



CITY COUNCIL WORK SESSION
Wednesday, March 15, 2023 at 6:00 p.m.

CITY HALL
6200 MARTWAY

Meeting In Person and Virtually via Zoom

This meeting will be held in person at the time and date shown above. In consideration of the COVID-19 social distancing recommendations, this meeting will also be available virtually via Zoom (<https://zoom.us/join>). Information will be posted, prior to the meeting, on how to join at <https://www.missionks.org/calendar.aspx>.

If you require any accommodations (i.e. qualified interpreter, large print, reader, hearing assistance) in order to attend this meeting, please notify the Administrative Office at 913-676-8350 no later than 24 hours prior to the beginning of the meeting.

AGENDA

1. Discussion of City Council Budget Priorities for 2024



MEMORANDUM

Date: March 8, 2023
To: Mayor and City Council
From: Laura Smith, City Administrator
RE: Council Budget Priorities Work Session – 2024 Budget

Council Goals and Objectives

In recent years, through surveys, retreats, and other discussions, Council and staff have worked continuously to develop consensus around both short and longer-term priorities, goals, and objectives for Mission. Quarterly project status updates are shared to ensure that the Governing Body is able to track progress toward identified projects and goals.

In early 2022, Mayor Flora met with each member of the Council individually to discuss and confirm individual priorities or objectives. This information was presented in a February 2022 half-day retreat with the following items identified as areas for focus and continued emphasis (not in priority order). A brief summary of activity in 2022 and 2023 year-to-date for each is included below.

1. Residential street program

Completed the 2022 Street Preservation Program on time and on budget. Completed the design of the streets for the 2023 Street Preservation Program and accelerated the design of 55th Street. The 2023 Street Preservation program bids were opened in February with costs coming in approximately \$765,000 over the Engineer's Estimate, primarily as a result of increased stormwater components in the projects. A contract, for all four streets in the 2023 program, will be awarded to G-B Construction in the amount of \$2.78 million.

2. Pedestrian-focused streets

Completed the Johnson Drive Rehabilitation project (Lamar to Roe) which included a reconfiguration/narrowing of the roadway from four lanes to three to address pedestrian crossing issues. A Phase I ADA Study to identify deficiencies throughout Mission's existing street and sidewalk network. Funds were also included in the 2023 Adopted Budget to install flashing stop signs at the intersection of Broadmoor and 61st Street to allow for safer pedestrian crossings at this intersection.

3. Sustainability/Climate Action Plan implementation

The Mayor appointed the Climate Action Plan (CAP) Task Force who was tasked with developing a series of recommendations to reduce Mission's greenhouse gas emissions in support of the Regional Climate Action Plan to achieve net zero emissions by 2050. The eighteen (18) initial recommendations were based on Climate Action KC's 2022 Recommended Municipal Policy Actions. The most significant work initiated to date is a contract award for the Greenhouse Gas Inventory. Staff is currently coordinating and assisting with various data collection efforts and the reports and final deliverables are expected in April/May 2023. A more comprehensive update is in progress, and the Task Force is expected to convene soon to begin discussing longer term strategies and recommendations.

4. Commercial code enforcement

The Neighborhood Services Officer's position was vacant from March – May 2022. The new NHS Officer has done a good job educating herself and becoming familiar with the community and code enforcement priorities. If increased enforcement in commercial areas is still a high priority, more specific targets or goals should be identified and shared so that more specific performance/outcome tracking measures can be developed.

5. Parks planning/implementation

Conceptual park planning for Mohawk, Waterworks, Broadmoor and Streamway Parks was completed with general design concepts approved by the City Council. Design for Mohawk Park Phase I was completed, and the project was bid in May 2022. A contract was awarded to Sands Construction in June 2022. Phase I is anticipated to be completed in April 2023. The 3/8-cent parks and recreation sales tax was successfully renewed in September 2022 with a voter approval rate of 85.6%. A design contract was awarded for replacement of the trail in Broadmoor Park, with construction anticipated in 2023. A design contract for the Waterworks Park improvements was awarded to Stantec in January and construction is expected to be completed prior to the reopening of Rushton Elementary school in August 2024. A design contract for Phase II of Mohawk was awarded to SFS Architects in February and the project is anticipated to be bid later this fall. A Land and Water Conservation Fund Grant to accomplish a dog park in Streamway Park was submitted in late 2022 and is currently under review. A portion (\$3.3 million) of the bond proceeds from the General Obligation Bonds Series 2022A were allocated to parks projects, specifically Waterworks and Mohawk Park Phase II.

6. Small business partnerships/initiatives

A business listening forum was held in November 2022 with approximately 18 businesses attending. A follow-up survey was emailed to over 350 businesses after the first of the year, with only 13 surveys being returned. Staff has implemented a number of suggestions gleaned from the forum related to communication, and is working to rebuild the business directory on the website. There were concerns voiced during the forum

regarding landlord/tenant issues in several locations, and work continues to try and gather more information to see where and how the City can assist in resolving these issues. A City Council work session on economic development issues originally scheduled for late January 2023 had to be postponed, and a new meeting date is pending.

7. Powell Community Center long-term feasibility/viability

Over the past several years, due in large part to the COVID-19 pandemic, the level of self-sufficiency for the Powell Community Center has decreased. This creates a “ripple effect” throughout the City budget and is not sustainable in the long-term so the City Council approved \$40,000 in late 2022 to complete a feasibility study in an effort to review and identify the highest and best use of the facility into the future to prevent the unintentional use of General Fund resources. PROS Consulting was began work in February 2022. The project has taken 6-8 months longer than anticipated primarily because data available for the consultant’s review was not readily available. The results of the study and recommendations will be presented in a City Council work session on March 29.

8. Gateway solution

The Gateway developers presented an updated project proposal to the Council in February 2022 which doubled the number of residential units included in the project, reduced the size of the food hall, reduced the overall retail square footage, and returned to a phased construction approach. In addition to the terms included in the previous redevelopment agreement, which was officially terminated as of December 31, 2021, the Council expressed a desire to see the developer include more specific sustainability certification requirements and to incorporate an affordable/attainable housing element in the project. A new TIF Project Plan and CID Petition were submitted in June 2022. Staff and the developer negotiated updated terms for a revised redevelopment agreement which was approved by the City Council in January 2023. The Developer is currently working to secure the remaining equity necessary to take a special obligation bond issue to the market in 2023.

9. Building Codes update

The 2018 ICC codes were originally presented to the City Council in September of 2020 for adoption. At that time, there was general discussion among design professionals, construction industry leaders, code officials, sustainability advocates, and elected officials about the newly released 2021 Energy Conservation Code. Council requested that staff research this further, and adoption of the 2018 ICC Codes was delayed.

The initial 2021 Energy Conservation Code that was adopted and released by the ICC in 2020 was deemed by many in the construction industry as being “too far ahead” for

general construction standards. The code was ultimately repealed by ICC and replaced with a new code that was more in line with energy conservation practices that were being adopted throughout the industry. Kansas City Missouri adopted the modified 2021 Energy Conservation Code this fall.

Staff is continuing to research and explore the action taken by KCMO and will continue discussions with the Council regarding goals related to the Energy Conservation Code. As that evaluation continues, staff recommended, and Council proceeded with adoption of the 2018 codes as presented. A resolution was passed at the same time as adoption of the 2018 Code which communicated Mission's commitment to evaluating the 2021 Energy Code and bringing back a recommendation to the Council no later than 4Q 2023.

10. Development activity

While there was not a lot of specificity surrounding this particular objective, the development activity in 2022 set record highs for Mission. The Community Development Department experienced a record breaking year in 2022 in terms of the number of land use development applications processed – 38 Planning Commission Cases in total. The Community Development Department issued a total of 377 building permits in 2022 with a total valuation of \$42 million. Though the number of permits issued for 2022 was 6% less than 2021, the project valuation increased by 62%. The complexity of many of the projects and the sheer volume continues to present challenges for the Community Development Department.

In addition to the priorities and projects identified from the Mayor's conversations, a short budget survey was distributed in early 2022 in preparation for a May Council retreat. The results remained consistent with information collected over the previous 12-18 months and are included below. The top three budget priorities for FY 2023 were identified as follows:

- Street Maintenance (77.78%)
- Stormwater Infrastructure Maintenance (66.67%)
- Economic Development (55.56%)

As a part of that same survey, Councilmembers were asked to identify one specific program or service they would like to see implemented in 2023, and the responses included:

- Acceleration of stormwater and street repairs
- Large scale park and street investments
- Create a planning tool to design our downtown to address needed and wanted businesses
- Permanent mental health co-responder funding with Mission-specific focus, or at the very least expansion of what we are currently doing

- Complete streets and trails – begin implementation of safe, high quality, border-to-border routes for bikes and pedestrians, separated from traffic, with significant investment in connection to surrounding cities
- Policy regarding short-term rentals
- Residential street repairs

Budget and Funding

During the 2023 Budget adoption process, the Council reviewed and discussed their desire to take the allowed \$10 million revenue loss provision under the federal SLRF funding program to account for revenue lost as a result of the COVID-19 pandemic. This allowed the Council to consider funding other priority governmental services that may have been delayed because of the pandemic-related revenue losses.

Staff proposed a number of expenditures in 2023 which aligned with stated Council goals and objectives and were only possible as a result of using the federal fund to replace revenues lost in prior years:

| Expenditure | Expenditure Amount |
|-------------------------------------|--------------------|
| Climate Action Plan Recommendations | \$250,000 |
| Streets | \$500,000 |
| Parks/Market Site Improvements | \$350,000 |
| Zoning Code Update | \$100,000 |
| Employee Retention and Recruitment | \$175,000 |
| Total | \$1,375,000 |

With respect to funding allocated to address the Climate Action Plan (CAP) Task Force recommendations, the \$250,000 was anticipated to be spent as follows:

| Expenditure | Expenditure Amount |
|--|--------------------|
| <i>Additional funding for preservation and enhancement of the tree canopy [#6]</i> | \$40,000 |
| <i>Street tree inventory [#6]</i> | \$20,000 |
| <i>Energy Audit Grant Program [#10]</i> | \$30,000 |
| <i>Conduct bike/ped plan [#15]</i> | \$25,000 |
| <i>Balance for implementation of other initiatives or recommendations</i> | \$135,000 |
| <i>Total</i> | <i>\$250,000</i> |

Although not exclusively related to climate action goals, funding the update of the zoning code addresses a number of things included in the CAP Task Force’s eighteen recommendations. The zoning code update is also intended to follow the update of the Comprehensive Plan,

providing resources to address specific recommendations coming from that process along with a general review, realignment, and simplification of the City's existing zoning codes.

Key Performance Areas – 2023 Budget Allocations

During the May 2022 retreat, five key performance areas were identified which were intended to reflect the Council's top priorities and objectives.

- Infrastructure
- Parks + Recreation
- Municipal Operations
- Sustainability
- Economic Development

Outcome statements were developed for each area, and the commitment was to connect budget and policy recommendations to each key performance area annually. Expenditures included in the 2023 Adopted Budget which align with the key performance areas are highlighted in the tables below. Many address priorities in more than one key performance area, but each is listed just once, with notes indicating overlapping goals.

(Key: (I) = Infrastructure, (P) = Parks + Recreation, (M) = Municipal Operations, (S) = Sustainability, (E) = Economic Development. In addition, if there are grant funds being used to fund all or a portion of the expenditures it has been noted with \$\$.)

| Infrastructure: Mission's infrastructure is invested in to strategically maintain and ensure a safe and connected community for all. Total 2023 Investment: \$13,139,676 | |
|---|---|
| <i>Increase in GF transfer of property tax revenues for street maintenance by 25% (\$1.4 million)</i> | <i>Additional GF dollars transferred for street maintenance (\$500,000)</i> |
| <i>Foxridge (Lamar to 51st Street) construction (\$5.1 million) \$\$ (E) (S)</i> | <i>Increase funding for stormwater maintenance projects (\$250,000 additional + \$150,000 existing = \$400,000 total)</i> |
| <i>Funding for Preliminary Project Study for Rock Creek Channel from Outlook to Woodson (\$196,150) \$\$</i> | <i>Continued investment in stormwater inventory (\$142,876)</i> |
| <i>Debt service for street infrastructure projects – all street debt retires in 2023 (\$558,650)</i> | <i>Debt service for stormwater infrastructure projects (\$2.4 million)</i> |
| <i>Roe Avenue mill and overlay project from SMP to 63rd Street (\$72,000) \$\$</i> | <i>Funding for residential street program (\$2.0 million)</i> |
| <i>Traffic striping/traffic safety programs (\$75,000)</i> | <i>Curb and sidewalk program funding increased 200% (\$150,000)</i> |
| <i>Pedestrian activated stop signs at 61st and Broadmoor (\$60,000)</i> | <i>Bridge inventory and maintenance (\$25,000)</i> |

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| Increase frequency for creek channel maintenance (\$10,000 supplemental + \$10,000 current = \$20,000 total) (S) | ADA Compliance Plan Phase II – Public Facilities (\$40,000) |
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| Parks and Recreation: Maintaining welcoming, inclusive, clean, safe destinations and programs to improve the community’s quality of life and activities. Total 2023 Investment: \$2,277,460 | |
| GF reserves earmarked for construction of a dog park (\$200,000) | Additional GF dollars transferred for park and market site improvements (\$350,000) (E) |
| Increase in park maintenance line item to address maintenance priorities identified by residents and Council (\$35,000 supplemental + \$50,000 base budget = \$85,000 total) | P+R part-time salaries line item to absorb ~\$45,000 for additional parks maintenance staff |
| MFAC maintenance and upgrades to include: slide maintenance, 1m diving board replacement, shade structure replacement and pump and filter replacement (\$77,00) | Broadmoor trail widening/replacement (\$190,000) |
| Streamway Park improvements – to include dog park (\$800,000) | Debt service on MFAC – debt retires 2023 (\$530,460) |

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| Municipal Operations: Delivery of responsive and relevant services through the continual evaluation of resident, business, Council, and organizational priorities which allocate limited or finite resources (\$ and time). Total 2023 Investment: \$1,006,000 | |
| Funding for employee retention and recruitment adjustments (\$175,000) | Update to City’s zoning code to address existing challenges and to incorporate recommendations from the update to the Comprehensive Plan (\$100,000) |
| Replace financial management software (\$100,000) | Add FT building inspector position to support increased redevelopment activity (\$74,500) |
| Replace IT network components (\$97,000) | Replace Tasers for police department (\$20,000/yr for 5 years) – grant application pending |
| Increase supervisory training and HR consulting to address succession planning, employee development and organizational liability (\$10,000) | Initiatives to promote and enhance diversity, equity and inclusion (DEI) throughout the organization and the community. (\$19,500) |
| Replacement of 2 Police admin vehicles with hybrid models (\$80,000 total) (S) | CSO Vehicle Replacement (\$50,000) |
| Ford f-450 Crew Cab (\$90,000) (I) | Gator Utility Vehicle (\$38,000) (P) |
| Purchase of automated license plate readers (\$140,000) \$\$ | Radio Repeater (\$12,000) |

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| Sustainability: Mission is a leader in sustainability which has created a resilient and adaptable city by reducing our carbon footprint in both City operations and across our community. Total 2023 Investment: \$637,950 | |
| <i>Additional funding for preservation and enhancement of urban tree canopy (\$40,000 supplemental + \$35,000 base budget = \$75,000 total)</i> | <i>Street tree inventory (\$20,000)</i> |
| <i>Energy audit grant Program (\$30,000) (E)</i> | <i>Complete bike/ped plan (\$25,000) (E)</i> |
| <i>Additional \$ available for sustainability initiatives identified throughout the year (\$135,000)</i> | <i>FCIP Improvements – annual debt service (\$250,000) (M)(P)</i> |
| <i>EV Charging Stations at PCC (\$15,000) (P)</i> | <i>Participation in Renewables Direct program (\$50,000 in existing budget)</i> |
| <i>Design for native plantings on Jo Drive (\$7,950) (E)</i> | <i>Funding to begin transition to native plantings on Jo Drive (\$30,000 in base budget) (E)</i> |

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| Economic Development: A diversified and robust civic and business community with a thriving downtown – a city where all you desire on a weekly basis is only a walk or a bike ride away (15 min city). Total 2023 Investment: \$227,950 | |
| <i>Business Improvement Grant Program (BIG) (\$45,000)</i> | <i>Mission Magazine (\$50,000)</i> |
| <i>Banners for Johnson Drive (\$7,950)</i> | <i>Mission Market (\$25,000)</i> |
| <i>Planning Sustainable Places Project Development Grant (\$100,000) \$\$</i> | |

Several of the projects included in the 2023 Adopted Budget have to be revisited because cost estimates or bids have increased beyond the original budgeted amounts. Specifically, those projects we are aware of at this time include:

- *Building Permitting and Code Enforcement Software Purchase and Implementation*
- *Classification and Compensation updates, particularly related to Police*

Other projects or issues which require or have been assigned either financial or staff time currently include:

- Comprehensive Plan Update and Adoption
- Municipal Court Software Implementation
- FCIP Improvements
- Financial Management Software Evaluation, Purchase and Implementation
- Racial Equity/DEI Initiatives
- Short-term Rental Policy Discussions
- Regulation of tobacco/e-cigarette retailers

- Automated License Plate Reader Technology
- Planning Sustainable Place Grant Application (2 submissions)
- Recruiting and on-boarding (Recreation Programmer, Public Safety Clerk, Budget & Finance Manager, Mechanic, Police Officer)
- Consideration of tax abatement incentive requests on various development projects

Staff believes overall our work remains focused on the Council's top priorities from 2022 and 2023. One area that could benefit from more focused discussion or attention relates to Council objectives surrounding economic development.

As we begin our work on the 2024 Budget, Staff looks forward to the review of projects and priorities and will encourage conversation about how to establish realistic time horizons over which we can meet agreed upon objectives. Many of the priorities that have been funded or identified over the last 2-3 years have not been successfully accomplished in one year. This can be the result of funding, time, or a combination of both depending on the project. In our preliminary discussions surrounding the 2024 budget, we believe that in addition to the myriad of projects already identified, high priority should be given to:

- Developing a meaningful and sustainable approach to employee compensation
- Space limitations for City Hall and the Police Station

Please review the information provided as you prepare for next week's work session, and think about any key objectives or priorities you believe are not currently reflected. We need to identify those early in the budget process so we have time to fully review and evaluate as the 2023 Revised or 2024 Proposed Budgets are developed. If you have questions regarding any of the material included, please feel free to contact me prior to Wednesday's work session.

Climate Action Task Force Charge:

Evaluate and recommend 1-, 3- and 5-year strategies for Mission in support of the [Regional Climate Action Plan](#)'s goal of Net-Zero emissions by 2050. The Task Force has identified a first set of shorter-term recommendations listed below. The recommendations are categorized by the overall Regional Climate Action Plan [C] goal for 2050 and by the interim net zero emissions targets of:

- Local Government Operations [G] in Mission by 2025 (Regional target: 2030)
- Energy Generation [E] in Mission by 2035 (Regional target: 2035)
- Homes and Buildings [B] in Mission by 2035 (Regional target: 2040)

Climate Action Task Force Initial Recommendations:

1. Transition City-owned vehicles and equipment to electric as appropriate. [G]
2. Include sustainable elements when refurbishing or constructing new City-owned parking lots including infrastructure for electric vehicle charging stations and enhanced water retention and filtration. [G]
3. Expand native planting to more City facilities. [G]
4. Implement purchasing changes in each City department that would significantly reduce related waste and greenhouse gas emissions. [G]
5. Encourage the installation of water-efficient fixtures in both commercial and residential applications and limit the amount of irrigation required for site landscaping. [G, B]
6. Invest in the preservation and enhancement of the tree canopy. [G, C]
7. Educate on the importance of composting and share resources about how to do it. Evaluate other cities' citywide composting programs. [G, C]
8. Evaluate City-owned facilities for feasibility of solar and other renewable energy options in 2022. [E]
9. Review City Code and HOA covenants for restrictions on onsite energy generation, food production and native plantings. [E, B]
10. Establish and promote a grant program to subsidize energy audits and weatherization for single family homes. Create an income-based reserve fund if anyone seeks financial assistance for participating. [B]
11. Establish a formal policy that ties development incentives to sustainable building practices. [B]
12. Amend the City Code to allow Accessory Dwelling Units. [B]
13. Enforce continued compliance with landscape agreements related to trees and vegetation especially in commercial areas and on multi-family housing properties. [B, C]
14. Formalize the intention to incorporate complete street elements in future infrastructure projects. [C]
15. Conduct a citywide bike and pedestrian plan in 2023 whose scope considers vulnerable populations. [C]
16. Establish a new location for the City's existing community garden. [C]
17. Review the availability of recycling services to multi-family residents in Mission and consider requiring it. [C]
18. Codify and fund a periodic greenhouse gas inventory every three years and the requirement for an annual report to the City Council on climate action. [G, E, B, C]

City Council Work Session

March 15, 2023

2024 Budget Work Session – Council Priorities



Meeting Agenda

- Review of Council Goals/Objectives
 - February 2022 Retreat
 - 2023 Budget Survey
- Key Performance Area Funding – 2023 Budget
- Revenue Considerations for 2024
- What are We Missing for 2024?
- Next Budget Work Session – May 24



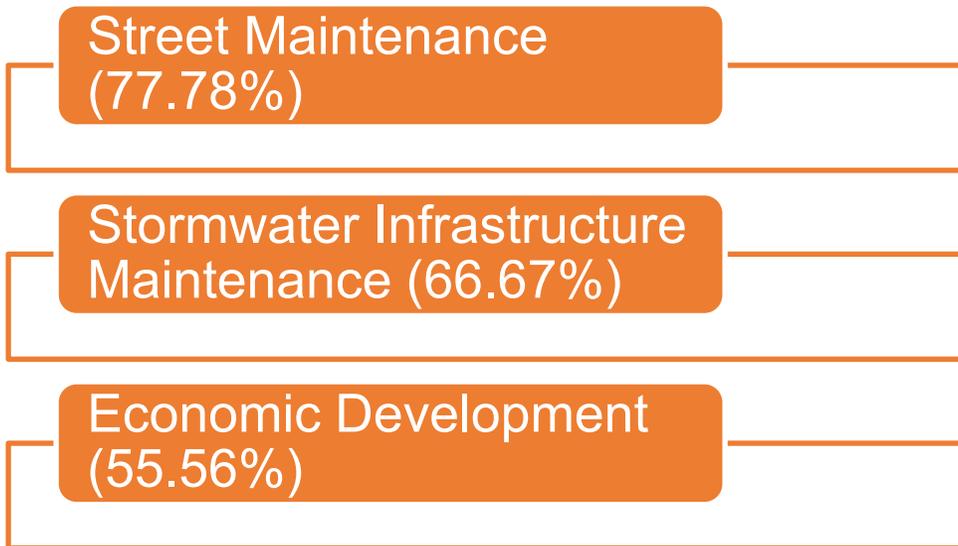
Project Priorities from February 2022 Retreat – To Receive Continued Emphasis or Priority

- Residential Street Program
- Pedestrian-focused Streets
- Sustainability/Climate Action Plan Implementation
- Commercial Code Enforcement
- Parks planning/implementation
- Small business partnerships and initiatives
- Solution for long-term feasibility of Powell Community Center
- Gateway solution
- Building Codes Update
- Development activity



2023 Council Budget Survey

Top Priorities



Other Priorities identified for 2023:

- Acceleration of stormwater and street repairs
- Large scale park and street investments
- Planning tool to design downtown to attract desired businesses
- Permanent Mental Health Co-Responder funding with Mission-specific focus
- Complete streets and trails



Key Performance Areas

- **Infrastructure (\$13.1m)** Mission's infrastructure is invested in to strategically maintain and ensure a safe and connected community for all.
- **Parks + Recreation (\$2.3m)** Maintaining welcoming, inclusive, clean, safe destinations and programs to improve the community's quality of life and activities.
- **Municipal Operations (\$1.01 m)** Delivery of responsive and relevant services through the continual evaluation of resident, business, Council and organizational priorities which allocate limited or finite resources (\$ and time).



Key Performance Areas

- **Sustainability (\$638k)** Mission is a leader in sustainability which has created a resilient and adaptable city by reducing our carbon footprint in both City operations and across our community.
- **Economic Development (\$228K)** A diversified and robust civic and business community with a thriving downtown- a city where all you desire on a weekly basis is only a walk or a bike ride away (15 min city).



Other Planned Projects/Issues requiring time or \$\$

- Comprehensive Plan Update and Adoption
- PCC Feasibility Study Results
- Municipal Court Software Implementation
- FCIP Improvements/Dashboard Monitoring
- Park Improvements (Mohawk Phase I & II, Water Works, Broadmoor Trail)
- Financial Management Software
- Short-term Rental Policy Discussions
- Zoning Regulations for tobacco and e-cigarette retailers
- Incentive Requests/Development Projects
- Automated License Plate Reader Purchase
- Planning Sustainable Places Grant Applications
- STP Grant Application – Johnson Drive (Lamar to Metcalf)
- LWCF Grant Application – Streamway Park
- 2024 Community Funding Grant Application – Foxridge Drive Phase II



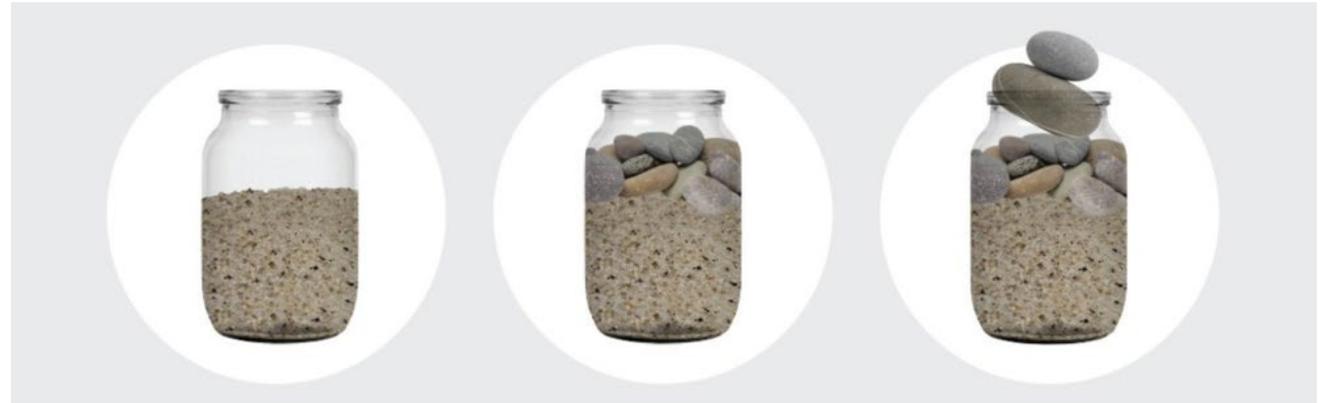
Revenue Considerations for 2024

Things we are watching in 2023 and 2024

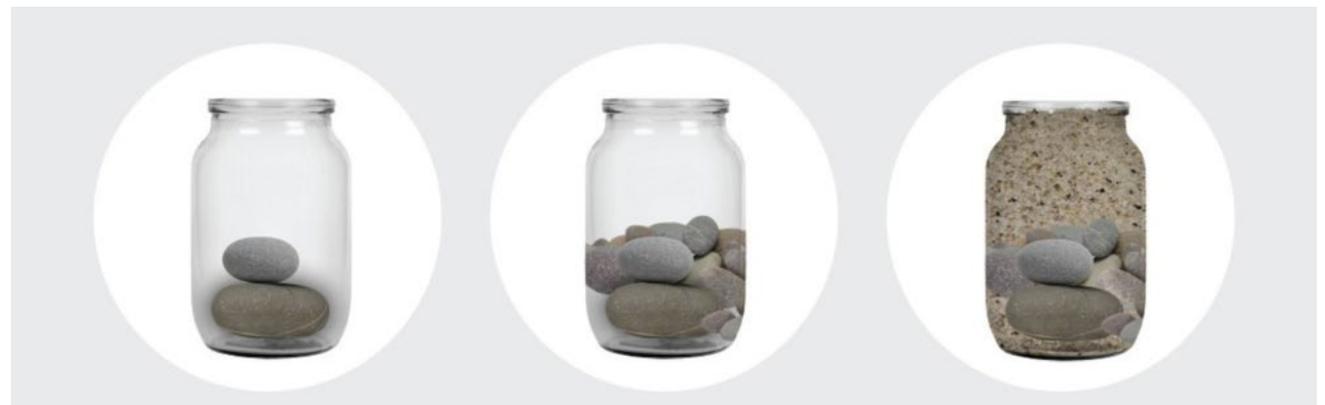
- ✓ Strong appraisals/valuation
- ✓ Continued interest in development
- ✓ BOTA Settlements
- ✓ Impacts of inflation on purchasing habits and sales tax revenues
- ✓ Other Legislative action (SB 248)



What's Missing?



Is it a function of priority or a function of time?



Questions/Discussion?

Next Budget Work Session – May 24, 2023