

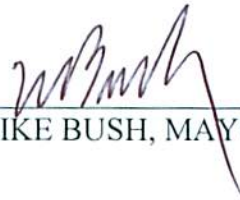
**RESOLUTION NO. 7018**

A RESOLUTION APPROVING A REVISED CITY OF HOT SPRINGS, ARKANSAS STRATEGIC PLAN FOR 2009.

***NOW, THEREFORE, BE IT RESOLVED*** by the Board of Directors of the City of Hot Springs, Arkansas:

That the attached 2008-2009 City of Hot Springs, Arkansas Strategic Plan, as revised, is hereby approved for 2009.

PASSED: November 18, 2008

APPROVED:   
MIKE BUSH, MAYOR

ATTEST:   
LANCE HUDNELL, CITY CLERK

November 18, 2008

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CITY OF HOT SPRINGS  
*Strategic Plan*



2008-2009

# **CITY OF HOT SPRINGS 2008 - 2009 Strategic Plan**

## **I. PURPOSE STATEMENT**

The purpose of the 2008 - 2009 Strategic Plan is to provide a framework for guiding the city government operations for the City of Hot Springs for the next 5-10 years. This plan is a work in progress that is intended to be flexible and responsive to changing conditions. In this regard, the various elements of this plan should be reviewed and updated annually by the Board of Directors and City staff. This plan is based upon input from citizen surveys completed in 2006 and recommendations from the Board of Directors in 2007 and 2008.

## **II. MISSION STATEMENT**

The Hot Springs Board of Directors is a cooperative group of elected community leaders accountable and responsible for serving all the citizens of Hot Springs. The Board's primary objectives include:

- A. Making policy decisions on City projects and levels of City services and directing the City Manager to implement these policies in an efficient manner;
- B. Developing long-range plans and policies for city growth, beautification and prosperity;
- C. Maintaining a high quality of life, while improving the character and quality of all neighborhoods;
- D. Serving as role models for integrity in government;
- E. Valuing and nurturing diversity of people and viewpoints;
- F. Cooperating with county, state and national governments;
- G. Establishing a climate for business/economic development growth;
- H. Developing a long-range strategy to fully develop within the corporate limits of the city;
- I. Developing and implementing initiatives that place priority on meeting the "needs" of our citizens, as opposed to "wants".

### **III. VISION STATEMENT**

There's a community in Arkansas that is friendly, committed and responsive to residents and visitors, industry and the environment. It's a place where every mind is valued, where excellence and lifelong learning are encouraged. This is a clean, safe town surrounded by sparkling lakes and green mountains protected by people who care. It's a place where art and tourism are both passion and commerce. In this town, cooperation is everyone's commitment. It's a place where each individual is valued, and human life is special.

#### **IV. VALUES STATEMENT**

The Board of Directors believe that the following values are important:

- Conduct the duties and responsibilities of the office of Director with integrity, honesty and fairness;
- Uphold both the letter and the spirit of the law as imposed on the city by the United States and Arkansas constitutions and state statutes;
- Embrace all persons, regardless of race, religion, gender, social status or cultural background, with kindness and respect;
- Create opportunities for all persons to be heard and to contribute to the future of their city.

## V. STRATEGIC GOALS

The following strategic goals serve as the action plan that all City departments follow in their many services provided to the community. They are intended to fulfill the mission statement, vision statement and values statement included in the plan.

**Strategic Goal #1:** The City of Hot Springs will become proactive in code enforcement.

- 1.1 A multi-department effort known as "Operation Clean Sweep" will be initiated to increase the enforcement of City codes.
- 1.2 Code enforcement officers will survey surrounding properties when responding to code enforcement complaints.
- 1.3 The City will revise and update codes on an annual basis to insure that they are adequate to address community needs.
- 1.4 The Code Enforcement Division will work closely with District Court to insure that all code violations are handled in a fair and expedient manner.

**Strategic Goal #2:** The City of Hot Springs will continue to improve older infrastructure throughout the city.

- 2.1 The City will include an annual program to upgrade water, wastewater and streets.
- 2.2 The City will extend water and wastewater services to any unserved area within the city limits.
- 2.3 The City will work closely with the State Highway Department to insure that highway infrastructure is improved.
- 2.4 The City will improve facility infrastructure including water plants, wastewater plants, airport and municipal offices.
- 2.5 The City will update its 5-year capital improvement plan (CIP) every year to plan ahead on addressing infrastructure needs throughout the city.
- 2.6 The City will increase its commitment to the annual street paving program.
- 2.7 The City will complete and approve long-range plans for its water supply.
- 2.8 The City will ensure that all state and federal water and wastewater regulations are met.

**Strategic Goal #3:** The City of Hot Springs will implement a comprehensive traffic management program.

- 3.1 The City will prepare and maintain a long-range traffic and transportation plan.

- 3.2 The City will budget on an annual basis traffic improvements as identified in long-range traffic and transportation plan.
- 3.3 The City will work with the State Highway Department to insure that all traffic signals are updated and coordinated.
- 3.4 The City will continue to increase public transit services and ridership in an effort to reduce traffic throughout the community.
- 3.5 The City will take steps to implement the newly adopted long-range Transportation Plan.

**Strategic Goal #4:** The City of Hot Springs will encourage and promote effective communications among all members of the community.

- 4.1 The City will create opportunities to listen and address the concerns of neighborhoods.
- 4.2 The City will conduct town hall meetings on an annual basis.
- 4.3 The City will continue using advisory committees and will encourage more citizens to volunteer for these boards and committees.
- 4.4 The City will utilize a citywide newsletter, Channel 15, press releases, new improved web site and other means to keep the public informed.

**Strategic Goal #5:** The City of Hot Springs will establish and promote vital, vibrant and safe neighborhoods.

- 5.1 The City will establish programs to encourage more home ownership throughout the various neighborhoods.
- 5.2 The City will establish programs and policies to encourage builders to build in inner city areas.
- 5.3 The City will create programs and policies that increase the availability of affordable housing.
- 5.4 The City will use CDBG funds effectively to improve neighborhoods with major emphasis on housing rehabilitation.

**Strategic Goal #6:** The City of Hot Springs will continue to explore ways to expand its boundaries through annexation.

- 6.1 The City will establish a promotional program to highlight the benefits of living in the city limits.
- 6.2 The City will meet with any individual or groups interested in annexation to discuss the pros and cons of being in the city limits.
- 6.3 The City will continue to improve city services so that the benefits of living

within the city are more obvious.

**Strategic Goal #7:** The City of Hot Springs will continue a major focus on economic development.

- 8.1 The City will be actively involved and support the economic development initiatives of the Garland County Economic Development Corporation (GCEDC).
- 8.2 The City will capitalize on the land and services available at the municipal airport to recruit new business.
- 8.3 The City will be actively involved in recruitment of hotel, restaurants and retail establishments in order to expand the sales tax base of the city.
- 8.4 The City will review and update building and development codes to insure that these regulations are not an impediment to economic development.
- 8.5 The City will look for ways to partner with other cities in regional economic development efforts.

**Strategic Goal #8:** The City of Hot Springs will continue to support programs and projects that promote the beautification of the city

- 8.1 The City will continue its involvement and support of the Garland County Beautification Commission with its many projects and activities.
- 8.2 The City will improve the visual impression of the city particularly at gateways, corridors and major intersections.
- 8.3 The City will review and update development regulations to insure that new development enhances the beautification of the community.

**Strategic Goal #9:** The City of Hot Springs will develop programs and policies that result in better planning and management of land use around Lake Hamilton.

- 9.1 The City will update its comprehensive plan to insure that appropriate land use is defined around Lake Hamilton.
- 9.2 The City will work closely with Garland County to insure that new development does not negatively impact the area around Lake Hamilton.
- 9.3 The City will work closely with Entergy, the State Health Department and other agencies to preserve the water quality in Lake Hamilton.
- 9.4 The City and Garland County will aggressively enforce stormwater regulations in the area around Lake Hamilton.

**Strategic Goal #10:** The City of Hot Springs will continue to place a major emphasis

on drug enforcement activities.

- 10.1 The City will continue its active support and involvement in the Drug Task Force.
- 10.2 The City will aggressively enforce all state and local regulations including nuisance abatement, to remove drug houses throughout the community.
- 10.3 The City will continue its support of drug education efforts in local schools.
- 10.4 The City will work closely with federal, state and county agencies to share information and resources to attack the local drug problem.

**Strategic Goal #11:** The City of Hot Springs will continue to place a major emphasis on the redevelopment of downtown Hot Springs so that it will be a center of economic activity.

- 11.1 The City will work closely with the National Park Service to redevelop and reopen the bathhouses.
- 11.2 The City will work closely with building owners to develop more housing in the downtown area.
- 11.3 The City will coordinate with existing organizations such as Downtown Merchants Association, Historic Commission, CBID#2 and CBID#3 to pursue a more active and vital downtown area.

**Strategic Goal #12:** The City will be a leader in encouraging and implementing green initiatives throughout the community.

- 12.1 The City will create a Green Initiatives Advisory Committee to provide recommendations on new green programs that can be implemented.
- 12.2 The City will establish a Green Team made up of representatives from all City departments that will share success stories on green practices that have been implemented.
- 12.3 The City will take steps to implement the recommendations included in the recent energy audit of City buildings.
- 12.4 The City will follow LEED standards in building any new City buildings or making major improvements to existing buildings.

**Strategic Goal #13:** The City will establish a fair and consistent compensation plan for compensating all uniformed and non-uniformed employees.

- 13.1 The City will provide an annual cost-of-living (COLA) when funds are available.

- 13.2 The City will update its merit pay plan to insure that employees who meet or exceed performance standards receive merit increases.
- 13.3 The City will upgrade its Human Resources software so that the compensation plan can be updated on a regular basis.

**Strategic Goal #14:** The City will continue to expand and improve public safety services throughout the community.

- 14.1 The City will increase its annual budget to support police and fire services.
- 14.2 The City will expand its focus on new technology (i.e., video cameras, MDT's, etc.) To enhance public safety services.
- 14.3 The City will work closely with Garland County on public safety issues such as the jail expansion, communications system upgrades and improvements to fire stations.
- 14.4 The City will adopt preliminary plans for a new fire station serving the Highway 7 South area.