

City Council Study Session



Dear Citizen:

Welcome to our City Council Study Session. As the name implies, City Council Study Sessions are an opportunity for the City Council to study issues facing the City. It is their time to learn from those invited to present. Study materials and presentations are largely the responsibility of City staff. However, from time to time, other individuals from outside the City's organization, may be invited to present information to the City Council.

It is in these meetings that the City Council listens, learns, asks questions, and discusses amongst the City Council how they wish to proceed on a matter. While citizens are encouraged and welcome to attend, it is not a time for open engagement. There are times in the City Council Meetings for citizen input. The City Council Meetings are held on the first and third Mondays of each month, excluding Martin Luther King, Presidents, and Labor Day.

The City Council thanks you for your attendance and invites all citizens to listen and learn with them.

Online Viewing:

<https://www.youtube.com/user/KirksvilleCity>

SESSION DATE: January 13, 2024

TIME: 6:00 pm

PLACE: Kirksville City Hall Council Chambers

- Updates to Employee Handbook
- Flood Plain Map Report
- Lead Service Line Update
- Essential Air Service Update
- THINK Kirksville 2040 Update
- Kirk's Capital Campaign
- Newsletter Review

UPDATES TO EMPLOYEE HANDBOOK

The City's employment policies are found in the Administrative Policy Manual and Employee Handbook. The two documents work in tandem with the Administrative Policy Manual providing more detail as to what is expected of supervisors as they manage their operations. The Employee Handbook is a condensed version of the Administrative Policy Manual and outlines for the employees the general rules of the City as it relates to:

employment and what is expected of each employee as a member of the City of Kirksville workforce.

We work to update the Employee Handbook every two to three years and if required more frequently. The City Council approved several changes to the Handbook back in June 2023. Those changes included: Residency requirements for law enforcement officers, allowing for more flexibility; Flexible Spending Account Due Process for employees who believe there were processing and timing errors; Parental Bonding was added to clarify employee rights under the Family Medical Leave Act; Gym Membership dues increase; and Penalty for departing employees who fail to return city-issued property including computer files.

On Monday, Human Resources Director Don Crosby will review the proposed changes. Those changes cover the following topics: recruitment bonus, dress code, outdated job title, time clock and payroll process, drug testing, jury duty pay, employee recognition, holiday pay and overtime, employee assistance program, unfit for duty, and regular hours of work for certain public works operations during the summer.

Our goal is to explain the change and answer any questions the City Council may have. Once we complete this process, language will be finalized and presented to the City Council at the February 3 Council Meeting.

FLOOD PLAIN MAP REQUEST

We were invited by the federal and state emergency management agencies (FEMA and SEMA) to review, comment, and suggest changes to our local floodplain maps as they are updated. The existing floodplain maps are over 30 years old. The review process to update the floodplain maps began in January 2022 when staff met to review the maps. After this review, the City provided additional data and FEMA/SEMA evaluated each submission before preparing the final floodplain maps.

In March of last year, Code Enforcement Director Reid Yardley contacted residents to provide more information and to show citizens what may have changed. There were at least five citizens who contacted Mr. Yardley for more information. In addition, certified letters were sent to 16 residents along Steer Creek. This is that section of creek near Rotary Park. At this point no one has objected to the new mapping and SEMA offered to host an open house for the general public.

The floodplain maps are valuable for a number of reasons. These maps depict areas prone to flooding, enabling residents, businesses, and the City to understand the flood risk and to take the necessary precautions. Cities can also regulate the construction activities in those high-risk areas and require things like elevated building design, or restrict development completely. Participation and adoption provide access to property owners to participate in the National Flood Insurance Program this will allow residents and businesses to obtain flood insurance for properties within the floodplain. These maps also allow for emergency management planning for evacuation routes, the identification

of vulnerable areas, and the allocation of resources during flood events. Finally, the adoption of these maps

After this lengthy process, the City Council will be asked to approve an updated Ordinance. The next step in the process is for the Planning and Zoning Commission to hold a public hearing. This public hearing will be held on Thursday, January 30 at 6:00 pm in the City Council Chambers. Once the hearing is complete, the Planning and Zoning Commission will make its recommendation to the City Council. The City Council will then be asked to approve revisions to the existing Article IX. – Floodway and Floodway Fringe Districts found in Chapter 44 – Zoning.

The existing floodplain requirements are found [here](#) in the City's Code of Ordinances. Please review the staff report from Reid Yardley and the draft Ordinance that is part of this Study Session packet.

LEAD SERVICE LINE UPDATE

As a reminder, in 1991, the Environmental Protection Agency (EPA) established the Lead and Copper Rule aimed to reduce lead and copper in drinking water. On August 4, 2022, EPA released Guidance for Developing and Maintaining a Service Line Inventory to support water systems in their efforts to develop inventories and to provide states with needed information for oversight and reporting to EPA. This guidance provides essential information to help water systems comply with the Lead and Copper Rule Revisions requirement to prepare and maintain an inventory of service line materials by October 16, 2024.

As a reminder, the City Council authorized the services of 120 Water to assist the City in meeting the first deadline. From 120 Water, the City received a populated spreadsheet that included addresses for all meters within the city limits of Kirksville. From this list, letters were prepared and sent out via mail to meet the October 16 deadline. We are currently receiving feedback from the citizens through a survey included in the letter. That survey is also [online](#) as is information for the community to review to better understand why the City is asking for this information.

Public Works Director Adam Dorrell will be in attendance on Monday to give the City Council an update. Mr. Dorrell has provided a written report that is included in this Study Session Packet. Last year the City Council authorized the services of 120Water to assist the City in its effort to complete the first step of the process related to the identification of lead service lines throughout the community.

ESSENTIAL AIR SERVICE REPORT

August of last year was the one-year anniversary of Contour Airlines service as the Kirksville region's Essential Air Service (EAS) provider through the U. S. Department of Transportation's Essential Air Service Program. Because of its importance to our community, the City Council continues to receive quarterly updates on the services

provided by Contour Airlines, more specifically its reliability in making flights and communicating with its customers.

Airport Manager Jeff Lafountain continues to monitor the services and maintains regular communications with Contour officials. Aside from continued communication issues at Chicago airport, retention of staff and reliable equipment are impacting Contour's operations.

THINK KIRKSVILLE2040 Report

See Report.

KIRK'S CAPITAL CAMPAIGN

The community came together with more than 500 ballot submissions providing feedback to the City Council on the community's support for various capital projects. Funds for some of the selected projects have been budgeted in the 2024 budget and the implementation of each of the selected projects will vary.

The following list is of those projects selected for funding from the American Recovery and Reinvestment Act. The total funds to be allocated are \$3,574,148. As a reminder, all of the project areas, except for housing rehabilitation were completely funded. The housing rehabilitation fund was funded to \$724,148. After each project description is a status report.

North Park Soccer Fields base funding – \$1,000,000

This project rendering and pricing information will be listed in the upcoming parks and recreation comprehensive plan. The estimate provided is over \$3 million and includes the field space, concessions, restrooms, a playground, and a parking lot that will be accessible from an extension of Maple Street. This is a very large development that will require the City to seek outside funding support to assist with development. Once completed, these improvements would provide additional space for the Northeast Missouri Futbol Club, host local and regional tournaments, and provide additional recreational activities and programming opportunities.

Status: There was a meeting between staff and the President of the Northeast Missouri Futbol Club in April with Byrne & Jones. It was determined after that meeting and review of the conceptual plans that more work was needed. A drone survey was completed by Howe & Company to provide additional information on the lay of the land enabling faster, safer, and more cost-effective data collection compared to traditional surveying methods, allowing for highly accurate 3D models and detailed maps of large areas, which can be used for site development planning. Which will lead to better decision-making, and a more efficient project. The 2025 budget includes \$60,000 for the development of a site plan. Parks and Recreation is in the process of preparing a Request for Qualifications to identify the best engineering firm to assist in this process.

Housing Demolition - \$40,000 each year for 5 years = \$200,000

This funding would be used to assist homeowners with the removal of houses that have been condemned or otherwise found to be unsafe for human occupation. These types of houses not only present a safety concern to the owners but the general public. A recent Housing Needs Analysis conducted by Bowen National Research for the City identified 297 properties within the City considered to be blighted. This funding could address those properties for which demolition is the only realistic option. This project would help achieve several goals of the THINK Kirksville 2040 Comprehensive Plan, including strategies 1.4.G, 2.1.A, 2.1.C, and 2.1.D.

Status: The Affordable Housing Board has approved four applications for the Demolition Grant Program, obligating the full \$40,000 budgeted for the new program in 2024. The paperwork has been completed for the first two approved applications, and the paperwork is in progress for the final two. No new applications have yet been received for 2025, but City staff anticipate that the success of the program in 2024 will continue.

Trail Funding – East Side Rail Trail from Cottage Grove to Florence St. - \$450,000

This trail project will use the former Burlington Northern Santa Fe Railroad bed to connect to the Cottage Grove Trail that runs north and south of Illinois Street and allow for pedestrian access to HyVee, the Adair County Public Library, and Rotary Park. This connector would be the first leg of a longer trail that would connect Jamison/Pfeiffer to Osteopathy Street. This 0.7-mile trail is identified as a priority 3 in the Parks and Recreation Master Plan New Trail Segments. Funding will be used to acquire the land from the railroad followed by the construction of the trail. This project is identified in the THINK Kirksville 2040 Comprehensive Plan 4.2.P to preserve and develop the railroad right-of-way into a bicycle and pedestrian trail. Other Strategic Objectives are found in 4.2 “Provide a more complete and accessible multimodal transportation system,” including 4.2.F, 4.2.H, 4.2.L, 4.2.N, 4.3.E, and 5.5.C.

Status: Rotary Park is still in process and expected to be completed in 2025. The City Council approved the bid for the North Park Trail. The contract has been executed with the contractor. This project will be completed in 2025. The Washington sidewalk to connect the FLATs trailhead with the downtown is still in design. This project and the Rotary Park project were held up due to a required environmental review of which no significant environmental issues were identified. The section of trail between New Street and Baltimore and the section from Baltimore to Pfeiffer have been funded through two different grants. Allstate has been selected to do the engineering work for both of these projects. The Missouri Department of Transportation has signed off on this firm.

Sidewalk Improvement - \$90,000 each year for 5 years = \$450,000

These funds will be used to bring private/public sidewalks into compliance with the Americans with Disabilities Act (ADA). Installing curb ramps, repairing the slope and cross slope, repairing gaps, and repairing trip points. This project would help achieve several goals of the THINK Kirksville 2040 Comprehensive Plan, including nearly all Strategic Objectives with Objective 4.2 “Provide a more complete and accessible multimodal

transportation system,” including 4.2.F, 4.2.H, 4.2.L, 4.2.N, and 4.3.E, as well as 5.5.C later in the Comprehensive Plan.

Status: This past year, the tentative plan was to utilize these monies in support of improving sidewalks through a Transportation Alternatives Program (TAP) grant within the same corridor studied as part of the Traffic Engineering Assistance Program (TEAP) grant along North Florence Street. However, City staff now do not anticipate applying for this grant until 2026. City staff will now determine the best course of action to put these funds to use as soon as possible.

Purchase and Improvements to the Armory – \$750,000

The City has been using the building since the State of Missouri announced it would no longer. The building ownership reverts to the Kirksville R-III School District, which does not wish to keep the building but requires the City to purchase the building. The City’s last formal offer was \$228,804 which was rejected. Though the building is old, it provides space for public use. The City currently has a lease but is unable to and does not wish to make improvements to a building that is not owned by the City. However, if the City can acquire the building for no more than \$300,000, the balance of these funds \$450,000 would go toward the costs to address the sidewalks, accessibility, a kitchen, and exterior painting.

Status: The Kirksville R-III School District notified the City that they would be selling the Armory building on the open market and hired a realtor to complete that task. The expectation was that should the building sell, the City would need to vacate the space. Therefore, notice was given to vacate the property by the end of the calendar year. All City property was removed and keys were delivered to the School District. The City also worked with the Adair County Commissioners on a proposed community center off of Industrial Road. After some discussions with the State of Missouri it was determined that the City should be the recipient and the grant was transferred to the City with the City Council took action to accept the grant. This project is part of the Proposition B. Purpose Built campaign.

Housing Restoration Projects – \$144,830 each year for 5 years = \$724,148

This project would be used to help homeowners make the necessary repairs to their homes to bring them into compliance with the International Code Council Property Maintenance Code. These repairs will make the properties safer for the occupants, reduce blight, and help protect the property values of the adjacent property owners. A recent Housing Needs Analysis conducted by Bowen National Research for the City identified 297 properties within the City considered to be blighted. This funding could address those properties that only require repair to be brought into compliance, instead of complete demolition. This project would help achieve several goals of the THINK Kirksville 2040 Comprehensive Plan, including 1.4.G, 2.1.A, and 2.1.C.

Status: One application is currently in progress for 1517 E. Washington St., and the application – which has already been recommended by the Affordable Housing Board – will be brought before the City Council for their decision on February 3, 2025. An

additional five applications have been received since revisions to the Housing Rehabilitation Loan Program were approved, but they were either incomplete or did not qualify. If approved, the application currently in process will be the first approved since 2021.

NEWSLETTER

Attachments

- Staff Report Employee Handbook
- Staff Report Flood Plain Mapping
- Staff Report Lead Service Line
- Staff Report – THINK KIRKSVILLE2040

Enclosures

- [Article IX. Floodway and Floodway Fringe Districts](#)
- [EAS Presentation](#)

KIRKSVILLE CITY COUNCIL STUDY SESSION ATTACHMENT

DATE: January 13, 2025

SUBJECT: Employee Handbook Proposed Revisions

CITY DEPARTMENT: Human Resources

PREPARED BY: Don Crosby

An employee handbook is a critical tool for the City, serving multiple purposes that are beneficial to both the employer and the employees. Here are some of the key reasons why:

- Clarifies City policies
- Promotes consistency
- Defines the organization's culture
- Sets legal protections
- Serves as a resource for new employee onboarding

An employee handbook is not only a central communication tool and resource for employees but also a strategic asset for the organization. It fosters a transparent, fair, and inclusive workplace, supports legal compliance, and contributes to the overall success and culture of the City. Regularly updating and reviewing the handbook is also necessary to ensure that it remains relevant and effective. The current employee handbook was adopted in June 2023.

In addition to "editorial" corrections to correct punctuation and grammatical errors with additional changes in wording to improve clarity, the following substantial changes are proposed:

1. **RECRUITING BONUS:** To add a section to describe a \$500 bonus paid to current employees who recruit new hires. The conditions will include that the recruited employee identify the current employee who caused them to apply and that the recruited employee successfully complete six month of employment.

Purpose: To assist in a recruiting plan and engage employees in encouraging their friends to apply for job openings at the City. Note: one Street Department employee has already recruited two new hires.

2. **DRESS CODE:** To change the dress code from "business casual" Monday through Thursday to allow employee to dress casually (well maintained jeans and regular blouse/shirt) when they are not representing the City in a professional setting.

Purpose: Some employees have requested this change and the designated days/times that the City Manager allowed it was well received. This also provides a sense of parity with other employee working at the same building whose job duties allow them to dress more casually (as appropriate for their job duties). Employees are still expected to dress professionally when it would be fitting and, in the City's, best interest based on the occasion.

3. **OUTDATED JOB TITLE:** To change references to the discontinued job title of Administrative Services Coordinator.

Purpose: Clarification of current roles and procedures

4. **TIME CLOCK AND PAYROLL PROCESS:** To align with the current practice necessitate by the software currently used. With the implementation of Tyler Technology software for payroll, time keeping, and time off requests, the procedures in the current handbook should be revised to reflect the current practice

Purpose: The current handbook no longer reflects the new procedures using the new software. For example, many of the processes that required completion of paper forms and obtaining signed permission are now submitted electronically for electronic approval.

5. **DRUG TESTING:** To change "will" require pre-employment drug testing for all new employees to "may" require.

Purpose: At a recent Midwest Public Risk conference, the employment lawyer recommended that municipalities not require drug test for employees except those as required to federal law (for example, employees required to have a commercial driver's license). Courts in other districts have cited governments based on illegal search and seizure as it is a governmental request/requirement for a prospective employee to produce the sample. Furthermore, Missouri's legalization of recreational use of marijuana and the ban on employment discrimination based on having a marijuana medical card make the drug testing problematic. In the lawyer's opinion, the risks are not outweighed by the benefits.

6. **JURY DUTY PAY:** To clarify that employees who are required to be away from the workplace for jury duty are required to reimburse the City with any pay received from the court for time spent on the jury. Compensation by the court for mileage should NOT be remitted to the City.

Purpose: The current language in the handbook is not clear. There has been an inconsistently enforced pattern of employees who are paid by the City for missed work time because of their service on jury duty to endorse their "jury pay" checks as payable to the City. Most of the checks are for

mileage only. Mileage is an expense solely incurred by the employee and not the City and thus "reimbursing" the City is not consistent with the purpose of reimbursement. The monetary impact is insignificant that the change can be consistently enforced.

7. **EMPLOYEE RECOGNITION:** To delete the section of the employee handbook that specifies that employee might receive additional pay at the end of the year if all of the budgetary goals are met and such a payment for recognition is approved by the council. Missouri law restricts governmental employers from paying employee "bonuses" without being tied to specific criteria. Note: Recognition payments as described in this section have never been given to employees (as far as I know).

Purpose: The intention is not to eliminate the possibility of employee recognition payments tied to specific criteria. This section should be added to the administrative policy manual, especially since payment of the recognition pay is infrequent. Presence in the employee handbook may confuse or demoralize employees when the payment is not provided.

8. **HOLIDAY PAY AND OVERTIME:** To eliminate the inclusion of holiday pay as "hours worked" when calculating Fair Labor Standards Act (FLSA) overtime. NOTE: This would not apply to those covered under the Laborer's Local #955 Labor Agreement as the agreement specifies which types of pay are excluded from the calculation.

Purpose: Employers do not have to count paid holidays hours taken by an employee toward the calculation of the overtime requirement, because these hours are not actually "worked" and are therefore not considered as hours counted toward overtime under the FLSA. Employers may elect to exceed this minimum requirement. Statistics are not readily available on how many governmental employers calculate holiday pay as an hour of work for overtime purposes. Missouri's state employees do not have holiday pay considered as an hour worked for overtime calculations but do have an equal number of hours added to compensatory time for hours worked on the holiday.

9. **EMPLOYEE ASSISTANCE PROGRAM (EAP):** To include the changes in the program as approved in the 2024 and 2025 budget and the City's agreement with Chris Lawrence and Associates to provide service.

Purpose: The current EAP program was revised to expand from three to six visits per year and to include in accordance with the contract from the new provider. This agency has experience with working with emergency services providers and fits the needs of some employees who prefer not to seek counseling from someone local

10. UNFIT FOR DUTY: To make substantial changes to this section of the employee handbook.

Purpose: to revise this handbook to eliminate what could be a condescending tone and unneeded description of the symptoms and causes of being unfit for duty

11. REGULAR HOURS OF WORK: SUMMER SCHEDULE-PUBLIC WORKS: To change the description in the current handbook which specifies 8 hour working days with a required unpaid lunch break.

Purpose: The current practice for some of the departments is to work 10 hours days with a paid 30-minute lunch break during the summer. This is especially beneficial for the Street Department when laying asphalt to work longer days without stopping and restarting the workflow.

KIRKSVILLE CITY COUNCIL STUDY SESSION ATTACHMENT

DATE: January 13, 2025

SUBJECT: Floodplain Mapping

CITY DEPARTMENT: Economic Development, Codes

PREPARED BY: Reid Yardley, Code Enforcement Director

The City of Kirksville participates in the National Flood Insurance Program (NFIP). Participating in the program provides access for citizens to primary flood insurance that may not otherwise be available or affordable. Participation requires local governments to adopt and enforce floodplain management regulations, including adopting new mapping as it becomes available. Enforcing these regulations helps to keep residents safe and reduce flood risk. Participation may also be a requirement for grants and loans from federal agencies for properties and projects in special flood hazard areas.

Starting in 2019, the Department of Homeland Security's Federal Emergency Management Agency (FEMA) held a meeting to announce that the process for new floodplain mapping was starting for Adair County. City staff met with representatives from FEMA, State Emergency Management Agency (SEMA), and other Adair County representatives.

Since 2019, City staff have attended many meetings and training workshops to learn about the progress of the mapping, how to use the new SEMA Outreach website, reviewed preliminary maps, and have learned how to submit information for the preliminary maps for places of interest or concern.

After starting the mapping process, new technology became available and the process started over.

In January of 2024, we received word from FEMA that the mapping was complete and that FEMA was announcing the required 90-day appeal period. This period gave citizens an opportunity to submit information to FEMA if they believed the new mapping was incorrect. City staff also sent certified letters to owners of properties that were in, or immediately adjacent to, the proposed floodplain. During this appeal period, staff spoke to 3 to 4 property owners and worked with them and representatives from SEMA to explain the process, if they believed the mapping was incorrect.

In October of 2024, City staff attended training on the new ordinance writing requirements and have since worked with SEMA to ensure that the proposed City ordinances have the language that is required by FEMA and SEMA to participate in the NFIP program.

The existing ordinances can be found in Chapter 44, Article IX of the Municipal Code. This chapter requires that any changes shall have a public hearing before the Planning and Zoning Commission. This hearing has been scheduled for the Commission's January 30, 2025 meeting. After this hearing, the Commission will forward its recommendation to the City Council. The proposed ordinances will replace the existing ordinances entirely.

KIRKSVILLE CITY COUNCIL STUDY SESSION ATTACHMENT

DATE: January 13, 2025

SUBJECT: Lead Service Line Inventory Update

CITY DEPARTMENT: Public Works

PREPARED BY: Adam Dorrell, Director of Public Works

The City met the October 16, 2024 deadline to submit an Initial Lead Service Line Inventory (ILSLI) to MDNR. Just before that deadline the USEPA finalized the Lead and Copper Rule Improvements.

Key changes to the rule that affect Kirksville include:

- *All lead service lines will be required to be replaced within 10 years.*
- *Utilities will need to perform two samples for lead and copper, a first-liter sample and then a fifth-liter sample, for compliance reporting. You will be required to use whichever result is higher.*
 - *All water systems with lead, galvanized lead requiring replacement, or unknown are required to collect a standard number of samples semi-annually.*
- *The lead service line inventory, due Oct. 16, 2024, requires locating all legacy lead service lines.*
 - *After the initial inventory, all water systems must update the inventory regularly and provide the service line replacement plan to the public.*
- *The action level of lead has been lowered from 15 ug/L to 10 ug/L.*
- *The requirements will increase if multiple samples exceed the lead action level. Utilities will be required to provide filters that are certified to remove lead to customers with multiple exceedances of the action level.*
- *If a community has lead samples greater than the lead action level, they can choose a complete option of a point-of-use device or replacement of all lead-bearing plumbing material in lieu of CCT.*

Funding Opportunities include in the rule include:

- *The EPA has announced \$2.6 billion in new funding for drinking water infrastructure, of which Missouri will receive \$40.5 million. This funding, administered through state Drinking Water State Revolving Funds, will support lead pipe replacement and inventory efforts. Half of these funds are designated for disadvantaged communities and provided as grants or forgivable loans.*
- *The EPA is also offering \$35 million in competitive grant funding for projects to reduce lead in drinking water in homes, schools, and childcare facilities. Communities can apply directly for this grant funding through [grants.gov](https://www.epa.gov/grants).*

The ILSLI is a working document and we will continue to make updates as we are able to identify service line material. As required by MDNR the City sent a mailer to all Customers with an unknown service line status. This letter included instructions for self-identification

and reporting of residential side service lines. To date we have received several hundred responses. We will be incorporating these responses into our inventory spreadsheet. Another tool we will utilize to cross off many public-side service lines is using our water main replacement records and identifying any service line from a water main that has been replaced since Missouri's ban on lead in 1989. We will also begin incorporating our service tap records and identifying any that have been completed since 1989. In addition, our upcoming meter replacement project will allow us to confirm customer service line material for any stragglers that are remaining at that time.

This is time-consuming work and we will begin working to plan for staff time to get this these tasks accomplished. In the meantime, the City has applied for funding from the State to assist with these efforts. Surrounding communities were successful in securing this funding in the past and though we were not, we believe that we have made a better case for our disadvantaged status and are hopeful that we will be successful this time.

At this time, we do not believe that there are a significant number of lead service lines remaining in the City, and we have never had a non-compliant test in our water distribution system. These requirements are nationwide and we will be continuing our work to stay in compliance.

KIRKSVILLE CITY COUNCIL STUDY SESSION ATTACHMENT

DATE: January 13, 2025

SUBJECT: THINK Kirksville 2040 Comprehensive Plan Update

CITY DEPARTMENT: Community & Economic Development

PREPARED BY: Sara Knipe, City Planner

The implementation of the THINK Kirksville 2040 Comprehensive Plan began in 2021. In 2022, four (4) of the 33 prioritized strategic objectives were marked as completed (1.5.B; 2.1.I; 4.2.E; and 4.3.K). In 2023, one (1) of the 33 prioritized strategic objectives was completed (6.2.E). Work continued into 2024.

During this past year (2024), two (2) prioritized strategic objectives were completed (1.1.B; and 1.1.C). Both of these prioritized strategic objectives were given a term of “Short-Term,” which was identified in the plan as essentially less than five (5) years. It is the opinion of City Staff that if significant progress was made and continued to be made towards a prioritized strategic objective within that timeframe, then it was, for all intents and purposes, completed.

Those two prioritized strategic objectives were as follows:

1.1.B.	Ashley Young	Continue to promote the Central Business District as the consistent center of activity, culture, commerce, and community life.	Short-Term	Completed 2024
1.1.C.	Mari Macomber	Strengthen and expand partnerships between the County, City, universities, and community organizations to increase cooperation and collaboration.	Short-Term	Completed 2024

There are now twenty-six (26) remaining prioritized strategic objectives as part of Comprehensive Plan implementation (meaning a total of five <7> prioritized strategic objectives have been completed since implementation began). City staff continue to not recommend prioritizing any additional objectives at this time without a corresponding increase in capacity.

In addition to the prioritized strategic objectives, City staff have completed an additional three (3) (non-prioritized) strategic objectives identified in the Comprehensive Plan. They are listed below:

1.2.B.	Promote community events to the college students and promote university events to the community.
1.6.K	Expand involvement in the City's Housing Rehabilitation Loan Program to assist property owners that are unable to make the necessary improvements to their property.
4.2.U	Require developers to adhere to the Master Street Plan when planning and constructing street networks with new development.

Added to the twenty-two (22) (non-prioritized) strategic objectives completed in 2022 and 2023, this makes a total of twenty-five (25) (non-prioritized) strategic objectives completed since implementation began.

Included below is a table outlining the prioritized Strategic Objectives identified as part of the implementation of the Comprehensive Plan, and any progress that was made during the fourth quarter of 2024 towards accomplishing them.

	City Point Person	Objective	Term	2024 Q4
1.1.B.	Ashley Young	Continue to promote the Central Business District as the consistent center of activity, culture, commerce, and community life.	Short-Term	Completed 2024
1.1.C.	Mari Macomber	Strengthen and expand partnerships between the County, City, universities, and community organizations to increase cooperation and collaboration.	Short-Term	Completed 2024
1.2.A.	Robin Harden	Increase the number of opportunities for people of all ages and abilities to be involved throughout the community.	Mid-Term	Offered adult volleyball.
1.3.B.	Anastasia Tiedemann	Work to ensure quality daycare is available throughout the community to assist those families that rely on such services to be employed.	Short-Term	Maintaining "Childcare Options" portal on K-REDI website.
1.4.G.	Ashley Young	Improve the appearance of specific neighborhoods by reducing blighted properties.	Long-Term	Four (4) Demolition Grant Program grants approved; one (1) Housing Rehabilitation Loan Program loan/grant in process.

1.5.B.	Rodney Sadler	Continue to build partnerships between the City of Kirksville Parks & Recreation Department, Truman, A.T. Still, and the local YMCA to increase access to physical health education and activities in Kirksville. Address space constraints by evaluating existing City land and facilities for possible shared recreation and/or expanded use.	Short-Term	Completed 2022
1.5.D.	Scott Williamson	Partner with local social service agencies to identify gaps and/or deficiencies in existing mental health services. Increase access to and quality of services.	Mid-Term	Participating in Standard of Care (SOC) meetings; NEMO CIT training for Adair County Detention Center staff.
1.6.E.	Sara Knipe	Incorporate safe, convenient, accessible, and attractive design features to promote walking and biking, and beautification of the community (e.g., sidewalks, street furniture, bicycle facilities, street trees, gateway monuments, and wayfinding signage).	Ongoing	KAMP Striping Plans approved by City Council; volunteer ADA Sidewalk Inspections began.
2.1.F.	Ashley Young	Partner with developers/property owners to achieve upgraded infrastructure, brought up to City standards, to support infill housing.	Mid-Term	None.
2.1.I.	Ashley Young	Allow for alternative housing types (e.g., patio homes, tiny homes, co-housing, and multigenerational housing) to serve a variety of needs.	Ongoing	Completed 2022
2.1.J.	Ashley Young	Convene non-profit service provider stakeholders, especially addiction treatment facilities, to identify methods to address homelessness.	Ongoing	Met with CAPNEMO and HHES to begin conversation RE: transitional housing.

2.2.A.	Sara Knipe	Plan for mixed land use patterns, with residential and non-residential land uses in close proximity to one another that are walkable, bikeable, and easily served by transit.	Ongoing	Researching the best way to implement form-based zoning codes that require a mix of residential, commercial, and civic uses within designated districts, ensuring pedestrian-friendly design standards, bike infrastructure, and transit accessibility to create vibrant, walkable neighborhoods.
2.3.A.	Sara Knipe	Encourage design standards and adopt codes that align with the community context of Kirksville (e.g., protect the function and aesthetic of each character area; address building placement, building massing, parking, landscaping, etc.).	Ongoing	To achieve mixed land use patterns and context-sensitive design in Kirksville, we will research adopting form-based zoning, identifying best practices and tailoring regulations to ensure cohesive building placement, massing, parking, and landscaping that enhance each character area's function and aesthetic.
2.3.B.	Reid Yardley	Strengthen property maintenance codes and enforcement, including consideration of periodic proactive code enforcement in targeted areas where City service requests are greatest. Define minimum requirements to ensure Code Official inspections consistently meet City standards.	Ongoing	Two (2) potential Administrative Warrants now in process to resolve nuisance violations; property maintenance (i.e. nuisance) code enforcement continues.
2.3.C.	Ashley Young	Provide incentives and information about available assistance programs to encourage property owners to rehabilitate homes.	Mid-Term	One (1) Housing Rehabilitation Loan Program loan/grant in process.

3.1.B.	Ashley Young	Support Main Street Kirksville and their efforts to attract increased patronage of Downtown businesses.	Ongoing	City Council-approved 2025 budget includes support for MSK Executive Director; continue to serve as secretarial / organizational support.
3.1.L.	Ashley Young	Strengthen partnerships with Truman, A.T. Still, and MACC to plan and implement projects, and attract and promote unique cultural events that benefit both the City and educational institutions.	Mid-Term	Work continues on the Special Olympics Missouri Summer Games, to be held on Truman's campus in 2025.
3.3.A.	Ashley Young	Collaborate with local higher-education institutions to identify mutually beneficial methods for future recruitment and expanded enrollment. Marketing efforts should celebrate the many positives of living in Kirksville as a student and beyond (e.g., affordability, recreation amenities, community events, great City services, and the historic Downtown).	Short-Term	None
3.3.F.	Anastasia Tiedemann	Focus efforts on people by developing jobs that match existing skills within the Kirksville workforce or training workers to meet the labor needs of local industries.	Ongoing	None.
3.4.C.	Anastasia Tiedemann	Promote job training and opportunities for lifelong learning and career advancement.	Ongoing	None.
4.1.E.	Mari Macomber	Improve U.S. Highway 63 north of Kirksville toward Iowa with passing lanes.	Long-Term	Submitted as a priority project through the TAC.

4.2.E.	Ashley Young	Integrate the Forest Lake Area Trail System (FLATS) plan and <i>Kirksville Active Mobility Plan</i> (KAMP) recommendations into future sidewalk and trail development to ensure city-wide connectivity.	Long-Term	Completed 2022
4.3.K.	Adam Dorrell	Continue to support the completion of the Missouri Department of Transportation's <i>A Better Baltimore</i> project to improve safety along Baltimore Street for all modes of transportation.	Short-Term	Completed 2022
5.1.G.	Adam Dorrell	Continue to ensure existing streets are proactively maintained to reduce expenses in the future.	Ongoing	Reviewed 2025 Street Plan with City Council; five-year plan for streets is ongoing.
5.1.H.	Adam Dorrell	Plan infrastructure maintenance, improvement, and expansion to support future growth.	Short-Term	Second Primary Clarifier construction at WTP ongoing; UV Disinfection Equipment installation at WWTP ongoing; five-year plan for City utility maintenance ongoing.
5.2.D.	Adam Dorrell	Upgrade the sewer collection system to reduce stormwater inflow to sanitary sewers. (<i>Community Plan 2013</i>)	Long-Term	Stormwater Infiltration Study ongoing; smoke-testing conducted in specific areas of the City.
5.3.A.	Reid Yardley	Encourage green building design that prioritizes energy and resource efficiency, waste reduction, pollution prevention, and occupant health and productivity.	Mid-Term	None
5.5.F.	Robin Harden	Develop indoor and/or year-round recreation spaces and facilities when practical.	Mid-Term	The City's lease of the Rieger Armory and Community Center ended 12/31/2024.

6.1.A.	Robin Harden	Restore and protect natural habitats, sensitive lands, and floodplains (e.g., wetlands, riparian corridors, woodlands, and lowlands). Create physical connections (network of green spaces including parks and greenways) between these natural resources to help manage water flow, provide opportunity for wildlife passages, and outdoor recreation.	Long-Term	None
6.2.E.	Rodney Sadler	Encourage tree plantings throughout the community wherever possible to provide shade, which encourages outdoor activity and reduces damaging direct sunlight on infrastructure, and to improve the appearance of the community, which helps increase property values.	Short-Term	Completed 2023
6.5.B.	Ashley Young	Increase density in the Central Business District by developing incentives to allow for residential units and green space/green roofs above the existing commercial spaces.	Long-Term	None.

6.5.F.	Sara Knipe	Promote dense, mixed use development and concentrate public investment along Franklin Street between Normal Avenue and the block north of Elm Street to create a development corridor connecting the neighborhood north of the Central Business District to the Downtown Square and Truman. Mixed land use patterns are characterized by residential and nonresidential land uses located in close proximity to one another. Mixing land uses and providing housing in close proximity to everyday destinations (e.g., shops, schools, civic places, workplaces) can increase walking and biking and reduce the need to make trips by automobile. Mixed land use patterns should incorporate safe, convenient, accessible, and attractive design features (e.g., sidewalks, bike street furniture, bicycle facilities, street trees) to promote walking and biking.	Long-Term	To achieve mixed land use patterns and context-sensitive design in Kirksville, we will research adopting form-based zoning, identifying best practices and tailoring regulations to ensure cohesive building placement, massing, parking, and landscaping that enhance each character area's function and aesthetic.
6.5.P.	Ashley Young	Explore the creation of a shared land use plan with Truman and A.T. Still to strengthen, beautify, and redevelop the neighborhoods and blocks between the campuses and Downtown.	Short-Term	None