

## 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

## TOP 3 PRIORITY LIST

1. Efficient Financial Resource Management:
  - a. Survey for funding support such as a capital improvements tax.
  - b. Shop Nixa
  - c. Examine revenue vs. cost (impose penalties/repeat offenders)
2. Effective Administration of policies and procedures
  - a. Policies written, collected, accessible with regular updates.
  - b. Public infrastructure improvement "Inspector"
  - c. Move towards a Home Rule status.
3. Enhanced Public Services
  - a. Develop land for recreation venues such as trails, transportation, library, indoor pool & park spaces.
  - b. Balance services to the need. i.e. ensure that the City's human resources keep pace with growth.
  - c. Drug dog/enhanced drug enforcement.
4. Dependable utility, facility and transportation:
  - a. Meet the storm water requirements and regulations.
  - b. Sidewalks and bike paths
  - c. Explore a capital improvements tax.
5. Community growth management
  - a. Investigate and pursue land availability for growth
  - b. Attract more commercial "retail" activities "Increase sales tax revenue"
  - c. Fiscal Impact Analysis; prior, during and after annexation and development
6. Commercial Support
  - a. Attract more commercial business for better jobs and expanded industrial parks. Attract entertainment.
  - b. Conduct surveys using utility bills and utility start applications.
  - c. Business outreach brochures.
7. Community Promotion
  - a. Create a professional marketing brochure for the City.
  - b. Make the City more eye-pleasing and litter-free with street lights to define City boundary. Light the snowflakes. Adopt a spot.
  - c. Provide a helpful and friendly atmosphere for all customers, especially new business developers.
8. Community Group Involvement
  - a. Identify and correct community problems by holding community forums and being open to suggestions.
  - b. Shared services and benefits between organizations. (School/City/Chamber)
  - c. Citizen police/government academy

October 9, 2007

To: Board of Aldermen

From: Brian Bingle

Subject: City of Nixa's 2007 Strategic Plan

The attached list is the top 3 objectives for each of the City's 8 Strategic Plan Goals. Management is working towards initiating three (3) of these objectives that we believe constitute the highest priorities for the city. We are asking for your help in making this decision prior to assembling either a project or process issue team. It is imperative that prior to starting our strategic planning process on these 3 objectives that we (Board and Management) are speaking with one voice, including our interpretation of the objective's purpose (intent) and our efforts remain cohesive throughout the entire process from start to finish.

Management recommends that the City commence with Goal 1, Objective A "Survey for funding support such as Capital Improvement Tax." We believe that Goal 4, Objective C "Explore a Capital Improvement Tax" is virtually the same objective. Management also recommends that the City include within our assessment of this Goal formulation of strategies to address Park and Stormwater revenues.

As a component of this priority, Management recommends as its second priority the Board of Aldermen authorization to pursue Home Rule Charter status for our City. Staff recommends this for several reasons, but primarily to achieve the following benefits: 1) Increased powers because a home rule city does not need to rely on the State Legislature to grant to us powers and authority in areas such as: a) Taxation; b) Provision for capital improvements budget; and, c) Conditions and terms of granting utility franchises (enterprises) similar to our City's water, wastewater and electric. 2) Municipal officials have greater flexibility in responding to citizens needs for public services without waiting for state legislative authorization (e.g., stormwater and 911)

There are several of the City's Goals and Objectives that are directly deterred due to insufficient revenues. These objectives are Goal 3, Objective A "Develop land for recreation venues such as trails, transportation, library, indoor pool and park space." It is important that the Board understands that the Park's Department is projecting, come Spring of 2008, that the City cannot accommodate many more additional registrants in soccer, T-ball, softball and baseball than what we provided in 2007. We are completely out of sites to facilitate additional programming. Management has discussed alternatives which include scheduling programs on Wednesday, which is not currently offered, and only accepting registrants within the Nixa RII School District

boundaries in order to serve our residents. Implementation of these suggestions has pros and cons that will affect our participants and organization.

Another Goal deterred as a result of insufficient funding is Goal 4, Objective A "Meeting the stormwater requirements and regulations." We are all aware of the city's stormwater issues that exist throughout our community and EPA's recent MS4 mandate that we inherit administration of come March of 2008. We are currently doing everything that we can to comply with a portion of the MS4 requirements; however, we are currently subsidizing these efforts from other revenue sources. There are not enough funds available to achieve complete permit compliance with the new mandated permit for 2008 and beyond. Moreover, there are no funding sources for capital improvements to the stormwater system.

Management's recommended third priority is to initiate Goal 6, Objective B "Conduct surveys using utility bills and utility start applications. We believe that in conjunction with this goal we can implement efforts to address Goal 8, Objective A "Identify and correct community problems by holding community forums and being open to suggestions." Our implementation of these two goals will improve our public communication and stimulate quality public participation.

Attachment: Top-3 objective list  
Home Rule Introduction  
Strategic Planning role(s) description

## MEMORANDUM

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**Date:** October 23, 2007  
**TO:** Board of Aldermen  
**FROM:** Brian Bingle  
**Subject:** **Strategic Plan update**

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Staff's October 9, 2007 memo identified management's proposed top 3 priority objectives that we would like the Board to authorize us to work. What it failed to do was more clearly reflect what progress staff has made on other objectives up to this point and time. The following information is intended to provide a better understanding of staff's efforts on each of the eight goal's top three objectives.

### Goal One: Efficient Financial Resource Management

Goal 1 Objective A Survey for funding support such as capital improvement tax: As noted in staff's October 9, 2007 memo, management believes that this objective is one of the highest priorities the City currently faces. There is a significant shortage of revenues that impede our ability to accomplish compliance with regulatory procedures or to address shortages in our recreational opportunities. This objective is comparable to the following other objectives: Goal 3 Objective A "Develop lands for recreational venues such as trails, transportation, library, indoor pool and park space;" Goal 4 Objective A "Meet the stormwater requirements and regulations;" Goal 4 Objective B "Sidewalks and Bike paths;" Goal 4 Objective C "Explore a capital improvement tax." Absent the availability of monies through the collection of fees, the City is left with working with its current revenues, which are extremely limited.

Shop Nixa: Staff used this particular objective during our facilitator training sessions. The following information was gleaned from these sessions that identify current progress towards effecting implementation of strategies. This objective needs more than just City participation; it requires involvement from the Chamber, landowners and future developers.

Purpose: This objective's intent is to generate support for existing local businesses, stimulate the need for additional commercial activity and as a direct result of the increased sales of goods within our community increase the City's revenues.

Fact: There exists a significant amount of sales leakage within our community. There does not exist a sufficient amount of product diversity to entice residents and or employees working within our community to shop Nixa.

Question: Where does the City of Nixa have the power to influence shopping habits?

Strategy: The City of Nixa can sponsor more events within our community, similar to Garage Sale, National Night Out, Disc Golf Tournaments, Youth Sporting Events, etc. to attract visitors to our community that would help grow the demand for local goods and services.

Strategy: The City can invest in the extension of infrastructure and initiate a beautification plan at the intersection of two arterial streets or at the intersection of a collector and arterial in order to enhance the "developability" of the adjacent properties.

Fact: Within the Nixa 911 area there are 531 businesses that employ 5,463 persons.

Strategy: The City could work with existing businesses to assure that all necessary infrastructures are in place to support the business owner's interest of expanding employment or product. This could potentially increase expendable income, but it could also grow our daytime population that in turn would demand more shopping opportunities within our community.

Strategy: Education throughout the community of what products are available within Nixa. Everyone's employees (PTA, Senior Citizens, Teachers, City Employees, etc.) should be encouraged to shop Nixa. Welcome bags should include catalogs, brochures and coupons about City of Nixa business owner's goods and services. Chamber of Commerce's Directory is now available at City Utility Billing for all new clients.

Goal 1 Objective C Examine revenues vs. cost (Impose penalties/repeat offenders: Sponsorship of this objective was assigned to the following departments: Utility Billing/Finance/Parks/Police

Goal 2 Effective Administration of Policies and Procedures

Staff concluded the collection, modification and introduction of all "Policies written, collected, accessible and implemented regular updates." This is Goal 2 Objective A. On September 10<sup>th</sup>, staff submitted a complete collection of all City policies to the Board for your approval. There are several other issues not yet completed that staff will continue to work: Cell Phone Usage, Uniforms and Use of City Property and Equipment.

Goal 2 Objective B “Public Infrastructure Improvement Inspector” is completed. As a result of the downturn in residential construction, Mr. Danny Newell was recently transferred from the Building Inspection Department to the Public Works Department and assigned the responsibilities of infrastructure inspection and administration of the City’s MS4 stormwater permitting process. Mr. Newell, Mr. Cossey and Mr. Colvin, as recently as last week, attended stormwater regulation training in Chesterfield, MO. Mr. Newell is receiving training from all applicable personnel in the City’s Electric, Water, Wastewater, and Streets departments and will oversee all inspections of developments throughout the City.

This particular position was budgeted for 2007. The City does not have adequate revenue to cover all expenses associated with the management of our stormwater needs. (*See previous comments “Survey funding support such as capital improvement tax”*)

Goal 2 Objective C “Move towards a Home Rule Status” was addressed in staff’s October 9<sup>th</sup> memo. Staff has contacted Mr. Richard Sheets, Missouri Municipal League, and has asked that he make a presentation to the Board of Aldermen at your December 5<sup>th</sup> luncheon on Home Rule issues. *Staff cancelled this meeting due to our December budget hearings. It was also felt that because 2008 is an election year, the City should wait until the new Board is seated.*

### Goal 3 Enhanced Public Services

Goal 3 Objective A “Develop land for recreation venues such as trails, transportation, library, indoor pool and park spaces” was addressed under Goal 1 Objective A above. City staff is constantly attentive to the availability of land either thru lease or purchase. Our recent success in working with Cox and the School District in acquiring useable property for expansion of our soccer and baseball programs are examples of our efforts.

Goal 3 Objective B “Balance services to the need (i.e. ensure that the City’s Human Resources keep pace with growth” is an ongoing process each manger is responsible to administer on an annual basis. This includes adequate personnel to address the community’s service needs, maintenance of all existing systems and implementation of new programs as they are created.

Goal 3 Objective C “Drug dog/enhanced drug enforcement” has not had any further progress made to date.

### Goal 4 Dependable utility, facility and transportation

Goal 4 Objective A “Meet the stormwater requirements and regulations” as noted in staff’s October 9<sup>th</sup> memo: “We are currently doing everything that we can to comply with a portion of the MS4 requirements; however, we are currently subsidizing these efforts from other revenue sources. There are not enough funds available to achieve complete permit compliance with the new mandated permit for 2008 and beyond. Moreover, there are no funding sources for capital improvements to the stormwater system. As noted Mr.

Newell's new appointment as infrastructure inspector and administrator of the City's MS4 permitting procedures is a step in the right direction.

Goal 4 Objectives B and C "Sidewalks and Bike paths" and Explore a Capital Improvements tax" are covered under Goal 1 Objective A above.

#### Goal 5 Community growth management

Goal 5 Objective A "Investigate and pursue land availability for growth" is comparable to what the Planning and Development Department is attempting to achieve with the property owners at Tracker an US160. Our second meeting with these property owners is scheduled for October 30 at 7:00 p.m. in our Community Center. Certainly we will continue to work on infrastructure investments with property owners as we have achieved with the NW and NE Regional Collection systems and our well site expansions.

Goal 5 Objective B "Attract more commercial "retail" activities "increase sales tax revenue is covered under Goal 1 Objective B "Shop Nixa."

Goal 5 Objective C "Fiscal Impact Analysis: prior, during and after annexation and development" is a topic that I am personally working. I have concluded the collection of all research from Planning Advisory Services. It is now a matter of familiarizing myself with the planning profession's methodologies and preparing a recommendation for the Board of Aldermen's consideration.

#### Goal 6: Commercial Support

Goal 6 Objective A "Attract more commercial businesses for better jobs and expanded industrial parks" is similar to our discussion of Goal 1 Objective B "Shop Nixa." Staff has worked with the Chamber of Commerce in the development of their Economic Development strategic plan (*see attachment*), which will assist the City in achieving this objective. As discussed during our project issue team, this objective is bigger than just the City. We will need a cooperative effort from the Chamber, existing commercial business owners and developers in pursuing additional commercial and industrial activity within our community. All of our infrastructure investments, other than repair and upkeep are measured against the return we can expect from the development of adjacent lands.

Goal 6 Objective B and Goal 8 Objective A are similar in nature. Goal 6 Objective B suggests "Conducting surveys using utility bills, and utility start-up applications;" Goal 8 Objective B recommends "Identify and correct community problems by holding community forums and being open to suggestions." These two objectives are management's third priority as noted in the October 9, 2007 memo. We have not surveyed the public since our 2003 Comprehensive Plan, other than Parks and Recreation's survey when developing its Parks Master Plan. But Parks was more related to Parks and Recreation like questions. Several items of interest that would assist us include citizen support of a capital improvement tax, stormwater utility fee, parks and

recreation venue expansion and management's recommendation that the Board consider implementation of Home Rule status. The City's recent implementation of an ad-hoc committee to address concerns about our sign code procedures is an excellent example of our receptiveness to correcting community problems.

Goal 6 Objective C "Business outreach brochures" is a 2008 capital improvement line item, which we believe will cost us approximately \$7,500 (17,000 copies). We would prepare all information in-house regarding the positive aspects of our community, respond to questions and or concerns gleaned from our community wide survey and allow a professional to prepare this outreach brochure for our customers and future clients. This strategy would also address Goal 7 Objective A "Community Promotion."

#### Goal 7 Community Promotion

Goal 7 Objective B "Make the City more eye-pleasing and litter free, with street lights to define City boundaries;" "Light the Christmas decorations (snow-flakes)." City staff has prepared a cost estimate for the lighting of both US160 and SH14: Route 14 (Nicholas Road to Shangri-La), \$688,373.00; Route 160 (Bentwater Drive to South of South Street), \$1,194,917.00. Staff is of the opinion that an acceptable, affordable schedule to accommodate the completion of these within a five or ten year period is important to the appearance of our community.

Staff has also estimated that it would require \$17,000 to replace all of our Christmas (snow-flake) decorations. We have approximately 75 snow-flakes and of those only 7 work. Fourteen of the remaining 68 need bracket repairs, with the remaining 54 needing complete replacement of lighting and an assortment of other repairs.

Goal 7 Objective C "Provide a helpful and friendly atmosphere for all customers, especially new business developers" requires an on-going training of our personnel and preparation of administrative tools that we can provide to our customers. Human Resource is looking at retaining professional assistance in 2008 for a city-wide (personnel) training for providing quality customer service. The Planning and Development Department continually updates their pre-application conference forms that provide step by step instructions on the preparation and submittal of any and all City development applications.

#### Goal 8 Community Group Involvement

Goal 8 Objective B "Shared services and benefits between organizations" is an on-going effort whether it is Parks working with the School District, Dispatch working with the Fire District, or the City's efforts to assist the Chamber in its economic development interests. In each case, we are able to compliment each other's interests, while lessening the resources any one agency would expend if attempted on their own.

#### Other Strategic Planning Efforts:

Goal 2 Objective B “Use dual controls and checks and balances for decisions and process improvements” was recently accomplished through Finance, City Clerk, PW and Planning and Development concluding their preparation of an auditing tool that helps track development activity expenditures. Staff presented this information to the Board at your October 9<sup>th</sup> meeting and we have scheduled a meeting with Marshall Decker on October 25<sup>th</sup> to obtain his incite. At this time, there are no other procedures where dual controls do not exist in the oversight of City finances. *Staff met with Mayor Marrs and Marshal Decker on December 12<sup>th</sup> and finalized its presentation of the newly adopted auditing procedures. Donna was instructed to prepare a letter for the Board’s attention along with the adopted flow chart.*

Goal 3 Objective D “Aid in technological opportunities throughout the community” is directly related to making fiber connection, WI-FI, cable or DSL available to our residents and commercial businesses. Staff has participated in tele-conference meetings and we have recently worked with Finley Eng., where we obtained a better understanding as to how we might participate. As early as October 12, Finley provided a broadband feasibility study (scope of work) to us for our assessment. Their proposal included Costs for the City of Nixa to be a service provider utilizing fiber to the premise technology; Research capital costs for City of Nixa to purchase source services from third party suppliers; and Estimate capital costs for the City of Nixa to install fiber optic access equipment to deliver services. The second alternative was to assess the opportunities for the City of Nixa to lease fiber facilities (existing and future builds) to current local service providers. We are extremely limited on the availability of funds, but will continue to assess all options.

Goal 4, Objective C “Complete the electric bond projects” is an on-going, City work program. Mr. Colvin will make a presentation to the Board in the very near future with regards to the energizing of the City’s new transmission line, substation upgrades and loop connection throughout the community.

Goal 4, Objective E “Create and re-locate intersections to improve commerce” is directly related to the Board’s authorization to use STP funding for the design of the following streets: Route CC extension, Main Street; north of Tracker to Route CC; Tracker Road, west of Main to US160; Gregg Road intersection alignment; North Street, Century Elementary to Cheyenne; and, Nicholas Road intersection alignment.