

# STRATEGIC PLAN

City of West Plains



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Prepared on March 19, 2018

## Strategic Planning

# PROCESS

The strategic planning process focused on developing a mission, vision, and a prioritized action plan for the City of West Plains for a five-year period lasting from 2018-2023.

The process consisted of three phases: 1) A planning session with West Plains City Council members to identify their priorities for the organization going forward, 2) Formation of a steering committee of community representatives and City of West Plains representatives to further define these priorities, and 3) The creation of subcommittees to identify one goal and two objectives for each of these priorities.



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## Steering Committee members

Julie Williams, West Plains R-7 School District  
Courtney Beykirch, West Plains R-7 Board Member  
Dennis Lancaster, Missouri State Univ.-West Plains  
Jim McFarland, former business owner  
Keely Swift, local business owner  
Tom Stehn, City of West Plains  
Mallory Prewett, City of West Plains  
Mike Davis, City of West Plains  
Dustin Harrison, City of West Plains  
Todd Shanks, City of West Plains

## Sub-committee participants

David Bossemeyer, WP Economic Development  
Ann Marie Newberry, West Plains Bank  
Ed Button, Ozarks Radio Network  
Wes Parks, City of West Plains  
Steve Bunn, Steve Bunn Construction  
Michael Curtis, Stewart Morrison Read Mix  
Dawn Hicks, Howell County Health Department

Allen Brinkman, City of West Plains  
Kim Bontrager, Arvest Bank  
Roy Sims, West Plains Fire Department  
Jeff Head, West Plains Police Department  
Melissa Smith, Ozarks Medical Center



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## Mission

*Serving the West Plains community through innovation and excellence.*

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## Vision

*The City of West Plains will provide high-quality services through operational excellence, enhancing quality of life and creating a model community people are proud to call home.*



# Infrastructure

## Goal:

*Develop a 5-year Facilities Master Plan to grade existing infrastructure and prioritize, coordinate, and fund new infrastructure in a cost-effective manner.*

## Objective 1:

*Do a quantitative and qualitative inventory of existing infrastructure assets by department.*

## Objective 2:

*Each department will complete a prioritization of infrastructure needs, with priorities coordinated between departments.*

QUALITY OF LIFE





## Economic Development

### Goal:

*Foster a local economy that attracts investment, increases the tax base, and creates employment opportunities for West Plains' residents.*

### Objective 1:

*Increase cooperation, coordination and communication between the public and private sectors on all matters related to economic development.*

### Objective 2:

*Support, and possibly help facilitate, efforts in the community pertaining to job training, referral and placement programs.*



# Wellness

## Goal:

*A focus on PREVENTIVE care, PROTECTION against recurring illnesses, and PROMOTION of healthy lifestyle choices.*

## Objective 1:

*Form partnerships with other businesses/ organizations, along with the development of marketing strategies, that promote the benefits of a healthy lifestyle.*

## Objective 2:

*Utilize city facilities for health and wellness opportunities for employees and the general public.*



QUALITY OF LIFE

# EDUCATION

## Goal:

*To help unify the community on the importance of our community's educational institutions to the betterment of our citizens and their quality of life.*

## Objective 1:

*Provide enforcement of city ordinances to protect property values throughout the city.*

## Objective 2:

*Work in conjunction with West Plains' educational institutions on communication strategies to promote the importance of education and local partnerships in the community.*

QUALITY OF LIFE





# SAFETY

## Goal:

*To conduct city operations in such a manner as to prevent serious injuries to its employees and citizens, property damage to its equipment and facilities, and mitigate hazards in the workplace.*

## Objective 1:

*Review operational procedures annually to minimize exposure to personal injury and property damage.*

## Objective 2:

*Utilize safe methods, practices, procedures and training to create and maintain a safe and healthy working environment.*

OPERATIONAL  
EXCELLENCE





## CITIZEN ENGAGEMENT

### Goal:

*Provide an easy-to-use platform to empower citizens through engagement.*

### Objective 1:

*Expand social media and other media platforms to include opportunities for community engagement.*

### Objective 2:

*Utilize the City of West Plains communication platform to put the spotlight back on West Plains, highlighting city employees, community events, activities, and its citizens.*

OPERATIONAL  
EXCELLENCE





## CUSTOMER SERVICE

### Goal:

*To be caring and responsive to the needs of the community.*

### Objective 1:

*All departments work together to harness their collective knowledge, creativity, and initiative to provide outstanding customer service, treating each citizen with equal importance.*

### Objective 2:

*All employees must share in the responsibility of meeting the customer service needs of its team members and citizens when called upon.*

OPERATIONAL  
EXCELLENCE





## FISCAL RESPONSIBILITY

### Goal:

*To utilize finances efficiently and effectively, while maintaining adequate funding levels that prevent overspending or underspending on any one service.*

### Objective 1:

*Implement asset planning/asset management for turnover and replacement.*

### Objective 2:

*Stay current with existing technology through purchases, upgrades and training.*

OPERATIONAL  
EXCELLENCE





## City of West Plains

1910 Holiday Lane  
West Plains, Missouri 65775

417.256.7176 ph  
417.256.4953 fax

[www.westplains.net](http://www.westplains.net)



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