




<div>  <div> <div></div> <div>City of Lake Ozark, Missouri - 2023 Action Plan</div> </div> </div>					
Category	Philosophy	Practice	Priority	Key Team Members	Update
Infrastructure Management	Much effort has already been made to position us for infrastructure improvements- it should not be wasted	As we pursue road surfacing projects, inform property owners in neighborhood of the contractor so that they may seek private improvements while contractor is mobilized	Formulate 3-5 year Capital Improvement Plan	Finance department will be involved in annual CIP budget; LOPW to identify and manage projects; Hired financial advisor will assist in debt financing	Engineering contract in front of BOA for approval –Overlook and Glen Road water main extension. Engineering contract approved for Lighthouse Road reconstruction and Camden County portion of Bagnell Dam Boulevard resurfacing. Debt financing program for these projects moving forward, with issuance expected in late fall/winter 2023. Strip-area stormwater project identified in 2023 budget completed. Citywide ARPA-financed project for road maintenance nearing completion (patching and striping remain). BOA-hired lobbyist attempted bill creation for additional taxing authority for infrastructure maintenance/improvement that saw no movement in late session. Private-public partnership effort on improvements to Oakwood Lane/Grant Vinfners Lane- city portion completed. 2024-2026 CIP presented to BOA at August work session, anticipated approval by September, and includes Bagnell Dam Boulevard improvements from end to end.
			Address Bagnell Dam Boulevard in improvement list (non-Strip)		
			Overlook Road waterline extension due to well failure		
	We collect tax dollars to fund infrastructure improvements, they should be used but managed appropriately	Be proactive with water and sewer extensions and improvements; don't wait for failures to happen	Install EV charging stations in public spaces and advocate for their use in private areas		
			Identify Bagnell Dam Boulevard funding mechanism (TDD, statutory change, existing means, etc.)		
	This is the core of what citizens expect from local government	Utilize and adopt Road Committee recommendations wherever possible	Bagnell Dam Strip reconstruction should be a comprehensive overhaul of infrastructure		
			Determine appropriate level of maintenance for Valley Road		
Parks Improvements	This presents the opportunity for children and other members of the public to further engage with their community	Pursue long-range parks plans	Make improvements to existing park features (benches, picnic tables, trash cans, surfacing, etc.)	City administration to lead; Public Works to provide needed labor. Finance Department to monitor available Parks funding.	Parks and Recreation revenue and expense accounts now established in operating budget. Flags and poles now in place for Blue Star Memorial Park. Application submitted in May through collaboration with LOCLG for DNR Scrap Tire Recycled Materials grant, to replace tables and benches within both roadway parks. If award is granted, this will produce a 100% funded improvement to both parks. Due to staffing levels at DNR, application review is requiring an extended period. Application being prepared for state-funded sidewalk/walking trail extension along a portion of Bagnell Dam Boulevard; if awarded, this project will commence in 2024.
			Re-establish Parks and Recreation Board		
	We currently under-utilize parks spaces	Engage public/private partnerships to finance and develop	Utilize public boat launch as a revenue generator to lead to its eventual improvement		
			Create walking trails throughout community		



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Economic Development Initiatives	Smart economic development will expand resident base and sales tax volume, allowing the City to maintain and improve services	Seek ways to develop affordable single- and multi-family housing	Support Fish Haven Apartments developer in pursuit of expansion project	Public Works to assist in profile development; Board of Aldermen may be tasked with policy review for programs and letters of support; City Administration to coordinate efforts. Private developers/marketing landowners.	City passed resolutions of support for Senate and House bills tied to private gaming expansion along the Osage River, which ultimately failed ins session. BOA has been provided with resolution of support for Osage Nation project, which saw no formal action taken at this time. Fish Haven Apartments developer has received letter of support from city, and staff is working to coordinate other local letters of support from business associations and employers. Staff included business profile survey in license renewal for 2023, to collect data often requested by housing/commercial developers; there was an approximate 5% response rate. Significant multi-family rezoning approved, with project scope to be presented in fall of 2023. Lake Ozark is participating in LOREDC regional Hospitality Feasibility Study to determine viability for expanded hospitality development. Next Site has expanded local area profile and data sets for their efforts to recruit retail to Lake Ozark. TIF Commission meeting held in June with attorney for onboarding. Public Works is requesting utility mapping in future budget creation. City Administration will be bringing forth policy recommendations on adoption of allowable programs.
	Balance needs of current community with new development	Seek expansion of housing supply (breadth and depth) to prepare labor market for future commercial development and build residency	Create development/market profiled for vacant development land in community		
		Recruit and retain businesses across sectors (industrial employers, hospitality/convention center development, stable retailers, sales tax generators as priority)	Create utility maps showing current service levels, junction opportunities, and planned expansions, in effort to better inform developers		
Communications	We should identify every available means of communicating city projects to the public	Prioritize communication on projects (timeline, cost, funding mechanism, how they were identified)	Develop a regular community newsletter, highlighting City activities	All departments.	Public Works Department has implemented door hanger program to inform residents/businesses of work completed on or near their property. Public Works publishing more frequent communications and reports on work orders and services performed (monthly basis). City activity newsletter draft prepared with goal of launching in September. CIP calendar to be included in 2024 budget process and beyond. Staff is utilizing website/Facebook platforms to showcase city projects with greater frequency. Initial quote received for digital sign at City Hall campus \$27,000; currently beyond scope of 2023 budget, but can be included in late-year amendment if funds available, or listed as 2024 budget priority if established by the BOA. Public Works has reviewed options for improved community communications, which was discussed at the May work session with no direction from BOA on proceeding at this time.
		Provide communicated follow-through on citizen requested work orders	Investigate costs of adding digital messaging sign to City Hall campus		
		Continually define Lake Ozark's identity within the region			
		Staff-to-board and board-to-staff communications outside of meetings should increase	Publish CIP calendar with consistent updates		

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Internal Elements	City hall (the building) is the face of the city as a business	Improve City Hall customer service	Streamline permitting process that provides clearer and consistent expectations to developers	All departments.	LOPD now able to offer hiring incentive program in addition to academy tuition sponsorship. LOPD has revised ride along program to maximize participant safety. LOPD has received proposal (\$19,000) for security-based improvements to City Hall building beyond scope of 2023 budget; this can be included in late year amendment if funds are available, or 2024 budget if identified as Board priority. City Hall air quality inspection performed in Q1-23, with results indicating no active threats to employee/public health, but several risk factors were identified. BOA has accepted contract for partial remodel of City Hall to improve the environment of City Hall as a public space and workplace; work to begin on September 4. City Administration preparing development resource guide, and staff appreciation mechanisms. 4 elected officials attended MML training in June, in person or virtually. BOA receiving digital packets and have opportunity to print at home, bring devices to meetings, or request no printing by City Clerk; one Alderman has taken advantage of this. Department heads now encouraged to hire new employees at appropriate salary step based on experience and qualifications, rather than early steps due to scale entry. Organizational efficiency study estimated at \$12,000; this is beyond the scope of the 2023 budget but can be included in late year amendment if funds are available, or in 2024 budget if established as priority by BOA. LOPD expanding service provision by utilizing K9 officer program by year end. LOPD is re-branding through new uniforms and fleet additions, and is building part-time officers into schedule rather than utilizing them for peak events only. City staff has participated in one area job fair and one student career expo to date. City administrator has attended three recent legislative functions to build relationship with state legislators and gain familiarity with legislative process. TIF Commission orientation held in June, to good response from members. Budget committee meeting included pseudo-orientation for new member, to great response. BOA to be presented with policy option regarding personnel
		Regularly assess hurdles to doing business with the city and address as they arise	Perform facilities assessment (building needs, cleanliness/safety, improvements, future expansion)		
		PD recruitment and retention efforts should be ever-evolving	Develop means of staff appreciation and development		
			Increase level of service LOPD can offer		
	City hall (staff and elected officials) are the face of the City as a business	Improve image of the City to the public	Build upon BOA orientation and provide similar training to commissioners		
		Ensure all work is performed in the proper legal fashion	Go as paperless as practical for BOA meetings		
		Staff should be given appropriate tools to perform the job they've been given	Host session with legislators to maximize relationship		
		Staff should receive an equitable wage for the work they perform	Perform assessment of organization's efficiency and staffing levels		

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Fiscal Stewardship	We have a desire to financially stable without compromising service provision	Utility rates should be adjusted incrementally	Engage outside assistance to pursue statutory amendment to local sales tax options	Finance department, Utility Commission, City Administrator, City Attorney, Financial Advisor, All Department Heads	BOA-hired lobbyist attempted to introduce legislation related to municipal revenues, but was unsuccessful in current session. City administrator and finance advisor presented recommendations on capital improvement financing for current priority projects; process moving forward with funds expected to be issued near year-end. City Administrator performing utility rate assessment with assistance from City Collector and Public Works Director; public hearing to be held in September with proposed changes effective January 1. Revised purchasing/bidding policy to be presented during 2024 budget process, to accommodate changes in budgeting process related to long-range planning, specificity in allocations, and management accountability for budget proposals. Utility and Transportation Superintendents to be more engaged in 2024 budget process, with Public Works Director taking lead on Capital Improvement budget implementation. 2024 budget will be focused on narrative descriptions, project allocations, and creating a citizen-friendly format.
		When fees, tax rates, user rates are amended, desired outcomes should be communicated	Review purchasing/bidding policy for improvements		
	Previous spending and saving habits have resulted in inconsistent financial position for City	Review historical (pre-COVID) revenues and make projections with these figures and traditional growth projections	Initiate utility rate assessment		
		Clearly identify expenditures within budget documents	Identify property tax rate increase options and initiate assessment of increase		
Beautification	The appearance of our community reflects our citizens, businesses, and governance	Maximize awareness and engagement with citywide cleanup efforts	Install community gateway signs and directional signs	Public-Private Partnerships, area organizations, Public Works Department, Community Development Department.	Public Works Department held annual Spring Cleanup Day to allow residents to rid themselves of unwanted materials. Bagnell Dam Strip Association held spring cleanup day, which saw participation (over 30 volunteers) from area businesses, city staff, elected officials, and others in cleaning up physical space along Bagnell Dam Strip. Public Works contributed materials to this project and others will be supplied for second round of cleanup in late spring. Building Official and City Administrator attended MML training on Nuisance Abatement and Code Enforcement in May, and Building Official has been making consistent routes throughout town for reporting; several nuisances have been or are in process of being abated due to this contact. Several of these will result in building demolitions in visible corridors. Met with various property owners and representative from LOCLG to discuss CDBG Demolition program for dilapidated commercial and residential structures; it is anticipated the City will work with landowners to submit application for grant once application cycle is reopened later this year. Adopt-a-spot program approved by BOA allows groups to take responsibility for right-
			Work with property owners to see diminished structures become valuable lots		
		Encourage neighborhoods and business owners to have more pride in their property; this starts with us doing the same	Consider requirement of trash enclosures citywide		
Bagnell Dam Strip Revitalization	Area should feel family-friendly and welcoming to all, recognizing that "family-friendly" today means a different thing than it did decades ago	Make ongoing effort to improve area safety	Prepare a consistent traffic control plan for events so nearby residents are not detrimentally affected by these occurring	Community Development Department, Public-Private Partnerships, Public Works, Police Department.	MO HB246 related to prohibiting parking fees (meters) received momentum but did fail; staff advises waiting to see if bill reintroduced in 2024 session before installing meters. LOPD and LOPW now collaborating in event logistics and traffic flow, with one "dead end/local traffic only" sign in use, with plans to add additional similar signs. LOPW re-striped crosswalks in early May, and provided mulch for BDSA cleanup event, with more to be applied soon. One landowner has installed a community mural along a fence, and it is anticipated that similar projects will continue to appear in the district. BOA approved adopt-a-spot program, which identifies 35 peninsulas for improvement along Bagnell Dam Strip; to date, 5 have been spoken for. Bagnell Dam Strip Association reviewing project for wayfinding signs in their district; can be used for physical improvements such as landscaping, art installations, facilities, etc.
			Follow through on suggested trash improvements (pre-season reminder)		
	The current environment feels too stagnant for our most vibrant area; we should be the catalyst for its next phase	Partner with landowners wherever possible to create meaningful projects and partnerships	Pursue cleanup of Ameren-owned properties and structures near Bagnell Dam		
			Create public-access boat docks near Strip		
		Pursue business diversity in downtown commercial district	Review possible public art installations and surfacing options for roadways/walkways		
			Install parking meters on Strip as means of funding improvements in future		



City of Lake Ozark, Missouri - 2023 Department Objectives

Department	Objectives	Updates
City Clerk's Office	Facilities maintenance practices and improvements (air systems, phone systems, board room sound system)	Air quality test performed in Q1-2023; initial recommendation to remove risk factors and perform duct cleaning following. Proposal received to upgrade phone system (\$12,000), beyond scope of 2023 budget. Can be included in late year amendment or added to 2024, if identified as BOA priority. Receiving bids currently for sound system improvements.
	Records management - reorganize Archives room	Air quality test indicated risk factors present in wooden shelving and cardboard boxes; will require budget amendment to address. Initial replacement of cardboard boxes to take place after City Hall remodel.
	Continuing education for staff members, including cross-training	City Collector becoming more fluent with utility system reporting, and receptionist more engaged in document management. Staff training held on new billing and meter reading system.
	Continue transferring court cases to Show-Me Courts	All new cases being logged in this system.
Police Department	Update policy and procedures manual	Agreement signed with LexiPol to perform update; first phase of policy updates presented to BOA in August.
	Community engagement (show positive presence)	Publicizing "positive" engagement events; Business checks occurring on more frequent basis, with focus establish closer relationship with business staff. Officers are managing events by maintaining a presence throughout the event area.
	In-house training development (reporting, firearms skills, rapid deployment, prosecutor-based training)	Firearms training has occurred in May; Rapid deployment training performed with School of the Osage facility used; Training event was held with city attorney and representative from Miller County Prosecutor's Office. Taser training held in July.
	Integration of K9 handler and K9 officer	K9 officer recruited into corporal position, with private donations received to fund most of the project. All necessary steps have been taken and scheduled for K9 integration in late 2023. LOPD fleet vehicle now ready for K9 use.



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Finance Department	Enhance budget management (purchase order system, implement inventory controls, establish fund balance policy)	Work overlap with all departments; FY24 budget to be zero-based rather than historical model. Staff bringing forth purchasing/bidding revisions at August work session, and several departments introducing inventory controls.
	Review evaluation process (desire to move to electronic format with more relevant content)	City Administration coordinating with department to oversee project. Evaluation process revisions presented to department heads and middle-management in July, with feedback currently being incorporated. BOA to be presented with pay scale amendment request (smaller steps included) in August-September.
	Maintain electronic copies of receipts (vendor payments, utility payment checks, deposit registers)	Work overlap with clerk department; no progress at this time.
	Expand training (New hire onboarding, and InCode system modules to have an increased staff fluency)	Staff reviewing options on creating more holistic approach to onboarding.
Administration/Community Development	Establish and implement BOA priorities into working plan	Projects being managed and updated on regular basis
	Update building codes and increase staff fluency on planning and zoning	Building official more engaged in P&Z practices, and has been tackling a greater workload in this regard; code update discussed with LOFPD, with intent to delay until next code edition
	Re-prioritize stakeholder engagement	Meetings held more frequently with business owners on citizens related to specific issues and generally; business survey produced to identify issues present in community
	Increase communication with BOA outside of meetings	More frequent collaboration has occurred in recent months with specific Aldermen providing leadership to projects and items of new business
	Support department head-led initiatives	Several of these items will be reflected in the mid-year budget and 2024 budget process
	Establish internal improvement team and practices	Anticipated launch in October 2023
Public Works	Determine path forward on integrated facility	No progress at this time ; coordinating with City Administration and Attorney to create land donation/acceptance policy
	Improve purchasing and inventory policies/management	Work overlap with finance department; current inventory levels tracked
	Make public and BOA reports more consistent and robust	Have started monthly project reports to BOA that are included in public packet
	Fill staff positions and retain staff	LOPW participated in area job fair in March; currently at full staff in all departments, and have been able to fill position quickly as they become vacant
	Utility Department - Meter reading/monitoring transition to be completed, and integrate all meters to fixed base system	System now integrated; training held with staff in late July, and billing now being performed through this system, as well as the majority of reading operations
	Transportation - Train newest team members on equipment use and fill vacancy	Team members receiving active training on equipment use throughout early parts of season; no vacancies at present.