

# *City of Maryville*



## ***A Strategic Goal Setting Initiative***

July 15-16, 2014

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# Maryville Goals Setting Initiative

## July 2014

### Overview

The Mayor and City Council held a strategic goal setting work session during the evenings of Tuesday and Wednesday, July 15 & 16, 2014, to identify, review and prioritize important issues facing the community, both now and in the future. The resulting goals and priorities were divided into two categories:

- a) **Short-term goals and priorities:** The City Council and staff will focus on starting or implementing these during the next two years, including a focus on reflecting these priorities in the annual budget preparation process;
- b) **Long-term goals and priorities:** These initiatives reflect a sustained, strategic, and long-term review of proposed priorities and actions that will benefit the community as a whole.

There was consensus by the Mayor and City Council to update these goals as factors change and projects and initiatives are completed or modified. The City Council believes that identifying goals, assigning priorities and developing an action plan to implement and address these initiatives will serve as a catalyst to spur high quality and appropriate development, enhance economic and financial sustainability, and provide the resources necessary to ensure a safe and secure City. Most importantly, the Governing Body and the City's Management Team desire to maintain and continue to improve the "quality of life" for all citizens by striving to provide the highest quality of municipal services possible.

Upon review and adoption by the City Council, it is recommended that City Council direct the City Manager to work with staff to map out a more detailed implementation plan and action steps necessary to achieve success on each goal. Successful completion of strategic planning and goal setting initiatives requires an ongoing focus and scorecard to track and report progress made. It is important for the City Council to work with the City Manager to develop a scorecard mechanism for receiving updates on a continual basis. This set of strategic goals will provide direction for the staff to pursue implementation of the agreed upon priorities. It is important to remember that the work plan can be adjusted as new issues arise and it is determined that the issue merits priority status.

## **Outline of Strategic Issue(s) Implementation Plan**

### **Goal (Brief Description)**

- Strategic Issue Defined Action(s)
  - Action Step(s) to Achieve Desired Result or Address Issue
    - Group / Person Assigned to Lead / Coordinate
    - Dates: Start / End

# Maryville Short-term Strategic Goals

*(Short-term = Next 24 Months)*

## Develop a Formal Capital Improvements Program (CIP)

**Strategy:** Conduct a comprehensive assessment of all public infrastructure and major equipment needs (streets, sidewalks, storm water, sanitary sewer, water, trails, parks, buildings and facilities, & large equipment), prioritize, prepare cost estimates, assess sequencing and funding availability, and present to City Council a projected five (5) year capital investment schedule, updated annually prior to the City's budget adoption process.

**Action Steps:**

- a. Develop standardized project assessment / description process; funding assumptions;
- b. Departments assess capital needs / estimate project costs
- c. Departments submit project request summaries
- d. Finance Department reviews funding options and availability
- e. Assemble and prioritize project requests into CIP spreadsheet with reference materials
- f. Submit identified needs to Council; pursue projects based on priority / funding availability

- **Lead Group/Person:** City Mgr./Asst. City Mgr./Public Works  
➤ **Time Required / Status:** Ongoing: begin immediately; Submit to Council May 2015

## Establish & Fund Annual Overlay / Street Maintenance Program

**Strategy:** Establish annual funding policy as part of budget process; assess and prioritize street priorities and needs, estimate costs, and determine level of funding on an annual basis

**Action Steps:**

- a. Public Works to assess conditions of streets and prioritize need for improvement according to deterioration, safety, traffic counts, and other considerations
- b. Brief council on rating process and consider size of work based on available funding in FY 2015 Budget
- c. Consider adopting budgeting policy of annual street maintenance and overlay set-aside

- **Lead Group / Person:** Public Works Director, City Mgr., City Council  
➤ **Time Required / Status:** Ongoing: begin process immediately; Submit to Council an initial request for FY 2015 budget

## Develop Employee Betterment Initiatives

**Strategy:** Review and analyze possible City employee benefit improvements, compensation, and other benefits, including but not limited to insurance and professional training

**Action Steps:**

- a. Prepare and review studies and summaries to better understand compensation and salary options, market competitiveness, and the fiscal impact of various options
- b. Consider initial information and develop an annual process for benchmarking and comparing benefits on an annual basis, prior to annual budget adoption by Council
- c. Develop long-term benefits and employee benefits strategy

- **Lead Group / Person:** City Manager; HR Manager, Department Directors  
➤ **Time Required / Status:** Ongoing: begin process immediately; Submit to Council in consideration of FY15 & FY16 Budgets

## Expand Community's Tax Base by Pursuing Strategic Economic Development and Private Investment

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**Strategy:** Develop a comprehensive economic development program to retain current and recruit new businesses in close consultation with Nodaway County Economic Development (NCED) and the Maryville Industrial Development Corporation (MIDC)

**Action Steps:**

- a. Schedule work session to better define an action plan to achieve desired outcomes
- b. Establish outline of issues to address:
  - Identify key partners to collaborate in developing and defining a plan (*economic development agencies; advocates, Maryville R-II School District, NWMSU*), etc.;
  - Establish steps to take advantage of existing "Energizer" facility;
  - Define / market incentives to attract most desirable businesses and investors (e.g., *desirable criteria such as higher paying jobs; significant real and personal property investment; types of companies utilizing a knowledge based workforce produced by (NWMSU - in areas of science, technology, life sciences, agriculture, energy, etc.)*)
- c. City Manager will prepare - in close consultation with NCED Director - a preliminary background report on various options to consider and timeline for commencement
- d. Work with Chamber and NCED to identify possible funding mechanisms (i.e., State authorized bed tax) that could lead to increased tourism and economic investment.

- **Lead Group / Person:** City Council and City Mgr.  
➤ **Time Required / Status:** Schedule work session in next 120 days; Implement next 24 mos. (*Consider placing Bed Tax on November 2015 ballot*)

## Establish Mozingo Lake Recreation Park as "Efficient and Valued" Destination by Utilizing the Master Plan

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**Strategy:** Begin taking steps to better educate the public and Mozingo Lake amenity patrons about the Lake's importance to the region, and the need to take advantage of a unique set of community assets.

**Action Steps:**

- a. Prepare a strategic marketing and public education plan for Mozingo Lake amenities

- b. Work with Mozingo Lake Advisory Board, NCED, Chamber, all City Departments, and MO Dept. of Conservation to obtain input and ideas to better market amenities
- c. Educate all users and the general public about the recommendations contained in the Mozingo Lake Master Plan
- d. Tabulate the innovative services and efficiencies achieved in maintaining Mozingo's current facilities and infrastructure and highlight for the community
- e. Pursue projects identified in the Master Plan based on priority/funding availability

- **Lead Group/Person:** Assistant City Mgr.
- **Time Required / Status:** Ongoing; Begin process immediately / 24 months

## Implement South Main Traffic Corridor Recommendations Identify Improvements, Funding, & Phasing Options

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**Strategy:** Begin implementing recommendations contained in South Main Traffic Corridor Study

**Action Steps:**

- a. Begin prioritizing and phasing in part of the overall project based on funding availability
- b. Coordinate with electric and gas utilities to be sure all curb cuts and ROW work is pursued in a way that is in compliance with the new plans
- c. Begin pursuing funding for parts of the project, from all sources (*local, state, federal*)

- **Lead Group/Person:** City Mgr./Public Works / South Main Committee
- **Time Required / Status:** Begin immediately / Consider options for FY15 & FY16 Budgets based on funding availability

## Evaluate Solid Waste Management Options

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**Strategy:** Begin public dialogue regarding options to eliminate projected deficit at Transfer Station

**Action Steps:**

- a. Schedule a discussion of this issue at a work session in October 2014 - inviting waste haulers, citizens, businesses, and MDNR regarding the City's intent to review options related to eliminating a projected Transfer Station budget deficit
- b. Prepare timeline and consider sending a 2-year letter of notice to the State of Missouri, as required by law, if even only considering a change in waste hauling operations.
- c. Take preliminary steps to change operations or funding sources to eliminate budget deficit.

- **Lead Group/Person:** City Mgr. and City Council
- **Time Required / Status:** Begin Immediately / Send letter of notice / 24 months required

# Maryville Long-term Strategic Goals

(Long-term = July 2016 and Beyond)

## Continue Infrastructure Improvements

**Strategy:** Identify funding to complete formal Capital Improvement Program (CIP) priorities

**Action Steps:** Continue implementing CIP on annual basis seeking grants/other funding

- **Lead Group/Person:** Public Works/Finance/City Mgr.
- **Time Required / Status:** Ongoing

## South Main Street Improvements

**Strategy:** Identify / develop strategies to complete priorities called for in various City plans

**Action Steps:** Incorporate new strategies into updated plans and identify ways to encourage and incentivize development

- **Lead Group/Person:** Public Works/City Mgr.
- **Time Required / Status:** Ongoing

## Mozingo Lake Recreation Park Development

**Strategy:** Complete construction of new lodge and conference center; operate park using a self-sustaining, business operations model

**Action Steps:**

- a. Create a business plan for operating the new lodge and conference center with developer
- b. Continue implementing priorities and features identified in the Mozingo Master Plan

- **Lead Group/Person:** Asst. City Mgr./Mozingo Lake Recreation Park Department
- **Time Required / Status:** Ongoing

## Continue Focus on Economic Development

**Strategy:** Continue implementation of *Downtown Strategic Plan* & create quality jobs and development throughout the community

**Action Steps:** Continue implementing short-term economic development strategies

- **Lead Group / Person:** City Mgr./City Council
- **Time Required / Status:** Ongoing

## Identify and Establish CIP and Mozingo Sales Tax Renewal Strategies

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**Strategy:** Continue to implement recommendations initiated in FY15 & FY 16 Budgets

**Action Steps:** Identify timeframe for placing sales tax renewals on ballot and thoroughly educate public

- **Lead Group/Person:** City Mgr./Asst. City Mgr. / City Council
- **Time Required / Status** Ongoing