



CITY OF NIXA STRATEGIC PLAN



STRATEGIC PLAN

CITY OF NIXA, MISSOURI

THE VISION FOR NIXA'S FUTURE:

The City of Nixa is a thriving and desirable place to live, providing a safe and well-balanced environment for growth.

THE VALUES OF THE CITY GOVERNMENT:

The Government of the City of Nixa will conduct business with all of its customers with the intention of being:

FAIR

HONEST

PRACTICAL

DEDICATED

DEPENDABLE

THE MISSION OF THE CITY OF NIXA:

To enhance our community's pride, opportunity, and desirable quality of life.

THE CITY'S GOALS AND SUCCESS CRITERIA:

1. EFFICIENT FINANCIAL RESOURCE MANAGEMENT
 - A. Adequate reserves are verifiable and available
 - B. Grants that match customer needs are obtained
 - C. Routine expenses are quantified
 - D. The budget is understood, continually reviewed, and in compliance
2. EFFECTIVE ADMINISTRATION OF POLICIES AND PROCEDURES
 - A. They are ethical and applied consistently with the City's values.
 - B. They are consistently applied with no shortcuts or favoritism
 - C. The implementation process flows smoothly with no unnecessary delays.
 - D. They are written, well-communicated, and accessible to all by internet.
3. ENHANCED PUBLIC SERVICES
 - A. Baseline performance data is determined for each service area.
 - B. Quality services assessments are performed quarterly.
4. DEPENDABLE UTILITIES, FACILITIES, AND TRANSPORTATION
 - A. A written plan for the growth of the infrastructure is followed.
 - B. Storm water regulations are in compliance.
 - C. The electrical system is reliable
 - D. Traffic flow through intersections eliminates bottlenecks
 - E. Traffic calming methods are employed
 - F. Infrastructure investment is planned and integrated.

5. COMMUNITY GROWTH MANAGEMENT

- A. The strategic planning process is continued
- B. The formal agreement of progress is developed with Christian County
- C. Progress is not hindered by lack of City capabilities

6. COMMUNITY SUPPORT

- A. Advertise for budgeted purchases
- B. Buy locally whenever possible
- C. Website is updated periodically
- D. Efforts are coordinated with Economic Development

7. COMMUNITY PROMOTION

- A. Beautification efforts are supported
- B. Private improvement efforts are publicly acknowledged
- C. Involvement and communication with other community organizations is increased.
- D. "Nixa News" in the utility bills promotes good news
- E. Citizens are proud and involved, not apathetic

8. COMMUNITY GROUP INVOLVEMENT

- A. Community groups are identified and their purposes are known.
- B. Communication with community groups is effective
- C. City resources are shared with community groups

City Goals with Partial Ranked Objectives

Efficient Financial Resource Management:

1. Survey for funding support such as a capital improvements tax
2. Recruit developers for project funding
3. Apply for more federal, state and regional project funds
4. Promote shopping within the City and County

Effective Administration of policies and Procedures:

1. Make policies, decisions and motives transparent to the community and consistent with City values.
2. Use dual controls and checks and balances for decisions and process improvements.
3. Make decisions in accordance with the strategic plan.
4. Kill sacred cows when appropriate.
5. Keep expenditures, purchases and salaries consistent with community standards.
6. Update the process for creating policies and procedures.
7. Make decisions on behalf of the whole community.
8. Openly acknowledge errors and mistakes.
9. Use plans, goals and teamwork with community backing.
10. Promote pride in jobs done right.
11. Take the initiative to deal with issues under your control.

Enhanced Public Services:

1. Develop land for recreation venues such as trails, transportation, etc.
2. Ensure that the City's Human Resources keep pace with growth.
3. Enhance the public's trust in the City with better customer service through training.
4. Aid in technological opportunities throughout the community
5. Develop organized activities in the fine arts and other non-competitive areas.
6. Practice environmental stewardship.

Dependable Utility, Facility and Transportation:

1. Meet the storm water requirements and regulations.
2. Explore a capital improvements tax.
3. Complete the electric bond projects.
4. Provide for a future water supply
5. Create and re-locate intersections to improve commerce.
6. Invest in sewer expansion such as regional collection systems and wastewater treatment plants.
7. Expand the public works facilities.
8. Reduce traffic bottlenecks.
9. Emphasize primary infrastructure over secondary.

Community Growth Management:

1. Investigate and pursue land availability for growth.
2. Develop public works ahead of population growth.
3. Re-Invest in older neighborhoods
4. Recruit private developers
5. Access external knowledge and expertise as needed for progress.

Commercial Support:

1. Attract more commercial business for better jobs and expanded industrial parks.
2. Conduct surveys using utility bills and utility start applications.
3. Create recreation and shopping availability to stop outflow.
4. Promote job availability to companies.
5. Aid realtors in promoting livability especially for retirees.

Community Promotion:

1. Create a professional marketing brochure for the city.
2. Make the city more eye-pleasing and litter-free
3. Provide a helpful and friendly atmosphere for all customers, especially new business developers.
4. Develop a positive symbol or recognition for the City.
5. Promote government education, especially to youth
6. Develop a positive and active community spirit.
7. Market the City to obtain better jobs.

Community Group Involvement:

1. Identify and correct community problems by holding community forums and being open to suggestions.
2. Communicate more with citizens and be responsive to their needs.
3. Initiate and facilitate the partnering of community organizations.
4. Interact more with other community organizations.
5. Develop a plan for better community involvement with businesses.

Combined Strategic Planning List

(Accomplishments)

1. Efficient Financial Resource Management:
 - a. Survey for funding support such as a Capital Improvement Tax; no progress;
 - b. Shop Nixa; Chamber of Commerce “B Vocal 4 Shop Local” *see attached spread sheet of City of Nixa’s expenditures to-date.*
 - c. Examine revenue vs. cost (impose penalties/repeat offenders) Utility Billing ’09 Policy and Procedures/Software Purchase 2010;
 - d. Recruit developers for project funding; no progress
 - e. On-Line (City Utility Billing, Building Permits) *2010 Utility Billing Software*
 - f. Search out “Sacred Cows” (cost benefit analysis) *Mosquito spray reduction 2009/10;*
 - g. Capability to maintain “up-keep” for projects—future costs; *Annual CIP, budget presentation; earmarked reserves;*
 - h. Apply for grants—grants research committee: *Police, Parks, ARRA*
 - i. Checks and Balances: *2009 Purchasing Policy, Internal Auditor*
 - j. Use of volunteers: *no progress*
 - k. Budget training/Educate Staff; *2007 Council Budget Training*
 - l. Buy “bait” to catch “fish” (invest in efforts) *Utility & Transportation Investment: See Economic Development Incentive Tools Work Book;*
 - m. License fee based on revenue; *no progress*
2. Effective Administration of Policies and Procedures:
 - a. Policies written, collected, accessible with regular updates: *See Policy Manual;*
 - b. Public Infrastructure improvement “Inspector” *10/10/07 hired Danny Newell (bldg inspector to public works inspector); there is a need for additional assistance;*
 - c. Move towards Home Rule status: *Home Rule Charter adopted April 6, 2010;*
 - d. Standard Operating Procedures for each department: *Majority of departments have an adopted standard operating procedure(s); Public Works and Finance are still working theirs;*
 - e. Kill “Sacred Cows” when appropriate *See above note; no further progress;*
 - f. Keep expenditures, purchases and salaries consistent with community standards: *Initiated 2010 Salary Survey/Benefit Package analysis;*
 - g. Time sheet(s) standardization: *done as well as performance evaluation form;*
 - h. Update the process for creating policies procedures: *See Policy Manual;*
 - i. Make decisions on behalf of the whole community: *Work in Progress;*
 - j. Openly acknowledge errors and mistakes: *On-going commitment;*
 - k. Use plans, goals and teamwork with community backing; *On-going commitment;*
 - l. Promote pride in jobs done right: *On-going commitment, in-house promotions and training;*
3. Enhanced Public Services:
 - a. Develop land for recreation venues such as trails, transportation, library, indoor pool and park space: *No progress;*
 - b. Balance services to the need (i.e. ensure that the City’s human resources keep pace with growth: *On-going as budget allows;*
 - c. Drug dog/enhanced drug enforcement: *No progress;*

- d. Cross train staff with other duties: *No progress;*
 - e. Enhance the public's trust in the City with better customer service through training: *On-going commitment;*
 - f. More enforcement of code violations "better code violation prioritization" *full time on-going;*
 - g. Better communication with public and departments in emergencies: *On-going;*
 - h. Aid in technical opportunities throughout the community: *Fiber installation efforts;*
 - i. Updated training/automated technology: *Multiple OTC training sessions (Micro-Soft, Excel, Access) training(s);*
 - j. Developed organized activities in the fine arts and other non-competitive: *Arts Council;*
 - k. Better efficiency with workloads: *Do not understand the objective...*
 - l. Practice environmental stewardship: *on-going;*
 - m. City employee volunteer list: *List was completed;*
4. Dependable Utility, facility and transportation:
- a. Meet the stormwater requirements and regulations: *MS4 compliant with available funds, still need to install wash basin;*
 - b. Sidewalks and bike paths: *Some progress with signage, but little progress in the way of installation;*
 - c. Explore a capital improvement tax: *No progress;*
 - d. Streets: wider, larger with more lanes; Connectivity and alternative routes: *STP funding of construction and design; see modifications to street design standards;*
 - e. Complete the electric bond projects: *Slated for completion later 2010 or first of 2011;*
 - f. Expand recycle services: *Curb side implemented under new contract with Allied;*
 - g. Bury power lines: *Adopted fee(s) for overhead comparable to underground, where virtually all new installations now occur underground;*
 - h. Provide for future water supply: *Tri-State Water Coalition Member 2010; Brian serves on the Board;*
 - i. All utilities are reliable: *On-going; need to implement ambitious INI remedies;*
 - j. Decrease road widths and add roundabouts: *2009 revisions to the City's development procedures;*
 - k. Create and re-locate intersection to improve commerce: *STP funding, 2009 corridor survey, 2011 bond issue retirement;*
 - l. Flashing School Zone(s) lighting: *Enhancement Grant Award;*
 - m. Invest in sewer expansion such as a regional collection system and wastewater treatment plant; *Regional collection systems NE, NW, ARRA, future southwest treatment facility;*
 - n. Expand the public works facility: *CIP slated w/monetary constraints;*
 - o. Emphasize primary infrastructure over secondary: *on-going;*
 - p. Public education: *on-going;*
5. Community growth management:
- a. Investigate and pursue land availability for growth: *PW/Parks (no progress);*
 - b. Attract more commercial "retail" activities "increase sales tax revenue": *Infrastructure investment, Economic Development Task Force;*
 - c. Fiscal Impact Analysis prior to, during and after annexation and development: *No progress;*
 - d. Develop public works ahead of population growth: *See master planning of each enterprise and Streets;*
 - e. Youth sports complex/movie theater: *No progress; albeit some discussions;*
 - f. Master Plan Development Patterns: *Urban Service Area Agreement, Development Procedures Revisions, Look at Comp Plan update;*

- g. Re-invest in older neighborhoods, particularly aging utilities (*on-going*);
 - h. More County/City cooperation: *Urban Service Area Agreement, Traditional Zoning, Comp Plan Update*;
 - i. Recruit private developers; *No progress*;
 - j. Attractive corridors: *STP, TIP, Corridor Studies*;
 - k. Access external knowledge and expertise as needed for progress: *On-going*;
 - l. Aesthetically pleasing commercial development;
 - m. School Site Locations;
 - n. Finance Incentives; *Educated Board, see finance tool manual, creation of TIF commission*;
 - o. More office space; *City Hall/Police Department expansion project(s) 2008*;
 - p. Attract single-family estate "high-end" housing: *market driven*;
6. Commercial Support:
- a. Attract more commercial business for better jobs and expanded industrial parks; *Economic Development Committee established an Ambassador Group in 2009, visiting the 911 area's Basic Employer(S); Current 2010 Economic Development Task Force reassessing the identity of Nixa*
 - b. Attract entertainment: *No progress to date*
 - c. Conduct surveys using utility bills and utility start applications: *On-going*
 - d. Public Relations Eco Dev employee: *No progress*;
 - e. Promote job availability to companies: *Ambassador Group*;
 - f. Invite decision makers to Nixa (recruit); *No progress*;
 - g. Incentive tax break: *See Finance Tool Manual*;
 - h. Aid realtors in promoting livability especially for retirees: *No progress*
 - i. Support Chamber of Commerce: *On going*
 - j. Passive Park land: *No progress*
 - k. Keep housing inventory up to support local businesses: *Market Driven/Revised Development Procedures 2009*;
 - l. Recruit local businesses for budget purchases: *See attached 2009 local purchase spreadsheet*;
 - m. Rental Inspection(s): *On-going*;
7. Community Promotion:
- a. Create a professional marketing brochure for the City: *No progress*
 - b. MAKE THE City more eye pleasing and litter free with street lights to define City boundary: *Light the snowflakes, Adopt a Spot: No progress*
 - c. Provide helpful and friendly atmosphere for all customers, especially new business developers: *On-going*
 - d. Signage of City and School offices: *Some progress made with Enhancement Grant and Senior Center, certainly could provide more*;
 - e. Develop a positive symbol or recognition for the City: *The Chambers "X" mark(s) the spot is considered extremely successful, the City's logo is also professionally attractive*
 - f. Face lift for downtown: *No progress, except for private endeavors on the east side*;
 - g. Promote government education, especially to youth: *On going*
 - h. Develop a positive and active community spirit: *Community "Getting to Know You" mail invitation to new citizens; Open House for new City additions: Created Utility Billing Handouts to new residents and businesses*;
 - i. Sidewalks and Parks: *No Progress*;
 - j. Market the City to obtain better jobs: *No progress*
 - k. Festivals

- I. Citizen Committee: *Most recent example was the Home Rule Commission*
- 8. Community Group Involvement:
 - a. Identify and correct community problems by holding community forums and being open to suggestions: *Over the course of the last two years, I believe Council held two public forums;*
 - b. Shared services and benefits between organizations (School/City/Chamber)
 - c. Citizen police/government academy: *Reserve Officer Program Implemented*
 - d. Communicate more with citizens and be responsive to their needs: *On-going;*
 - e. Produce Community "Nixa Area" newsletter;
 - f. Welcome "Hospitality"
 - g. Citizen/Youth job shadowing/internship; *Adopt a Class Room; otherwise, no progress*
 - h. Interact more with other community organizations: *On-going*
 - i. Adopt a road: *City currently maintains the US160 and SH14 corridor*
 - j. Develop a plan for better community involvement with business: *"B local 4 shop local"*