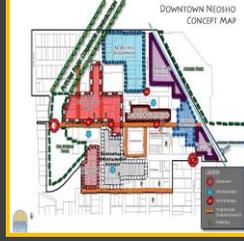




2017 NEOSHO *Comprehensive Plan*



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This Comprehensive Plan Update would not have been possible without the input from the residents of the City of Neosho and its leaders that envisioned a community as outlined in this Plan. Implementation of the Plan is the responsibility of the city, its residents, business owners and stakeholders.

Thanks to the 264 residents who responded to the survey. They provided the foundation to developing the Comprehensive Plan Update.

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Ben Baker
Mayor, Neosho City Council

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EXECUTIVE SUMMARY

On _____, 2017, the City of Neosho adopted this 2017 Comprehensive Plan. A Comprehensive Plan establishes a community vision to guide future development. This plan utilizes the combined efforts of the Comprehensive Planning Committee, Planning and Zoning Commission, City Council and public participation.



The Comprehensive Plan encompasses a planning area of approximately 50 to 60 square miles, and includes the City of Neosho and a portion of Newton County that comprises the urbanizing area around the city. The planning area extends from Highway 59 on the east, one mile west of Interstate 49 on the west, the Newton County Line on the south and Shoal Creek on the north. This land generally represents an area within which the City of Neosho will be able to provide utility services, and is the logical area for future utility services based on drainage basins.

The 2017 Neosho Comprehensive Plan will also include concepts from previous plans; Water and Sewer Extension Plan (2007), 2008 Comprehensive Plan Update, 2009 Community Development Plan, Drinking Water System Master Plan (2007), Green Infrastructure Design Handbook (2013), Storm water Management Program (2013), and Corridor Plans for Highway 60 and Highway 68. More specifically, this plan will include recommendations laid out in the Joint Land Use Study (JLUS) completed for Camp Crowder and its surrounding communities; which includes the City of Neosho.

The City of Neosho developed its community vision and goals using input from residents in the form of a public survey, public meetings and through extensive discussions from the Comprehensive Planning Committee. The community vision and goals serves as a guide for future development and a path for the City to follow in order to better provide services for its current and future residents. The City desires to maintain and improve its transportation network, facilities and services. It is important to the City that it engages residents on a more consistent basis and that it remains transparent and accountable. Lastly, the City of Neosho wishes to guide economic development so as to minimize negative impacts and to utilize it for the benefit of the City.

CHAPTER ONE: INTRODUCTION

The Neosho Comprehensive Plan is the official policy guide for future land use decisions within the City and in developing areas adjacent to the City (when access to municipal utilities or annexation is requested). The written goals and guiding principles, policies, and recommendations, along with the Future Land Use map, provide guidance for decisions affecting growth and annexation, the use and development of land, preservation of open space and the expansion of public facilities and services. The chapters and maps contained in the Comprehensive Plan are interrelated and should not be used independently from other adopted elements of the Comprehensive Plan.

The City of Neosho contracted with the Harry S Truman Coordinating Council (HSTCC) for technical assistance in creating a Comprehensive Plan for the City of Neosho, Missouri. HSTCC is a Regional Planning Commission that provides technical assistance to the four counties in Southwest Missouri; Barton, Jasper, Newton and McDonald County. The Comprehensive Planning Committee worked directly with HSTCC staff in creating this Plan.

1.1. Comprehensive Planning

According to the American Planning Association (APA), planning is a profession that works to improve the welfare of people and their communities by creating more convenient, equitable, healthful, efficient and attractive places for present and future generations. Planners are the professionals who facilitate decision-making. Planners do not make decisions themselves; rather, they support decision-makers (managers, public officials, citizens) by coordinating information and activities. Their role is to create a logical, systematic decision-making process that results in the best actions. Planners translate theoretical goals into specific actions.

A principle of good planning is that individual, short-term decisions should support strategic, long-term goals. This requires comprehensive evaluation and negotiation to help people accept solutions that may seem difficult and costly in the short-term. Effective planning requires correctly defining problems and asking critical questions. A planning process should not be limited to the first solution proposed or the concerns of only people who attend meetings.

The City of Neosho has followed the principles of planning for many years now. A comprehensive plan should be periodically updated every five years on average depending on the intensity of recent development and other changes in the community. The city's last update was in 2008.

1.2. The Planning Process

Good planning requires a methodical process that clearly defines the steps that lead to optimal solutions. This process should reflect the following principles:

<i>Comprehensive:</i>	all significant options and impacts are considered
<i>Efficient:</i>	the process should not waste time or money
<i>Inclusive:</i>	people affected by the plan have opportunities to be involved
<i>Informative:</i>	results are understood by stakeholders (people affected by the decision)
<i>Integrated:</i>	individual, short term decisions should support strategic, long-term goals
<i>Logical:</i>	each step leads to the next
<i>Transparent:</i>	everybody involved understands how the process operates

Figure 1 - Principles of Planning (Victoria Transportation Policy Institute, 2010)

The City of Neosho and HSTCC planners followed a process that closely adhered to those principles. A number of planning related documents were developed or created since the last Comprehensive Plan Update was completed in 2008. Those documents were the primary content, along with the most up to date census and other available demographic information, used to develop this update to the Plan. To be comprehensive, informative and integrated, a Comprehensive Planning Committee with vision and knowledge of the area was also created. This committee included key community members including city staff, and city and county elected officials.

A community-wide survey was also solicited throughout the community in January of 2017 in order for the Plan to be truly comprehensive. The survey comprised of 25 statements that directed the reader to choose if they strongly agree, agree, are neutral, disagree, or strongly disagree with the statement. The survey garnered 264 responses (the results of which can be found at the end of this document). Moreover, a public Open House at the Neosho City Hall facilitated interactions with residents and stakeholders.

Creating a schedule made the process more efficient, transparent and logical. The schedule used in the creation of this Comprehensive Plan is laid out in the following table:

SCHEDULE	MEETING
<i>April 20, 2016</i>	Comp Planning Committee Initial Meeting
<i>October 27, 2016</i>	Comp Planning Committee Progress Review Meeting
<i>January 2017</i>	Distribute Community Wide Survey

<i>April 25, 2017</i>	Planning & Zoning Review Meeting
<i>July, 2017</i>	City Council Final Draft Review
<i>July 18, 2017</i>	City Council Public Hearing
<i>July - August, 2017</i>	Adoption of the Comprehensive Plan

Figure 2 – Neosho Comprehensive Plan Schedule

1.3. Purpose of the Comprehensive Plan

The City of Neosho’s Comprehensive Plan establishes a community vision and policies to guide future growth and development over the next ten to twenty years. The plan assesses existing conditions and trends, and provides recommendations for the use and development of land, the extension and improvement of services and infrastructure, the development of community facilities, the retention and eventual expansion of the City’s economic base, and the protection of the natural environment and public health.

The Comprehensive Plan has a long-range perspective, and is a policy document that provides a coordinated approach to making any decisions regarding land use and the location of development, the extension of urban services, the placement of community facilities, and future annexations. As such, the Comprehensive Plan is one of the primary tools used by the City Council, the Planning and Zoning Commission, and the Board of Adjustment in making decisions that affect the future of the community.

The focus of the Comprehensive Plan is primarily to establish relatively broad, long-term goals, objectives, policies and implementation recommendations that will provide the framework for ongoing community planning activities and for the wide array of other adopted city planning documents whose detailed recommendations will expand upon and supplement the more general recommendations in the Comprehensive Plan.

Note: This is not a legally-binding document, but may be used to uphold the decisions of the City by providing evidence that thought and strategic planning has gone into future decision-making efforts for the purpose of promoting health, safety, morals, and the general welfare of the community as set forth by the Standard State Zoning Enabling Act, and has been upheld in many courts in Missouri and across the United States.



CHAPTER TWO: COMMUNITY OVERVIEW

2.1. History

Neosho, a county seat town of 12,038, is located in Newton County on the western edge of the Missouri Ozarks. The name Neosho is of Indian derivation meaning “clear or abundant water”; referring to the nine springs located within the city limits. The area was first settled in the early 19th century, with Neosho being named the county seat of Newton County in 1839.

From the city’s settlement to today, Neosho has been home to a few railroad companies. The Atlantic and Pacific Railroad (A&P) reached Neosho in 1870. The A&P eventually became the San Francisco and St. Louis railroad (Frisco). In 1887, the Kansas City/Fort Smith and Southern Railroad entered Neosho. This railroad was eventually sold to the Kansas City Southern Railroad (KCS) and still runs through Neosho today. The Missouri and North Arkansas Railroad ran from Arkansas resort town to Eureka Springs to Neosho where it connected with the Frisco and Kansas City Southern tracks in 1908.



Figure 4- Old Boucher Cigar Factory in Neosho, MO (Source: Newton County Memories <http://newton.mogenweb.org/photos/history.html>)

In its history, Neosho has also welcomed immigrants from all over the world. The Scotch-Irish community was joined by immigrants from Germany, France and Switzerland. Neosho houses the nation’s oldest operating federal fish hatchery established in 1888. The city’s most famous spring is the Big Spring, located in downtown Neosho in Big Spring Park. By 1920, the population of Neosho was 3,700 and growing. Camp Crowder was developed as a training center for the United States Army in 1941-42. Although its initial operations came to a close after the Korean War in 1953, today Camp Crowder is federally-owned and licensed to the Missouri Army National Guard as a guard training facility. Neosho is also home to a few famous individuals like Thomas Hart Benton; world renowned artist, George Washington Carver; famed scientist, and humorist Will Rogers.

2.2. Population and Governance

Neosho’s local government works to serve the citizens of Neosho in an efficient, business friendly atmosphere. The local government structure is comprised of the offices of City Council, City Manager, and City Clerk and is assisted by local boards and commissions. The City Council consists of five members elected at large by the voters of the city for a 3-year term. The City Council selects one of its members to serve as Mayor, who chairs the City Council meetings and serves as the spokesperson for the City Council. The City Council also selects a member to serve as Mayor pro tem, who assumes mayoral responsibilities in the Mayor’s absence.

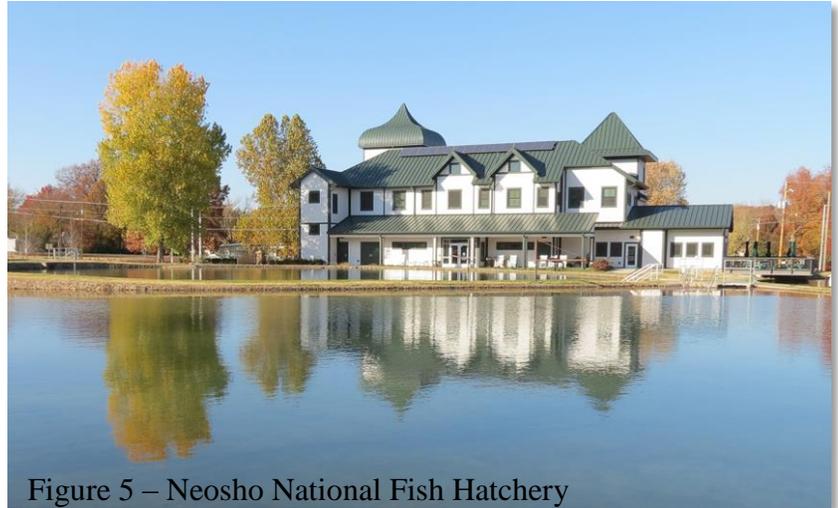


Figure 5 – Neosho National Fish Hatchery

The City Manager’s office conducts the overall administration of the city (as prescribed by the Neosho City Charter and the Missouri Revised State Statutes), coordinates all activities of the city, and carries out all policies and actions of the City Council. City Clerk’s office serves the City Council, the various City departments and boards, and the citizens of Neosho pursuant to state statutes and city codes. There are currently fourteen boards and commissions ranging from Board of Adjustment (zoning), to Ethics Board and Traffic Commission.

As shown in Figure 6, Neosho’s population has been steadily increasing. In 1920, the population was 3,700 and 50 years later, the population had almost doubled to 7,517 people. From that point up to 2014, Neosho has continuously experienced growth and it is expected to keep growing (See Figure 6).

Year	Population	Percent Change
1970	7,517	
1980	9,493	19.76%
1990	9,254	-2.39%
2000	10,505	12.51%
2010	11,719	12.14%
2014	12,038	2.72%

Figure 6- Historic Population of Neosho (NHGIS 1970-1990, U.S Census Bureau 2010-2014).

2.3. Demographics

Neosho is seeing substantial growth based on its location within the fast-growing Four State Region of Southwest Missouri, Northwest Arkansas, Northeast Oklahoma and Southeast Kansas. Although growth is not currently as high as many of the surrounding communities, it is likely only a matter of time before substantially

higher growth rates begin to occur within the Neosho area. Below is a table that shows Neosho’s steady population growth since 2000 and its gender composition. Between the year of 2000 and 2010, there was a 12.14 percent increase in population, while 2010-2014 experienced a 2.72 percent increase. The population growth is expected to keep happening, and there will be some future developments coming in to match the demand.

The population density map shown on page 10 demonstrates that vast majority of Neosho’s population live on the northern edge. This type of settlement pattern may be due to the

	2000		2010		2014	
Total population	10,505		11,719		12,038	
Male	4,956	47.2%	5,619	47.9%	6,137	51.0%
Female	5,549	52.8%	6,100	52.1%	5,901	49.0%

Figure 7 – Neosho Population (US Census Bureau; 2000, 2010, 2014).

services that are available in the northern portion of the city compared to the south. The southern portion of Neosho has Crowder College, Camp Crowder, Bicentennial Park, etc.

Gender composition has not changed that much over the years; as of 2013, women represent 51.3 percent of the total population. Over the years, females more than often, occupy more than fifty percent of the total population. The age composition for the City of Neosho is concentrated mainly in the age ranges of 25-34, 35-44 and 45-54 (Figure 10). This goes to show that there are a large number of younger individuals living in Neosho. A well-educated population and a higher median household income support high homeownership than in most of the surrounding communities. Therefore, the poverty level is low in the city.

	2000	2010	2014
0-5	7.4%	9.2%	7.0%
5-9	7.5%	7.6%	7.4%
10-14	7.1%	6.6%	8%
15-19	8%	8.2%	7.7%
20-24	6.9%	7%	7.3%
25-34	12.7%	16.3%	14.5%
35-44	13.4%	11.3%	11.2%
45-54	11.4%	9.9%	12.0%
55-59	4.8%	5.6%	5.90%
60-64	3.7%	3.4%	4.80%
65-74	7.4%	6.8%	7.80%
75-84	6.9%	5.3%	3.90%
85 +	2.9%	2.8%	2.80%

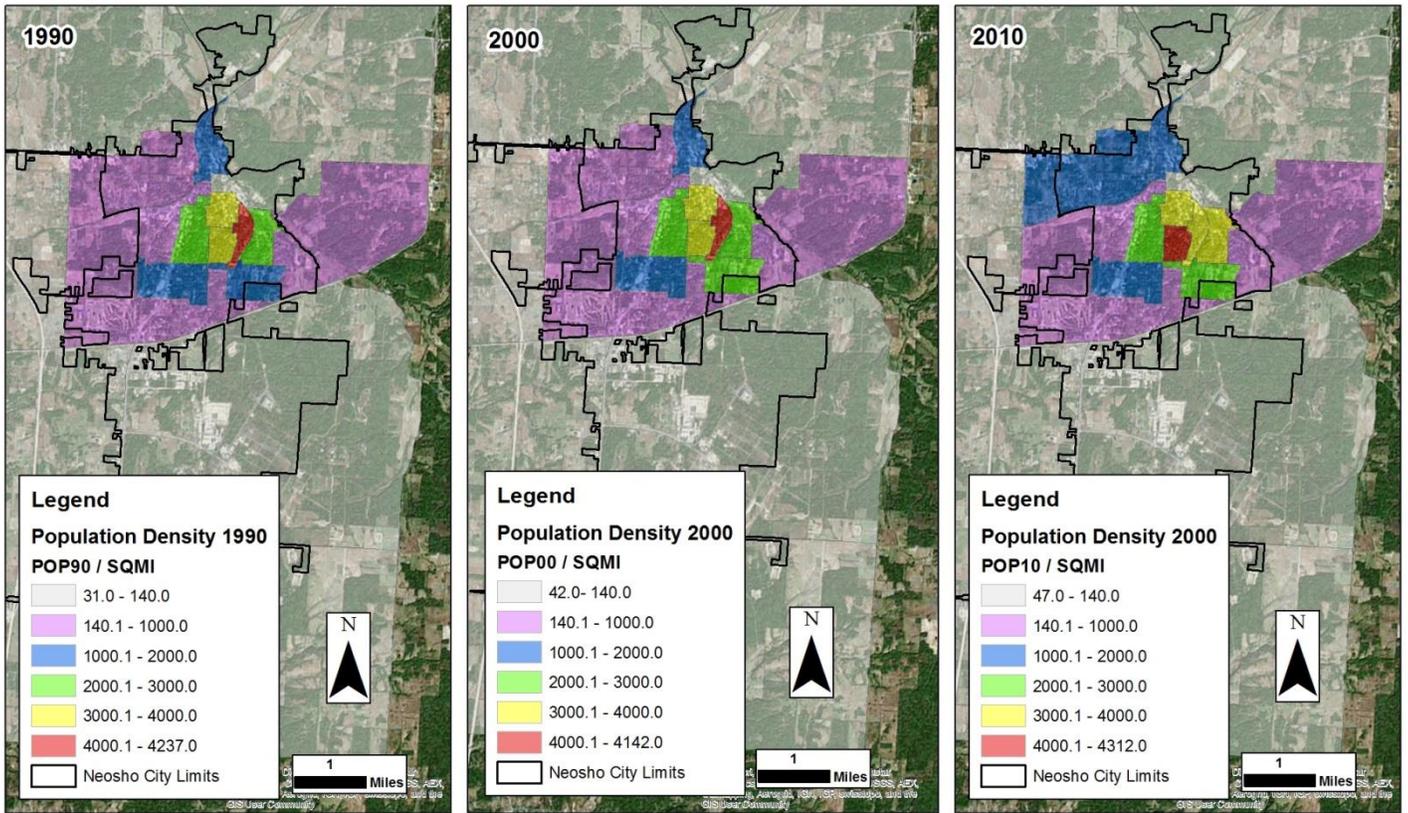
Figure 80 – Population per Age Cohort of Neosho, MO (US Census Bureau; 2000, 2010, 2014).

The racial composition of the Neosho community is a large majority white; who in the year of 2014 were 86.8 percent of the total population. The American Indian and Alaska Native occupy 2.8 percent. Right behind it is Black or African American at 2.7 percent of the total population. Native Hawaiian and other Pacific Islander occupy 1.2 percent and the Asian race has 0.9 percent of the total. There has not been a huge change in the racial composition of Neosho, but between 2000 and 2010, the White population decreased from 91 percent to 84.1 percent and other racial groups increased. For example the Native Hawaiian and Other Pacific Islander, and American Indian and Alaska Native have increased from 1 percent to 3.1 percent and 1.6 percent to 2.5 percent consecutively between the year of 2000 and 2010.

	2000		2010		2014	
Total Population	10,505		11,719		12,038	
White	9,559	91%	9,855	84.1%	10,446	86.8%
Black or African American	109	1%	152	1.3%	326	2.7%
American Indian and Alaska Native	169	1.6%	290	2.5%	343	2.8%
Asian	41	0.4%	36	0.3%	103	0.9%
Native Hawaiian and Other Pacific Islander	105	1%	363	3.1%	142	1.2%
Some other race	287	2.7%	706	3%	381	3.2%
Two or more races	235	2.2%	317	2.7%	297	2.5%

Figure 9. Racial Composition for the City of Neosho (US Census Bureau; 2000, 2010, 2014).

POPULATION CHANGES FOR NEOSHO, MISSOURI



2.4. Housing

In the 2014 U.S. Census, the City of Neosho had 4,985 total housing units. As shown in Figure 18, 6.4 percent of the housing units were vacant, and that was a

decrease from the 10.7 percent from 2010. After the 2008 economic crisis that left many cities and states struggling to keep their vacancy rates down, it is necessary to compare how Neosho is standing in relation to the

HOUSING OCCUPANCY	2000		2010		2014	
Total housing units	4,510		4,954		4,985	
Occupied housing units	4,136	91.7%	4,426	89.3%	4,666	93.6%
Vacant housing units	374	8.3%	528	10.7%	319	6.4%

Figure 11 – Housing Units by Occupancy (U.S. Census, 2000, 2010, 2014).

State of Missouri. Missouri in general has a 13 percent vacancy rate, which is more than double that of Neosho. Apparently, Neosho is recovering well after the economic downturn.

When reviewing the built environment of Neosho, it is necessary to see how much of the occupied units are renter-occupied versus owner-occupied. As of 2014 Neosho’s housing units that are owner-occupied was at 60.1 percent; in 2000 it was at 64.5 percent and it decreased to 59.6 percent in 2010. The data shows that renter-occupied units

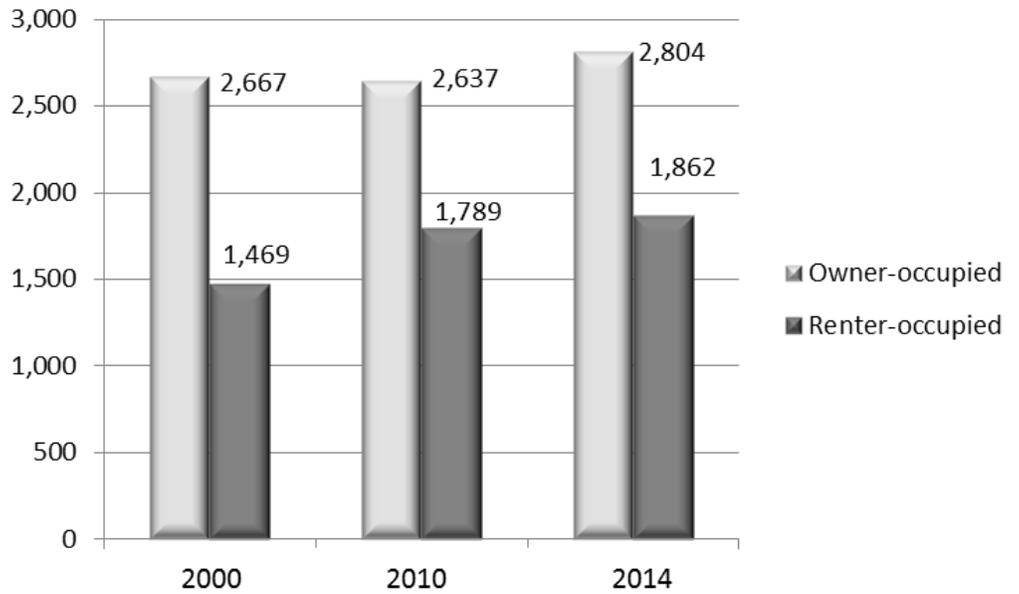


Figure 12 – Housing Tenure (U.S. Census Bureau, 2000, 2010, 2014)

reduced from 40.4 percent in 2010 to 39.9 percent in 2014, but if you look at the raw numbers, the number of renter-occupied units did not change that much. Instead, the number of housing units increased, which in turn increased the number of owner-occupied units. Missouri as a whole, on the other hand, has renter-occupied units at a 31.6 percent rate. The data shows Neosho does not have a high percentage when it comes to renter-occupied units.

The number of owner-occupied housing units increased in Neosho, which makes it essential to analyze the value of these homes. The table below (Figure 20) shows that there was an increase in homes with

Mortgage Status	2000		2010		2014	
Owner-occupied units	2,517		2,637		2,804	
Units with a mortgage	1,660	66%	1,752	66.4%	1,880	67%
Units without a mortgage	857	34%	885	33.6%	924	33%

Figure 13 – Mortgage Status for Owner-Occupied Homes (U.S. Census Bureau, 2000, 2010, 2014)

mortgages between 2010 and 2014. It is also exciting to note that the value of homes in the City of Neosho has increased over the years. In 2000, U.S Census Bureau showed that the median housing value in Neosho was \$64,700, but over the next ten years, this number would increase to \$86,400 and \$88,700 in 2014. This indicates that the new houses that are being built in Neosho are of higher dollar value than the ones they had in previous years.

The year built for these housing units is also an important factor to consider. As of 2014, Neosho had 20.2 percent of housing units built between 1970 and 1979, the second highest concentration of houses were built between 1939 or earlier. These figures show that there are a significant number of historic houses. On the other hand, 12.8 percent of houses were built between 2000 and 2009. In combination with the housing value (reviewed above), the 12.8 percent of houses built in Neosho are the ones that increased the median housing value in the City.

The final item to consider for housing is the number of construction permits issued in recent years. There was a noticeable drop off after the national housing and economic downturn in 2008-2009 from 70 permits in 2006 to 23 in 2009. There likewise was a noticeable increase in 2013 from 15 to 46. This bump in new construction could be attributed to the local demand created after the 2011 Joplin tornado.

Housing Value	2000		2010		2014	
Owner-occupied units	2,517		2,637		2,804	
Less than \$50,000	709	28.2%	358	13.6%	437	15.6%
\$50,000-\$99,999	1,319	52.4%	1,223	46.4%	1,232	43.9%
\$100,000-\$149,999	317	12.6%	675	25.6%	727	25.9%
\$150,000-\$199,999	66	2.6%	251	9.5%	249	8.9%
\$200,000-\$299,999	91	3.6%	91	3.5%	133	4.7%
\$300,000-\$499,999	15	0.6%	39	1.5%	26	0.9%
\$500,000-\$999,999	0	0%	0	0%	0	0%
\$1,000,000 or more	0	0%	0	0%	0	0%
Median (dollars)	64,700		86,400		88,700	

Figure 14 – Home Values (U.S. Census Bureau, 2000, 2010, 2014)

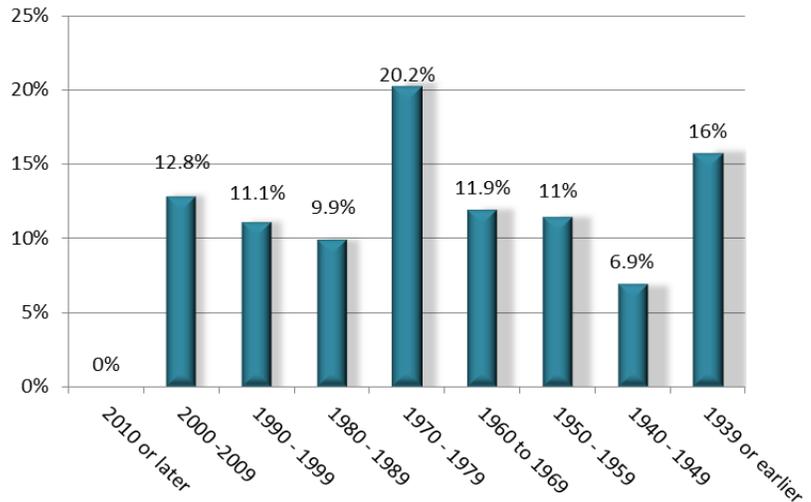


Figure 15 – Housing Year Built (U.S. Census Bureau, 2014)

Year	New Residential Permits	Demolition Permits
2015	6	2
2014	18	1
2013	46	1
2012	15	2
2011	20	4
2010	26	10
2009	23	6
2008	38	12
2007	46	5
2006	70	3

Figure 16 – Neosho Residential Permits 2006-2015. Source: City of Neosho.

2.5. Facilities & Services

The City of Neosho offers an affordable cost of living in a rural urban setting. While the cost of living is affordable, many facilities and services are still provided to the residents.

Education

The heart of any residential neighborhood is a good school system. Elementary through 12th Grade education is provided by the Neosho R-5 School District.



Figure 17 – Crowder College (Source: Crowder College)

According to the Neosho R-5 website, the school district serves 4,340 students living within a 223 square mile area.

Neosho R-5 School District currently comprises of nine schools, namely; Benton Elementary, Central Elementary, George Washington Carver Elementary, Goodman Elementary, Neosho Middle, Neosho Junior High, Neosho High, Neosho Alternative School, and South Elementary School. The School

District also has several athletic teams with varying types of sports, ranging from baseball, cross country, to football, golf, soccer, tennis and wrestling.

Neosho is the home of Crowder College, Ozark Bible Institute and Ozark Christian College. The City is also surrounded by other public universities within a 75 mile radius; University of Arkansas, Missouri Southern State University, Missouri State University, Ozark Christian College, Messenger College, Drury University and Evangel University.

Fire

The Neosho Fire Department provides fire protection services for the City. Its services cover a 93 square miles subdivided into District A, B, C and mutual Aid. District



Figure 18 – Neosho Fire Department (Source: City of Neosho)

A is anywhere inside the City limit, north of South Street, District B is inside City limits, south of South Street, District C is area outside of city limits (totals to 77.25 square miles) and finally, mutual aid includes assistance requested from, and provided to, all local fire. There are two fire stations; one located on N College Street and a second one located on Industrial Drive. According to their 2014 Annual Report, the Neosho Fire Department's mission is to "assist people through prevention, planning, education and action".

Police



Figure 19 – Neosho Police. Source: City of Neosho

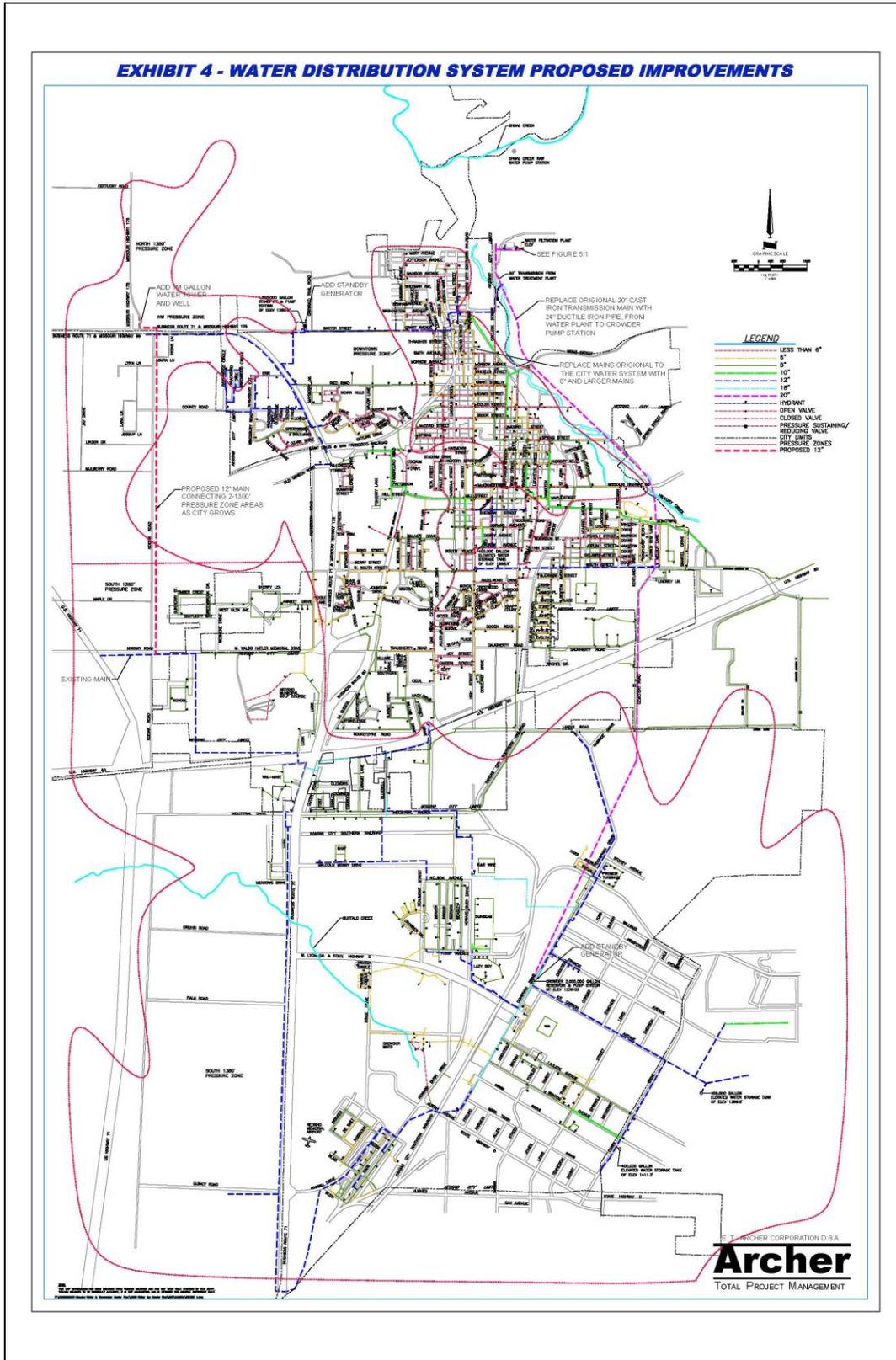
The Neosho Police Department (NPD) is also committed to quality law enforcement protection to everyone living, working and traveling through the community. They have a total of 26 police personnel serving the community. According to the 2014 Neosho Police Department report, the City of Neosho's crime index went down by 4 percent between the year of 2013 and 2014.

Drinking Water

While finished drinking water was found to be in compliance with Missouri Department of Natural Resources standards, the Drinking Water System Master Plan published in 2007 addresses the need for improved efficiency. At the time that this report was published, Neosho had already begun gradually replacing older sections of water main. However, locating and repairing leaks has been found to be difficult due to how rocky the ground in the area. The over-riding recommendation of the plan is replacement of the city's older mains in order to improve loss of treated drinking water.

In 2009, voters approved a \$9.5 million water improvement project that included upgrades to water treatment plants, pump houses, wells, replaced old water lines and installed fourteen thousand feet of new sixteen inch water main on Kodiak Drive. These improvements addressed many of the highest priority concerns outlined in the Drinking Water System Master Plan. Neosho is well-positioned to meet future standards, but in order to

prepare for growth and increased demand the main focus should be to decrease the amount of water loss by making improvements to the existing system.



The Civic

The Neosho Civic is located at 109 West Main Street, just west of the square. The Civic, formerly the Municipal Auditorium, was completely renovated in 2007-2008. The Civic is an asset to the community and serves many functions. It may be used as one large venue, or as three separate rooms with new state-of-the-art sound and lighting. With more than 650 new seats in the balcony the venue can accommodate more than 1,000 guests.



Figure 21 – Art show in the Civic (Source: City of Neosho, MO)

A brief description of the City's parks and recreation facilities is provided below:

Morse Park

Morse Park is located along the floodplain of Hickory Creek. The creek generally flows to the northwest, emptying into Shoal Creek north of the City. Numerous springs discharge into Hickory Creek, resulting in permanent flows when other streams run dry. The creek and the prominent bluffs along its east side have impeded the City's growth to the east. Indeed, only McKinney Street and two lesser roads, Wood Street and Spring Street, convey traffic eastward from downtown Neosho.

Traditionally, Morse Park has been Neosho's primary outlet for outdoor active recreation.



Morse Park. Source: bridgehunter.com

The site supports two full-size baseball fields, two youth baseball (or softball) fields, a practice softball field, two tennis courts, a playground, and pits for horseshoes and volleyball. North of McKinney Street (Highway 86), Morse Park includes a youth soccer complex of five fields with sufficient area for a sixth field.

Big Spring Park

Big Spring Park abounds with both natural beauty and architectural interest. Home to a gushing spring, the Civil War Cave, and the Flower Clock, the park has become a destination for regional tourists. This is an intergenerational park that also offers a small playground with new equipment to younger park visitors. The greatest challenge to this park is how to accommodate the interest to the natural and man-made beauty and still preserve the park's unique character.



Scenic Park

Scenic Park is one of Neosho's two neighborhood parks. The park is located in a neighborhood of small, lower-income homes. Currently, the park provides a small ballfield that includes a backdrop and scoreboard. The City has refurbished an existing restroom building and plans to upgrade another for possible use for concessions and storage. Two pieces of play equipment have been purchased and are ready to be installed in the spring of 2017. Two shelters also exist on the park property. Other than the shelters, no shade is available there.

Neosho Bicentennial Park

The Neosho Bicentennial Park is owned by the Missouri Department of Conservation with a total of seven hundred twenty one acres (721 acres). Ninety percent of the total acreage (~693) is forested with multiple trails. The area that Bicentennial Park sits on used to be part of the World War II Camp Crowder Army Base. The U.S. Army selected Neosho site for the base because of its proximity to water, railroads, and highways.

Some of the recreational activities allowed in this park include biking, hiking, horseback riding, hunting, camping and picnicking. Deer hunting is allowed if the person has a permit. There is also a 4.5 miles of multi-use trail; it is open to hiking, biking and horseback riding.



Neosho's Young Men's Christian Association (YMCA)

Neosho's Freeman YMCA is located on Chouteau Street and offers a wide range of programs for people of all ages and fitness level. YMCAs require a membership to use their facilities, however membership fees are affordable and the YMCA offers financial assistance programs. Some of the programs that are available include Crowder Intramurals, couch potato to 5k, to bike challenge. Crowder Intramurals bring together students and staff to play different games like ping pong, ultimate Frisbee, basketball, volleyball, etc.



2.7. Transportation

Transportation refers to the methods that we use to travel from one location to another. In most instances we think of transportation as getting in our car and driving to work, school or to go run errands. This is the most dominant form of

	2000		2010		2014	
Occupied housing units	4,114		4,426		4,666	
No vehicles available	341	8.3%	403	9.1%	530	11.4%
1 vehicle available	1,588	38.6%	1,655	37.4%	1,769	37.9%
2 vehicles available	1,604	39%	1,613	36.4%	1,701	36.5%
3 or more vehicles available	581	14.1%	755	17.1%	666	14.3%

Figure 27 – Vehicles Available per Household (U.S. Census Bureau, 2000, 2010, 2014)

transportation in Neosho, and this can be shown in the table below with 88.7 percent of households owning at least one car. It does not necessarily mean that it is the only form of transportation that we should plan for as the community grows and develops. Other forms of transportation within and around the community include rail, air, public transportation, pedestrian and bicycle. Elements of all of these systems are all present in the community and should be planned for as additional development takes place.

There are several rail lines that travel through the City and provide access for many of the businesses. It is unlikely that new rail lines will be added although there may be some additional development of spurs to support new and existing businesses. Areas of concern related to the location and use of rail is primarily one of safety. Minimizing at-grade crossings and reducing the potential for pedestrian access to the rail lines should be part of the long-range development planning in the city.

The Neosho Hugh Robinson Airport is a municipal airport with the capacity to serve small jet aircrafts. This general aviation facility has a great deal of potential in attracting new businesses and industries to the area based on its location and ability to assist corporate leaders. The City has constructed a new terminal facility that is an attractive entrance to the City for visitors who arrive by air. They have also resealed the runway and taxiway, and installed new lighting within the last four years.

Workman’s Taxi Service is a privately run company that is well supported by the community.

Public transportation in Neosho is limited to the OATS transit program which provides van transportation to Neosho’s residents and throughout the State of Missouri. Hours of operation are limited which can have an impact on the independence of local public transportation users who do not have access to their own automobiles.



Figure 28 – OATS Transit System (Source: OATS Facebook)

“OATS is a public transportation system that is available to everyone regardless of age, race, gender, color, religion, or national origin, and in fact serves a wide diversity of clientele. OATS, Inc. helps people get to work, doctor appointments, essential shopping, and other places people need to go” –OATStransit.org

Below is a table that shows OATS’ transportation schedule in Neosho (for more information, visit www.oatstransit.org):

Origin	Destination	Schedule	Contact Person	Telephone
McDonald County	Neosho	2nd Tuesday	Virginia Mullin	417-364-8541
Newton County	Neosho	Tuesdays each month	Cindy Patterson	417-658-6804
Neosho	Neosho	Monday-Thursday (8am-3pm)	Clara Muse	417-592-8014

Figure 29 – OATS Transit Schedule

For a variety of reasons, there is a resurgence of walking as a means of transportation throughout the United States. This may have to do with attitudes about health or a desire to by some people to reduce reliance on the automobile. In the case of those too young to drive, it is one of the few transportation alternatives available that is not reliant on others. Neosho’s transportation network serves pedestrians well in some areas (downtown and surrounding areas) and less well in others (on the boulevard and in new commercial areas). As development occurs, both residential and commercial/industrial, it is important to consider the expansion of the pedestrian network. Similar to storm water management systems, pedestrian facilities (sidewalks primarily) are much less costly when they are constructed as a part of the development rather than after.

	2010		2013	
Workers 16 years and over	4,815	4,815	4,989	4,989
Car, truck, or van -- drove alone	3,598	74.7%	3,713	74.4%
Car, truck, or van -- carpooled	824	17.1%	872	17.5%
Public transportation (excluding taxicab)	5	0.1%	13	0.3%
Walked	86	1.8%	44	0.9%
Other means	145	3%	50	1%
Worked at home	157	3.3%	297	6%
Mean travel time to work (minutes)	19.1		17.9	

Figure 30 – Commute to Work (U.S. Census Bureau, 2010, 2013)

In terms of commute to work, in the City of Neosho, the mean travel time to work has been reducing from 19.1 minutes to 17.9 minutes, between 2010 and 2013. Modes of transportation to work include driving alone; which

is the dominating with 74.4 percent, carpooling is used by 17.5 percent of the residents 16 years and older who are in the labor force. Public transportation is used by 0.3 percent of the workers. It is necessary to realize that the number of people walking to work has reduced from 1.8 percent to 0.9 percent, while the number of people working from their homes doubled

between 2010 and 2013. In the graph shown below, 28.5 percent of commuters going to work travel less than 10 minutes and more commuters (17.8 percent) are within 10-14 minutes travel to work.

Interest in bicycles as a viable mode of transportation has been steadily increasing over the last few years. This interest has resulted in measures taken on the federal level that provide funding and guidelines for such facilities, such as Tea-21 and the Clean Air Act Amendments of 1990. Aid in establishing cycling facilities for the City may be obtained through the Missouri Department of Transportation.

In general, there are three types of bikeways that comprise a bicycle transportation system—bike paths, bike lanes, and bike routes.

- Bike paths are usually designed exclusively for bicycle traffic, but occasionally combined with pedestrian walkways. They are separate from vehicle traffic, usually 10-12 inches wide paved areas designed for recreational purposes or in conjunction with a park system.
- Bike lanes are dedicated lanes marked off on established streets for bicycle transportation purposes. When constructed in conjunction with a right-of-way improvement, they are considerably less expensive than bike paths.
- Bike routes are designed along existing streets. Signs are posted to alert vehicles to share roadway with bicycle traffic. This is the least expensive of systems to create. In this option, street selection and a public education are critical to the safety of the riders.

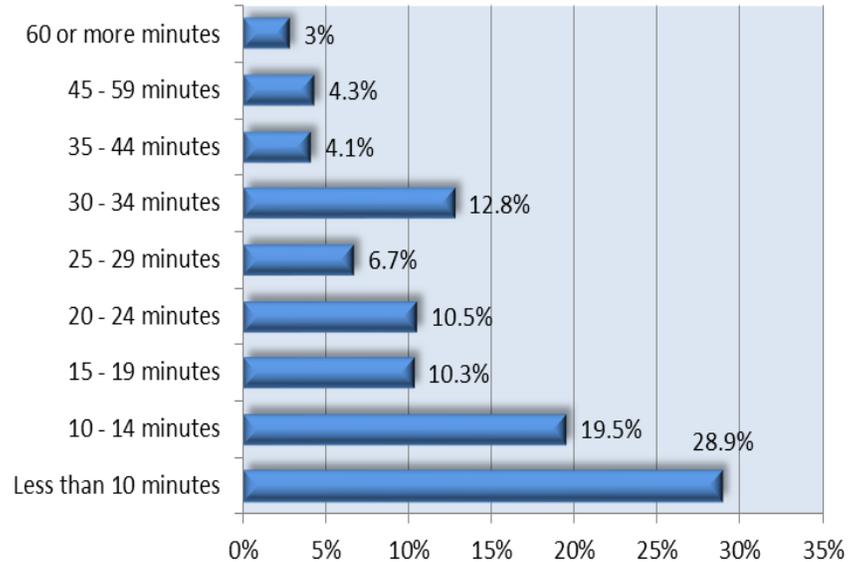


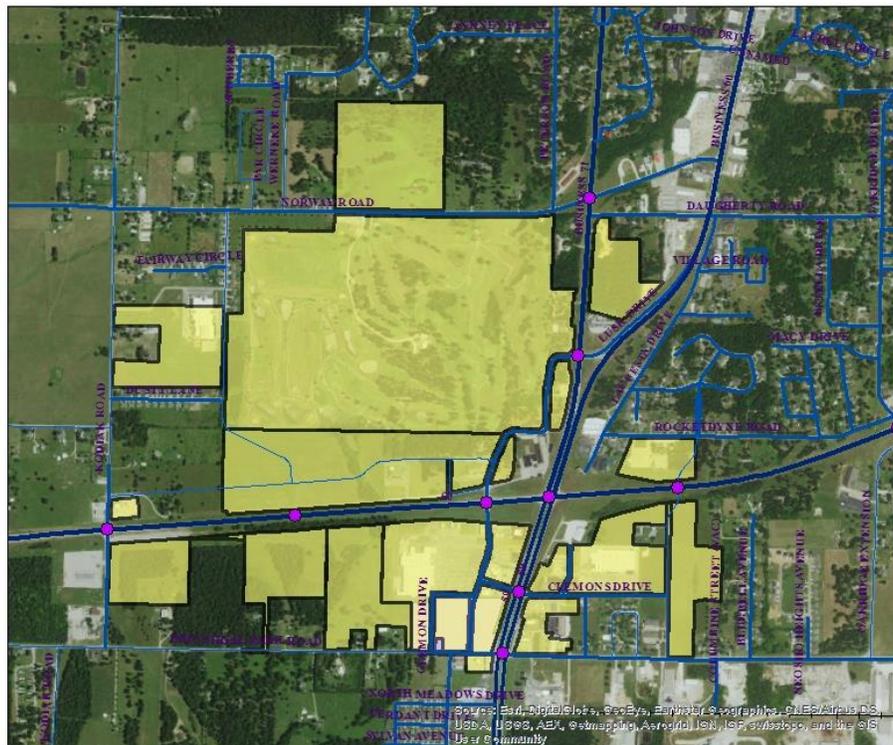
Figure 31 – Travel Time to Work (U.S. Census Bureau, 2014)

Advanced riders tend to use established bicycle routes and the public street system, whereas, children and recreational riders prefer the safer setting of local streets, bike paths and bike lanes.

Transportation Development District (TDD)

Neosho’s Transportation Development District (TDD) project started in April of 2015 and completed in 2016. A TDD is a distinct taxing district authorized to undertake certain public improvement projects to be financed through the issuance of bonds. The map below shows the affected TDD area in the City of Neosho. This was a cost-share project between MoDOT and the City of Neosho and it totals around \$5.3 million.

The project was expected to help solve issues of safety, connectivity and smooth traffic flow around US 60. According to the Missouri Department of Transportation (MoDOT) – Southwest District, Neosho’s TDD was



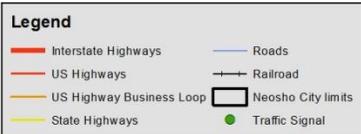
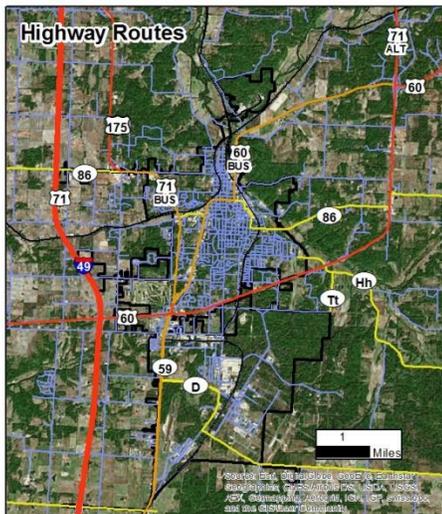
expected to:

- Build new intersection on US 60 at Adams Drive;

- Build new intersection on US 60 at Laramie Lane and Hearthside Street;
- Build new outer roads north and south of US 60;
- Extend Hale McGinty Drive south to Adams Drive;
- Improve intersection at Kodiak Roads and Norway Road; and
- Improve intersection at Hale McGinty Drive and Waldo Hatler Memorial Drive.

Now that the project is completed, it should help bring in new businesses and connect people from place to place. Some of the existing businesses in this area include Walmart, Lowes, and Denny’s. The Neosho Middle School and the Neosho Golf Course are also in the area. The new Neosho Junior High School is being built in the area as well, which is expected to increase traffic. As a result, all of these places of business, and residential activities in the area, will benefit from these street improvements.

Transportation Routes for Neosho, Missouri



2.8. Economic Development

Work Force

The City of Neosho has a large number of industries operating within its jurisdiction, and it has a positive impact on the city’s economy. In fact, 60.9 percent of Neosho residents ages 16 and over were part of the labor force in the year 2000. In the next ten to fourteen years, the number of people in labor force reduced. In 2010, the number decreased from 60.9 percent to 60.3 percent, and in 2014 Neosho residents in the labor force is at 57.9 percent (Figure 12). This is in comparison to a 65.2 percent labor force participation rate for the State of Missouri in 2000. In other words, the City has a relatively fewer number of its residents that are employed or looking for employment. In 2010, the State of Missouri still had 65.2 percent of people above 16 years old in the labor force, and in 2013 that number went down to 64.3 percent.

EMPLOYMENT STATUS	2000		2010		2014	
Population 16 years and over	8,090	8,090	8,809	8,809	9,173	9,173
In labor force	4,927	60.9%	5,314	60.3%	5,309	57.9%
Civilian labor force	4,927	60.9%	5,314	60.3%	5,285	57.6%
Employed	4,665	57.7%	4,946	56.1%	4,993	54.4%
Unemployed	5.3	(X)	368	4.2%	292	3.2%
Armed Forces	0	0%	0	0%	24	0.3%
Not in labor force	3,163	39.1%	3,495	39.7%	3,864	42.1%

Figure 34 – Employment Status for the City of Neosho (U.S Census Bureau, 2000, 2010, 2014).

When reviewing employment in any area, it is critical to examine unemployment rate and compare it to the region. The City of Neosho seems to be in good standing compared to Newton County, the State of Missouri and the U.S. in general (Figure 13). As of 2013, Neosho had a 5.3 percent unemployment rate, while Newton was at a 7.2 percent and Missouri 8.8 percent. In general, Neosho is reducing unemployment rate over the years. With more jobs being created; this shrinks unemployment rates and improves the local economy.

	2000	2010	2014
United States	4	9.6	9.2
Missouri	3.4	7.4	8.4
Newton County	3	7.3	6.9
Neosho	3.2	6.9	5.5

Figure 35 – Unemployment rate (U.S Census Bureau).

While labor participation rate is a decent starting point, a more detailed view of employment data is needed. A thorough look at employment by industry can be shown in the chart below (Figure 14). The American Community Survey provides employment information from data it sampled between in 2013. Overall, the total number of jobs has been increasing over the years since 2000. In 2000 the number of jobs was at 4,665, it rose to 4,946 jobs in 2010 and then to 4,946 jobs in 2014.

As shown in Figure 14, 19 percent of employed residents work in the education, health or social service sector. The next two largest sectors are manufacturing and retail trade with 18.6 and 11.3 percent respectively. A look at the previous years, in 2000, manufacturing was the dominating industry with 28.1 percent, then it went down to 24.6 percent in 2010 and 17.6 in 2013. Other industries have not had dramatic changes in their employment contribution to the City of Neosho.

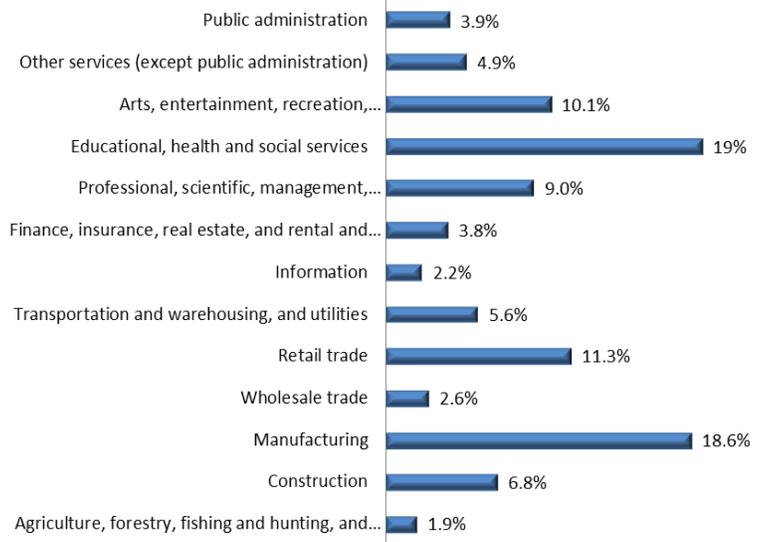


Figure 36 – Employed residents 16 and older by industry (Source: US Census)

While employment by industry is worth reviewing, it does not reveal the quality of the workforce. Educational attainment is not a perfect measure of workforce quality, but it provides a better understanding. As illustrated in Figure

EDUCATIONAL ATTAINMENT	Total	In labor force	Employed	Unemployment rate
Population 25 to 64 years	5,814	70.5%	66.5%	5.2%
Less than high school graduate	1,096	62.0%	60.1%	2.9%
High school graduate (includes equivalency)	1,750	59.8%	52.1%	13.0%
Some college or associate's degree	1,929	73.3%	71.1%	1.4%
Bachelor's degree or higher	1,039	92.4%	89.0%	3.6%

15, roughly 34 percent of Neosho residents obtained some college or an Associate’s degree. In comparison, only 32 percent of Missouri’s employed residents have a college degree. In other words, the labor pool in the City of Neosho is of slightly higher quality.

The workforce quality may be high in Neosho, but it does not always translate into higher wages; but in this City’s case, it did. Households in the City earned a median yearly income of \$35,276. On the other hand, Missouri’s median household income was \$47,380. This means that the City of Neosho has a median income that is lower than the state of Missouri.

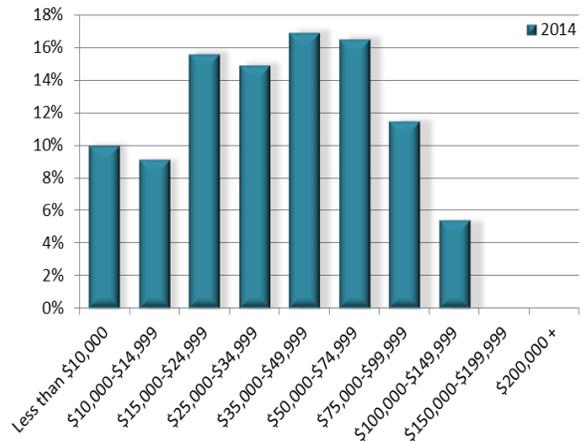
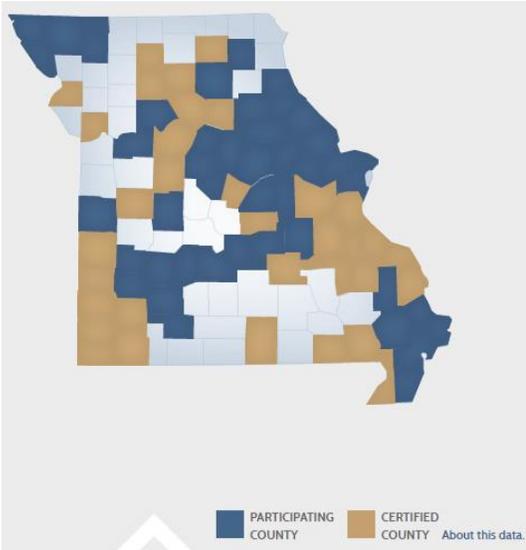


Figure 38 – Households by Income Bracket (U.S)

Work Ready Certification – Newton County

In August of 2015, Newton County was designated as a Workforce Ready Community. This certification gives Newton County an advantage over other counties when it comes to competing for new businesses deciding where to relocate. To give a sense of the importance of this designation, Missouri only has merely 34 out of 115 counties designated as Workforce Ready; Newton County is one of them.

Arkansas has zero counties with that designation, and Kansas and Oklahoma only have one county with a Workforce Ready Certification.



Missouri Certified Work Ready Communities is a voluntary effort whose focus is to align workforce and education to meet the economic needs of a community. It is guided by communities' elected officials, economic development, business leaders, chambers of commerce, educators and workforce development. The vision of the program is to "attract, retain, and develop a workforce with education and fundamental skills- Reading for Information, Applied Mathematics, and Locating Information- to succeed in the 21st Century"- Work Force Ready Communities.

Industrial Growth

The City of Neosho is represented by local non-profits for the purpose of business attraction and expansion. According to the Neosho Area Chamber of Commerce's website, they are a voluntary organization of the business community. It unites business, industry and professional individuals to improve the economy and build a better community. The Chamber's strength lies in its membership, enabling them to accomplish collectively what no one could do individually. The Chamber of Commerce organizes and directs the energies of those who believe that a community worth living in is a community worth improving.



The Neosho Area Business & Industrial Foundation, Inc. (NABIFI) was founded in 1987. Almost 30 years ago NABIFI was organized exclusively for charitable purposes as described in the Section 501 (c) (3) of the Internal



Revenue Code. NABIFI is an umbrella organization which acts as a catalyst to attract industry, expand job opportunities, and improve the quality of life in the Neosho area. They have also recently expanded their marketing efforts through the use of their website at growneosho.com.

In 2016, NABIFI helped the community establish a foreign trade zone (FTZ) in the industrial park. The Southwest Missouri FTZ can help businesses avoid some of the frustrations of international trade by reducing U.S. Customs delays, and high Customs' duties (taxes). A FTZ is an economic incentives program created by the federal government to facilitate international trade. An FTZ is physically located within a nation's boundaries, but legally exists outside the Customs' area. The Southwest Missouri FTZ can include any business in a 23 county region in Southwest Missouri (shown in blue on the map). While merchandise is in an FTZ, Customs' duties are delayed until it enters U.S. commerce. If goods enter the FTZ and are exported again, they may never be subject to U.S. Customs' duties. With the increase in movement of manufacturing from China to Mexico, and the increase in shipments through Gulf cities, the future development of an intermodal facility in the FTZ would help Neosho expand its ability to handle additional rail transport. This will attract employers and industries that might not have considered Neosho in the past.



2.9. Land Use Patterns

Introduction

Growth brings a number of benefits to a community; however, it also brings a number of negative impacts and costs. To help balance these factors, the City will promote a development pattern that represents the sustainable use of land, energy and other resources by encouraging orderly, contiguous growth and minimizing single-use or low-density, dispersed development. Detailed land use and growth management policies are provided that expand on the goals and guiding principles. The policies also provide direction for property owners, elected and appointed community leaders, and City staff and administrators in making decisions regarding the location, rate, and design of development within the urban area.

Growth Management

To minimize leapfrog development patterns and make efficient use of services, the City prioritizes areas of growth identified in the Comprehensive Plan through the establishment of **Priority Growth Areas** for new development within the **Urban Service Area Boundary**. The City, in coordination with the County, develops criteria to be used in establishing Priority Growth Areas, to include but not be limited to, the following:

- Timing and availability of infrastructure, facilities and services;
- Adequacy of fire protection and emergency services;
- Access to adequate roadways;
- Contiguity with existing urban areas;
- Eligibility for annexation;
- Existing environmental constraints; and
- Market considerations, including likely demand for development of the candidate area in the near-term future.

Approval of new development outside of a Priority Growth Area is restricted, except where new development is consistent with the goals of the Comprehensive Plan and pays the full cost of extension and provision, operations, and, where appropriate, maintenance of all utilities and services. Priority Growth Areas is reevaluated to determine the City's ability to provide services in and beyond these areas on an annual basis, in coordination with the City's Capital Improvements Program.

Annexation and Infill Development

Areas for Future Expansion

Areas for future expansion should be reevaluated as needed, based upon land availability and demand within Neosho and on the future provision of services. As areas for future expansion are identified, they should be designated and revised on the Future Land Use Map for urban or other appropriate land uses. Since the buildout of these areas is typically beyond the approximate 20 year lifespan of the Comprehensive Plan, non-urban development within these areas should be discouraged in order to retain the opportunity for future urban development.

Annexation and Process

The Neosho City Council shall encourage the orderly annexation of the land within the Urban Service Area Boundary. The Neosho Planning and Zoning Commission may recommend, or the City Council may initiate, the unilateral annexation of an area when any of the following conditions exist:

- Service to an existing area in the City or area being annexed, would be improved;
- To ensure the logical extension of future services or that adequate land is available for future development;
- To incorporate existing urban development which is socially, economically, and physically a part of the City; or
- To implement the growth visions of the City.

Petitions for annexation shall be heard by the Neosho Planning and Zoning Commission, which shall make a recommendation on the proposed annexation, based on the Comprehensive Plan and the Capital Improvements Program. The City Council shall then consider their recommendation on the annexation. In cases where future land uses are known, the option shall be provided for the consideration and review of concurrent annexation, zoning and platting of land. The second reading of the annexation ordinance shall immediately proceed to the second reading of an ordinance designating the zoning for the area being annexed.

Rural Development outside Urban Service Areas

Areas outside of the Urban Service Area Boundary should be maintained as very low density living areas, open space, agricultural activities and other uses compatible with the intent of the Comprehensive Plan. The

City shall coordinate efforts to manage rural development located outside the Urban Service Area Boundary, so that it does not impede future urban growth in areas identified in the Comprehensive Plan as having future potential for urban development.

Infill and Redevelopment

Infill and redevelopment within established areas of the City is generally encouraged where deteriorated or obsolete structures have become detrimental to an area, where new uses can be accommodated on vacant properties, and in areas that have been specifically identified for redevelopment. Projects may range in size from a single residential lot to the redevelopment of multiple contiguous blocks within a neighborhood or commercial area. Regardless of its scale, infill and redevelopment shall be designed in a manner that is sensitive to and reflects the character of the surrounding area. Important design considerations include building scale, mass, roof form, height, and orientation, parking location, lot coverage, architectural character, and landscape elements. These design considerations are particularly important when infill or redevelopment occurs within or adjacent to an established residential neighborhood, or when a change in use or intensity would otherwise negatively impact the established character of the surrounding area.

CHAPTER THREE: COMMUNITY VISION & GOALS

The community vision and goals were developed using input from the City of Neosho's residents in the form of the past planning processes referenced in Appendix A of this plan; the public survey conducted in January 2017; and through discussions with the Comprehensive Planning Committee. This section serves as a guide for future development and a path for the City to follow in order to better provide for its residents.

While planning is essential, implementation is just as important. Implementation and adherence to the community vision and goals is the responsibility of the municipality and its residents, business owners and stakeholders.

3.1. Community Vision

Developing a consensus of what the vision of the community should be is not always easy, but is the key to the overall success of the implementation of a comprehensive plan. The planning process has led to the determination that the City of Neosho's top priorities include the improvement of job growth and related opportunities through economic development. Residents would also like to protect its rural, small-town character. In order to accomplish these tasks, the City desires to make minimal changes to current land use by encouraging more growth in the industrial park on the south side of town and commercial and residential growth on the west side of town. The Future Land Use Map outlining the desired future land use is provided at the end of the plan as Appendix D.

While this plan attempts to lay a clear vision for the future, the Future Land Use Map and the Comprehensive Plan as a whole are both living documents. Demands for land development in contradiction to this document may occur. If a property owner demands a change in land use/zoning, then such request should be processed through the normal procedure by the Planning and Zoning Commission. In such cases, it is the duty of the Planning and Zoning Commission to listen to the will of its constituents and amend the Comprehensive Plan.

3.2. Community Goals & Objectives

The community's goals fall under six main categories: Economic Development, Land Use Pattern, Housing, Transportation, Parks and Recreation, and Facilities & Services. Under each goal are objectives that help accomplish the goal, followed by a description of the objective. These objectives are actionable items that can be implemented by the City of Neosho and their partner organizations. While the City desires every goal and

objective to be completed, certain goals may be unattainable until circumstances change. Community goals and objectives are outlined in the following section.

Economic Development

GOAL 1 IMPROVE JOB OPPORTUNITIES IN TOWN

- **Support Local Efforts in Business Attraction and Expansion**

The City should use resources through the Federal Economic Development Administration, the State of Missouri's Department of Economic Development (DED), the Joplin Regional Partnership, and other local, state and federal resources to assist local non-profit efforts in working with the growth of the industrial and commercial businesses in the community.

GOAL 2 IMPROVE INDUSTRIAL GROWTH AND DEVELOPMENT

- **Support Local Efforts to Develop an Intermodal Facility**

With the newly created Foreign Trade Zone located in the industrial park, the City should continue to support NABIFI's efforts with obtaining state and federal funding to develop an intermodal facility that will help attract new industrial businesses involved in international trade to the site.

- **Expand Infrastructure Where Needed in the Industrial Park to Support New Industry**

The industrial infrastructure program through DED's Community Development Block Grant Program, and other state and federal programs, should be used as incentives for continued industrial growth.

Land Use Pattern

GOAL 1 PROTECT THE RURAL, SMALL-TOWN CHARACTER OF THE CITY

- **Support the Modest Growth of Commercial Areas**

There is a strong desire for the town to expand its retail and other commercial services, especially along Highways 86 and 60, but it should be on a neighborhood scale that is consistent with the community's small town feel.

- **Support the Modest Growth of Residential Areas**

The City should encourage developers to build single-family and low-rise multi-family housing that is consistent with the community's small town feel.

- **Protect Open Space and Natural Areas**

The City should identify and conserve environmentally sensitive areas, including wetlands, key wildlife habitats, steep slopes, and riparian areas. The incorporation of open space corridors, buffers, and linkages into new development should also be encouraged.

GOAL 2 GUIDE DEVELOPMENT TO MINIMIZE NEGATIVE IMPACTS ON THE CITY AND ITS ENVIRONMENT

- **Encourage Sustainable Development**

The City should promote the sustainable use of land, energy and other resources by encouraging orderly, contiguous growth and minimizing low-density, dispersed development.

Housing

GOAL 1 ENCOURAGE NEW RESIDENTIAL DEVELOPMENT

- **Proactively Approach Regional Developers and Investors to Consider Building in Neosho**
Statistics from the 2014 Housing Study supports the need for more affordable and market rate housing in the community. The City and local non-profits should seek out residential builders and promote the community as a safe place to invest their resources in housing development at a modest construction rate.

GOAL 2 PROMOTE CONDEMNATION PROGRAM AND INFILL PROJECTS

- **Continue Condemnation Program**
The condemnation program by the City's building department will help revitalize residential neighborhoods that have become blighted and make infill a realistic option for the city and developers. As the city continues its condemnation plans, it will be important to differentiate between homes that are beyond repair and those that are somewhat dilapidated.
- **Encourage Infill Housing on Vacant Lots in Established Neighborhoods**
A significant number of respondents to the Housing Survey (2015) saw the value and appeal of higher density neighborhoods and the positive effects of living in a more urban area. It would be beneficial to have a higher concentration of new homes available in the more established Neosho neighborhoods. More and more people nationwide are attracted to these areas due to their smaller lots that require less maintenance and walkability to commercial areas that provide more opportunity for social interaction.

GOAL 3 PROMOTE HISTORIC PRESERVATION OF OLDER HOMES AND REPURPOSING BUILDINGS

- **Encourage the Preservation of Historic Homes to State and Federal Standards**
The City should encourage the restoration of older single-family homes that are still in repairable condition. It may also be beneficial for some areas of town to be surveyed by a qualified architectural historian to determine their eligibility for designation as a residential historic district by the National Register of Historic Places.
- **Encourage the Conversion of Historic Commercial and Industrial Buildings Into Housing**
The City should encourage the restoration, and at least partial conversion to residential uses, of substandard buildings that contribute to the Neosho Commercial Historic District. State and federal tax credits are available to income producing projects that meet the Secretary of the Interior's Standards for Rehabilitation.

GOAL 4 SUSTAIN NEOSHO'S HISTORICAL STYLE AND CHARM

- **Maintain the Architectural Integrity of Established Neighborhoods**
The City should inspire and encourage builders of new infill homes to select designs that blend well architecturally with the surrounding neighborhood.

Transportation

BACKGROUND: Voiced concerns from the public indicate a need for a long-range plan developed for neighborhood sidewalks.

Specifically, this plan would focus on development of sidewalks for students who walk to their respective schools. The emphasis would be for those areas where cross walks are present and where higher foot traffic is noted for students. The plan could incorporate the School District's policies, which determine if a student will be walking to school or riding a bus, based on their proximity to the school.

GOAL 1 DEVELOPMENT OF A SIDEWALK PLAN

- **Develop a Long-Range Plan for Sidewalks that would benefit high foot-traffic areas with an emphasis near Neosho School buildings.**

Based on concerns voiced by the public, the City should begin working on a long-range sidewalk plan for neighborhoods. Specifically, this plan would focus on development of sidewalks for students who walk to their respective schools. The emphasis would be for those areas where crosswalks are present and where higher foot traffic is noted for students. The plan could incorporate the School District's policies, which determine if a student will be walking to school or riding a bus, based on their proximity to the school.

GOAL 2 SET TRANSPORTATION DESIGN STANDARDS FOR NEW DEVELOPMENTS

- **Adopt a "Complete Streets" Policy**

The City should ensure that transportation designs for new development facilitate safety, connectivity, and mobility for all modes of transportation in established and developing areas of the community.

GOAL 3 MAINTAIN THE STREET NETWORK

- **Continue City Road Maintenance Schedule**

According to the survey, the majority of respondents did not agree that a majority of the City maintained roads were in good condition. In order to maintain the road network, the City should continue to set the regularly scheduled road maintenance program as a high priority.

GOAL 4 IMPROVE THE MULTI-MODAL NETWORK

- **Apply for Grant Funding and Other Available Resources for Improvements**

Applications to the Missouri departments of Transportation and Natural Resources, among others, should be considered on an annual basis for funding of new trails and related improvements. Neighborhood streets and sidewalks in both new and existing areas should form an interconnected network, including vehicular, bicycle, and pedestrian routes within and between neighborhoods, in order to connect neighborhoods together and with other parts of the community and region. In particular, direct walkway and bicycle routes to schools, parks, employment and service centers, and other community facilities should be provided.

Parks & Recreation**GOAL 1 PROVIDE AN ADEQUATE RANGE OF RECREATIONAL OPPORTUNITIES**

- **Update the City's Comprehensive Park Plan**

Many improvements and other changes to the City's recreational facilities have taken place over the past 10 to 15 years since the Park Plan (2003) was written. A complete evaluation and assessment of those facilities, led by the Parks Board, should be made to determine what new and old needs remain to be completed. A comprehensive parks and trail map of the community should also be created for the updated Park Plan. The City's Green Infrastructure Design Handbook (2013) should also be utilized and incorporated into the update.

GOAL 2 PRESERVE ENVIRONMENTALLY SENSITIVE AREAS FROM DEVELOPMENT

- **Protect Wetlands, Key Wildlife Habitat, Steep Slopes, and Riparian Areas**

The City should identify these undeveloped environmentally sensitive areas located in the Urban Service Area and provide information to their property owners and potential developers to encourage

them to conserve them as public use areas in future development plans.

Facilities & Services

GOAL 1 MAINTAIN & IMPROVE EXISTING INFRASTRUCTURE

- **Develop Regular Maintenance Programs**

The City should proactively improve water, sewer and other infrastructure systems before costly repairs are required. They should also partner with neighborhoods to develop cost share opportunities to upgrade infrastructure to current standards and pursue alternative funding sources (state and federal grants) whenever possible to reduce costs of projects.

GOAL 2 PROVIDE INFRASTRUCTURE TO PRIORITY GROWTH AREAS

- **Make Efficient Use of Public Resources for Expansion Projects**

The City should provide adequate public facilities and services to priority growth areas. The phasing of infrastructure improvements should be considered in the timing and location of these new developments. The City and other applicable local agencies should ensure that standards are established for public infrastructure. These standards should define the specified levels of service that are necessary and appropriate to meet the needs of residents. The City should prepare and update multi-year capital improvements programs that are coordinated within all departments in order to direct and prioritize the provision and extension of public facilities and services to identified growth areas while protecting non growth areas from inappropriate urban development.

GOAL 3 MAINTAIN LEVEL OF SERVICE BY POLICE AND FIRE DEPARTMENTS

- **Continue Commitment to Quality**

As noted in the survey, the police and fire services provided by the City were among the highest positive ratings, therefore, it is a high priority to maintain the services provided to the City as the population grows.

GOAL 4 SET HIGH STANDARDS FOR PUBLIC AWARENESS

- **Maintain Quality Communications to Residents**

According to the survey, residents mostly feel that the City's website is useful and informative. The City should continue to be proactive in educating and informing citizens of municipal activities in a timely manner. Public projects should be clearly identified and information about project status regularly provided through the website and other local media press releases.

GOAL 5 MAINTAIN TRANSPARENT AND ACCOUNTABLE GOVERNMENT

- **Improve Input from Community Groups in City Actions**

The City should encourage participation from neighborhood-based community organizations, business and professional groups, residents and property owners in land development decisions as well as services and facilities planning. The City will notify organizations that may be affected by decisions in a timely manner so they have an opportunity to participate and/or sponsor meetings.

APPENDIX A: PREVIOUS PLANS AND STUDIES IN NEOSHO

4.1. Water and Sewer Extension Plan (2007)

The City of Neosho's Water and Sewer Extension Plan sets forth a policy for those wishing to connect to the city's water and sewer services. It encourages sanitary wastewater disposal by generally requiring sewer services as a condition of connecting to city water with the exception of the areas with water table issues and Pools Prairie. New construction outside the city limits wishing to connect must comply with Neosho's building codes.

Customers pay the cost of connecting to city water and sewer. Those outside of Neosho pay one-and-a-half times the standard water & sewer rate and must agree to annexation at the City's discretion. Property that directly borders city limits is mandatorily annexed and pays the standard rates. TIF (Tax Increment Financing) District customers may not have to pay the entire cost of connecting to water and sewer lines, with the expectation that future sales tax revenue will offset the city's expense.

4.2. Drinking Water System Master Plan (2007)

While finished drinking water was found to be in compliance with Missouri Department of Natural Resources standards, the Drinking Water System Master Plan published in 2007 addresses the need for improved efficiency. At the time that this report was published, Neosho had already begun gradually replacing older sections of water main. However, locating and repairing leaks has been found to be difficult due to how rocky the ground in the area. The over-riding recommendation of the plan is replacement of the city's older mains in order to improve loss of treated drinking water.

In 2009, voters approved a \$9.5 million water improvement project that included upgrades to water treatment plants, pump houses, wells, replaced old water lines and installed fourteen thousand feet of new sixteen inch water main on Kodiak Drive. These improvements addressed many of the highest priority concerns outlined in the Drinking Water System Master Plan. Neosho is well-positioned to meet future standards, but in order to prepare for growth and increased demand the main focus should be to decrease the amount of water loss by making improvements to the existing system.

4.3. Neosho Highway Corridor Plan (2008)

The goal of the Neosho Highway Corridor Plan is to review future development impacts that will affect Highway 60 and Highway 86. The specific focus of this study for Highway 60 was between Lusk and Highway 71, and Highway 86 between Harmony and Highway 71. The study concluded that if all the vacant lots on Highway 60 were to be occupied by new development (both commercial and residential), that there would be a need for regulations that will help effectively move traffic through. This may require building collector streets that connect to Highway 60 so that traffic may be diffused and less concentrated.

Highway 86 had the same recommendations as well that there will be a need for new collector streets to diffuse heavy traffic that will arise as a result of new development along the corridor. This study also suggested

introducing new traffic signals on Southbound US 71 off-ramp, Northbound US 71 off-ramp, Hammer Road, Mid-point between Hammer Road and Jay Drive, Jay Drive, MO 175 and Keene Lane.

4.4. Green Infrastructure Design Handbook (2013)

The Neosho Green Infrastructure handbook offers some techniques to help protect the City's unique abundance of natural freshwater springs by addressing the impact of construction and development. Instituting green infrastructure (methods that mimic nature) helps remedy issues such as pollution, flash flooding and streambank erosion. Some of the technics include building a rain garden, bioswale, vegetated curb extension, permeable pavement, green roof, green walk, and so on. These technics would help residents fight water runoff and protect their streams from polluting.

The publication illustrates many benefits that go beyond storm water management, such as increased property values, recreational opportunities and aesthetic appeal. The methods outlined in this guidebook make a natural connection to the Flower Box City.



Source: Green Infrastructure Handbook

One of the specific plans outlined is a three mile greenway stretching between the Neosho Junior High and the Morse Park Baseball Fields. The design connects urban areas to the Hickory Run Trail while providing a safe route for pedestrian traffic to travel to school. One of the prominent features of the plan is the restoration of the eroded banks around the school campus by widening the stream and planting vegetation that can survive both wet and dry periods. The proposed trail could potentially connect to the National Fish Hatchery, the Bicentennial Conservation Area and even to the larger regional trail system in Joplin following Shoal Creek.

4.5. JLUS (2014)

Joint Land Use Studies are collaborative planning efforts undertaken by military installations, other Department of Defense facilities, and the communities and stakeholders surrounding them. The Joint Land Use Study (JLUS) process results in a study outlining relevant demographic and land use background information, identifying potential land use conflicts, and surveying the tools and techniques for augmenting compatibility between military and civilian land uses and communication between military and civilian officials, landowners, and businesses.

While the goals of a Joint Land Use Study will vary from one installation to another, the overarching goal is to inventory potential and current incompatibilities in land use, identify measures for mitigating incompatibilities, and to detail a plan for facilitating compatible land use, regional coordination, and the ongoing mission of the local installation. The objectives are to:

- Increase awareness
- Encourage collaboration
- Facilitate land use compatibility and coordination

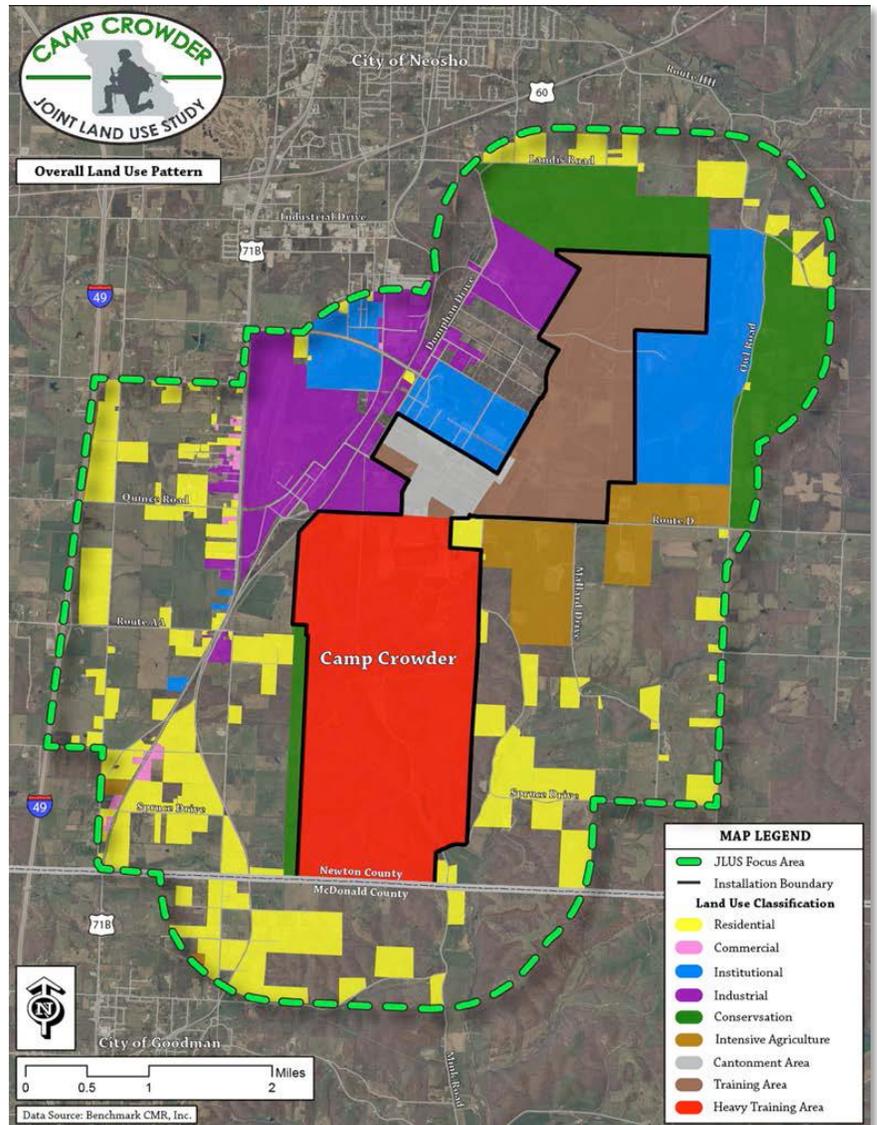
JLUS Focus Area:

In order to define a JLUS Focus Area for this Study, the most significant noise impacts associated with Camp Crowder's training missions were identified and mapped. The JLUS Focus Area extends generally one mile from the installation boundary, except in those areas where the most immediate noise impacts extend greater than a mile from the Training Center. In those areas, the JLUS Focus Area boundary was extended to the nearest prominent feature, such as a road, beyond the area covered by a noise impact zone.

The Focus area covers four jurisdictions:

- The City of Neosho
- The City of Goodman
- Newton County
- McDonald County

The map above shows the existing land uses on and off-post. Camp Crowder is shown with the black boundary line and the focus area; off-post, is shown inside the green dotted lines. As the map indicates, the *Heavy Training Area*, which is the assumed point of origin for the highest degree of potential impact, is located primarily in proximity to conservation lands, farms and forestland, scattered low density rural residential



development, industrial land uses and intensive agricultural operations. A conclusion could be drawn that there is a generally good degree of compatibility between the location of this higher intensity military land use on Camp Crowder and the land uses that are found on neighboring properties at the present time.

Some of the effects that Camp Crowder and the community have on each other include noise, lighting, land use incompatibility, etc. There are no major complaints from the community about Camp Crowder, but this study aims at maintaining good collaboration between the two parties and protecting Camp Crowder's mission. For more information about the study, please visit <http://www.crowder-jlus.org/>.

4.6. Neosho Housing Study (2015)

The Neosho Housing Study analyzes the Neosho Housing Preference Survey that was conducted from June 15 to July 15, 2015. The primary reason for the survey was for city administrators to learn about the housing wants and needs and to give Neosho residents an opportunity to give their opinion about what the future of Neosho's housing stock should look like. The benefit of this study is to analyze Neosho's housing history and through the survey result, plan and anticipate what the housing stock will look like in the future.

At the end of the study, there are four recommendations for future growth:

- Need for New Development
- Condemnation Program and Infill Projects
- Historic preservation of older homes and repurposing buildings
- Sustain Neosho's historical style and charm

Even though it is difficult to forecast, growth will take place in the coming years in Neosho. It is important for the City and the community to take an active role in deciding what kind of development occurs and how the city evolves in the coming years.

APPENDIX B: PLANNING SURVEY SUMMARY

The following are the results of the community wide survey that was conducted in the month of January 2017 with 264 respondents. While the opinions on most of the subjects seemed to average out to be generally neutral, there were a few that were much stronger on average. The strongest positive opinions in the community are that the Police and Fire departments provide adequate services to the community. There was also a strong desire to “keep a small town feel” in the community. There were also relatively strong opinions in the survey about where there’s room for improvement in the community. Respondents over all feel that there are not enough job opportunities in the City, and that there should be more industrial and commercial growth.

The following is a list of statements from the survey that are ranked based on their weighted average from strongly disagree to strongly agree.

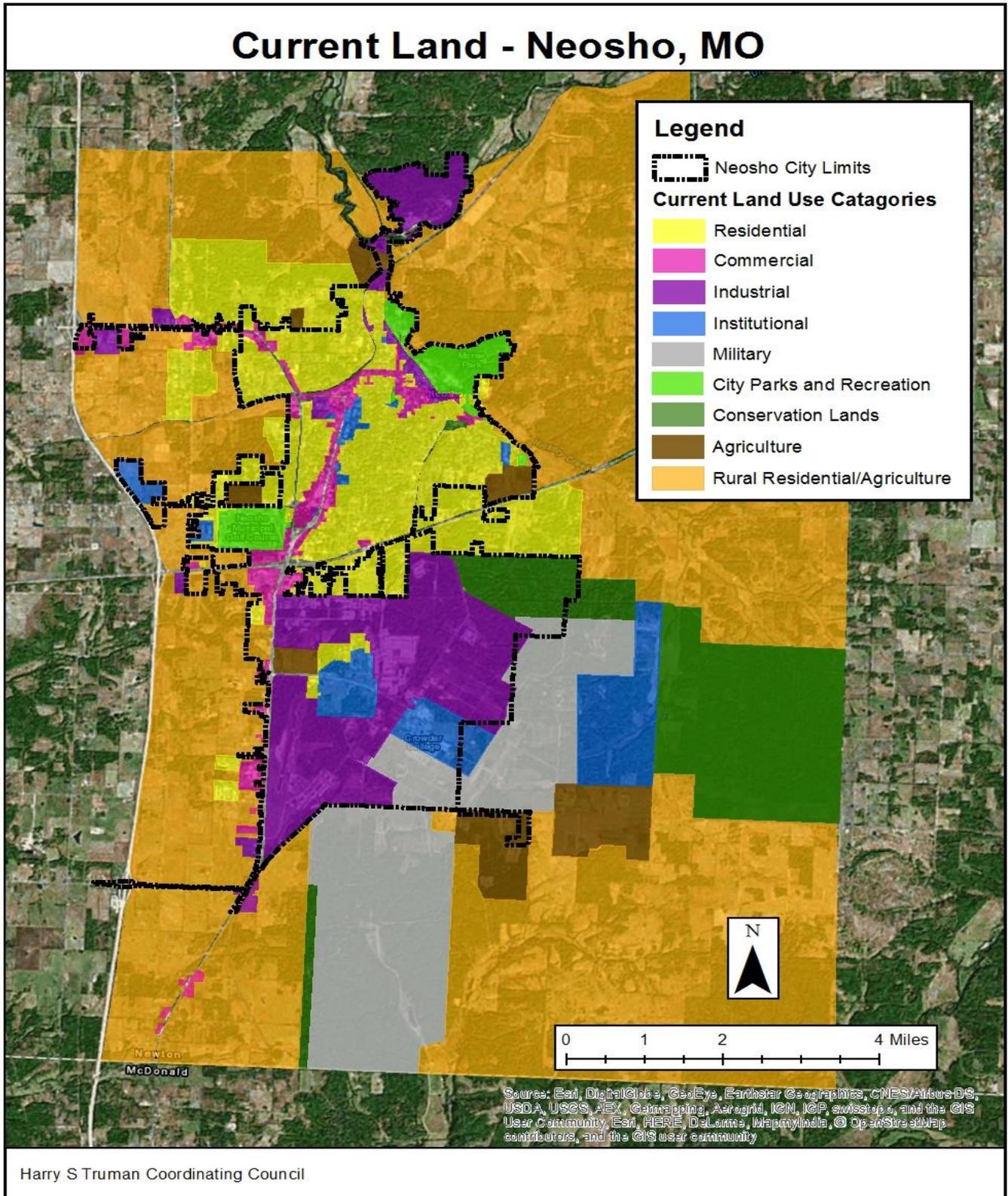
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
7. Job opportunities in the City are sufficiently adequate.	1.14% 3	9.47% 25	17.80% 47	42.80% 113	28.79% 76	264	-0.89
6. Industrial growth and development is adequate.	1.14% 3	18.18% 48	17.05% 45	42.80% 113	20.83% 55	264	-0.64
2. Commercial and retail development is adequate.	1.52% 4	18.25% 48	15.59% 41	48.67% 128	15.97% 42	263	-0.59
16. The City maintained roads are in good condition.	2.27% 6	19.32% 51	23.48% 62	38.64% 102	16.29% 43	264	-0.47
23. The Neosho City Council handles its business well.	1.89% 5	24.24% 64	38.26% 101	17.80% 47	17.80% 47	264	-0.25
11. Beautification efforts by the City are adequate.	2.66% 7	31.56% 83	21.29% 56	26.62% 70	17.87% 47	263	-0.25
8. Parks and/or recreational opportunities are adequate.	5.68% 15	29.17% 77	17.05% 45	31.44% 83	16.67% 44	264	-0.24
5. Urban residential development downtown is adequate.	3.79% 10	20.08% 53	31.82% 84	37.50% 99	6.82% 18	264	-0.23
22. There is a high quality of life in the City.	1.90% 5	24.71% 65	33.46% 88	28.52% 75	11.41% 30	263	-0.23
15. The City's	2.28%	29.28%	24.71%	31.94%	11.79%		

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
communication with residents is adequate.	6	77	65	84	31	263	-0.22
10. Drainage and flood control measures are adequate.	3.03% 8	34.47% 91	20.83% 55	30.30% 80	11.36% 30	264	-0.13
3. Single-family residential development is adequate.	2.28% 6	30.42% 80	25.86% 68	35.74% 94	5.70% 15	263	-0.12
9. Hike/bike trails in the City and surrounding area are adequate.	7.22% 19	33.84% 89	16.73% 44	26.24% 69	15.97% 42	263	-0.10
21. Higher property taxes would be worth better City services.	7.58% 20	26.14% 69	30.30% 80	21.59% 57	14.39% 38	264	-0.09
24. The City enforces its ordinances and regulations well.	2.65% 7	29.55% 78	34.85% 92	23.11% 61	9.85% 26	264	-0.08
4. Multi-family residential development is adequate.	3.41% 9	26.52% 70	33.71% 89	31.44% 83	4.92% 13	264	-0.08
1. The growth rate of the City is adequate.	3.41% 9	34.85% 92	23.48% 62	31.82% 84	6.44% 17	264	-0.03
13. The City works well with other local governments.	2.67% 7	27.48% 72	47.71% 125	9.16% 24	12.98% 34	262	-0.02
20. The City's current property tax rate is fair.	6.06% 16	38.64% 102	31.06% 82	16.29% 43	7.95% 21	264	0.19
25. The City's website is useful and informative.	3.79% 10	31.44% 83	48.48% 128	12.12% 32	4.17% 11	264	0.19
12. City limit and other signage are adequate and attractive.	6.46% 17	42.21% 111	25.86% 68	17.49% 46	7.98% 21	263	0.22
19. The City's snow removal service is adequate.	8.33% 22	46.21% 122	28.03% 74	12.50% 33	4.92% 13	264	0.41
17. The Neosho Police Department	14.02% 37	50.38% 133	23.86% 63	10.23% 27	1.52% 4	264	0.65

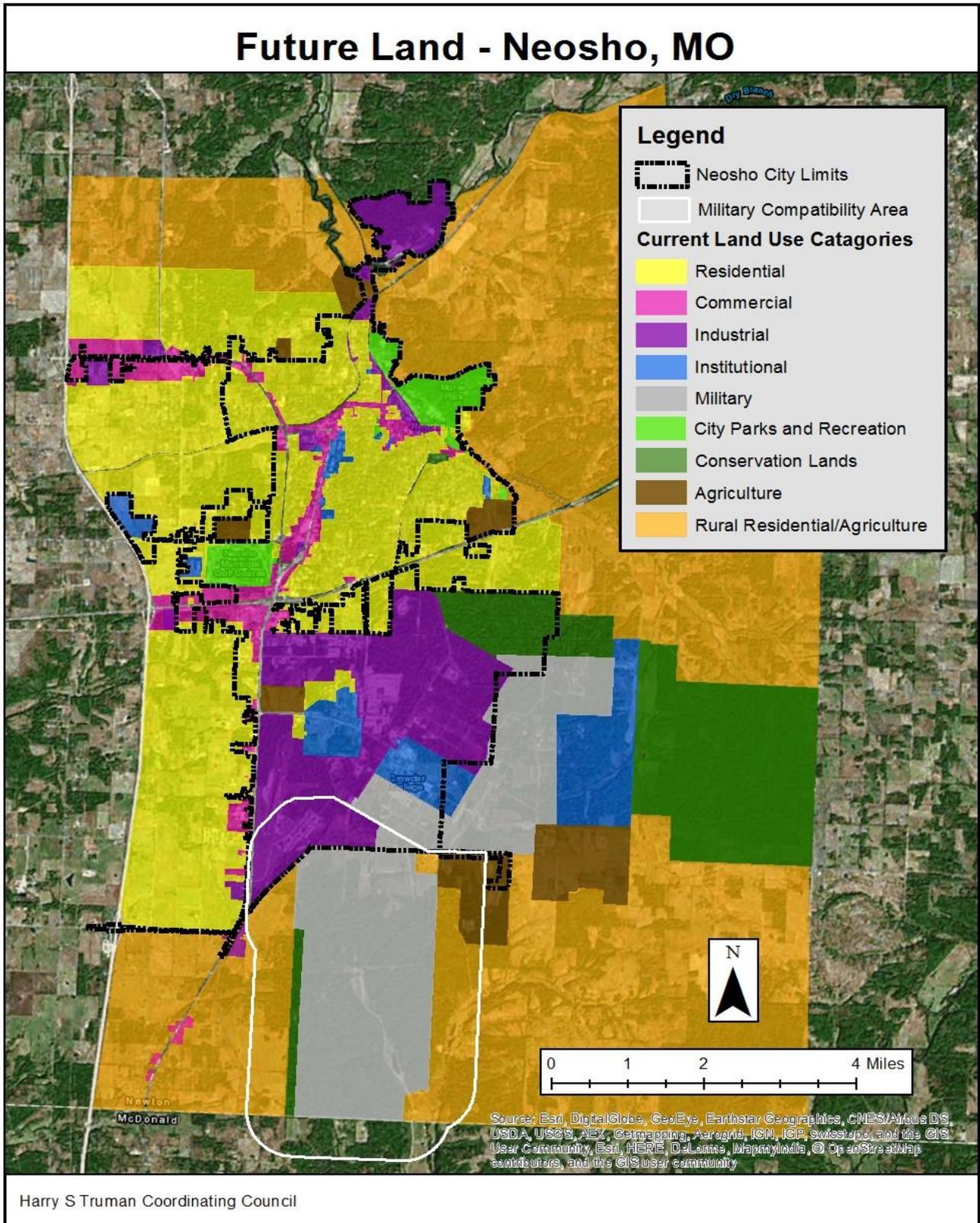
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
services are adequate.							
14. The City should keep a 'small town' feel.	27.86% 73	39.69% 104	17.56% 46	9.92% 26	4.96% 13	262	0.76
18. The Neosho Fire Department services are adequate.	19.70% 52	55.68% 147	20.08% 53	4.17% 11	0.38% 1	264	0.90

APPENDIX C: CURRENT LAND USE MAP

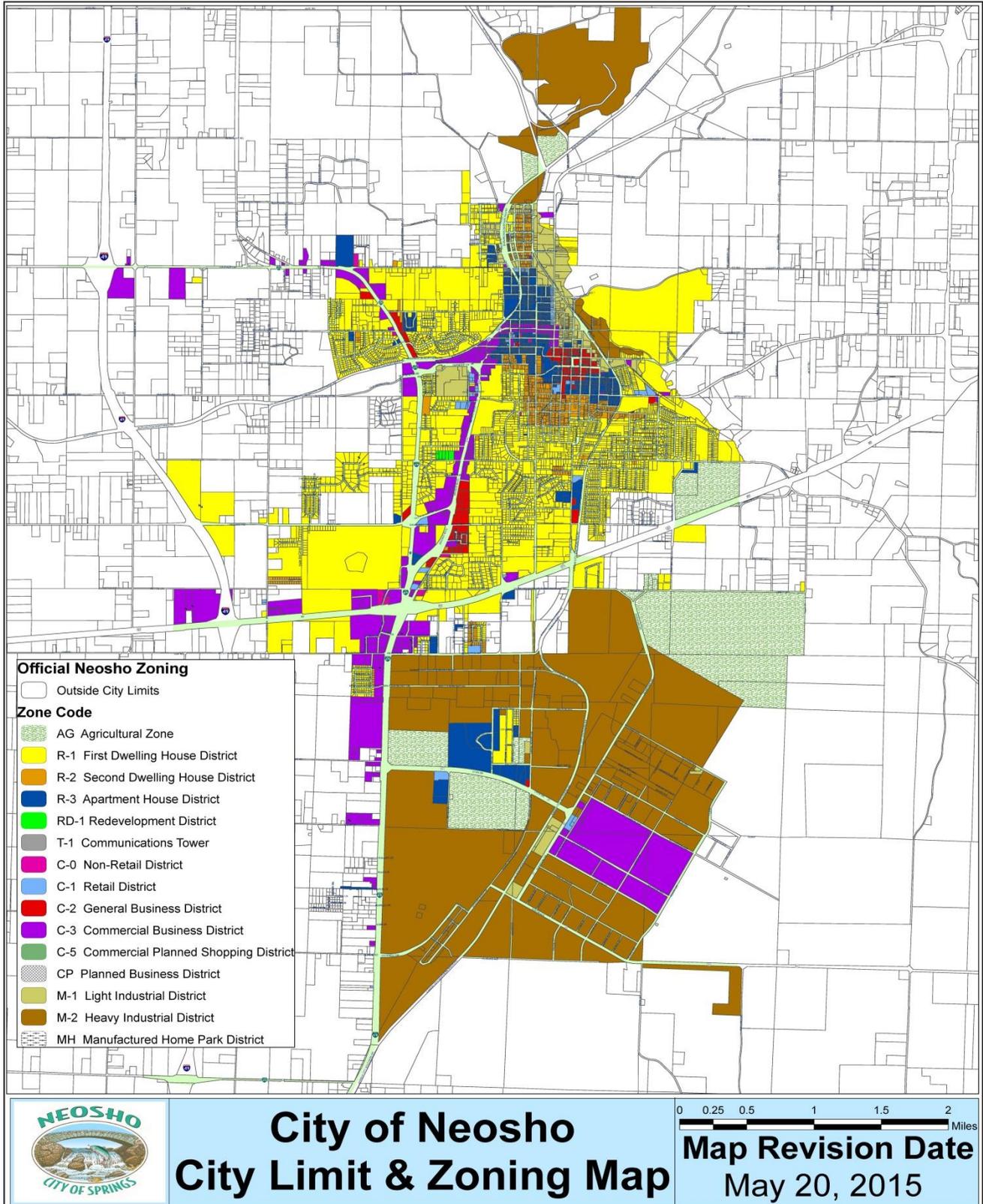
Current Land - Neosho, MO



APPENDIX D: FUTURE LAND USE MAP



APPENDIX E: CURRENT ZONING MAP



APPENDIX F: CAPITAL IMPROVEMENT PROGRAM

2017 UPDATE NOTE: The following Capital Improvement Program was created as part of the previous 2006 Comprehensive Plan Update. The City of Neosho is strongly encouraged to update and fully develop a more extensive Capital Improvement Program as an external document to be used as an implementation tool of the Comprehensive Plan.

CIP OVERVIEW

The Citizen Planning Group and the Comprehensive Plan Steering Committee worked to develop a series of community priorities. These priorities are the focus for ongoing Comprehensive Plan activities. The Planning and Zoning Commission will take on the task of implementation of these priorities. This is the critical element for the City to respond to the will of its citizens based on extensive public input.

Beyond these implantation steps, the City is also responsible for providing day-to-day improvements within the departments that serve City residents. This section details the needs identified by the City's Departments for long-term improvements. Capital outlay recommendations were made through input from each Department's staff and interviews with Department Heads during the planning process. However, community input was not provided nor solicited to confirm or substantiate the request. It is expected that before the recommendations would be considered, further research into cost and need would be conducted.

A capital improvements program is a formal process of scheduling and budgeting large scale capital expenditure projects that serve the community. The City of Neosho regularly schedules these capital projects within its annual budget. As emergency needs arise or as funds become available through grants or other sources, additional projects not on an annual list may also be initiated. Almost every department within the City has capital improvement needs. These needs range from equipment purchases to infrastructure repair to new infrastructure. Below is a brief summary of the current conditions of several of the City's departments and their capital needs.

POLICE

The Neosho Police Department operates 24 hours per day with a staff of 26 patrol officers. Three (3) officers are on duty at all times. Based on discussions with police officials, staffing levels are acceptable based on current activity. Service calls have been increasing on the north side of town.

The existing police facilities are dated and contribute to inefficiencies. Funding capital improvements to the facilities would enable the police department to more efficiently manage their workload. The additional space would allow more storage and space for officers and detectives.

Needs: Funding capital improvements to the police facility

FIRE

The Neosho Fire Department provides comprehensive fire protection services for approximately 20,000 people and covering an area of 92 square miles. With eight (8) firefighters per shift, there is a 24 man, full-time firefighting staff plus administrative staff. The department operates two stations, one downtown and one located adjacent to Crowder College. There are eleven (11) vehicles within the department and some are beginning to show their age.

The fire department responds to approximately 1,400 calls per year. Some of the critical needs are better code enforcement to inspect new construction and improve the overall safety of the community. Additional manpower is required to better staff the existing stations. There is also a need for additional space and new facilities.

Needs: Fund New Facilities

New Equipment

Additional Staffing

PARKS

Department is responsible for maintaining three parks and two other sites, containing almost 400 acres of land. A recent grant from the federal government for flood buyout also included funds for recreation enhancements. These funds have been used to construct new playgrounds, trails and parking areas in Morse Park. In addition, a new skateboard park was recently completed. The parks system is one of the crown jewels of the City of Neosho. A key factor in maintaining this system is providing an acceptable level of ongoing maintenance. The primary need within the parks department is having the manpower and equipment to maintain the parkland.

Needs: Additional manpower (primarily seasonal)

Additional equipment (mowers)

RECREATION

The Recreation Department provides programming in a wide variety of areas for the citizens of Neosho and surrounding areas. Program offerings include; basketball, karate, pottery, cheerleading and wrestling camps, and dances sponsored through the high school. Programs are provided at the Recreation Center which includes indoor facilities, a swimming pool and tennis courts. The pool is old and needs major improvements (a grant is available). The limiting factor for providing additional programming is lack of staff.

Needs: Additional full-time staff

STREETS

The City of Neosho maintains approximately 125 miles of streets. Currently the Street Department operates a maintenance program only. The department prepares an assessment of streets and from that assessment creates a 5 year plan for street maintenance. The maintenance program provides a slurry seal to those streets that have been identified as most critical during the assessment. Annually, the City is able to improve approximately four (4) miles of streets. The slurry seal improvements are designed to minimize further damage to the street network. Ultimately, many of the streets will need to be reconstructed since they are between fifty (50) and sixty (60) years old and have little or no base to provide long-term stability.

Funding for the streets program comes from a 3/8 cent sales tax. In 2004, a vote for a 1/2 cent sales tax failed. The additional funds from a 1/2 cent sales tax, approximately \$250,000 would allow the city to begin a street replacement program as well as the street maintenance program. The City currently has design specifications for streets that require five (5) inches of concrete or 3-1/2 inches of asphalt over a stable base. There is also a curb specification. One issue that has been raised community-wide is the need to coordinate the inspection and repair of all utilities while streets are being repaired or rebuilt. The City is currently doing this with water lines to ensure that street improvements do not create water main and service line breaks.

Needs: Sales tax increase from 3/8 cent to 1/2 cent

WATER

Water for the City of Neosho is provided by a water plant first constructed in 1941-42 for Camp Crowder. The plant currently provides approximately three (3) million gallons of water per day that is pumped from Shoal Creek and from two wells. At full production, the water plant can produce between four and five (4-5) million gallons per day. Existing storage handles current daily water use. There is a two (2) million gallon reservoir and two (2) 400,000 gallon towers located at Crowder. There are two (2) additional towers with a total storage capacity of 2.1 million gallons located in the City as well.

Area growth is causing a drop in the water table necessitating lowering of the pumps in Neosho's wells. Development is occurring primarily to the west and south. This is causing a need for additional wells and storage. As growth extends out to Highway 71 on the west edge of the City, new mains need to be extended. The City is also working to improve the system by interconnecting the storage at Crowder with the storage in town.

Many of the lines are old and too small to provide the level of service necessary today. Water loss is a significant problem that the City is attempting to address through a meter replacement program. This program has high initial costs, but will provide substantial savings over time. There are also maintenance issues with mineral deposits and sediment entering the lines to individual users. These should be investigated to determine if there is a common cause that can be corrected in the system. The current rate structure for water does not provide enough revenue to cover costs. The City last had a rate increase in 2003.

Needs: Replace main trunk line

Initiate replacement program of existing lines in older parts of town

Extend water lines to serve west development

Focus on meter replacement program

Prepare detailed rate analysis and adopt rate structure to cover costs

SANITARY SEWER

The City operates two wastewater treatment plants, one on the north end of town and one at Crowder College. The north plant was constructed in 1989-1990 with a capacity of three (3) million gallons per day (mgd) and serves development located north of Highway 60. During wet weather, flow at the north plant is approximately five to six (5-6) mgd. Wastewater generated south of Highway 60 goes south to the plant at Crowder which was built in 1941-1942. This plant has a capacity of three (3) mgd and a wet weather flow of five to six (5-6) mgd. The south plant currently is using approximately one (1) mgd, while the north plant is using two (2) mgd. Currently, there is no filtration at either plant. After treatment, wastewater from the south plant is pumped to the north plant for release into Shoal Creek.

Inflow and infiltration (I/I) is a problem at both plants. The short term fix to the I/I problems is to construct an overflow basin. Ultimately, older lines that have settled and cracked need to be replaced. The City has a program for smoke testing and line repair to fix major I/I problems. Similar to the water rates, the sewer rates do not provide enough revenues to cover costs.

At full capacity, each plant has the capability of serving a community with a population of approximately 10,000. This gives the City years of growth before additional capacity is required as long as the major I/I problems are corrected. Industrial development should be located south of Highway 60 to utilize the south treatment plant. This would provide additional capacity at the north plant for commercial and residential development and would balance the capacities at both plants.

Needs: Initiate replacement program of existing lines in older parts of town (upgrade 15” main with 24” main on east and west sides of town)
Prepare a facility plan for long-term improvements to the sanitary system
Upgrade north treatment plant
Construct overflow basin(s) to reduce I/I
Prepare detailed rate analysis and adopt rate structure to cover costs

STORMWATER/FLOODING

Flooding has long been a problem for the City of Neosho. Since the flooding of 1993, the City has spent more than ten (10) million dollars addressing stormwater. Much of the money came from federal grants and was used to buy properties within flood prone areas. These improvements have reduced flooding and helped to create an expanded Morse Park. Although much has been done, there still remains much to do.

The City needs to complete the High School Branch stormwater improvements to reduce flooding along the Boulevard. Much of the property has been acquired for the project and there are plans to create a new drainageway to carry water through town to Hickory Creek. As part of this project, the City has also created detention basins in the upper portions of the drainage areas. Additional basins are needed and will help to reduce the severity of flooding. There are other isolated stormwater problems located throughout the community. The City works to address these as street improvement projects are undertaken or as funds become available as with the W McKinney storm sewer improvements.

Needs: Additional property acquisition in the High School Branch drainage basin

MAPPING/GIS

The City has acquired the software to implement a city-wide geographic information system (GIS). This system is used to map the City’s infrastructure and develop a database that provides information about that infrastructure. Currently, there is very little accurate mapping of the City’s water and sanitary sewer lines. The most accurate information is contained on a map prepared by Fort Crowder as it was being built. This information, while accurate, is as much as sixty (60) years old. The City should aggressively implement the GIS program using seasonal employees or hiring interns to get the system up and running. Ultimately, a system coordinator will be necessary to maintain and update the system as infrastructure improvements are made and new construction takes place.

Needs: Develop and implement GIS plan

CONCLUSIONS

The list of capital needs by all of the departments listed above requires more resources than are available over the next ten (10) years. For this reason, the City needs to begin preparing long-range capital improvement programs (CIP) that anticipate and fund improvements over a five (5) year period. This will allow the City to prioritize its efforts and communicate to the public what will be occurring and when. The use of grants and other state or federal loan programs should be evaluated to determine their ability to move the City’s program forward.