

**CITY OF SILOAM SPRINGS
BOARD OF DIRECTORS
2015-2016 GOALS**

Adopted: July 21, 2015
Updated: March 31, 2016

Economic Development / Downtown Redevelopment

Goal Statement

A. Develop strategies for recruiting and encouraging new economic activity that increases tax revenue and the number of jobs in the community, and for retaining existing businesses.

Objectives

A.1 Consult with retail/commercial site selector specialists for marketing City to industry.

Analysis: Meet with retail and commercial development consultants to review programs and packages offered. Determine best program/package for City needs.

Timeline: 4th quarter 2015

Measurement: Propose contract to Board of Directors

Progress: Staff published RFQ in late September. Three responses were received. Staff reviewed the qualifications and ranked Retail Attractors, Inc. as the most qualified firm. The 2016 budget included \$57,378 for Economic Development/Marketing. Staff discussed contract with Board on December 15, 2015 and entered into a 2016 contract for \$48,000.

Assigned to: Phillip Patterson, City Administrator

A.2 Encourage new businesses to locate in Siloam Springs and encourage the expansion of existing businesses.

Analysis: Solicit businesses and industries to locate in Siloam Springs. Staff will assist, organize and propose potential incentives to new and existing businesses that increase tax revenues and increase the number of jobs. Bi-weekly meetings will be held with key staff, including the Chamber of Commerce and Main Street Siloam Springs, to monitor and coordinate these activities.

Timeline: Ongoing

Measurement: Increased tax revenues and jobs

Progress: Approximately 37 new businesses opened in 2015, including Panda Express, the Creekside Tap Room, Potter's House Thrift Store, Utility Tri-State, Savvy Salon, and A-Z Overhead Door. These new businesses totaled over 100 new jobs. A number of existing businesses expanded their operations (Founding Fathers Ammo) and some built new buildings (Lighting Bolt Signs & Advertising, and Stoneridge Recording).

New businesses opening during the 1st quarter of 2016 include Siloam Springs Reginal Hospital's medical office complex, Rib Crib, Bank of the Ozarks and Factory Furniture Outlet. New businesses currently under construction include the new plant for Simmons Food, Holiday Inn Express and the JBU nursing building. Burger King has received all city approvals but has not yet broken ground. City staff, along with the staff of the Chamber and Main Street continue efforts to recruit new businesses.

Assigned to: Phillip Patterson, City Administrator

B. Support the Downtown Master Plan.

Objectives

B.1 Research permanent funding source and opportunities for public/private grants for improvements.

Analysis: Staff will investigate options for a permanent funding, which may include the creation of an Urban Renewal Authority, and/or a Redevelopment District. In addition, staff will research opportunities for public/private grants and partnerships.

Timeline: 2nd quarter 2016 for funding options. Opportunities for public/private grants and partnerships is ongoing.

Measurement: Workshop with Board regarding funding options.

Progress:

Assigned to: Phillip Patterson, City Administrator; Don Clark, Community Services Director; Christina Petriches, Finance Director

Planning/Zoning/Building/Code Enforcement

Goal Statement

C. Implement ongoing and new program initiatives.

Objectives

C.1 Develop sidewalk and trail connectivity master plan.

Analysis: Staff will compile information related to existing sidewalks/trails, identify needed connectivity, develop prioritization matrix for ranking needed connections, and develop plan for implementation of connectivity needs.

Timeline: ~~1st quarter 2016~~ 2nd quarter 2016

Measurement: Plan submitted to Board for approval.

Progress: Staff is in the process of completing a draft plan. This plan will integrate parts of the NWA Regional Bicycle and Pedestrian Master Plan, which was previously approved by the Board. Staff plans to submit the draft the City Administrator in the 2nd quarter of 2016 and will schedule a workshop with the Board to review the plan once the Administrator has had time to review and comment.

Assigned to: Don Clark, Community Services Director

C.2 Create one-stop shop for planning/engineering/permits/code enforcement information.

Analysis: Staff will review opportunities for a one-stop shop, including City's organizational chart and locational needs, and will develop implementation plan.

Timeline: 4th quarter 2015 for plan; 2nd quarter 2016 for implementation.

Measurement: Plan submitted to Board for approval.

Progress: City departments/divisions were reorganized for 2016 so that the referenced divisions were all in the same department. The 2016 budget includes monies to remodel the old PD building to accommodate the one-stop shop.

A workshop was held with the Board on March 15, 2016 to review the proposed plan and estimated cost of the remodel. Staff is currently working to obtain the services of a Construction Manager at Risk and obtain formal bids.

Assigned to: Phillip Patterson, City Administrator; Don Clark, Community Services Director

Finance

Goal Statement

D. Develop long-term fiscal plan and capital improvements strategies.

Objectives

D.1 Renew 3/8¢ utility capital improvements sales tax.

Analysis: Tax is due to expire in June 2016. Consider other options for use of tax (i.e., general capital improvements rather than restriction to only utility capital improvements, general fund with no limitations, parks & recreation, etc.).

Timeline: 3rd quarter 2015.

Measurement: Present proposal to Board to have tax placed on ballot at regular election in November, 2015 or at a special election in early 2016.

Progress: Board workshops were held August 2nd, August 18th and November 3rd to discuss extending the existing tax. Ordinances 15-28 and 15-29 were presented to the Board in November/December 2015 extending the tax, splitting the proceeds 50/50 between utility capital improvements and quality of life improvements, and calling for special election on the issue in March 1, 2016.

The voters approved the tax extension by a margin of 74% to 26%. Staff is currently working on a plan to kick off the quality of life improvements to be presented to the Board.

Assigned to: Phillip Patterson, City Administrator, Christina Petriches, Finance Director

D.2 Develop a fiscal plan for both the general fund and the enterprise funds that is sustainable.

Analysis: Review revenues from all sources, specifically utility and tax revenues from residential, commercial and industrial properties. Review operation and maintenance expenditures, depreciation costs, and capital improvement needs. Develop plan for implementing a sustainable budget that establishes fiscal policies and reserve levels.

Timeline: 3rd quarter 2016.

Measurement: Submit plan to Board for review and approval.

Progress:

Assigned to: Phillip Patterson, City Administrator; Christina Petriches, Finance Director

Parks and Recreation

Goal Statement

E. Maintain and service existing recreational needs, and respond to future recreational needs.

Objectives

E.1 Review and compare existing parks and recreational levels of services.

Analysis: Staff will review and compare the City's levels of service associated with neighborhood and regional parks, and other recreational amenities, with comparable cities and national averages. Staff will also review current levels of maintenance and develop a plan for maintaining levels of maintenance, or increasing such levels where appropriate.

Timeline: 2nd quarter 2016

Measurement: Staff will report findings and recommendations to Board in a workshop.

Progress:

Assigned to: Don Clark, Community Services Director

- E.2 Develop plan for maintaining and policing the Kayak Park.
Analysis: Staff will review and document maintenance needs for the Kayak Park, and develop policies for policing the park.
Timeline: ~~4th quarter 2015~~ 2nd quarter 2016
Measurement: For maintenance, staff will include any necessary increases as part of the 2016 budget. For policing, staff will present plan and any necessary code amendments to the Board.
Progress: Maintenance - staff has developed and implemented a daily maintenance schedule. We are currently working with the structural engineers that designed the park to determine long term maintenance needs and develop a plan for best management practices. We will bring the completed long term maintenance plan before the Board of Directors by March 2016. Policing - staff is reviewing the current city code related to rules and regulations for parks, which will need to be amended to include the kayak park. Staff will present proposed code amendments to the Board no later than March, 2016.

Staff has drafted rules/regulations for the policing of all city parks, and has drafted maintenance plan for the maintenance of the kayak park. Staff is currently working with the project engineers on final revisions to the maintenance plan. Staff will submit the final drafts to the City Administrator in the 2nd quarter of 2016 for review and comment. Following that the information will be submitted to the Board.
Assigned to: Don Clark, Community Services Director; Chief Wilmeth, Police Chief

- E.3 Advance plan for development of park amenities on land around new library, which may include, but are not limited to, an amphitheater, a splash pool, relocation of Simon Sager cabin, new landscaping and walking paths, specifically a pedestrian friendly path/sidewalk along Mt Olive to downtown.
Analysis: Staff will develop list of various amenities and associated cost. Amenities will be proposed in order of priority and will include a timeline for installation/construction. A financial plan will also be included.
Timeline: ~~1st quarter 2016~~ 2nd quarter 2016
Measurement: Plan to be submitted to Board for review and approval.
Progress: The voters approved the tax extension by a margin of 74% to 26%. Staff is currently working on a plan to kick off the quality of life improvements to be presented to the Board.
Assigned to: Don Clark, Community Services Director; Christina Petriches, Finance Director

- E.4 Complete master plan for City Lake Park.
Analysis: Phase I of the City Lake Park master plan, which included getting the site cleared and leveled, has been completed. Currently, the project is in Phase II, which includes soft surface mountain bike trails, restoring earthen fingers (boat launch area), installing decorative boulders at end of earthen fingers, pouring concrete boat launch area, installing south picnic areas and fencing around boat launch area. The City Lake Master Plan has been handled at the staff level up to this point.
Timeline: ~~4th quarter 2015~~ 2nd quarter 2016
Measurement: Plan to be submitted to Board.

Progress: The Phase II (2016) plan for City Lake Park was discussed with the Board at a workshop on November 17, 2015. The formal plan for Phase II will be presented to the Board for approval in February, 2016.

Staff has completed the final draft of the City Lake Park Master Plan and will be submitting it to the City Administrator for review and comment. Following that the plan will be submitted to the Board in the 2nd quarter of 2016.

Assigned to: Don Clark, Community Services Director

Infrastructure

Goal Statement

F. Improve infrastructure management and processes for prioritizing repairs and replacement of infrastructure components.

Objectives

F.1 Research options for development of computerized infrastructure management system.

Analysis: Staff will research various GIS centric management systems and options for implementation.

Timeline: 3rd quarter 2016

Measurement: Proposal implementation to be included in 2017 budget

Progress:

Assigned to: Don Clark, Community Services Director

F.2 Create 5-year capital improvements plan (CIP) for general fund and enterprise funds.

Analysis: A critical part of the annual budget process is the review of a proposed capital improvements and related maintenance plan. Depending on the priority of each project, appropriate funding must be determined before inclusion in the budget, as well as the impact on other departments and ongoing maintenance.

Timeline: 3rd quarter 2016

Measurement: Present CIP as part of the 2017 budget

Progress:

Assigned to: Phillip Patterson, City Administrator; Christina Petriches, Finance Director

PARKING LOT GOALS

(These goals are in ranked order and are to be addressed as time allows.)

1. Develop strategies for annexing both developed (with and without city services) and undeveloped areas outside the city.
Assigned to: Phillip Patterson, City Administrator
Progress:

2. Research cost benefit of converting wastewater plant sludge from Class B (agricultural use only) to Class A (parks and residential use) and making it available to both agricultural and residential use.
Assigned to: Steve Gorszczyk, Water/Wastewater Director
Progress:

3. Before proposing to replace Fire Station No. 2, conduct study on needs, including GIS evaluation of location, updated floodplain, core development, fire load, and historical value. If relocated, what do we do with old station?
Assigned to: Chief Neely, Fire Chief; Don Clark, Community Services Director
Progress: Fire Department staff have submitted a report to the City Administrator documenting the justifications for relocation. Once the City Administrator reviews staff will report to the Board.

4. Develop plan for use of old police station, and all existing city facilities.
Assigned to: Phillip Patterson, City Administrator
Progress: The 2016 budget includes monies for the remodeling of the old PD building to accommodate the moving of the Community Services Department into the building and establishing a one-stop permit shop to house planning, engineering, building and code enforcement divisions.

5. Review, revise and adopt the Riparian Corridor ordinance if enforcement is economically feasible.
Assigned to: Don Clark, Community Services Director; Ben Rhoades, Senior Planner
Progress:

6. Assess codes regarding the number of vehicles parked in driveways/lawns.
Assigned to: Chief Neely, Fire Chief; James Harris, Code Enforcement
Progress: Staff is working to address the parking of vehicles as part of the overall development of a Siloam Springs specific property maintenance code and will include the parking/storage of trailers, pull behind campers and boats.

7. Increase recycling options and work progressively towards automated trash services. Earmark generated revenues for equipment upgrades and green space maintenance.
Assigned to: Don Clark, Community Services Director; Don Tennison, Sanitations Superintendent
Progress:

8. Investigate options for increasing length of runway to encourage surrounding businesses to land, refuel, and house planes that require the additional runway length.
Assigned to: Chief Neely, Fire Chief; Sean Baker, Airport Manager
Progress: Options were explored with counsel from Garver Engineering and it was determined unfeasible, and federally disqualifying, to extend the runway at this time because airport is not currently losing 500 or more annual take offs and landings from larger aircraft who would otherwise use but cannot currently utilize the facility.

9. Use technology more effectively by developing a mobile city app that is integrated with the city website. Analyze departments' usage of online applications, payments and permits.
Assigned to: Don Clark, Community Services Director; Holland Hayden, Communications
Progress: The City entered into an agreement with SeamlessDocs which will take our paper forms and make them fully accessible (completing and signing) via the City's website. Staff has gone through training and is now in the process of building these forms so customers can have access without having to coming to a city facility or printing them off at home. This will help with customer service, especially with customers who might not live in Siloam Springs. Staff has been researching the process of creating a mobile City app. We have received one quote and are awaiting quotes from two other businesses.

10. Analyze usage of permeable asphalt for city parking lots and low maintenance native vegetation in green spaces.
Assigned to: Don Clark, Community Services Director; Justin Bland, City Engineer; Ben Rhoades, Senior Planner
Progress: