achieve a ratio of 35% commercial (including commercial, industrial, and manufacturing) and 65% residential. The current development ratio is approximately 22% commercial to 78% residential, representing lack of diversification and an over-reliance on residential development. The use of quantifiable, measurable goals for commercial and residential usage will be a positive step in this process.

Strategy:

Implement City's Fiscal Impact Model to determine if future development strategy achieves its goal. In addition, the City should conduct target industry studies for types of businesses and industries to best supplement labor base.

Proposed Action Steps:

- **Run Fiscal Impact Model on City's Comprehensive Plan.**
 - Implementer:
 - City of Lee's Summit
 - Projected Timeline:
 - Should begin implementation 90 days (short term-high priority) following the adoption of the *Lee's Summit 360° Strategic Plan* by the City Council
- **Depending upon results of the model, remodel the Comprehensive Plan to estimate the proper densities and uses to achieve the goal.**
 - Implementers:
 - City of Lee's Summit
 - Projected Timeline:
 - Should begin 180 days (short term) following the completion of step 1
- **Determine City's strengths, weaknesses, opportunities, and threats (SWOT) for existing or proposed land uses.**
 - Implementers:
 - Independent consultant, City Staff
 - Potential Resources Required:
 - Approximately \$150,000
 - Projected Timeline:
 - Should begin implementation 360 days (short term) following the completion of steps 1-2
- **Use Fiscal Impact Model to analyze land use alternatives for target industries to determine favorable cash flow.**
 - Implementers:
 - Independent consultant, City Staff
 - Potential Resources Required:
 - Included in above action step
 - Projected Timeline:
 - Should begin implementation 180 days (short term) following the completion of steps 1-3.

Suggested Measure of Success:

The Fiscal Impact Model reveals ideal balance of residential to commercial to industrial development. In addition, a target industry study results in land use designations supportive to the City's strengths.

Economic Development KPA

Goal 4:

Aggressively pursue redevelopment projects using the appropriate tools to achieve the highest and best use of underutilized properties.

Rationale:

- Property values are not currently commensurate with higher and better uses achievable through public and private partnerships. In addition, the City has only limited land available for “greenfield” development.

Strategies:

- Convene a multi-constituency task force to ensure public and/or private buy-in of redevelopment strategies and tools.
- Ensure that Downtown Lee’s Summit remains a major focus for redevelopment.

Proposed Action Steps:

- **Identify and market current locations in the city as major redevelopment candidates, including View High/Pryor corridor, 291 and 50 Highway corridors, Calmar, Pfizer, and Adessa facilities, Arnold Hall/Downtown, and large lots in the downtown residential area.**
 - Implementers:
 - City Staff, LSEDC, Downtown Main Street, Mayor, City Council
 - Resource Options:
 - Approximately \$80,000 could be needed for marketing.
 - Projected Timeline:
 - Should begin 180 days (short term) from appointment of Implementation Committee.
- **Work collaboratively with residents to quantify and inventory older residential neighborhood needs/concerns.**
 - Implementers:
 - City Staff, Homeowner’s Associations, Mayor, City Council
 - Resource Options:
 - Approximately \$50,000 could be needed
 - Projected Timeline:
 - Should begin in approximately one year (short term).
- **Identify, educate and gain commitment to use all available tools for both commercial and residential redevelopment without tax penalties (tax abatement, low interest loans, Land Clearance for Redevelopment Authority {LCRA}).**
 - Implementers:
 - City Staff, LSEDC, Mayor, City Council, residents and homeowners
 - Resource Options:
 - Approximately \$25,000 could be needed.
 - Projected Timeline:
 - Should begin implementation 180 days from completion of steps 1-2.
- **Develop a policy for use and implementation of all available tools for both commercial and residential redevelopment without tax penalties (tax abatement, low interest loans, LCRA).**
 - Implementers:
 - City Staff, LSEDC, Mayor, City Council
 - Projected Timeline:
 - Should begin implementation 180 days (short term) from completion of step 3.
 - Resource Options:
 - Approximately \$10,000 could be needed

Economic Development KPA

Suggested Measures of Success:

- Neighborhood revitalization plan is adopted by City Council and embraced by citizens and stakeholders.
- City prioritizes redevelopment opportunities and aggressively markets to private sector.
- A public/private partnership successfully completes a high profile facility which enhances Lee's Summit's reputation as a viable competitor for top-tier redevelopment projects.

Goal 5:

Lee's Summit is perceived as a "progressive destination city".

Rationale:

Lee's Summit is currently perceived as a "bedroom" community without a unique identity.

Strategy:

To rebrand Lee's Summit in accordance with the *Lee's Summit 360°* process ideals and guiding principles.

Action Step:

- **Commission a branding study.**
 - Implementers:
 - *Lee's Summit 360°* stakeholders, Chamber of Commerce, LSEDC, City Staff, City Council, Mayor
 - Resource Options:
 - Approximately \$50,000 could be needed for this goal.
 - Projected Timeline:
 - Implementation could begin one year (short term) from appointment of Implementation Committee.

Suggested Measures of Success:

- The community embraces a common "brand promise" that accurately reflects and captures the essence of *what* and *who* Lee's Summit represents.
- Public and private institutions consistently use the common branding collateral and messaging package.
- External perception and communication regarding Lee's Summit mirrors the "brand promise" in terms of how it refers to the community.

Health and Human Services Mini Vision Statement

Lee's Summit is rated one of America's healthiest cities by utilizing an integrated health and human services network providing services easily accessible to all citizens whether or not they are insured. In collaboration with its charitable organizations, the City's health system developed the resources to assist in providing access to preventative measures, therapy, education, treatment and support to the entire community including the disadvantaged and most vulnerable.



Key Performance Area Members **Co-Chairs: Syrtiller Kabat and Diane Seif**

Teri Burns
Susan Coffman
Kim Corpeny
Tom Earley
Micah Flint
Alan Flory
JoAnn Gann
Bob Glaser

Geneva High
David Hutchison
Paula Livingston
Cassandra Martinez
Mary Anne Metheny
Kevin Morford
April Morford
Dorothy Purtle

Alicia Ruhl
Chris Salanski
Dr. Stephen Salanski
Shelley Spencer-Parton
Mike Tierney
Karen Traxel
Lou Traxel
Roy Wheeler

Health and Human Services KPA

Goal 1:

Identify, educate & coordinate efforts related to human service needs for the citizens of Lee's Summit.

Rationale:

As the community grows, needs grow and can become more complex; therefore, coordination of human services is needed in Lee's Summit. Due to a lack of awareness of needs in the community, Lee's Summit has the potential to lose funding from a number of foundations and public funders which would impact the disadvantaged and most vulnerable that need and deserve quality services in Lee's Summit.

Proposed Action Steps:

- **Develop a Human Services Advisory Board (HSAB) to work in conjunction with the current Health Education Advisory Board (HEAB).**
 - Implementer:
 - City Council and Mayor
 - Potential Resources Required:
 - City Staff to serve as liaison between the board and Council/Mayor. City will provide one shared Staff liaison for the committees to which will meet every other month.
 - Projected Timeline:
 - 6 months (short term-high priority) following adoption of the *Lee's Summit 360° Strategic Plan* by the City Council.
- **Identify human services needs in Lee's Summit. Help to develop programs or collaborative efforts to address the needs.**
 - Implementer:
 - HEAB/HSAB
 - Potential Resources Required:
 - Access existing data/information on current human services needs.
 - Projected Timeline:
 - 3 - 6 months (short term) from establishment of HEAB/HSAB.
- **Educate the community about currently available services (i.e. "211")**
 - Implementer:
 - HEAB/HSAB
 - Potential Resources Required:
 - \$50,000 grant for public relations campaign
 - Projected Timeline:
 - Ongoing community education.

Goal 2:

Involving a collaborative group of community leaders, develop a comprehensive plan to address the healthcare needs of the under-insured and uninsured of the Lee's Summit community.

Rationale:

The under-insured and uninsured population in Lee's Summit is growing and this cross-section of the community lacks access to many medical services. This has created a situation where local hospitals have become overloaded with uninsured patients seeking costly care in the Emergency Departments. Due to these factors, cost effective alternatives and physician continuity is needed for the community. To assist with this issue, there should be a centralized information source for Lee's Summit citizens on healthcare services in Lee's Summit.

Proposed Action Steps:

- **Develop a plan to provide coordinated, comprehensive information regarding programs and resources available to improve access to preventative and specialty healthcare and affordable prescriptions for the under-insured and uninsured residents in the City of Lee's Summit. By seeking advice from a collaborative community of healthcare leaders from around the region, HEAB/HSAB would also ensure the information is well-distributed and readily attainable to the target population. This initiative could be patterned on the "Project Access" model and the previous "Project: Healthy Summit" proposal.**
 - Implementer:
 - HEAB/HSAB will identify/organize the key healthcare leaders for this collaborative effort.
 - Potential Resources Required:
 - Currently one City Staff member assigned to HEAB meetings; HSAB would share HEAB staff.
 - Projected Timeline:
 - 6 - 12 months (short term) from establishment of Implementation Committee.
- **Identify healthcare needs of the under-insured and uninsured citizens of Lee's Summit. Update information regarding similar programs in this area/region as well as in other areas of the country that would assist in addressing these needs utilizing such systems as 211.**
 - Implementer:
 - HEAB/HSAB and key healthcare leaders from action step 1.
 - Potential Resources Required:
 - Previously collected data (i.e. Project Healthy Summit); MARC; Eastland Community Foundation; Lee's Summit R-7 School District teen data. Maximum \$50,000 for a feasibility study if current data/information is not available.
 - Projected Timeline:
 - 6 - 12 months (short term) from establishment of HEAB/HSAB.
- **Identify funding sources for administrative costs.**
 - Implementer:
 - HEAB/HSAB and key healthcare leaders from action step 1.
 - Potential Resources Required:
 - Potential grant funding
 - Projected Timeline:
 - 6 - 12 months (short term) from establishment of HEAB/HSAB.

Goal 3:

Coordinate plans and education opportunities related to the emergency services response and the health and human services aspects of disaster preparedness for the Lee's Summit community.

Rationale:

The City of Lee's Summit's Emergency Services Departments (Lee's Summit Fire Department and Lee's Summit Police Department) are taking a community-wide leadership role in partnering with Mid-America Regional Council (MARC), City departments, and other governmental entities to prepare an emergency response/recovery plan in the event of a natural, pandemic or man-made disaster. The amount of coordination and scope of work in this planning process should continue, and possibly increase, as deemed appropriate and feasible. The expansion of this position could also include a responsibility to provide education for local citizens regarding disaster emergency plans and on their citizen responsibilities in the event of a disaster, which may include training volunteers for service opportunities in preparation for such an event.

Proposed Action Step:

- **Continue to support a position within the Lee's Summit Fire Department that is dedicated primarily to achieving the expanded responsibility of this goal, with consideration also being given to a dedicated job title such as "Preparedness and Recovery Officer".**
 - Implementer:
 - Lee's Summit City Manager, Lee's Summit Fire Department
 - Potential Resources Required:
 - To be determined by Implementation Committee
 - Projected Timeline:
 - Ongoing support of position

Local Government Mini-Vision Statement

The government of Lee's Summit reflects our strong identity while promoting a regional and collaborative approach for providing quality services with accountability to its citizens. Through transparency, communication and outreach, Lee's Summit fosters the empowerment of its citizens and a broad base of leaders. The government is guided by our sense of history, spirit of innovation and sustainability.



Key Performance Area Members

Co-Chairs: Carson Graff and Bill Marko

Debbie Baier
Rob Binney
Nick Brummel
John Edwards
Teresa Evans
Erlene Flowers
Gene Gamber
Dennis "Todd" Gochenour

Donna Gordon
Julie Grogan
Katie Hammons
Bruce Hattig
Geoff Hill
Michelle Jennings
Tony Jose
Tyler Morehead

Eric Prince
Lisa Pycior
Colene Roberts
Shelly Searcy
Kathy Smith
Tom Tucek
Bob Williams

Local Government KPA

Goal 1:

Leadership development and community involvement

Strategy 1:

Continue to develop and expand a communication outreach program for the City of Lee's Summit.

Proposed Action Steps:

- **Create a volunteer coordinator organization to grow, recruit, promote and track volunteers for the community and the outreach efforts by the coordinating organization.**
 - Rationale:
 - Volunteer coordinators will work with local businesses, church groups, Home Owners Associations (HOA), businesses and other civic organizations to be the clearinghouse for all projects, schedules and resources (individuals). Coordinators will not be City Staff members, but would be a City appointed organization made up of volunteers which would capture metrics on all projects and report to the City on annual progress of group. Volunteer coordinators will work closely with communications to maximize involvement of citizenry and increase the number of projects and involved personnel.
 - Implementer:
 - City Manager, City Council, Mayor, Chamber of Commerce
 - Potential Resources Required:
 - Volunteers, software for creation of a volunteer database funding for volunteer recruitment efforts
 - Projected Timeline:
 - Group creation estimated to begin 6-12 months (short term) following formal adoption of *Lee's Summit 360° Strategic Plan*.

- **Continue to improve City website and revitalize government television channel.**
 - Rationale:
 - These two key communication vehicles are assets that need stronger utilization. Improvements in production value and content could better inform citizens of key issues facing the community. Rather than simply being a compilation of facts or upcoming events, these could evolve into platforms or forums which assist in the education and debate of key issues facing the community. The government channel should give consideration to the communication of how to become a more involved citizen and/or how to be a voice for the community and should be embraced as a primary communication tool for the City to the public. Key consideration should be given to a more user-friendly atmosphere of the City's website complete with handicap access.
 - Implementer:
 - Lee's Summit Communication Coordinator, Lee's Summit ITS Department
 - Potential Resources Required:
 - To be determined (TBD)
 - Projected Timeline:
 - Begin 1-3 years (short term) from the adoption of the *Lee's Summit 360° Strategic Plan*.

Local Government KPA

- **Expand the use of new media and personalized communication for community outreach efforts.**
 - Rationale:
 - New media elements are constantly being developed that affect how people communicate. Examples of this include social networking, portals, Twitter, blogs, podcasts, etc. A City communication plan that includes the use of these core technologies will encompass the needs of all ages and give balance to how citizens can follow City communications. The new plan should encourage participation from organizations from around the community. This suggestion does not mean that Lee's Summit should reduce its traditional methods of communications, such as newsletters, or a new civic leadership guide but instead supplement and improve how and in what format that content is delivered.
 - Implementer:
 - Lee's Summit Communications Coordinator, City ITS Department
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - 3-5 years (mid term) from the adoption of the *Lee's Summit 360° Strategic Plan*.

Strategy 2:

Enhance leadership training.

Proposed Action Steps:

- **Improve application and recruiting process for civic/elected official positions.**
 - Rationale
 - The current process for finding new applicants for leadership positions on City boards, commissions, and the City Council is more reactive than pro-active. The City should expand its efforts to identify talent, mentor individuals and find ways for them to take on leadership positions in the City. We would like to see the volunteer/Council application process refined through the generation of open houses, job-fairs at public events like "Lee's Summit Days" with a clear explanation of the application process. The application process should include a clear description of qualifying criteria and not rely entirely on individual members of the boards to seek out participants. A recruiter should take time to meet and follow up with applicants, learn their skills and talents and recommend them for placement or additional training.
 - Implementer:
 - City Staff, City Council, Mayor
 - Potential Resources Required:
 - City Staff
 - Projected Timeline:
 - Begin improvements 1-2 years (short term) from adoption of *Lee's Summit 360° Strategic Plan*.

Local Government KPA

- **Develop a City leadership training program.**
 - Rationale
 - The Lee's Summit community needs a City leadership training program that can provide in-depth leadership training for citizens who become a member of the City Council or hold a city board, or commission position. This program should encompass information about City government structure, election/ordinance training, board/commission responsibility training, board/commission meeting protocol training, as well as personal/professional development on leadership styles and processes. This program will enhance the abilities of current leaders and provide a pipeline of future leaders ready for the challenge. This program could be used as qualifying criteria for selecting citizens for involvement. By giving citizens the tools needed, our committee and taskforce meetings will be more productive and effective without sacrificing diversity.
 - Implementer:
 - City Staff
 - Potential Resources Required:
 - City Staff, Lee's Summit Economic Development Council (LSEDC), Lee's Summit Chamber of Commerce, Lee's Summit school systems
 - Projected Timeline:
 - Begin implementation 1-3 years (short term) from adoption of *Lee's Summit 360° Strategic Plan*.

- **Develop a leadership alumni group.**
 - Rationale
 - A leadership alumni group would be comprised of Leadership Lee's Summit graduates, City leadership training program graduates, and current/past City commission/board members. This group would act as an informal advisory body for City committees/taskforces, Leadership Lee's Summit students, City leadership training program students, as well as students in the Lee's Summit school systems. This alumni group would act as champions for our City and assist with outreach programs as needed.
 - Implementer:
 - City Council, City committee/taskforces, LSEDC, Lee's Summit Chamber of Commerce
 - Potential Resources Required:
 - Leadership Lee's Summit graduates, former City committee/taskforce members
 - Projected Timeline:
 - 1-2 years (short term) from adoption of *Lee's Summit 360° Strategic Plan*.

Strategy 3:

Create mechanisms to maximize representative government involvement.

Proposed Action Steps:

- **Establish term limits or mandatory rotation of Commission/Board members.**
 - Rationale:
 - To open up opportunities for new leaders, term limits for board and commission members should be encouraged. Members can leave their post for other positions on other boards. These are not permanent term limits and members will be free to return to positions after sitting out a pre-determined time. In order to prevent gaps in coverage, the City will need to be more pro-active in identifying talent and recruiting individuals to join these boards and commissions as well as to find other ways for term-limited individuals to assist the community.
 - Implementer:
 - Mayor and City Council
 - Potential Resources Required:
 - City Staff
 - Projected Timeline:
 - 3-4 years (mid term) from adoption of *Lee's Summit 360° Strategic Plan*.
- **Ensure Council district size optimizes accountability to citizenry.**
 - Rationale:
 - As the City continues to grow, consideration should be given to the size of the population within each district. Effective representation can be achieved by utilizing new census data and identifying preferred district sizes and adding new council districts (following the rules of the City Charter and State laws) when these limits are reached. Additionally, in order for Council Members to be able to provide timely and thorough responses to their constituents, we recommend that staff and support resources be added to accommodate district growth.
 - Implementer:
 - Mayor and City Council
 - Potential Resources Required:
 - City Staff
 - Projected Timeline:
 - 3-4 years (mid term) from adoption of *Lee's Summit 360° Strategic Plan*.
- **Increase regional presence through stronger participation in the Mid-America Regional Council (MARC), Kansas City Area Development Council (KCADC), Eastern Jackson County Betterment Council (EJCBC) and other regionally focused organizations by elected/appointed officials and City Staff.**
 - Rationale:
 - Encourage elected officials to be more regionally involved in such groups as MARC through more active leadership roles, enhanced meeting participation, and regular communication back to City Staff and the citizenry on regional initiatives and opportunities available through these groups.
 - Implementer:
 - Mayor/City Council and City Staff
 - Potential Resources Required:
 - Committee/Taskforce appointments
 - Projected Timeline:
 - 6-12 months (short term high priority) from adoption of *Lee's Summit 360° Strategic Plan*.

Local Government KPA

- **Identify methods for involving youth and students in City government.**
 - Rationale:
 - City government, councils, boards and organizations are becoming potentially under-represented by younger members of the population. In order to keep the City vibrant and with a wealth of talent over the next 10 to 15 years, these younger citizens may need to become more involved in the activities within the City. In order to encapsulate all citizens of the community, each committee or taskforce could have at least one non-voting seat open to a student from area school districts. The chair of the committee or taskforce could serve as a mentor for the participating student.
 - Implementer:
 - Mayor/City Council, City Staff
 - Potential Resources Required:
 - Lee's Summit area schools and school districts
 - Projected Timeline:
 - 1-2 years (short term) from adoption of *Lee's Summit 360° Strategic Plan*.

Goal 2:

Continue to support a fully-resourced, professionally trained government workforce.

Strategy 1:

Build the leading public safety organizations in the metropolitan area.

Proposed Action Steps:

- **Continue to support the Community Emergency Response Team program.**
 - Rationale:
 - The Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community. CERT would be a model program that would encourage cooperation between the Police Department and Fire Department in educating citizens about what to do in emergency situations.
 - Implementer:
 - Fire and Police Departments
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Local Government KPA

- **Continue to support smaller police districts and community/problem oriented policing.**
 - Rationale:
 - Smaller police districts could enable closer connection between the police department, businesses, and citizens with their coverage area. This could promote communication and knowledge of the community. Problem-oriented policing places a high value on crime prevention, and engages other public agencies, the community and the private sector to become involved in significantly reducing crime in their area. Catching small problems early is a key to preventing bigger problems later. This same approach should take place in other sectors in City government, such as code enforcement.
 - Implementer:
 - Police Department
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - 6-24 months from adoption of *Lee's Summit 360° Strategic Plan*

- **Improve fire response times and staffing to NFPA standards.**
 - Rationale:
 - The Lee's Summit Fire Department now has an average response time of 5 minutes, 30 seconds. The 1710 standard, as established by the National Fire Protection Association (NFPA) states that a fire department should have at least 4 firefighters to a scene in 4 minutes. The Fire Department is already planning to build 2 fire stations to meet this goal. Supporting the Fire Department in their efforts to expand in order to meet this goal could increase the safety of the community. Phased implementation is expected which should include a formal evaluation of costs for implementation.
 - Implementer:
 - Fire Department
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

- **Improve Insurance Service Office (ISO) rating from 3 to 2.**
 - Rationale:
 - ISO is an independent risk management company created by the insurance industry that rates many aspects of government and industry. Fire ratings for homeowners and business insurance are based off ISO's ratings for a given area or city. The Fire Department has set a goal to lower the City's ISO rating from 3 to 2.
 - Implementer:
 - Fire Department
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Strategy 2:

Provide modern facilities and technological tools for Staff as needed, in order to continue to maintain a high level of quality services to the Lee's Summit community.

Proposed Action Steps:

- **Improve communication interoperability between first responders.**
 - Rationale:
 - The City should work to implement a communication system that enables all first responders to communicate directly with each other and other cities. This potentially can save time and eliminate operational risk during emergency or other time-sensitive operations. The United States Department of Homeland Security has specified through the Office of Emergency Communications (http://www.dhs.gov/xabout/structure/gc_1189774174005.shtm) that public safety agencies and the City develop better ways to communicate with each other.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - Federal/State grants
 - Projected Timeline:
 - TBD by Implementation Committee
- **Research the feasibility of and, if recommended, establish a firing range in Lee's Summit.**
 - Rationale:
 - Police Department personnel currently travel to distant facilities for firing practice. This distance contributes to lower training levels and significant costs to the City. The City of Lee's Summit should develop local police training facilities that can be more readily used by Lee's Summit personnel. Lee's Summit Police Department patrol officers only shoot once per year which is significantly below the standard needed to maintain proficiency with pistol, shotgun and rifles. Most agencies in the Kansas City metropolitan area shoot at least three times per year. SWAT officers currently train once per month; however, patrol officers also require such training as they are more frequently the first responders to a scene. This could be a regionally collaborated project which would increase the use of the new facility.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - User fees for non-Lee's Summit Police Department use, other resources to be identified by the Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Local Government KPA

- **Provide substation coverage for police in high growth areas, when appropriate and financially feasible.**
 - Rationale:
 - Lee's Summit is one of the largest cities in the state by land area with over 65 square miles and only one police facility. As Lee's Summit is such a large, geographically dispersed community, additional facilities will become necessary in the next 10-15 years, especially in high growth, high-crime, or high-traffic areas. A second and/or third full service police facility would spread officers more strategically around the City, much like the Fire Department. It would also allow citizens to make and obtain reports at closer stations. Secondary facilities could also be used in case of damage to the core facility and allow more room for expansion of officers.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

- **Consider new software and data and maximize use of existing software resources.**
 - Rationale:
 - Geographic Information System (GIS) and Enterprise Resource Planning systems (ERP) are improving. More can be done to link these City resources with financial, project management and capital improvement systems. Any software investment should also include appropriate training and accountability to demonstrate the intended benefit.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

- **Provide a modern operations facility for the Water Utilities Department, when appropriate and financially feasible.**
 - Rationale:
 - The existing Water Utilities Operations facility was built in the mid 1980's and was intended for approximately 20 people. The current operation includes 40 people and the existing site is not expandable. In addition, there are several functional concerns that have arisen due to the lack of space that significantly impacts service delivery. With continued infrastructure growth and maintenance demands that will rise with the growth of the City, this core service will need modern facilities to properly administer the needs of the City. Additionally, the current location sits at a visible entrance to the downtown district. Moving or upgrading the facility will provide a positive image boost to that area.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Strategy 3:

Ensure City employees are compensated competitively.

Proposed Action Steps:

- **Conduct standard market compensation evaluations every 2-3 years with a goal that City Staff compensation and benefits are in the top quartile of local metropolitan cities.**
 - Rationale:
 - The loss of experienced personnel raises costs and causes a loss of institutional knowledge of the City. The City should undertake regular compensation studies to ensure the continued retention of talented and experienced personnel. Lee's Summit personnel should be compensated in the top quartile of local metropolitan cities.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Goal 3:

Achieve environmentally friendly and financially sustainable infrastructure systems.

Strategy 1:

Create a sustainable infrastructure task force and develop a long-term infrastructure sustainability plan.

Proposed Action Steps:

- **Survey citizens, define objectives and identify regulatory / environmental gaps.**
 - Rationale:
 - Sustainable infrastructure is a new concept which is not yet widely utilized by the community or the City. Before embarking on a series of disconnected initiatives, a cohesive approach to sustainable infrastructure should be defined. An initiative similar to *Lee's Summit 360°* could be utilized to determine the costs and benefits of sustainable infrastructure. This would include such systems as: storm water, landfill, sewers, City water, street lights and streets.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee
- **Make recommendations, educate citizens and receive approval to implement.**
 - Rationale:
 - Upon completion of the initiative, the task force must make considerable effort to educate the general population, business and leadership to the benefits and costs of this approach and deliver a City-approved plan.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Strategy 2:

Promote and implement select 'green' initiatives.

Proposed Action Steps:

- **Create a storm water utility.**
 - Rationale:
 - Storm water utilities are commonly based on improving a community's ability to meet a variety of objectives, such as funding improved maintenance and capital investments, improving flood management abilities, and improving water quality. Prior to the expansion of an improved storm water infrastructure program, the City should create a storm water utility which would provide a source of revenue for needed maintenance and improvements. Findings of the Storm Water Task Force should be closely considered and focus placed on several of the following services:
 - Enhanced maintenance for improved flood and water pollution control
 - Capital projects for water quality treatment
 - Water quality management
 - Capital facilities that induce groundwater recharge for water supply
 - Ecological Preservation
 - System-wide Planning
 - Regulation and Enforcement Activities
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - Short term (3-5 year) goal with high priority.
- **Adjust wastewater impact fee and rates to meet expected costs and create an annually adjustable schedule of fees to ensure appropriate rate adjustments in the future.**
 - Rationale:
 - Lee's Summit wastewater infrastructure funding has not kept up with inflation or with expected costs to maintain and enhance the system. One major enhancement is to eliminate both private and public inflow and infiltration. Another enhancement is to establish a methodology for increasing rates on an annual basis. Consideration should be given to immediately increasing fees and to establish a process whereby fees are regularly reviewed on an annual basis based on a policy that establishes a ratio of fees to costs.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - Short term (3-5 year) goal with high priority.

Local Government KPA

- **Consolidate current solid waste collection and support the use of incentives to encourage volume-based pricing & curbside recycling.**
 - Rationale:
 - Implement a City-wide solid waste collection contract. This will reduce costs, improve neighborhood environmental impact and maximize accountability with service providers. Incentivize recycling and other waste reduction techniques by charging individual households based on the volume of waste created.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - Short term (3-5 year) goal with high priority.

Goal 4:

Promote fiscally sustainable and environmentally sensitive development.

Strategy 1:

Continue to maintain prudent cost management and conservative fiscal strategies.

Proposed Action Steps:

- **Explore multi-City resources for all large projects with regional appeal.**
 - Rationale:
 - Large infrastructure projects with regional appeal such as museums, sports arenas, and other big ticket items are not necessarily needed by every City in the metropolitan area. Rather than taking a “build it ourselves” approach to these projects, the City could pursue projects jointly with neighboring communities if and when such facilities are proposed. These facilities may or may not be located within Lee’s Summit city limits but would be able to be used jointly by citizens of multiple cities.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

- **Enhance or expand group purchasing with other metropolitan organizations.**
 - Rationale:
 - On an ad hoc basis, Lee’s Summit looks to involve other cities for group purchasing of needed equipment such as police cars. The City should move aggressively and cooperatively with other communities to standardize and expand this cost savings initiative to all large purchases in the City. In addition, when there is an equal cost impact to the City, preference should be given to purchasing from local businesses.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Local Government KPA

- **Continue to maintain legislated budget reserve strategy and protect bond rating.**
 - Rationale:
 - Lee's Summit currently has a conservative budget strategy that requires a fiscal reserve. We recommend that this approach stay in effect in order to promote spending discipline and to protect the City's bond rating.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Strategy 2:

Promote balanced revenue mix.

Proposed Action Steps:

- **Develop and support initiatives to define and encourage the balanced mix of revenue for the City.**
 - Rationale:
 - The City currently has a balanced mix of funds to support activities. This balance better enables the City to weather challenging economic times. The recommendation that development should be channeled could result in a broadened tax base and the creation of new well paying jobs.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee
- **Maximize use of Fiscal Impact Model in determining development.**
 - Rationale:
 - The Fiscal Impact Model usage should be maximized and utilized for all significant development activities in the City. This model can assist in providing an independent analysis of the impact of development. This model can help arbitrate discussions between competing interests.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Strategy 3:

Incentivize sustainable development.

Proposed Action Steps:

- **Support the preservation of greenways and create a master plan for large tracts of both open and redeveloped land.**
 - Rationale:
 - Greenways are important to the overall health, appearance and desirability of the community. With limits on current land within the City, there will be pressure to return this open space to development and revenue producing property. To ensure that the preservation of open land occurs, the City should create a master plan for the long term intended uses of large tracts of land in undeveloped and redeveloped areas.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

- **Incorporate smart growth initiatives and incentives for ‘green’ building into *Comprehensive Development Plan*.**
 - Rationale:
 - The community at large benefits from ‘green’ building standards by lowering energy costs, improving healthy environments and generating good publicity for the City. Incentives should be provided by the City that encourage ‘green’ development and new urbanization. Second, the City should look to zoning or code changes that reduce sprawl and promote walk able communities and business districts. Lee's Summit's downtown core is a prime example of this model and should be preserved. Shopping, services and homes are in close proximity to one another. When new development occurs in redeveloped areas, it should be sustainable, meaning renovation and rehabilitation versus the razing of structures.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Local Government KPA

- **New public facilities should meet Leadership in Energy and Environmental Design (LEED) standards and all public facilities should undergo carbon footprint studies.**
 - Rationale:
 - The use of LEED standards for new and existing buildings promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. Lee’s Summit is not expected to pursue certification of these facilities, but recommend that the defined standards are met unless significant financial burdens are demonstrated. The City should serve as an example for the community.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Strategy 4:

Protect natural resources of the community.

Proposed Action Steps:

- **Promote water and energy conservation, alternative energy, and pollution prevention.**
 - Rationale:
 - A community that carefully manages natural resources receives significant cost, health and community image benefits. By driving more ‘green’ initiatives in this area, Lee’s Summit will be a more energized community and one that will be more attractive for economic development and population growth in the long term.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee
- **Complete a tree inventory and enhance Tree Board.**
 - Rationale:
 - A Tree Board, or Commission, is a group of concerned volunteer citizens who would be charged with developing and administering a comprehensive tree management program. A tree inventory is the gathering of accurate information on the health and diversity of the community forest. There should also be continued education of Home Owners Associations (HOA) and citizens on the importance of these community assets. Trees in both new and redeveloped areas should be provided stronger protections by the City, beyond a minimum standard.
 - Implementer:
 - TBD by Implementation Committee
 - Potential Resources Required:
 - TBD by Implementation Committee
 - Projected Timeline:
 - TBD by Implementation Committee

Quality of Life Mini Vision Statement

Acclaimed as the ideal place to live, learn, work and play, Lee's Summit embodies healthy living, excellence in the arts, recreation, learning and multi-generational leisure opportunities combined with a respect for the environment and its diverse population.



Key Performance Area Members

Co-Chairs: **Damond Boatwright and David McGehee**

Russ Berlin
Mary Biber
Patti Browder
LaTonya Burgette
Julie Cawby
Carl Chinnery
Hollie Couch
Stacy Crabtree
Robin Dawson
Janis Duke
David Elliott
Gene Fellows
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Bill Hampton

Brennan Hampton
Ryan Harp
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Patti LeMaster
Debbie Leonard
Sue LeVota
Ben Martin
Laura Maxwell
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Susan Murphy
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Jim Phillips
Rosella Prins
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Alicia Roling
David Shook
Chris Simon
Chet Smith
Debbie Starke
Marla Stout
Robin Trafton
Barb VonArb
Bob Weber
Connie Wellman
Ron Williams
Dymon Wood
Marian Zajic

Quality of Life KPA

Goal 1:

Establish strategies & action steps that support arts and culture in Lee's Summit.

Strategy 1:

Increase the quantity, variety, and quality of arts programming that is reasonably priced and accessible.

Rationale:

The 2007 Cultural Arts Plan states, "The research reveals the City's citizens are hungry for more arts opportunities: only 20% of respondents to a public survey rate the availability of arts programs as 'excellent' or 'good'..."

Proposed Action Steps:

- **Help arts organizations become self sustaining by promoting their value to our community and region, increasing accessibility to audiences of all ages, and building private sector support. The first step in this process requires support for the Lee's Summit Arts Council's website and calendar initiatives.**
- **Attract and support professional artists through incentives, live-work spaces, affordable and accessible studio and exhibition space, and resources for professional development.**
- **Develop and promote a network of Metropolitan Kansas City arts organizations that would support the import of arts programming to Lee's Summit and/or support the development of creative transportation solutions to local and regional cultural art opportunities so that all Lee's Summit citizens have access to art and culture in the region.**
- **Support the continuation and expansion of the Parks and Recreation Department's cultural arts programming and increase opportunities for community fairs, festivals, and concert series.**
 - Implementers:
 - Arts, Parks and Recreation Department, Summit Arts and other arts groups, Metropolitan Community College (MCC) at Longview, City of Lee's Summit, Downtown Lee's Summit Main Street, Lee's Summit Chamber of Commerce
 - Potential Resources Required:
 - Parks and Recreation Department, Downtown Lee's Summit Main Street, Lee's Summit Chamber of Commerce, Summit Arts and other arts groups, MCC at Longview, exhibitor fees, grants, sponsorships
 - Projected Timeline:
 - Ongoing

Quality of Life KPA

Strategy 2:

Utilize the cultural arts identity as an economic and community development strategy.

Rationale:

There is compelling new evidence that the non-profit arts industry successfully attracts visitors, spurs business development, supports jobs, and generates government revenue.

Proposed Action Steps:

- **Conduct a study on the impact of cultural arts on the economic development in Lee's Summit.**
- **Create the position of a full-time Cultural Arts Coordinator City Staff person as recommended in the *Cultural Arts Plan* to assist with oversight, advocacy, action and future planning.**
- **Research and establish sources for cultural arts funding.**
- **Continue to support the *Cultural Arts Plan* as adopted by the Lee's Summit Arts Council.**
 - Implementers:
 - City Manager, Lee's Summit Economic Development Council (LSEDC), Lee's Summit Chamber of Commerce, Lee's Summit Parks and Recreation Department
 - Projected Resources Required:
 - Truman Heartland Community Foundation, Eastland Community Foundation, City of Lee's Summit, user fees, taxes, grants, Parks and Recreation Department, LSEDC
 - Projected Timeline:
 - High priority short term goal (steps 1-2); ongoing (steps 3-4)

Quality of Life KPA

Strategy 3:

Work to create a network of successful, sustainable, multidisciplinary cultural art spaces, museums, performance venues, and cultural districts that reflect the City's diversity, creativity and history.

Rationale:

Since the 1993 strategic planning session, the residents of Lee's Summit have consistently requested that the City strengthen its support of the arts. Lee's Summit will benefit from a culture of creativity and innovation, with a foundation in public/private collaboration and community-wide implementation.

Proposed Action Steps:

- **Conduct a *Cultural Center Feasibility Study* to determine the best approach to increase the number of quality cultural art venues, with special attention to the need for performance and exhibition space.**
- **Considering results of a *Cultural Center Feasibility Study*, create a Cultural Arts Facilities Task Force, with special attention to finding a home for the Lee's Summit Symphony.**
- **Establish a cultural district downtown and evaluate expanding to define additional cultural districts throughout the city.**
- **Working with community partners, search for innovative locations for cultural arts programs and events.**
 - Implementers:
 - City of Lee's Summit, Truman Heartland Community Foundation, Eastland Community Foundation, City Planning Commission, Downtown Lee's Summit Main Street, LSEDC, Lee's Summit Chamber of Commerce, Lee's Summit school systems, Arts Council, Lee's Summit Parks and Recreation Department, churches, Unity Village, Jackson County Parks and Recreation, John Knox Village, Lee's Summit Symphony, Metropolitan Community College (MCC) at Longview, home owners associations, Lee's Summit Arts Council.
 - Potential Resources Required:
 - Truman Heartland Community Foundation, Eastland Community Foundation, City of Lee's Summit, user fees, taxes, grants, Lee's Summit Parks and Recreation Department, LSEDC, benefactor to be identified
 - Projected Timeline:
 - Step 1: High priority short term goal; Step 2: 1-2 years (short term) from completion of step 1; Step 3: Ongoing; Step 4: 1-2 years (mid term) from completion of steps 1-3.

Quality of Life KPA

Goal 2:

Establish strategies & action steps that support a positive brand & consistent community image.

Strategy 1:

Determine desired image of Lee's Summit.

Rationale:

Lee's Summit needs brand consistency with its vision to define and market the City as the ideal place to live, learn, work and play.

Proposed Action Steps:

- **Commission and authorize an appropriate group to identify criteria and definition of a destination city.**
- **Determine why the most recent branding initiative was not embraced and implement strategies to ensure success.**
 - Implementers:
 - A cross-sectional group representing, among others, City government, school systems, citizens, John Knox Village, business leaders, Lee's Summit Chamber of Commerce, LSEDC, Downtown Lee's Summit Main Street and a consultant or marketing team
 - Potential Resources Required:
 - Resources are not yet identified; known costs to include consultant fees, administrative support, conference facilities and incidentals.
 - Projected Timeline:
 - Short term goal

Strategy 2:

Identify and address multi-generational interests and needs.

Rationale:

Our community should meet the needs of all age groups.

Proposed Action Steps:

- **Survey Lee's Summit citizens by establishing focus groups, taking inventory of facilities and current activities already located in Lee's Summit to determine which interests and needs are already satisfied and which interests and needs require additional attention.**
- **Develop and implement programs and opportunities to address the identified gaps.**
- **Continue to support and enhance desired existing programs and implement new programs as identified in step two above.**
 - Implementers:
 - A cross-sectional group representing, among others, the school systems, Lee's Summit citizens representing all age groups (middle school to senior adults), the health industry, Lee's Summit Chamber of Commerce, Downtown Lee's Summit Main Street, LSEDC and City government representatives.
 - Potential Resources Required:
 - Resources are not yet identified; known costs to include consultant fees, survey costs, administrative support, conference facilities and incidentals. Implementation costs to be determined based on results of survey.
 - Projected Timeline:
 - Short term goal

Quality of Life KPA

Strategy 3:

Implement and promote the Lee's Summit brand.

Rationale:

Implementation of the Lee's Summit brand facilitates economic development, broadens the tax base and promotes a strong sense of community and civic pride.

Proposed Action Steps:

- **Establish a multi-use facility/Hotel Convention Center and Visitors Bureau to attract convention business and promote Lee's Summit as a destination city.**
- **Implement existing monument signage plan at designated entries into the city.**
- **Collaborate with the City and State to improve the aesthetics of public thoroughfares, common ground, green space and private property (including through proactive Codes Enforcement efforts). If necessary, assist those citizens with demonstrated financial or physical needs in maintaining and improving the condition of private property, either via volunteer efforts, public aid or other available means.**
- **Create and publicize a comprehensive community calendar of events to all citizens, including information about facilities, activities, attractions, festivals, and volunteer opportunities in Lee's Summit.**
- **Explore feasibility of purchasing land in the downtown corridor, including the church property at 2nd and Douglas, for the purpose of a possible multi-use facility.**
 - Implementers:
 - A cross-sectional group representing, among others, City government, school systems, citizens, Lee's Summit Parks and Recreation Department, Public Works Department, business leaders, Chamber of Commerce, LSEDC, Downtown Lee's Summit Main Street, developers and a consultant or marketing team.
 - Potential Resources Required:
 - To be determined by Implementation Committee
 - Projected Timeline:
 - Mid to long term goal (mid term)

Quality of Life KPA

Goal 3:

Establish strategies & action steps that support a diverse community.

Strategy 1:

Identify, educate and implement civic standards for diversity within the community in order to promote mutual understanding and respect among all social, generational, racial, religious, cultural and ethnic groups.

Rationale:

Establishing a community environment where all residents have equal opportunities, personal safety, high levels of citizen responsibility, and character will benefit the entire community of Lee's Summit. In addition, offering educational programs will provide individuals with the background and framework on the benefits to them and the community when they participate and take responsibility in/for their actions on issues.

Proposed Action Steps:

- **Promote diversity and inclusion through education and community involvement in activities that provide programs of learning and understanding of issues of diversity and inclusion, positive relationship building and community history.**
- **Develop an on-going delivery system to educate the community on important issues and trends related to diversity which will, in turn, create opportunities to lessen tensions and promote dignity for all citizens, and respect for all cultures.**
 - Implementers:
 - Create a task force to identify issues of diversity and inclusion and opportunities for interested citizens to participate in preventing discrimination, bias and hate crimes.
 - Potential Resources Required:
 - Existing Human Relations Commission, school systems, private consultants
 - Projected Timeline:
 - Short term goal

Quality of Life KPA

Goal 4:

Establish strategies & action steps that support healthy lifestyles.

Strategy 1:

Continue commitment to park preservation and expansion.

Rationale:

Lee's Summit residents should have affordable, accessible recreation.

Proposed Action Steps:

- **Encourage developers to dedicate green space in developments or provide funding in lieu of dedicating land that can be used for the purchase and maintenance of parks and trails.**
- **Continue to acquire land for the development of parks and trails so that parks are located within one-half mile of each residence; recreational facilities are more accessible and will serve all parts of the community; and, a trails system connects the entire community.**
 - Implementers:
 - Create a Recreational Task Force to work with the Planning Commission and City Council.
 - Potential Resources Required:
 - Funding and/or dedication of green space by developers for new park land and City funding for long-term development and maintenance.
 - Projected Timeline:
 - Step 1: Short term goal; Step 2: Mid term goal

Strategy 2:

Create and promote awareness of community wellness initiatives so that residents increasingly choose healthy lifestyles.

Rationale:

By becoming more active, residents can reduce their health problems and healthcare costs. By partnering with several health and wellness organizations, citizens are more likely to utilize programs and information that could improve their health.

Proposed Action Steps:

- **Encourage private/public partnerships, particularly between healthcare providers, the Parks and Recreation Department and the insurance industry, to provide healthy lifestyle programs/education. This might include a universal pass to recreation facilities or a reduced fee fitness analysis.**
- **Through this coalition of stakeholders, promote all recreational activities occurring in Lee's Summit and available recreational resources, specifically the inter-connected trails system.**
 - Implementers:
 - Create Healthy Lifestyles Task Force which includes representatives from the recreation, healthcare and insurance areas. This task force could work in conjunction with the Health and Human Services Advisory Board.
 - Potential Resources Required:
 - Availability and willingness of stakeholders to work collaboratively.
 - Projected Timeline:
 - Step 1: Short term, high priority goal; Step 2: Short term goal and ongoing

Quality of Life KPA

Strategy 3:

Share a community commitment to environmental sustainability.

Rationale:

Preserving the future of our city is important; therefore, by committing to long term environmental sustainability, the City of Lee's Summit will encourage others in the community.

Proposed Action Steps:

- **Create City-wide options for curb-side recycling services.**
- **Provide incentives for developers and residents to “go green” (building codes, water-saving landscapes, efficient energy sources, recycling, environmentally safe materials).**
- **Evaluate and incorporate, when feasible, ‘green’ features in all City facilities such as alternative energy, low energy light bulbs, use of untreated water for irrigation or fire hydrants, etc.**
 - Implementers:
 - Expand existing Green Solutions Task Force to include research and implementation.
 - Potential Resources Required:
 - City funding may be required in order to implement recommendations.
 - Timeline:
 - Step 1 & 2: Short term, high priority goal; Step 3: Ongoing.

Transportation Mini-Vision Statement

Transportation in Lee's Summit is a planned, regionally integrated, multi-modal, accessible, and well-maintained system that facilitates movement about the city and encourages growth and economic development. This system includes vehicular, bicycle, pedestrian, aeronautical, rail and mass transit components that provide safe, efficient, and sustainable transportation of people, goods, and services to and from places where people live, work, worship, shop, play, learn, and seek medical care.



Key Performance Area Members **Co-Chairs: James Freeman and Brian Whitley**

Nancy Bruns
Scott Coryell
Nancy Dean
Mike Everly
B. Eric Falk
Marlese Gourley

Terry Hedrick
Lynn Hinkle
Tommy Jewitt
Dr. Ed Kraemer
Rob Loethen
Mick Mithelavage

Bill Moehle
Win Nickens
Tim Nydegger
John Read
Gary Reeves
Gary Schults

Hinton Shockley
Mary Shockley
Bill Simpson
Ken Stremming
Joe Willerth
Dan Wiltshire
Bob Zajic

Transportation KPA

Goal 1: Airport

Determine if expansion of the Lee's Summit Municipal Airport (Airport) will provide desirable economic development and growth for Lee's Summit with net positive benefits to the community overall.

Rationale:

Enacting the top priority of *Lee's Summit Municipal Airport Business Plan* could attract new businesses to the area and increase the safety of users and surrounding residents. As there is no other convenient airport for corporate usage in Eastern Jackson County, this expansion could increase the use of the Airport, thus increasing fuel sales which in turn may improve the long term economic viability of the Airport. As such, and after considering all relevant factors, determination should be made as to whether expansion of the Airport would provide a net positive benefit to the community and should be pursued.

Strategy 1:

If the *Lee's Summit Municipal Airport Business Plan* supports expansion and is approved by City Council, increase political and popular support for expanding use of the Airport area.

Proposed Action Steps:

- **Await formal presentation of *Lee's Summit Municipal Airport Business Plan* to City Council.**
 - Implementer:
 - Reviewed by City Council, Board of Aeronautic Commissioners (BOAC), Transportation KPA
 - Potential Resources Required:
 - Already funded
 - Projected Timeline:
 - The plan was presented to the Finance and Personnel Committee on May 26, 2009 where it was referred to City Council for full consideration. It is tentatively scheduled to be presented to City Council in September, 2009.

- **Distribute summary of findings and report to media and public**
 - Implementer:
 - City Staff, Lee's Summit Chamber of Commerce, Lee's Summit Economic Development Council (LSEDC)
 - Potential Resources Required:
 - Include in *City Scope*, website, other media outlets
 - Projected Timeline:
 - Currently in progress

Strategy 2:

If the *Lee's Summit Municipal Airport Business Plan* supports expansion of the Airport area, increase business opportunities and fuel sales so operational revenues match or exceed operational expenses.

Proposed Action Steps:

- **Increase business development opportunities through promotion of Airport.**
 - Implementer:
 - City Council, Lee's Summit Chamber of Commerce, LSEDC
 - Potential Resources Required:
 - Advertising funds to bring new aeronautical businesses to Lee's Summit with sources to be identified by implementation committee and City Staff.
 - Projected Timeline:
 - 7 months (short term) from start of approved expansion.

Strategy 3:

If the *Lee's Summit Municipal Airport Business Plan* supports expansion, encourage City Council to make a decision in accordance with the plan on expansion of the runway 1,300 feet for safety, noise reduction, and operation of corporate jets.

Proposed Action Steps:

- **Facilitate community discussion of Airport utilization.**
- **Make determination by City Council, with input from citizens, on expansion of the Airport.**
- **If *Lee's Summit Municipal Airport Business Plan* is favorable to expansion and approved, identify possible local, state and federal funding sources to lengthen runway, and take steps necessary to obtain resources.**
 - Implementer:
 - City Council, Lee's Summit Chamber of Commerce, LSEDC
 - Potential Resources Required:
 - None
 - Projected Timeline:
 - To be determined by Implementation Committee
- **As resources are made available, proceed with actual lengthening of runway (resulting in increased fuel sales).**
 - Implementer:
 - City Council, Public Works Department
 - Potential Resources Required:
 - 5% City funding match to 95% federal match; engineering study already funded and complete
 - Projected Timeline:
 - Completion after 18 months (long term) from start of approved project.

Suggested Measures of Success (to be refined by Implementation Committee):

- Increase north/south runway by 1,300 feet for safety and operation of corporate jets.
- Increased jet fuel sales to balance Airport operation budget.
- Increased number of businesses in Lee's Summit Airport area and community in general due to improved Airport increasing tax base.
- Decreased noise profile due to extension of runway.¹

¹ see McComas – Lee's Summit Municipal Airport Environmental Assessment; Exhibits I, J, K

Goal 2: Complete Streets

A “Complete Streets” system would allow safe access along and across Lee’s Summit streets for all citizens, including motorists, bicyclists, pedestrians, and transit riders.

Rationale:

Implementing a “Complete Streets” concept would reduce traffic congestion, air pollution, and gasoline consumption while improving the safety and access for all people using city streets. In addition, it also facilitates the use of mass transit which provides lower-cost transportation options/choices. It could also encourage active living to combat obesity and promote public health. Lastly, a complete streets system would comply with federal guidelines for pedestrian and bicycle access. The intention of this goal is to implement the complete streets system in conjunction with the current *Greenway Master Plan* adopted as part of the City’s *Comprehensive Plan*.

Strategy 1:

Develop a “Complete Streets” approach to transportation in Lee’s Summit.

Proposed Action Steps:

- **Establish a “Complete Streets Advisory Committee”.**
 - Implementer:
 - Mayor
 - Potential Resources Required:
 - Qualified City Staff (e.g. traffic engineer) and interested citizens
 - Projected Timeline:
 - Immediately (short term high priority)

- **Adopt a “Complete Streets Ordinance²” for Lee’s Summit.**
 - Implementer:
 - Mayor & City Council
 - Potential Resources Required:
 - Complete Streets Advisory Committee and City Staff, model ordinances from other cities, Missouri Bicycle Federation, Parks & Recreation Department.
 - Projected Timeline:
 - 6 months (short term) from establishment of Complete Streets Advisory Committee.

² Complete Streets Ordinance should include a “policy focus” to accommodate bicyclists, pedestrians, motorists and mass transit riders of all ages and abilities. This policy could be applied to all new street projects, including the resurfacing, redesign, or re-striping of existing streets. The Ordinance could also require developers to include safe access for bicyclists and pedestrians in any new or redeveloped areas. The Ordinance could mandate that future developers allocate portions of their projects for Greenway dedication even if they are not necessarily parallel to roads. Making a policy work in the real world requires developing a process to handle exceptions. The Federal Highway Administration’s guidance on accommodating bicycle and pedestrian travel named three exceptions: 1) accommodation is not necessary on corridors where non-motorized use is prohibited, such as interstate freeways; 2) cost of accommodation is excessively disproportionate to the need or probable use; 3) a documented absence of current or future need. In addition to defining exceptions, there must be a clear process for granting them. Any exceptions should be kept on record and publicly available.

Transportation KPA

- **Develop a "Share the Road" education campaign to encourage safe bicycling, safe walking, and safe driving in Lee's Summit.**
 - Implementer:
 - Complete Streets Advisory Committee, Parks and Recreation Department, Public Works Department, and the local development community
 - Potential Resources Required:
 - City Staff, Parks and Recreation Department, Public Safety Advisory Commission, Police Department, Public Works Department, Health Education Advisory Board as determined by the Implementation Committee
 - Projected Timeline:
 - 6 months (short term) from establishment of Complete Streets Advisory Committee (to coincide with adoption of Complete Streets ordinance).
- **Develop safe walking/bicycling routes to schools, senior centers, community centers, and parks.**
 - Implementer:
 - City Manager with Public Works Director, local development community
 - Potential Resources Required:
 - School district, subdivision developers, Home Owners Associations (HOA), Safe Routes to School National Partnership, Public Works Department, Parks and Recreation Department, Police Department, Public Safety Advisory Board, Complete Streets Advisory Committee
 - Projected Timeline:
 - 1-2 years (short term) from establishment of Complete Streets Advisory Committee.
- **Pursue coordination of actions with neighboring communities and regional entities.**
 - Implementer:
 - Mayor, City Manager
 - Potential Resources Required:
 - City Staff, Parks and Recreation Director, Chamber of Commerce, Public Works Director, Complete Streets Advisory Committee, MARC, Missouri Department of Transportation (MODOT), Missouri Bicycle Federation
 - Projected Timeline:
 - Ongoing
- **Eliminate barriers to safe bicyclist and pedestrian movement across major thoroughfares in Lee's Summit.**
 - Implementer:
 - Public Works Director, City traffic engineer, and local development community
 - Potential Resources Required:
 - MODOT, Complete Streets Advisory Committee, Parks and Recreation Department, State Institute of Transportation Engineers
 - Projected Timeline:
 - 3-5 years (mid term) from establishment of Complete Streets Advisory Committee.

Strategy 2:

Transform Lee's Summit into a "Bicycle Friendly Community"³.

Proposed Action Steps:

- **Assess safety and access for bicycles on Lee's Summit streets.**
 - Implementer:
 - City Manager and Traffic Engineer
 - Potential Resources Required:
 - City Staff, Parks and Recreation Department, Public Works Department, Complete Streets Advisory Committee, League of American Bicyclists, Missouri Bicycle Federation
 - Projected Timeline:
 - Ideally within 2 months (short term high priority) from establishment of Complete Streets Advisory Committee.

- **Re-stripe streets that could currently accommodate safe advanced fitness/transportation bicycle travel with simple reconfiguration (e.g. narrowing the center lanes of a wide 4 lane street to allow wider curb lanes with bike lanes; or changing a 4 lane street to 3 lanes, including a center turn lane, with bike lanes.)**
 - Implementer:
 - City Manager and Traffic Engineer
 - Potential Resources Required:
 - Public Works Department, Complete Streets Advisory Committee, Parks and Recreation Department
 - Projected Timeline:
 - To be determined; ideally within 3-6 months (short term) from establishment of Complete Streets Advisory Committee.

- **Apply for "Bicycle Friendly Community" designation.**
 - Implementer:
 - Mayor and City Manager
 - Potential Resources Required:
 - Complete Streets Advisory Committee, City Staff, League of American Bicyclists, Parks and Recreation Department
 - Projected Timeline:
 - 3 months (short term) from establishment of Complete Streets Advisory Committee

- **Continuously improve our "Bicycle-Friendly Community" status based on feedback from the League of American Bicyclists.**
 - Implementer:
 - Mayor and City Manager
 - Potential Resources Required:
 - City Staff, Parks and Recreation Department, Public Works Department, Complete Streets Advisory Committee, League of American Bicyclists
 - Projected Timeline:
 - Ongoing

³ The "Bicycle Friendly Community" program is administered by the League of American Bicyclists. (Levels include: Bronze, Silver, Gold, and Platinum.)

Transportation KPA

- **Complete the “Greenway Master Plan” and connect with MetroGreen®.**
 - Implementer:
 - Parks and Recreation Director
 - Potential Resources Required:
 - City Staff, Lee’s Summit Parks and Recreation Board and Staff, Complete Streets Advisory Committee, MARC, Public Works Department
 - Projected Timeline:
 - 5-10 years (long term) from establishment of Complete Streets Advisory Committee.

- **Complete the proposed KATY Trail extension through Lee’s Summit.**
 - Implementer:
 - Parks and Recreation Director and Public Works Director
 - Potential Resources Required:
 - Missouri Department of Natural Resources, Public Works Department, Parks and Recreation Department, City Council, and Mayor
 - Projected Timeline:
 - To be determined by Implementation Committee

Suggested Measures of Success (to be refined by Implementation Committee):

- Mayor establishes a “Complete Streets Advisory Committee”.
- City Council passes a comprehensive “Complete Streets Ordinance²”.
- Citizen perception of walking and bicycling safety improves.
- Number/percentage of trips by bicycling/ walking/ mass transit increase steadily.
- Lee’s Summit achieves “Bicycle Friendly Community³” designation and continues to improve its designation level.
- Greenway Master Plan is completed.
- KATY trail is completed through Lee’s Summit to Kansas City.

Goal 3: Mass Transit

Provide the citizens of Lee's Summit a safe, cost-effective, accessible, environmentally responsible regional mass transit system that connects people to work, educational institutions, medical institutions, and entertainment destinations within Lee's Summit and with connections to other transit routes within the Kansas City metropolitan areas. This goal is to be accomplished as it is deemed feasible and fiscally sustainable for the City.⁴

Rationale:

A mass transit system could serve many demographics within the City such as mature adults and the disabled; those who want to ride for economic reasons or for convenience; and those who want to ride for 'green' reasons. The system would provide transportation for these individuals to get to and from places of work, education, health care services, and entertainment within Lee's Summit and the larger metropolitan area.

Strategy 1:

Expand access for Lee's Summit citizens to a local bus system either through expansion of the KCATA system and/or independently develop a fully interconnected Lee's Summit system. This strategy is a three-year concept, based on the fact that the City is currently reviewing an internal proposal to expand KCATA Route 252.

Proposed Action Steps:

- **Research bus ridership potential and growth potential.**
 - Implementer:
 - City Staff, interested volunteers, Kansas City Area Transit Authority (KCATA), and/or outside consultant
- **Continue to work with neighboring cities for connecting links to their intra-city routes or pick-up points.**
 - Implementer:
 - City in concert with neighboring cities
- **If feasibility study supports, redesign KCATA Route 252 route (add more buses, buy City-owned buses and/or supplement KCATA with volunteer resources such as community churches) and develop a complete marketing plan to increase visibility and ridership.**
 - Implementer:
 - City, KCATA and volunteers
- **If research study supports, extend KCATA Route 252 to neighboring cities.**
 - Implementer:
 - City, KCATA and volunteers (church manpower and assets)

Suggested Measures of Success:

Produce a recognizable increase in annual ridership beyond what would be expected from the trending increase in area population growth. Although somewhat subjective, contribute to the reduction in traffic accidents, traffic congestion, and air pollution.

⁴ Due to the large scope of this goal, potential resources required and projected timelines will be determined by the Implementation Committee as the steps are determined feasible and actionable.

Strategy 2:

Determine the fiscal impact and commitment required to develop a commuter rail system linking Lee's Summit to Kansas City and appropriate points in between and implement system, upon recommendation of approved study. This is a major regional concept for Lee's Summit to consider in conjunction with surrounding communities for long-range implementation following positive results of a feasibility study.

Proposed Action Steps:

- **Prepare a preliminary report that summarizes the timeline, scope of work and possible resources required to determine the commitment necessary to pursue the project and that highlights the major issues which may be encountered. This report would focus on the net benefits afforded the City through pursuit and supporting of this regional initiative.**
 - Implementer:
 - Task force of citizens, City Staff, and other appropriate stakeholders brought together for the purpose of researching and reporting on this issue.

- **If it is determined to be in the best interests of the City overall and when fiscally appropriate, engage outside consultant to prepare detailed report. Scope of work to be determined by Implementation Committee and City Staff and approved by City Council.**
 - Implementer:
 - City, outside consultant

- **Create a community outreach campaign that will inform the public of the results of the study.**

- **If the feasibility study recommends continued action and is approved by the City Council, with community input, plan and execute the following steps as appropriate and actionable:**
 - **Determine rights of way currently available, which existing railroad lines are available and what neighboring communities would participate.**
 - **Create business plan**
 - **Find funding sources**
 - **Create the design**
 - **Complete the build**
 - Implementer:
 - KCATA, City of Lee's Summit, Mid-America Regional Council (MARC) and others as determined by the Implementation Committee

Strategy 3:

Determine the fiscal impact, commitment required and community-wide support to join efforts to develop a light rail system within the major metropolitan area which would extend to Lee's Summit and connect it with the surrounding area via this mode of transport. Upon recommendation of approved study, pursue implementation. This is a major regional concept for Lee's Summit to consider in conjunction with surrounding communities for long-range implementation following positive results of a feasibility study.

Proposed Action Steps:

- **Prepare a preliminary report that summarizes the timeline, scope of work and possible resources required to determine the commitment necessary to pursue the project and that highlights the major issues which may be encountered. This report would focus on the City's perspective of joining and/or supporting a major metropolitan initiative.**
 - Implementer:
 - Task force of citizens, City Staff, and other appropriate stakeholders brought together for the purpose of researching and reporting on this issue.

- **If it is determined to be in the best interest of the City overall and when fiscally appropriate, engage an outside consultant to prepare a detailed report. Scope of work to be determined by Implementation Committee and City Staff and approved by City Council.**
 - Implementer:
 - City, outside consultant

- **Create a community outreach campaign that will inform the public of the results of the study.**
 - Implementer:
 - City Staff

- **If the feasibility study recommends continued action and is approved by the City Council, with community input, plan and execute the following steps as appropriate and actionable:**
 - **Determine rights-of-way currently available, including interstate medians, surface or elevated design, and what neighboring cities would participate.**
 - **Create business plan**
 - **Find funding sources**
 - **Create the design**
 - **Complete the build**
 - Implementer:
 - KCATA, City, MARC and others as determined by the Implementation Committee

Acknowledgements

While a significant portion of this project was sponsored by the City of Lee's Summit, the majority of the funding and support was provided by local businesses and organizations from around the community. It is through these generous donations and sponsorships that this long term strategic planning process has been made possible.



HSMC Certified Public Accountants, P.C.

Shirley Thomas

Robby Warren

Appendix

Co-Chairpersons

Vicky Cundiff and Jon Ellis

Initiating Committee

Matt Baird	Carol Rothwell
Jon Ellis	Thom Schlosser
James Freeman	Diane Seif
Becky Freetley – Graber	Karen Traxel
Stephen Gentry	Brian Whitley
Barbara Prestage	

Facilitator

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Mayor

Karen Rose Messerli

Council Members

Ed Cockrell	Bob Johnson
Allan S. Gray II	Randall L. Rhoads
James Hallam	Joseph Spallo
Kathy Hofmann	Nick Swearngin

Staff Support

Trisha Palmer

Meeting Facility

Lee's Summit High School

* indicates Chair or Co-Chair

KPA Chairs

Damond Boatwright	David McGehee
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Damond Boatwright	Teresa Evans	Geoff Hill
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Special Appreciation to the Mayor and City Council

2008-2009

*Lee's Summit 360°:
Charting Tomorrow*

2009