

City of Sarcoxie

Action Plans 2018-2019

Approved by the Sarcoxie City Board of Aldermen on June 5, 2018

Every even numbered year, elected officials work with city departments, volunteer committees and the public to create action plans that pursue the goals of the 2008 Comprehensive Plan. These plans generally involve projects that can be substantially completed within a two-year cycle. For this cycle, changes have been made based on knowledge gained over the past ten years:

1. Making it a priority to get more people involved – especially the next generations of leaders.
 - a. Core Team. Established in 2017, this select group of super active volunteers work directly with the Mayor to assist with long term planning, supporting volunteer committees and generally helping to get things done. The Core Team prides itself on thinking big and not being restricted by doing things the way everyone else does. They also oversee Downtown Revitalization and Housing Improvement efforts until these initiatives have enough participation to become standalone organizations.
 - b. Youth Advisory Committee. Also established in 2017, the “YACs” are made up of 8th and 12th grade students who work on a broad range of projects and have already identified specific projects from this plan to assist with.
2. Condensed the primary goals of the original comprehensive plan to the singular goal of being:

The Best Hometown Possible

3. All city departments, volunteer committees and boards have established internal action plans that directly or indirectly pursue being the best hometown possible. Participation and achievement of plans can impact budgets, promotions, performance evaluations as well as selection and retention in volunteer committees. These internal actions are categorized by function:

General Government Ops	Streets & Sidewalks	Historic Preservation
Information Technology	Water System	Park Board
Community Outreach	Sewer System	Economic Development (SEED Board)
Police Department	Stormwater System	Downtown (Core Team)
Emergency Management	Solid Waste Collection	Housing (Core Team)
Fire Department	Library	

4. From the internal action plans, 14 have been identified as particularly impactful. Accomplishing these specific actions will be dependent on multi-functional efforts and community support.

Detailed below are the proposed action plans for 2018 – 2019. This includes the 14 major items and the individual departments action plans.

Major Actions Plans (The Big 14)

Attract one new business into Sarcoxie within 12 months

SCOPE: Exercise the roles and tools of the SEED Board to secure a business in the City. It should be perceived as supplying a needed product or service. It will include identifying a potential location and incentives.

PRIMARY ORGANIZATIONS: SEED Board & Core Team

Improve Housing & Nuisance Enforcement

SCOPE: Simplify and standardize the processes involved with enforcing several programs to improve vacant and/or dangerous buildings as well as conditions that adversely impact the quality of neighborhoods and housing values. These programs include the enforcement of weeds, nuisances, dangerous and/or vacant buildings.

PRIMARY ORGANIZATIONS: Police Department & General Administration

Replace the show barn

SCOPE: The current show barn is in an undesirable location, dilapidated and has design flaws that limit its utility. This project involves building a new facility that will complement the downtown area and facilitate a significant increase in usage throughout the year. This project will be conditional on securing grants or external funding.

PRIMARY ORGANIZATIONS: Park Board & Core Team

Improve the Park on the Square

SCOPE: The intention of the project is to improve operational efficiencies of the downtown park and improve the esthetics of the area to compliment other downtown improvement efforts underway. This is a collection of several projects primarily involves the interior portions of the square. Significant elements include a watering system, improved electrical system, renovation of the gazebo, light pole banners, replace existing sign with a new digital sign, custom downtown gateway signage and smaller components as identified.

PRIMARY ORGANIZATIONS: Park Board & Core Team

Western Portion of the Water System 10" Loop

SCOPE: This major project involves installing a major portion of the 10" loop. This water supply will run along 37 Highway from the Newton County line and travel roughly 1.5 miles to the north of High Street. This supply will create annexation opportunities and improve supply to the north and west sides of the city. It will also set the framework for additional expansion and the continuation of the loop. This project will be heavily impacted by the city's ability to secure grants, prospective voluntary annexations and potential private development ventures.

PRIMARY ORGANIZATIONS: Public Works, SEED Board & Core Team

Establish policies and rules for parking on the square.

SCOPE: This project involves establishing laws for parking on the square to assist with growing parking congestion issues.

PRIMARY ORGANIZATIONS: Core Team

Renovate the Historic Jail

SCOPE: This project involves the restoration of the historic city jail on the square. This includes staging a scene within the jail for public display which includes mannequins with period themed costumes, low voltage lighting and an informational kiosk.

PRIMARY ORGANIZATIONS: YACS & Core Team

Carnival Grounds Upgrades

SCOPE: This project is intended to increase the utility of the city owned property west of the square. By increasing the available area and making improvements, this property will be better able to accommodate the carnival during Chief Sarcoux Days as well as be available for other events and purposes. This includes permanently sealing well #1.

PRIMARY ORGANIZATIONS: Public Works

Stebbins Park Improvements

SCOPE: This project involves continuing the work to complete the Stebbins Park Improvement Plan that was created in 2017. Completion of this plan will essentially result in a completely renovated park that will be safe and refreshed from its baseline status in 2015. This project relies on a \$20,000 grant that was awarded, but not disbursed, from the Stebbins Memorial Trust in 2017.

PRIMARY ORGANIZATIONS: Park Board & Public Works

Traffic Calming

SCOPE: Experiment with physical traffic calming devices in areas prone to frequent complaints of speeding and reckless driving. physical traffic calming device on 1st St. south of Joplin St. to slow traffic. If successful, initiate a similar system at Joplin St. to eliminate the controversial stop signs at 18th St.

PRIMARY ORGANIZATIONS: Public Works & Police Department

Downtown Improvements

SCOPE: Develop a utilization rating of all properties on the square as well as an improvement plan. This includes ownership changes, public / private use, front façade improvements and grants. Include the Fire Department front façade.

PRIMARY ORGANIZATIONS: Core Team

Community Building Improvement Plan

SCOPE: The Gene Taylor Community Building was built in the 1970s. Although significant renovations and maintenance have been completed in recent years, there are still several opportunities for improvement that will increase the benefit and utility of the facility for the public. Some items have already been approved as priority items and are underway.

PRIMARY ORGANIZATIONS: Park Board & Public Works

ISO Fire Safety Improvement Plan

SCOPE: The process of improving the ISO rating of the city make the city a safer hometown and result in reduced insurance premiums for residents and business owners.

PRIMARY ORGANIZATIONS: Fire Department

Stormwater Improvement Plan

SCOPE: The creation of a stormwater improvement plan will be the start of a structured long term approach to solve the long term problems with stormwater retention in several areas of the city. These problems have led to localized flooding and an extra burden on the sewer system and have to be addressed at the macro level before haphazardly addressing it in individual neighborhoods.

PRIMARY ORGANIZATIONS: Public Works

Department Action Plans

The following details objectives of the individual departments and committees overseen by the City of Sarcoxie. These plans were developed earlier in 2018. Several have already been started and some have been completed.

General Government Operations

General government operations provide oversight and support for all departments and committees. General Ops work to optimize processes and procedures and ensure the government operates as efficiently as possible.

Proposed Action Plans

1. Update the personnel manual
2. Prepare job descriptions & classifications for all paid positions in city government
3. Complete the update to the peddler's license chapter of the city code
4. Update the liquor license chapter of the city code
5. Update the purchasing chapter of the city code
6. Recodify all elements of the city code then migrate all to "Municode"
7. Explore the feasibility of prepaid W&S accounts
8. Update the DUNS & SAM registration(s) of the city
9. Develop a monthly auditing checklist
10. Document accounting policies & procedures

Information Technology (IT)

The IT Administrator is tasked with creating and maintaining a robust information system for government operations, ensuring software licensing compliance and electronic records are properly retained.

1. **Establish and maintain a hardware / software inventory including designated work stations, users and software licensing needs. COMPLETED**
2. Maintain a formal policies and procedures manual that is approved by elected officials and annually reviewed. This includes a network map and recovery procedures.
3. Upgrade public technology resources.
4. Conduct 2 public outreach programs each year on tech related topics.

Community Outreach

One of the big challenges faced by the City is getting information to and from the public. In addition to the Core Team working on these challenges, the City has a part time employee dedicated to community outreach.

Proposed Action Plans:

1. Website (www.sarcoxie.com): The goal of the website is two-fold: To be the premier source of local information for our community and to be a window into our community for the rest of the world to see.
2. Sarcoxie Text Service: A free text service intended to quickly get important messages to the community.
3. Social Media: The City has established several social media accounts to get and receive information.

Police Department

Today's police department is young with 3 full time and 5 reserve officers. In addition to traditional law enforcement roles, the department is tasked with enforcing nuisance laws and providing emergency medical response in conjunction with the fire department to ensure that all medical calls in the city are responded to.

The long term goal is to have a competent and competitively paid department that provides 24/7 protection. The minimum staffing level needed to achieve this is 5 full time officers.

Proposed Action Plans

1. Create a monthly chart to monitor calls by type & volume.
2. Create a monthly chart to track charges filed versus prosecuted and penalties imposed.
3. **Chart tracking nuisance compliance activities. INCLUDED IN BIG 14**
4. Perform or be a primary contributor to 1 major public education activity each calendar year (i.e. bike safety program).
5. Release 4 public information bulletins per year (i.e. press release, social media, website) relevant to current issues or trends.
6. Work with the Fire Department to establish a consolidated emergency medical response program including protocols, equipment, supplies and training.
7. Establish alternative means of crime detection.
8. Review speed limits throughout the city.
9. Update the traffic offenses chapter of the city code.
10. Update the criminal offenses chapter of the city code.
11. Work with a new NFP to address the problem of feral cats.

Emergency Management

Emergency Management replaces the former Civil Defense office and is tasked with coordinating disaster planning for all city departments. To date, the City has been less than successful at fully standing up an emergency management department which has led to elected officials, police and fire having to cover these responsibilities.

Proposed Action Plans

1. Designate an emergency management director.
2. Complete the City's emergency operations plan.
3. Secure grant funding for a 4th storm siren at exit 29.
4. Identify a local person interested in operating a weather station to contribute to the NWS.
5. Expand the current Sentinel pool to be ready to assist during major events or disasters. This includes recruiting, training, and equipping.

Fire Department

The Sarcoxie Fire Department is an all-volunteer department. It is in its third year of operation after separating from the rural fire department in 2015. In 2016, it underwent a voluntary ISO audit that improved the city's ISO rating from a 7 to a 6. This change demonstrates improved fire protection and results in reduced property insurance premiums for the community. The department is tasked with fire and rescue services and emergency medical responses.

Proposed Action Plans

1. **Identify the major milestones to improve to an ISO rating of 5 – a long term goal of the department. INCLUDED IN BIG 14**
2. Create a report system documenting missed calls by type, time and cause. The goal is to respond to 98% of all calls.
3. Create a monthly chart that breaks down calls by type & volume.
4. Perform or be a primary contributor to 1 major public education activity each calendar year (i.e. DWI event at the school).
5. Work with the Police Department to establish a consolidated emergency medical response program including protocols, equipment, supplies and training.
6. Continue the biannual fire hydrant testing (even number years). Use hydrant test data to update hydrology map to identify opportunities for improvements to the water system.
7. Interior renovation of the fire station.
8. **Front façade renovation of the fire station. INCLUDED IN BIG 14**
9. Train Public Works to provide structure fire assistance during normal working hours.
10. Determine the feasibility of acquiring the empty lot behind the fire station for a residency program.
11. Annex I-44 from exit 26 to exit 29.
12. Implement a Junior Firefighter Program.

Streets & Sidewalks

The City has several miles of paved streets and sidewalks. Historically, the City has typically added asphalt over existing streets and generally ignored existing sidewalks. The City recently completed cracking sealing of all qualifying streets. After the rest of the existing streets are protected, the long term goal is to focus resources on repairing and upgrading the worst streets in our inventory with the priority being the collector streets. For sidewalks, after replacing the sidewalks on the square we will focus on sidewalks and curbing on collector streets.

The City has five primary collector streets including Center, Joplin, 5th, 11th and 17th as well as state maintained 37 Hwy (14th) and Business Loop 44 (High). These are the high priority streets for improvement.

Proposed Action Plans

1. For streets that are not good candidates for crack sealing, pursue a chip and seal cover.
2. Complete the GIS mapping and valuation of the street system.
3. Apply for TAP Grant funding to assist with sidewalk projects.
 - a. Complete the sidewalks on the square.
 - b. Renovate the sidewalks on Center Street from 7th to 14th Street.
4. **Trial a physical traffic calming device on 1st St. south of Joplin St. to slow traffic. If successful, initiate a similar system at Joplin St. to eliminate the controversial stop signs at 18th St. INCLUDED IN BIG 14**

Water System

The city operates two wells and two towers to provide water supply. The Water System has 2 long term goals. The first is to achieve 85% accountability of gallons pumped. The second is to complete the 20-year water plan (2031) adopted by the city council. It includes installing a 10-inch loop around the city and upgrading all other distribution lines to 6 inches minimum.

Proposed Action Plans

1. **Complete the western portion of the 10" loop to improve flow to the west and north sides. INCLUDED IN BIG 14**
2. Complete the GIS mapping and evaluation of the water system.
3. **Complete closure of Well #1 to increase the use of the property and protect our water supply. INCLUDED IN BIG 14**

Sewer System

The City operates a 150,000 GPD 3-cell lagoon system for wastewater treatment. The sewer distribution system is primarily clay tile and is constantly at risk of inflow & infiltration of ground water into the system.

The long term goal is to pursue DNR's 10 year (2026) order to upgrade the waste treatment system to reduce ammonia discharges. A secondary long term goal is to investigate and determine cost effective means of repairing or replacing the city's current clay tile sewer mains.

Proposed Action Plans

1. Complete the GIS mapping and evaluation of the sewer system.
2. Identify the major milestones to complete the DNR 10-year plan.
3. Continue inflow & infiltration abatement efforts through smoke testing, replacement and upgrade of the distribution system per DNR guidance.

Stormwater System

The city almost exclusively relies on ditches and culverts to move stormwater out of the city. Little has been done to the city's stormwater system over the past 20 years. This lack of action has contributed to localized flooding and an extra burden on the sewer system. This problem has to be addressed at the macro level before haphazardly addressing it in individual neighborhoods.

Proposed Action Plans

1. **Complete the topography mapping of the stormwater system then work with engineers, public works, property owners to implement improvements that do more than just push stormwater problems to other neighborhoods. INCLUDED IN BIG 14**

Solid Waste

The City provides outlets for most solid waste disposal needs including residential trash, large item or heavy volume dumpsters, recycle center for plastics and cardboard, leaves and lawn debris, and prescription drugs.

Proposed Action Plans

1. Complete one e-waste collection per year.
2. Secure and monitor the public dumpster and recycling center to protect against abuse.
3. Establish a public needle and sharps disposal system.

Library

The public library has a collection of over 20,000 items available to the public as well as 8 public access computers and free Wi-Fi for patrons. It also provides services such as book clubs, summer reading programs, and special programs for pre-school aged children and seniors. The library has explored additional public services roles such as workforce development training, public training seminars and other services that have not really grown in a manner we would like to see.

The mission of the Sarcoxie Public Library is to be the foremost informational, educational, and recreational resource for members of our community and to promote and provide access to technologies including the internet and electronic media. The library recognizes that these technologies compliment traditional library resources and that access to these technologies are growing in importance and priority to the community to a point that the demand for this access is at least as great as that of conventional services.

Proposed Action Plans

1. Develop a new library improvement plan approved by elected officials and public works.
2. **Complete the front façade renovation. INCLUDED IN BIG 14**
3. Make significant inroads on completing the library improvement plan.
4. Hold 2 public training events each year.

Historic Preservation Committee

Being “the oldest town in Jasper County” means little if we don’t protect, preserve and share our history. Members of this committee specialize in the historic research of the city and surrounding area. Founding members were able to get the downtown area listed on the federal historic register.

Proposed Action Plans

1. Historic Kiosks on the square. Placing signage at historically contributing structures and locations in the city with information and QR codes to go to the history page on our website or an oral narrative.
2. **Historic Jail Museum. Includes restoration of the city jail including mannequins with period themed costumes and an informational kiosk. INCLUDED IN BIG 14**
3. Improve the Veteran’s Memorial.
4. Collector’s project to preserve and improve accessibility of the city’s historic documents

Park System

The City's Park System is directly overseen by a Park Advisory Board. The board also assists with community events such as "Trunk or Treat" and "Christmas on the Square" as well as oversees the operation of the pool. In 2015, the Park Board created a Stebbins Park Improvement Plan which involved removing obsolete equipment, renovating existing assets, and adding additional assets to the park. To date they have made substantial improvements to the park.

Proposed Action Plans

1. **Continue working on tasks outlined in the Stebbins Park Improvement Plan. INCLUDED IN BIG 14**
2. **Develop and implement a Community Building Improvement Plan. INCLUDED IN BIG 14**
3. **Install a watering system for the park on the square. COMPLETED**
4. **Redo the electrical system on the square by burying the lines, moving the service on the gazebo and replacing all outlets on the gazebo and light poles. INCLUDED IN BIG 14**
5. **Replace the existing sign on the NE side of the square with a digital sign. INCLUDED IN BIG 14**
6. **Complete the Carnival Grounds upgrade (lights & fencing) for use by carnivals and other events. INCLUDED IN BIG 14**
7. **Replace the show barn by acquiring underutilized blighted property, tearing down the current show barn, and building a new show barn with improved parking. INCLUDED IN BIG 14**
8. Complete the ORLT soft park including a dam for the pond and renovation of the bridge.
9. Pursue eco-tourism. Includes physical improvements & event additions from MSU.
10. **Complete cosmetic repairs to the gazebo and repaint it. INCLUDED IN BIG 14**
11. Build a new building for park supplies (i.e. Christmas decorations, pool equipment).

Economic Development (SEED Board)

The SEED Board (Sarcoxie Economic & Entrepreneurial Development) is the City's primary organization responsible for promoting economic development. It includes representatives of the city, chamber, Sarcoxie Community Foundation, and the school district.

Proposed Action Plans

1. Develop and publish relevant key indicators for economic development in Sarcoxie.
2. Develop a catalog of important business resources for current and prospective businesses.
3. Hold 3 community events per year.
4. Identify 1 pro-business policy to advocate and push for implementation at the local government level.
5. **Attract one new business into Sarcoxie before the end of 2018. This should be a perceived critical business that is missing and include identifying a location and potential incentives. INCLUDED IN BIG 14**
6. Offer 12 months of Business of the Month with an emphasis on citizen recommended businesses.
7. Pursue development of a 12-acre lot at exit 29.
8. Pursue development of the former Ozark Souvenirs property at exit 26
9. Complete the 353 Tax Abatement program.

Downtown Revitalization (Core Team)

The city square is the cultural heart of our City. This federally recognized historic district may never again be the economic center of Sarcoxie, but that does not make it less important to the City. City government can have a big impact on the life of the square and should take a balanced approach in spending tax dollars in this area of the city. By maintaining and making cost conscious improvements to city owned buildings and property we can help insure the square does not die but steadily rises out of dilapidation. With this spending mindset, the city will continue to promote steady gains in the downtown area.

Proposed Action Plans

1. **Pursue policies and rules for parking on the square. INCLUDED IN BIG 14**
2. Continue to push SEMA to complete a detailed flood study of Center Creek.
3. **Install decorative and informative banners for the light poles on the square and downtown area. INCLUDED IN BIG 14**
4. **Pursue a private / public partnership for a pop-up restaurant as a major draw to the downtown area. INCLUDED IN BIG 14**
5. **Create custom signage as entryways to the downtown area at 5th and High and 14th and Center. INCLUDED IN BIG 14**
6. **Develop an improvement plan for participating properties on the square. This can include ownership changes, public / private use, façade improvements and grants. INCLUDED IN BIG 14**

Housing Improvement (Core Team)

Efforts are underway on a number of fronts to improve housing and the general appearance of the city as well as encourage population growth. We take a carrot and stick approach to addressing nuisances and the worst houses in the city's inventory. We also try to improve city owned properties to lead by example (i.e. turning the unusable and ugly ditch between 7th and the railroad tracks into an easy to maintain green area / overflow parking).

The long term goal is to increase the population 2,000 by 2020 through internal growth and annexation.

Proposed Action Plans

1. Continue emphasis on city clean up (railroad tracks, Swifty Creek, curbs, etc.)
2. Conduct a survey to determine public interest in "planning and zoning".
3. Fund and support the "I heart Sarcoxie" program.
4. **Focus on vacant buildings including proof of insurance on vacant houses enforcement, the registration of vacant and dangerous buildings and tax sale acquisitions. INCLUDED IN BIG 14**
5. **Pursue condemning and demolishing at least 2 unsafe and/or abandoned properties each year. INCLUDED IN BIG 14**
6. **Continue police department's nuisance enforcement activities. INCLUDED IN BIG 14**
7. **Complete the voluntary annexation of Autumn Acres Mobile Home Park. COMPLETED**
8. Continue the policy of annexation versus out of town fees for new utility services outside of city limits.
9. Pursue new housing development