



# STRATEGIC PLAN PROGRESS UPDATE

April 18, 2024

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# About the strategic planning process:

February – June 2020: **Imagine Nixa**



- City Council set the Strategic Vision
  - Consists of 6 priority areas
- Launched ImagineNixa.com
- We asked the community “how do we make the vision become reality?”
- Site was live February 11 through June 30 for input.



# About the strategic planning process:

## Engagement Stats: **Imagine Nixa**

- **433** registered users
- 9,012 site visits
- **576** ideas and comments submitted on the “Wall of Ideas”
- 142 responses to Customer Service Survey
- **1,054** contributions to the discussion forums from...
- 813 visitors to the discussion forums.

The screenshot shows the website for the City of Nixa's 2020-2025 Strategic Plan. The header includes navigation links for Home, Strategic Vision & Values, Discussion Forums, Brainstorm, and Survey, along with a search bar and the name Drew Douglas. The main banner features the City of Nixa logo, the title "2020-2025 Strategic Plan", and logos for Nixa Utilities, Nixa Parks & Recreation, Nixa Police, and Nixa Fire. Below the banner, there are several sections: "Imagine Nixa's Future!" with a brain icon and icons for a car, a crane, and a building; "How to Join the Conversation" with a text box; "The Strategic Planning Process" with a timeline showing "Phase 1: Community Brainstorm" as the current phase and "Phase 2: Consider and Analyze Every Idea" as the next; and a "Join The Brainstorm" button with a red stick figure icon. There are also images of the "Vision & Values" sign and a group of police officers.



# About the strategic planning process:

## Advisory Committee:

- Reviewed public input from ImagineNixa.com
- Over 27 hours of discussion (9 meetings)
- Crafted and adopted 60 Action Plans by unanimous vote

Eric Albers

Dallin Attwooll

Athena Fitts

Chris Foster

Kevin Grizzell

Clay Hanna

Joel Harris

Amy Jane Hoogstraet

Heather Jenkins

Andrea Long

Cledas Manuel

Chris Russell

Kari Russell

Chelsea Weaver

Freddie Young



# Plan Structure:

## 1. Strategic Priorities:

- Adopted by Council.
- Describes our vision & values.

## 2. Action Plans:

- Each describes a specific desired result.
- Approved by unanimous vote of the committee.
- Each describes how we want the city to do more or do something new.
- These are non-negotiable. The city is expected to follow through on each.

## 3. Action Steps:

- Incremental steps to help the city achieve the desired result described by the Action Plan.
- Staff are the experts, they craft most of these, but some are taken from input received through Imagine Nixa, and some are suggestions from the committee.
- Ideas which we may or may not be able to pursue. Evolve and change. City Administrator assigns this work to staff.



## Progress Status:

The action steps presented here are those which are **completed**, newly **operational**, or **in-progress** and underway since adoption of the plan.

# Any Questions About the Process?



## Strategic Vision Statement:

The City of Nixa will be a high-performance government creating a safe community, reliable infrastructure, and sustainable economy with a vibrant atmosphere united by hometown spirit.





# High-Performance Government:

We will continue to create effective, diverse, and innovative teams within the municipal organization which will use efficient processes to produce measurable and actionable results as we provide high-quality public services in a way that is clear, accountable, and financially responsible, while engaging citizens and residents.

- Strategic Priority #1



# High Performance Government:

In order to improve processes and productivity across all departments, the City of Nixa shall:

**Action Plan #1:** Streamline processes in an intuitive manner that reduces effort across all depts.

- **6 action steps assigned.**
- **Completed:**
  - Conduct evaluation of police time to maintain proper balance of enforcement and non-enforcement activities.
  - Implement ERP system to provide more unified and efficient software programs.
  - Budget to integrate ERP system with website/app to provide more efficient workflows for staff and better user experience as we try to provide a fully digital city hall experience.
- **Operational:** Implement tech that streamlines field officers' most common tasks.
- **In Progress:**
  - Complete evaluation of each department's processes to identify opportunities for improved efficiency.
  - Assess opportunities to improve internal communications across and between depts.



# High Performance Government:

In order to improve processes and productivity across all departments, the City of Nixa shall:

**Action Plan #2:** Update levels of technology and digital security to protect citizen and city data.

- **6 action steps assigned.**
- **Completed:**
  - Update network switches to maintain and advance network security.
  - Implement dual-factor authentication to improve email security.
  - Add new server and do maintenance on existing servers.
- **Operational:**
  - Assess current deficiencies and identify potential measures to develop further action steps.
- **In Progress:**
  - Upgrade utility infrastructure to new scada server.
- **Not Started:** 1 Assigned Action Step



# High Performance Government:

In order to attract and retain well-qualified talent and build effective teams, the City of Nixa shall:

**Action Plan #3:** Identify and address staffing needs in order to meet community demands and provide efficient services. **FULLY COMPLETED?**

- **2 action steps assigned.**
- **Completed:**
  - Conduct a staffing study which considers a multitude of factors which influence staffing needs.
  - Assess proper supervision span of control.



# High Performance Government:

In order to attract and retain well-qualified talent and build effective teams, the City of Nixa shall:

**Action Plan #4:** Offer compensation, benefits, and training which are all competitive.

- **12 action steps assigned.**
- **Completed:**
  - Improve communications about benefits by creating monthly "Benefit Minute" videos.
  - Complete a compensation and benefits study (salary survey) to determine how competitive the City of Nixa compares to the job market.
  - Transition to a non-contributory retirement system.
  - Provide additional training on mental health and substance abuse.
  - Implement contractual agreements for certain high-cost trainings to reduce turnover following large departmental investments in individual officers.
  - Research more retirement options such as the "80 and out" rule.
  - Explore possible transition to PTO.

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# High Performance Government:

In order to attract and retain well-qualified talent and build effective teams, the City of Nixa shall:

**Action Plan #4:** Offer compensation, benefits, and training which are all competitive.

- **12 action steps assigned.** *(continued from previous slide)*
- **Operational:**
  - Provide free memberships to The X Center for all FTEs.
  - Develop a schedule for in-house training opportunities.
- **Awaiting Funding:**
  - Police department will explore possibility of creating a tuition reimbursement program to re-pay newly hired academy graduates and/or signing bonuses.
- **In Progress:**
  - Explore creative ways to offer health benefits to retired employees in an effort to retain young talent long-term and reward loyal long-term employees with additional retirement benefits. Assess feasibility of these options and present recommendations.
- **Not started:** 1 assigned action step.



# High Performance Government:

In order to attract and retain well-qualified talent and build effective teams, the City of Nixa shall:

**Action Plan #5:** Ensure talent attraction efforts reach diverse professional and student orgs.

- **5 action steps assigned.**
- **Completed:**
  - Implement system for ensuring job postings are advertised through all the partner organizations on the list in addition to any other job posting locations.
- **Operational:**
  - Budget to advertise job postings in a variety of local, state, and national outlets.
  - Implement language on all job postings/descriptions that indicates the City of Nixa values workplace diversity, encouraging diverse applicants to apply.
  - Any forms created by the city which ask respondents to report their race/ethnicity should allow for all boxes to be checked not just one. Also, do not ask about gender in a binary manner; allowing respondents to fill-in-the-blank is preferred.
- **In Progress:**
  - Create a list of diverse professional and student organizations with whom we could partner and/or advertise job openings through.



# High Performance Government:

In order to further embrace diversity as an organization, the City of Nixa shall:

**Action Plan #6:** Develop and implement guidelines for visually portraying diversity in communications and marketing materials. **FULLY COMPLETED?**

- **1 action step assigned.**
- **Completed:**
  - Develop and implement guidelines for visually portraying diversity in communications and marketing materials.





# High Performance Government:

In order to maintain financial responsibility,  
the City of Nixa shall:

**Action Plan #7:** Provide opportunities for voters to secure new revenue sources to ensure the long-term financial stability of the City. **FULLY COMPLETED?**

- **2 action steps assigned.**
- **Completed:**
  - Research feasibility of putting multiple tax issue options on the ballot to determine which issues should be prioritized and whether multiple issues should be offered on a ballot concurrently.
  - Develop ballot issue plan/strategy thru 2025.



# High Performance Government:

In order to maintain financial responsibility, the City of Nixa shall:

**Action Plan #8:** Expand financial transparency efforts to educate the public about city finances.

- **4 action steps assigned.**
- **Operational:**
  - Create an annual budget summary document which utilizes infographics to make our budget easier to understand for the average citizen.
  - Create a PAFR to extract info from city's ACFR to be readily accessible and easily understandable to the general public and other interested parties without a background in finance.
- **In Progress:**
  - Create a page on the website which utilizes infographics and interactive elements to make our budget and finance practices easier to understand for the average citizen.
- **Not Started:** 1 Assigned Action Step



# High Performance Government:

In order to improve communications and civic engagement, the City of Nixa shall:

**Action Plan #9:** Expand and enhance message distribution systems, procedures and protocols to improve public awareness of city news, events, and program offerings.

- **8 action steps assigned.**
- **Completed:** Develop Brand Style Guide with updated brand identity for community, city, and all departments to include outline of visual style and brand voice (to include language which embraces all forms of diversity).
- **Operational:**
  - Enhance the city's social media presence to promote meaningful and constructive engagement with all target demographics.
  - Budget to allow for the purchase of print, internet, radio, and TV advertising as needed to support communications and marketing plans.
  - Develop marketing plan to encourage citizens to invite city leaders to attend public meetings or events.

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# High Performance Government:

In order to improve communications and civic engagement, the City of Nixa shall:

**Action Plan #9:** Expand and enhance message distribution systems, procedures and protocols to improve public awareness of city news, events, and program offerings.

- **8 action steps assigned.** *(continued from previous slide)*
- **In Progress:**
  - Develop brand identity implementation plan for rolling out updated brand identity according to the Brand Style Guide.
  - Develop written Communications Plan document to outline all communication policies, SOPs, best practices, message distribution strategies (when to use which tools), and situational checklists.
  - Expand and enhance network of indoor digital signs across city facilities to communicate key messages to visitors.
- **Not Started:** 1 Assigned Action Step



# High Performance Government:

In order to improve communications and civic engagement, the City of Nixa shall:

**Action Plan #10:** Expand and enhance message distribution systems, procedures and protocols to improve public awareness of city news, events, and program offerings. **FULLY COMPLETED?**

- **1 action step assigned.**
- **Operational:**
  - Website redesigned to be more user-friendly, can add app button on your phone to access the mobile-friendly app which supplants need for app store app.



# High Performance Government:

In order to improve communications and civic engagement, the City of Nixa shall:

**Action Plan #11:** Redesign Nixa.com to be more functional, interactive and user-friendly.

- **2 action steps assigned.**
- **Completed:** (with ongoing improvements)
  - Launch a redesigned Nixa.com which is more user-friendly, interactive, functional, with a better visual design.
- **In Progress:**
  - Maximize integrations with city software/records systems so people can complete online forms through the website or app (including e-signatures) and make payments through the site/app.



# High Performance Government:

In order to improve communications and civic engagement, the City of Nixa shall:

**Action Plan #12:** Implement a virtual platform for broadcasting city council meetings.  
**FULLY COMPLETED?**

- **3 action steps assigned.**
- **Completed:**
  - Develop policy/procedure for streaming council meetings.
- **Operational:**
  - Broadcast or stream public meetings in accordance with the policy.
  - Offer an online video archive of public meetings which were broadcast.



# High Performance Government:

## Summary:

- **12** Action Plans
  - **5** Action Plans fully completed/operational.
  - **7** Action Plans have seen progress or staff are actively working on action steps to fulfill these goals.
  - **0** Action Plans with no progress.
- **52** Action Steps assigned to staff.
  - **9** in progress or budgeted for 2024.
  - **39** completed or operational.
  - **1** awaiting funding.
  - **4** not started.





# Discussion: High Performance Government

*10 Minutes to Discuss*

## **What to focus on now through end of 2025?**

- Are the 5 completed action plans truly completed?
- What else should we try to accomplish?
- Which action plans/steps should council prioritize for funding/action?



## Community Safety:

We will promote an exceptional quality of life through partnerships and proactive measures to ensure Nixa is safe, healthy, and welcoming.

- Strategic Priority #2



# Community Safety:

In order to provide excellent police services, the City of Nixa shall:

**Action Plan #1:** Build community trust of the Police Department through improved transparency and communication.

- **9 action steps assigned.**
- **Completed:**
  - Create program/partnership to assign officers to school events.
- **Operational:**
  - Publish annual Police Department report on multiple public platforms.
  - Publish call stats and trends throughout the year.
  - Provide additional training to officers on mental health and substance abuse.
  - Expand use of crisis intervention teams and trainings.
  - Evaluate use of traffic units to address traffic complaints and provide higher visibility presence.
  - Participate in state/federal program to report use of force statistics on an annual basis.



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# Community Safety:

In order to provide excellent police services,  
the City of Nixa shall:

**Action Plan #1:** Build community trust of the Police Department through improved transparency and communication.

- **9 action steps assigned.** *(Continued from previous slide)*
- **Awaiting Funding:**
  - Obtain department certification.
- **Not Started:** 1 assigned action step.



# Community Safety:

In order to provide excellent police services,  
the City of Nixa shall:

**Action Plan #2:** Provide voters an opportunity to fund law enforcement operations and facilities to keep up with community needs and demands. **FULLY COMPLETED?**

- **1 action step assigned.**
- **Completed:**
  - Bring to the ballot a tax initiative to help fund law enforcement operations and facilities.



# Community Safety:

In order to provide excellent police services, the City of Nixa shall:

**Action Plan #3:** Expand police department facilities to address the growth of the department and the need for additional workspace.

- **3 action steps assigned.**
- **Nearing Completion:**
  - Design and build range and training facility.
- **In Progress:**
  - Design building expansion including parking and training needs.
  - Build expansion of the Police Department once funding is secured.



# Community Safety:

In order to provide excellent police services,  
the City of Nixa shall:

**Action Plan #4:** Offer more trainings and education opportunities to the public regarding policing and safety-related issues.

- **2 action steps assigned.**
- **Completed:**
  - Secure grant funding for Citizen Police Academy to enhance the program.
- **Not Started:** 1 assigned action step.



# Community Safety:

In order to promote health and safety through community partnerships, the City of Nixa shall:

**Action Plan #5:** Foster partnerships to enhance long-term crisis intervention programs.

## **FULLY COMPLETED?**

- **6 action steps assigned.**
- **Completed:**
  - Evaluate how to better support mental health of Police Officers.
  - Evaluate how to better support mental health of crime victims and members of the public officers come in contact with.
  - Start a Chaplain program or join an existing program.
- **Operational:**
  - Form a partnership with Burrell Behavioral Health to have a multidisciplinary team to review cases where intervention and services would benefit.
  - Assign an officer as liaison to all civilian agencies who provide services to persons who are in need.
  - Create partnership with school SROs and Christian County Child Crimes Task Force to assist investigations in which children are victims.





# Community Safety:

In order to improve pedestrian and driver safety, the City of Nixa shall:

**Action Plan #6:** Prioritize high-traffic areas when upgrading sidewalks and crosswalks.

- **4 action steps assigned.**
- **Completed:**
  - Add protected cross walk to signalized intersection of Aldersgate and Main.
- **Operational:**
  - Communicate annual summary of ADA transition plan improvements implemented for sidewalks and facilities.
  - Communicate about each year's sidewalk improvement plan. The plan comes from CIP, mill & overlay plan, and ADA plan.
- **In Progress:**
  - Add protected crosswalk to signalized intersection of Highway 14 & Truman.



# Community Safety:

In order to improve pedestrian and driver safety, the City of Nixa shall:

**Action Plan #7:** Provide a safer method for pedestrian travel along Missouri St.

- **1 action step assigned.**
- **Awaiting Funding:**
  - Identify a funding source and obtain funds to complete existing engineered plan to upgrade Missouri Street and sidewalk additions.



# Community Safety:

In order to improve pedestrian and driver safety, the City of Nixa shall:

**Action Plan #7:** Employ more traffic calming devices to encourage compliance with speed limits.

- **9 action steps assigned.**
- **Completed:**
  - Chicanes installed to encourage slower traffic. One on Old Castle, another on Elegant Dr.
  - Install full sized roundabout at Old Castle and Tracker Rd.
  - Enlarge roundabout at intersection of Northview and Gregg.
  - Purchase and depoy more mobile signs which display a driver's current speed which can be moved to problem areas in a complaint-driven manner.
  - Upgrade school warning lights at Junior High, Matthews, Espy, and on Cheyenne.
  - Roundabout included in Truman Blvd extension.
- **In Progress:**
  - Create a plan for future traffic calming devices to be installed.
  - MoDOT including roundabout at intersection of Main & CC
- **Not Started:** 1 assigned action step.



# Community Safety:

In order to enhance community preparedness, the City of Nixa shall:

**Action Plan #9:** Develop and annually review a comprehensive continuity plan for all operations to ensure uninterrupted city functions during all-hazards incidents.

- **1 action step assigned.**
- **Not Started:**
  - Develop and annually review a comprehensive continuity plan for all operations to ensure uninterrupted city functions during all-hazards incidents.



# Community Safety:

In order to enhance community preparedness, the City of Nixa shall:

**Action Plan #10:** Prioritize funding for facilities, equipment, and technology necessary to ensure the city is prepared for all-hazards incidents.

- **6 action steps assigned.**
- **Completed:**
  - Purchase Mobile Command Post for Police Department.
- **Operational:**
  - Start Police Drone program.
  - Start NARCAN program to help officers handle drug overdose cases.
  - Purchasing new upgraded handguns to allow for optics in an effort to increase accuracy.
- **In Progress:**
  - Participate in any county-wide radio system upgrade (upgrade police communications system)
  - Assign Nixa officer to regional DEA task force.



# Community Safety:

## Summary:

- **10** Action Plans
  - **2** Action Plans fully completed/operational.
  - **7** Action Plans have seen progress or staff are actively working on action steps to fulfill these goals.
  - **1** Action Plan with no progress.
- **42** Action Steps assigned to staff.
  - **7** in progress or budgeted for 2024.
  - **30** completed or operational.
  - **2** awaiting funding.
  - **4** not started.



# Discussion: Community Safety

*10 Minutes to Discuss*

## **What to focus on now through end of 2025?**

- Are the completed action plans truly completed?
- What else should we try to accomplish?
- Which action plans/steps should council prioritize for funding/action?



## Reliable Infrastructure:

We will develop and maintain future-proof infrastructure designed to meet current needs and accommodate growth. We will provide safe, reliable, and environmentally-friendly services.

- Strategic Priority #3





# Reliable Infrastructure:

In order to improve transportation infrastructure, the City of Nixa shall:

**Action Plan #1:** Improve roadways to alleviate congestion in high-traffic areas.

- **4 action steps assigned.**
- **Completed:**
  - Extend widening improvements on Northview Dr. from existing terminus an additional 300 to 400 feet west of Old Wilderness intersection.
- **In Progress:**
  - Widen and improve N. Main St. from Tracker Rd. to SH-CC including sidewalks and bike lanes.
- **Awaiting Funding:**
  - Widen and improve N. Main from Route 14 to North Street including sidewalks and North St. intersection.
  - Obtain engineering plan for future North Street improvements from east of Maplewood Hills to the intersection of Cheyenne.



# Reliable Infrastructure:

In order to improve transportation infrastructure, the City of Nixa shall:

**Action Plan #2:** Improve intersections to enhance safety and alleviate congestion.  
**FULLY COMPLETED?**

- **3 action steps assigned.**
- **Completed:**
  - Make intersection improvements at Norton & Pembroke (Roundabout and pedestrian infrastructure).
  - Redesign and potentially enlarge roundabout at Northview & Gregg.
  - Install full-size roundabout at Tracker & Old Castle.



# Reliable Infrastructure:

In order to improve transportation infrastructure, the City of Nixa shall:

**Action Plan #3:** Create new road connectivity to alleviate congestion in high traffic areas.  
**FULLY COMPLETED?**

- **2 action steps assigned.**
- **Completed:**
  - Connect Truman Blvd. to Norton Rd. Add sidewalks and widen existing roadway to south of Pembroke.
  - Identify other road connectivity improvements which can be included as Action Steps here or in Comp. Plan.



# Reliable Infrastructure:

In order to improve transportation infrastructure, the City of Nixa shall:

**Action Plan #4:** Advocate to MoDOT that they prioritize various Nixa projects.  
**FULLY COMPLETED?**

- **1 action step assigned.**
- **Operational:**
  - Communicate to OTO/MoDOT about Nixa projects identified as priorities by our strategic planning process, advocate for their inclusion in future plans and qualify these projects for funding when available.



# Reliable Infrastructure:

In order to improve transportation infrastructure, the City of Nixa shall:

**Action Plan #5:** Improve public lighting to enhance safety and efficiency citywide.

- **4 action steps assigned.**
- **Completed:**
  - Install new energy efficient lighting downtown.
- **In Progress:**
  - Convert all streetlights to LED.
  - Transition all public building lighting to energy efficient lighting.
  - Identify low-lit areas across the community and correct at least 25% (prioritize dangerously low-lit and complaint-driven areas).



# Reliable Infrastructure:

In order to improve utility services, the City of Nixa shall:

**Action Plan #6:** Bury electric lines to enhance safety, increase reliability, and improve aesthetics.

- **2 action steps assigned.**
- **Completed:**
  - Update development design specifications to eliminate ability for new developments to utilize overhead electric lines.
- **In Progress:**
  - Develop plan which identifies sections of existing single-phase overhead lines to be buried and prioritizes lines with outage frequencies. Allocate annual funding to bury lines according to the plan.



# Reliable Infrastructure:

In order to improve utility services,  
the City of Nixa shall:

**Action Plan #7:** Upgrade utility metering to Automated Meter Infrastructure (AMI) to improve customer service and reliability.

- **3 action steps assigned.**
- **In Progress:**
  - Prioritize funding to initiate project to convert all electric metering to AMI.
- **Not Started:** 2 assigned action steps.



# Reliable Infrastructure:

In order to improve environmental quality,  
the City of Nixa shall:

**Action Plan #8:** Improve community awareness of ways the public can minimize damage to our environment. **FULLY COMPLETED?**

- **1 action step assigned.**
- **Operational:**
  - Create a communications plan to make the community aware of and educated about available services and best practices regarding environmental responsibility, recycling, storm water quality, solar programs, etc.





## Reliable Infrastructure:

In order to improve environmental quality,  
the City of Nixa shall:

**Action Plan #9:** Implement a comprehensive Stormwater Utility in order to manage and enhance water quality.

- **2 action steps assigned.**
- **Not Started:** 2 assigned action steps. Awaiting plan to identify funding.



# Reliable Infrastructure:

## Summary:

- **9** Action Plans
  - **4** Action Plans fully completed/operational.
  - **4** Action Plans have seen progress or staff are actively working on action steps to fulfill these goals.
  - **1** Action Plan with no progress.
- **22** Action Steps assigned to staff.
  - **6** in progress or budgeted for 2024.
  - **10** completed or operational.
  - **2** awaiting funding.
  - **4** not started.



# Discussion: Reliable Infrastructure

*10 Minutes to Discuss*

## **What to focus on now through end of 2025?**

- Are the completed action plans truly completed?
- What else should we try to accomplish?
- Which action plans/steps should council prioritize for funding/action?



## Sustainable Economy:

We will help our local businesses continue to thrive and expand, while developing an atmosphere of entrepreneurship. We will engage in partnerships to create an environment which fosters the job skills and workforce required to succeed in tomorrow's economy. We will invest in our community to attract further private investment and economic development.

- Strategic Priority #4



# Sustainable Economy:

In order to attract investment and development, the City of Nixa shall:

**Action Plan #1:** Seek to partner with a developer in order to build a new industrial park.

- **1 action step assigned.**
- **In Progress:**
  - We have actively sought to partner with developers, but no progress yet.



# Sustainable Economy:

In order to attract investment and development, the City of Nixa shall:

**Action Plan #2:** Provide voters an opportunity to fund the city's economic development efforts.  
**FULLY COMPLETED?**

- **1 action step assigned.**
- **Completed:**
  - Determine which ballot issues would be best for creating increased funding for economic development.

We offered a tax which would have spurred economic development through construction of an indoor sports complex. The issue failed.



# Sustainable Economy:

In order to attract investment and development, the City of Nixa shall:

**Action Plan #3:** Implement a unique economic development branding and marketing strategy for the city and distribute its key messages in creative and innovative ways.

- **4 action steps assigned.**
- **Operational:**
  - Publish a list of new businesses each month.
- **In Progress:**
  - Develop branding to be used for economic development purposes as well as comprehensive marketing plan.
- **Not Started:** 2 assigned action steps.



# Sustainable Economy:

In order to support business retention and expansion, the City of Nixa shall:

**Action Plan #4:** Create a packet and electronic communications which explain the processes of starting and maintaining a business in Nixa.

- **4 action steps assigned.**
- **In Progress:**
  - Update the printed brochure and distribute it.
  - Develop page on website with same info and similar design as printed packet.
- **Not Started:** 2 assigned action steps.





# Sustainable Economy:

In order to support business retention and expansion, the City of Nixa shall:

**Action Plan #5:** Participate annually in tax-free weekend. **FULLY COMPLETED?**

- **1 action step assigned.**
- **Completed:**
  - Complete the necessary process to participate in tax-free weekend. (We did this right before the state made participation in the 2 tax-free weekends mandatory.)



# Sustainable Economy:

## Summary:

- **5** Action Plans
  - **2** Action Plans fully completed/operational.
  - **3** Action Plans have seen progress or staff are actively working on action steps to fulfill these goals.
  - **0** Action Plans with no progress.
- **11** Action Steps assigned to staff.
  - **4** in progress or budgeted for 2024.
  - **3** completed or operational.
  - **0** awaiting funding.
  - **4** not started.



# Discussion: Sustainable Economy

*10 Minutes to Discuss*

## **What to focus on now through end of 2025?**

- Are the completed action plans truly completed?
- What else should we try to accomplish?
- Which action plans/steps should council prioritize for funding/action?



## Fun & Unique Places:

We will cultivate vibrant, unique, and accessible spaces which attract and benefit residents, businesses, and visitors. We will seek to add local flavor to new and existing spaces where people will want to spend time. Public spaces will offer fun and healthy recreational opportunities for all.

- Strategic Priority #5



## Fun & Unique Places:

In order to beautify the Nixa community, the City of Nixa shall:

**Action Plan #1:** Improve public spaces by incorporating landscaping, fountains and art, and conduct routine maintenance.

- **3 action steps assigned.**
- **Completed:** Identify areas within existing parks ideal for hosting public art.
- **In Progress:** Identify prioritized list of locations on public property which need improvements.
- **Attempt Failed (Not Started):** Implement a dedicated funding source to support the city's beautification efforts. Voters rejected Nov. 2022 ballot issue which would have provided funding to support both Parks and Police needs. Proposed Sports Complex would have been self-supporting once operational with potential to free up revenue for more beautification efforts.



# Fun & Unique Places:

In order to beautify the Nixa community,  
the City of Nixa shall:

**Action Plan #2:** Invest in 5 art installation projects including sculptures, fountains, statues, and other art on public property.

- **4 action steps assigned.**
- **Completed:**
  - Coordinate with Nixa Arts Council on identifying and implementing projects.
  - Implement art program on electric boxes.
- **Operational:**
  - Sculptures placed at McCauley and Rotary Parks through Nixa Arts Council.
- **In Progress:** Identify locations on public property other than parks which would be ideal for art installations or projects.



## Fun & Unique Places:

In order to beautify the Nixa community,  
the City of Nixa shall:

**Action Plan #3:** Establish a citywide maintenance department to coordinate maintenance of all public structures, landscaping, and spaces to ensure functionality, operability, and fresh/clean appearance.

- **2 action steps assigned.**
- **In Progress:**
  - Develop a maintenance plan which will address all flower beds & landscaped areas in the parks to be maintained at least twice annually.
  - Implement a single maintenance matrix for all city facilities and public spaces.



## Fun & Unique Places:

In order to beautify the Nixa community, the City of Nixa shall:

**Action Plan #4:** Implement a process for members of the public to beautify public spaces.

- **3 action steps assigned.**
- **Operational:** Create policies setting requirements for community members to add art on public property. Each program has/needs its own policy.
- **In Progress:**
  - Create program for people to adopt public spaces for regular clean-ups.
  - Implement streetscape program.





## Fun & Unique Places:

In order to beautify the Nixa community, the City of Nixa shall:

**Action Plan #5:** Create and implement a consistent water tower painting plan.  
**FULLY COMPLETED?**

- **3 action steps assigned.**
- **Completed:**
  - Initiate a water tower painting program to develop a schedule for water tower cleaning/painting to ensure towers remain vibrant and presentable. Include plan for what to paint on each tower.
  - Paint exteriors of 4 water towers according to the water tower painting program plan.
- **Operational:** Incorporate CIP funding for accelerated water tower painting program within the 2022 water master plan and rate study.



## Fun & Unique Places:

In order to improve connectivity for pedestrians and bicyclists, the City of Nixa shall:

**Action Plan #6:** Create a digital and printed mapping system of all pedestrian-friendly pathways.

- **3 action steps assigned.**
- **Awaiting Funding:**
  - Identify path routes in and around the city (named and color coded) and add route markers with mile markers.
  - Create interactive digital map of trails & sidewalks with indicators for routes, mileage, terrain, and type.
- **Not Started:** 1 assigned action step.



## Fun & Unique Places:

In order to improve connectivity for pedestrians and bicyclists, the City of Nixa shall:

**Action Plan #7:** Prioritize funding to connect existing school and park properties to the regional trails identified in the Ozarks Transportation Organization's Regional Trails Plan.

- **5 action steps assigned.**
- **Completed:** Identify sidewalk sections needed for connection to regional trails.
- **Operational:** Create trail fund within parks budget for creation of trails.
- **In Progress:**
  - Identify the priority trails that would most benefit the city to be funded by the end of 2025.
  - Adding sidewalks on east side of Cheyenne.
  - Extend sidewalks down Truman Blvd to the dog park.



# Fun & Unique Places:

In order to expand and improve recreational spaces, the City of Nixa shall:

**Action Plan #8:** Develop new recreational spaces and renovate existing recreational spaces in accordance with the Parks Master Plan in order to meet the recreational demands of the community.

- **9 action steps assigned.**
- **Completed:**
  - Design the north parcel of the Eoff Family Century Farm Park to be a passive park which fulfills the recommendations identified in the Park Master Plan.
  - Old McCauley Park Playground replaced with new inclusive playground and surfacing with water mitigation.
  - Rotary Park Playground equipment to be replaced with new & improved equipment.
  - Propose an indoor recreational facility on the Nov. 2022 ballot. FAILED.
- **Awaiting Funding:**
  - Develop the north parcel of the Eoff Family Century Farm Park.
  - Draw up redesign plans for a renovation of Rotary Park according to the Parks Master Plan to address parking and field needs.



*Continues on next slide...*

## Fun & Unique Places:

In order to expand and improve recreational spaces, the City of Nixa shall:

**Action Plan #8:** Develop new recreational spaces and renovate existing recreational spaces in accordance with the Parks Master Plan in order to meet the recreational demands of the community.

- **9 action steps assigned.** (Continued from previous slide.)
- **In Progress:**
  - Walking paths at McCauley Park to be expanded.
  - Complete update of aquatics center. Pool renovations and improvements. (spurred by leak, but seeking to make most of the opportunity).
  - Splash pad installation.



## Fun & Unique Places:

In order to expand and improve recreational spaces, the City of Nixa shall:

**Action Plan #9:** Provide voters an opportunity to fund the addition of an indoor pool at The X Center.

- **1 action steps assigned.**
- **Not Started:** Awaiting funding to design concept to show public what an indoor aquatics facility for Nixa could look like.



## Fun & Unique Places:

In order to expand and improve recreational spaces, the City of Nixa shall:

**Action Plan #10:** Put forward at least one ballot issue which would provide voters an opportunity to fund expansion of the parks department facilities and/or operations.

**FULLY COMPLETED?**

- **1 action steps assigned.**
- **Completed:** Nov. 2022 ballot issue failed. Would have funded construction of Indoor Sports Complex, with excess tax revenues then going to Police but any excess facility revenue would have supported the Parks budget.



## Fun & Unique Places:

In order to expand the variety of recreational program opportunities, the City of Nixa shall:

**Action Plan #11:** Implement 5 additional recreational sports programs.

- **3 action steps assigned.**
- **Operational:** (2 of 5 new programs added.)
  - Pickleball program.
  - Adult co-ed volleyball.
- **In Progress:**
  - Explore and determine which sport programs have sufficient community demand and feasibility to be added to the programming schedule.





## Fun & Unique Places:

In order to expand the variety of recreational program opportunities, the City of Nixa shall:

**Action Plan #12:** Implement new community activities aimed towards adults.

- **3 action steps assigned.**
- **In Progress:** Explore and determine which adult programs have sufficient community demand and feasibility to be added to programming schedule.
- **Operational:**
  - Adult Co-Ed Volleyball added to programming schedule in 2022.
  - Pickleball added to programming schedule in 2021.



## Fun & Unique Places:

In order to expand the variety of recreational program opportunities, the City of Nixa shall:

**Action Plan #13:** Implement more community enrichment courses.

- **1 action steps assigned.**
- **In Progress:** Explore and determine which enrichment courses have sufficient community demand and feasibility to be added to programming schedule.



## Fun & Unique Places:

In order to expand the variety of recreational program opportunities, the City of Nixa shall:

**Action Plan #14:** Create and implement an online platform for existing and new community classes.

- **1 action steps assigned.**
- **Not Started:** Implement an online platform for offering virtual programming.



## Fun & Unique Places:

In order to expand the variety of recreational program opportunities, the City of Nixa shall:

**Action Plan #15:** Offer X Center membership plans which include pool access.

- **0 action steps assigned.**
- **Also of note:** Potential for revenue loss.



## Fun & Unique Places:

In order to revitalize neighborhoods and business districts, the City of Nixa shall:

**Action Plan #16:** Make investments each year towards downtown district for revitalization.

- 2 action steps assigned.
- **Awaiting Funding:**
  - Budget for Downtown Master Plan.
- **In Progress:** Hire a consultant to develop a Downtown Master Plan.



# Fun & Unique Places:

## Summary:

- **16** Action Plans
  - **2** Action Plans fully completed/operational.
  - **10** Action Plans have seen progress or staff are actively working on action steps to fulfill these goals.
  - **4** Action Plans with no progress.
- **44** Action Steps assigned to staff.
  - **16** in progress or budgeted for 2024.
  - **19** completed or operational.
  - **5** awaiting funding.
  - **4** not started.



# Discussion: Fun & Unique Places

*10 Minutes to Discuss*

## **What to focus on now through end of 2025?**

- Are the completed action plans truly completed?
- What else should we try to accomplish?
- Which action plans/steps should council prioritize for funding/action?



## Hometown Spirit:

We will engage, inform and partner with residents, non-profits, and businesses to foster a sense of unity and inclusion across our diverse and growing community to preserve a shared sense of small-town pride and interconnection. We will invite participation in events, programs, and experiences which bring us together to enhance our quality of life.

- Strategic Priority #6





# Hometown Spirit:

In order to make Nixa more welcoming to everyone, the City of Nixa shall:

**Action Plan #1:** Develop and implement a marketing strategy that actively attracts and embraces diversity.

- **3 action steps assigned.**
- **Operational:**
  - Ensure image sets on website include images which portray diverse-looking people.
  - Ensure image sets used in marketing & communications campaigns include some images which portray diverse-looking people to help increase representation in public-facing images and convey our acceptance of all people.
- **Not Started:** 1 assigned action step.



# Hometown Spirit:

In order to make Nixa more welcoming to everyone, the City of Nixa shall:

**Action Plan #2:** Implement at least 5 new diversity and inclusion initiatives.

- **6 action steps assigned.**
- **Completed:** Implement non-discrimination policy in personnel handbook to include sexual orientation and gender identity.
- **Operational:**
  - Research possible diversity & inclusion initiative programs by consulting with local and regional organizations.
  - Initiate annual LEAD multi-cultural event held in city park.
  - Have more trainings/mandatory meetings for city staff which promote diversity and inclusion.
- **In Progress:** All city facilities to be brought up to ADA compliance.
- **Not Started:** Follow through on Autism-Friendly City initiative with periodic staff trainings regarding Autism.



# Hometown Spirit:

In order to make Nixa more welcoming to everyone, the City of Nixa shall:

**Action Plan #3:** Promote and host a roundtable discussion series with a diverse cross-section of community members to build relationships and address their needs within the community.

## **FULLY COMPLETED?**

- **2 action steps assigned.**
- **Operational:**
  - Host a discussion event series to be facilitated by Assistant City Administrator. We call this “LEAD” for Listen, Encourage, Advocate, Demonstrate.
  - Present recommendations from the LEAD discussions to administration for consideration and implementation. This resulted in “Cocoa with the Community” events and the “Multi-Cultural Festival.”



# Hometown Spirit:

In order to make Nixa more welcoming to everyone, the City of Nixa shall:

**Action Plan #4:** Implement programs to welcome new Nixa Utilities customers – both residents and businesses. **FULLY COMPLETED?**

- **2 action steps assigned.**
- **Operational:**
  - Welcome to Nixa email campaign sent monthly to new residents and new utility customers.
  - Redesigned and updated publication “New Resident Guide”. Designed as folder where other city info can be inserted.



# Hometown Spirit:

In order to offer events and festivities which bring everyone together, the City of Nixa shall:

**Action Plan #5:** Incorporate multi-cultural and inclusive aspects to existing events.  
**FULLY COMPLETED?**

- **2 action steps assigned.**
- **Completed:**
  - Added multi-cultural event to movie in the park night.
- **Operational:**
  - Added Cocoa with the Community to Mayor's Tree Lighting Ceremony.



# Hometown Spirit:

In order to foster pride in our community,  
the City of Nixa shall:

**Action Plan #6:** By 2025, communications department should be creating community showcase videos on a monthly basis.

- **1 action step assigned.**
- **Not Started:** 1 assigned action step.



# Hometown Spirit:

In order to foster pride in our community, the City of Nixa shall:

**Action Plan #7:** Develop, implement, and market a unique and comprehensive community brand identity not associated with any particular organization. **FULLY COMPLETED?**

- **2 action steps assigned.**
- **Completed:**
  - Create a branding style guide for the Nixa community which anyone can use when referring to Nixa.
- **Operational:**
  - Unveil community branding on website and educate community partners on the brand style guide.



# Hometown Spirit:

In order to foster pride in our community, the City of Nixa shall:

**Action Plan #8:** Add consistent and conforming welcome signs on all major thoroughfares.

- **3 action steps assigned.**
- **Completed:** Identify high-traffic areas to place signs for maximized engagement impact.
- **Not Started:** Design welcome signs to strongly identify our community and its amenities.
- **Awaiting Funding:** Budget to have signs created and placed.





# Hometown Spirit:

## Summary:

- **8** Action Plans
  - **4** Action Plans fully completed/operational.
  - **3** Action Plans have seen progress or staff are actively working on action steps to fulfill these goals.
  - **1** Action Plan with no progress.
- **21** Action Steps assigned to staff.
  - **1** in progress or budgeted for 2024.
  - **15** completed or operational.
  - **1** awaiting funding.
  - **4** not started.



# Discussion: Hometown Spirit

*10 Minutes to Discuss*

## **What to focus on now through end of 2025?**

- Are the completed action plans truly completed?
- What else should we try to accomplish?
- Which action plans/steps should council prioritize for funding/action?



# Complete Progress Summary:

Across all six priority areas:

Roughly 60% of assigned action steps have been completed/operational.

- **60** Action Plans
  - **19** Action Plans fully completed/operational.
  - **34** Action Plans have seen progress or staff are actively working on action steps to fulfill these goals.
  - **7** Action Plans with no progress.
- **192** Action Steps assigned to staff.
  - **43** in progress or budgeted for 2024.
  - **116** completed or operational.
  - **11** awaiting funding.
  - **24** not started.



## More Discussion:

*Discuss until we are out of time...*

### **Do we need to go back for more discussion on any of the strategic priorities?**

- If we complete another 20% in 2024 and 20% in 2025, that puts us at 100% completion! We are certainly on pace!
- Do we want to complete 100% of this plan?
- What would it take?



**Thank you!**



