

CITY OF  
STRAFFORD, MISSOURI

COMPREHENSIVE  
PLAN

Adopted by the City of Strafford Board of Aldermen  
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# THE STRAFFORD COMPREHENSIVE PLAN

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# **THE STRAFFORD COMPREHENSIVE PLAN**

## **INTRODUCTION**

Planning is a dynamic process and depends upon the community. Toward this end, this planning effort has included a campaign of public awareness, education and participation in the planning process. Community planning involves consensus building to achieve a logical plan for the development of the community. This plan is a guideline for future decision-making.

To develop planning and zoning guidelines, the community must complete a thorough assessment of itself. This assessment is the comprehensive plan. The comprehensive plan forms the basis and the very ground level analysis for instituting planning and zoning controls. The plan in and of itself is not a legal document but the plan is the basis for development of control ordinances and a zoning plan. The comprehensive plan is to be used as a guideline for future decision making, future ordinances, development controls and zoning decisions. The plan provides guidance and information to aid in the decision making process.

The planning process has provided citizens the opportunity to express their ideas and concerns for the future development of the community. During the public participation process, information was gathered on technical aspects of the plan. Background data were researched and compiled to help to determine goals and objectives.

The city of Strafford takes pride in establishing a community of economic and personal growth. The schools, businesses, and people flourish because Strafford is located in a fast growing region of the country. Strafford and the surrounding area are equipped with the financial capabilities to encourage new business and expand existing commerce.

Economic development is synonymous with community development. Community planning outlines a management process and a problem solving approach as well. An economic development program is judged by its ability to create jobs, promote economic stability, increase property values, and expand opportunities to achieve “quality of life.” A local economic development plan is based on available infrastructure, physical landscape, capital, and market economics. Many factors must be included in the equation to develop a plan

Many comprehensive plans sit on office shelves while growth and development continue to occur. Strafford residents and city staff have chosen not to ignore growth but to plan for it, which is the reason the Strafford Comprehensive Plan was undertaken. This plan is to be used as a guide and as a legal basis in making land use and zoning decisions. Police power is given to the community by the state constitution, allowing the community to place restrictions on individual rights in the interest of the health and welfare of the majority of citizens. The Comprehensive Plan is an assessment of the will of the community in that surveys, public meetings and discussions with community leadership were held to determine future direction.

A capital improvement program will allow the city to strategically plan for future development. A capital improvement program provides funding for adequate street and utility systems. Capital expenditures are programmed for five years and updated annually during the budget process.

The Strafford Comprehensive Plan expresses a vision for Strafford's development into the 21st century. Local economic development planning is important because it offers a strategy for improving the necessary interaction between business and government, for perfecting markets through better communication, and for effectively competing for economic resources in a highly competitive market and environment. In addition, this plan can be used by prospective businesses to provide background information for location decisions.

Citizen and community participation were critical in the planning process while developing this comprehensive plan. Many volunteers served as support and assisted in creating the finished product. Several local businesses, elected officials, Strafford school personnel and administration, and residents contributed to the development of this plan.

In August 1999, the city of Strafford conducted a community opinion survey. Strafford officials gave 500 households an opportunity to participate in the survey. Of the 500 surveys distributed, 261 were completed and returned for a response rate of 52.5 percent. The findings are outlined and discussed in this plan. Meetings were held with Board of Aldermen, Planning and Zoning Commission, City of Strafford employees and the Strafford community.

Public meetings provided an avenue for citizen participation and direction. The first public meeting was February 28, 2000 to survey community residents and identify issues and concerns for Strafford's growth and progress. On March 27, 2000, a second public meeting was held to identify additional issues. Employee and city government brainstorming and work sessions were held in March to identify and discuss issues and concerns. Results from these key meetings are found in this plan.

The Strafford Chamber of Commerce, which is active in business retention and recruitment, sponsors an annual Business Expo. This is an important educational component to promote economic development of the community.

Several boards and committees exist which study growth issues affecting the area, including the Board of Aldermen, Planning and Zoning Commission, and Greene County R-V School District Board of Education, Strafford Area Chamber of Commerce, Southwest Missouri Advisory Council of Governments, Missouri Highway and Transportation Department, Solid Waste District O, Southwestern Bell's Community Advisory Committee on Telecommunications, and others. The Strafford Comprehensive Plan reflects Strafford's participation in these regional planning efforts.

The Strafford Comprehensive Plan is organized into 10 parts. They are:

- Issues
- Goals & Objectives from Public Workshops
- Action Plan
- Existing Land Use and Future Land Use Plan

- Transportation Plan
- Future Parks Plan
- Annexation Policy
- Community Facilities Inventory
- Utilities Plan
- Background Studies – Historical Review and Demographic Analysis

The appendices provide detailed information referenced in the city plan, including the results of the community opinion survey, maps and other information.

The purpose of this plan is to apply a rational, systematic approach to developing the community. This plan's general layout, as well as its content, reflects this intention. A comprehensive plan provides the city with the basic tools to analyze future needs and to accomplish short and long-range goals.

## **ISSUES**

Community issues have been identified through analysis of existing conditions, the results of the community opinion survey conducted in 1999, and citizen and staff participation in the Strafford assessment process. These issues have direct bearing on future development potential and character of the community.

Identified first are the top six issues identified in the Strafford survey, the neighborhood work and planning session, and the staff planning session. Next, the information is shared in detail from each planning session. Issues are grouped into several major categories including environment, economic development, community facilities, housing, land use and zoning, transportation, utilities and annexation.

### **Top Six Areas of Concern from Strafford Survey Results**

1. Street maintenance
2. Activities and building for young people
3. Development of retailers and national chains
4. Swimming pool
5. City parks
6. Reduce water and sewer rates - improve sewer odor and quality of water

### **Top Six Areas of Concern or Issues from Community Planning Session**

1. Implement a one-half cent transportation tax for streets and drainage
2. Employ a grant writer and economic development coordinator
3. To market and promote Strafford community as a
  - place to live
  - place to grow a business
  - place to shop
4. Improve storm warning system
5. Construct a new City Hall
6. Need for a city wide park

#### **Top Six Areas of Concern or Issues from Employee Planning Session**

1. Update waste water system and improve maintenance budget
2. Develop a water system master plan
3. Better equipment
4. New City Hall
5. More trees, and trees in parking lots to buffer between school and Interstate
7. Increase revenue

#### **ECONOMIC DEVELOPMENT ISSUES**

1. Should the city promote economic development in order to create jobs, create revenue, and strengthen the community tax base?

2. What type of development should be encouraged and where should it be located?
3. How should the city promote economic development? How can the city promote Strafford as the place to live, the place to grow a business, and the place to shop?
4. What efforts should be undertaken to maintain the viability of existing businesses?
5. What will be the impact of new development on the character of the community and how much new development is desirable, especially in the development of retailers and national chains)?
6. Should the city employ a grant writer and economic development coordinator?

#### **COMMUNITY FACILITY/SERVICES ISSUES**

1. How should the city of Strafford fulfill the need for facilities and services to the community, especially to young people and the retired population?
2. How should Strafford fulfill the need for additional park land? Should neighborhood parks as well as a city wide park be developed? Where should facilities be located?

3. How should Strafford offer a greater variety of recreational activities? Should a community swimming pool be a part of the plan?
4. How should park and recreation improvements be financed? Should the city and the school district continue to work together to promote the utilization and joint funding of community recreation facilities?
5. Should Strafford continue to encourage the location of public service facilities, such as libraries or other governmental offices, within the community?
6. Should Strafford construct a new City Hall?

## **UTILITIES ISSUES**

1. How should Strafford maintain adequate capacity for water and waste water systems in the future? Should a water system master plan be developed?
2. What funding mechanism should be used to improve Strafford's maintenance budget for water, sewer, and electrical system improvements?
3. Is current equipment adequate?
4. Is the current policy for utility extension adequate for future needs?
5. How can the water supply quality be protected?
6. How can the city reduce water and sewer rates while improving sewer odor and the quality of the water?
7. Is there need to improve the current storm warning system? How should the storm water capital improvement plan be implemented?

8. Would a one-fourth cent transportation tax be adequate to begin improvements for streets and drainage?
9. How should a community education approach be implemented to obtain strong voter support for a one-fourth cent transportation tax?

## **TRANSPORTATION ISSUES**

1. Is the street overlay program addressing the most critical street maintenance needs in a timely manner?
2. How effective has Strafford been in establishing future right-of-way?
3. Should developers be held responsible for off site street exactments, such as stoplights, drainage, etc?
4. How should Strafford more adequately provide for walking and bicycle paths and sidewalks?

## **ENVIRONMENTAL ISSUES**

1. How should Strafford continue to improve the visual and aesthetic quality of the community? How should buffers help to minimize the effects of traffic on Interstate 44?
2. What can Strafford do to minimize environmental pollution?
3. What actions should be taken to protect Strafford's groundwater supply?

4. How should Strafford enact recycling programs to improve the environment?

## **HOUSING ISSUES**

1. Should the city continue to keep its building codes current with BOCA codes?
2. What reasonable ratio should Strafford establish for single family housing to multi-family housing?
3. How should Strafford address the housing needs of special population groups, such as the disabled, elderly, and low income residents?
4. Should Strafford encourage innovative housing types?
5. Would a rental inspection program raise the standard of housing?
6. Is an unsafe building ordinance needed?

## **LAND USE AND ZONING ISSUES**

1. Are existing regulations providing the intended guidance for physical development of the city?
2. Are current zoning classifications adequate for future market demands?
3. Do the current zoning classifications minimize incongruous land uses?
4. Are the planned development codes adequately meeting the community's needs for mixed use developments and differing densities of development?
5. Is there adequate land for industrial and commercial purposes? If so, what

type of industry does this encourage?

### **ANNEXATION ISSUES**

1. Is the current city policy on annexation effective in controlling development?
2. Does the city have an annexation policy that conflicts with state statutes regarding annexation?
3. Should the city acquire private water and waste water systems in the planning area? Should the city extend services to those who do not build to city subdivision and building code standards outside the city limits?

## **Economic Development**

### **GOAL 1: ATTRACT CLEAN INDUSTRY TO PROVIDE HIGH PAYING JOBS**

#### **ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Continue to promote new development while maintaining the character of the community.
- Identify appropriate locations and areas for zoning that will complement the community as well as provide adequate buffer zones and green space to preserve the small town environment Strafford now embraces.
- B. Update the commercial packet and brochure distributed to potential businesses.
- Provide up to date economic and demographic data.  
Obtain photos of new businesses for a brochure.  
Participate in follow up visits and telephone calls to recruit businesses.  
Continue to support the businesses that are established in Strafford.
- C. Target specific industries to complement the area and promote Strafford as a place to live, a place for a growing business, and a place to shop.
- Target a physical therapy rehabilitation center, home health center, or other medical facility to locate in Strafford.  
Target a gym franchise, Boys and Girls Club or a YMCA.  
Try to attract a branch of Ozarks Community Technical College to Strafford.  
Consider environmental concerns for development, noise, odor or dust.  
Form a committee to explore other business opportunities.
- D. Establish industrial "incubator"/coordinate projects with the Small Business Development Center at SMSU.
- Attempt to have at least two new businesses growing at different paces in the "incubator" and request resource and support staff and expertise through SMSU, OTC and area institutions.
- E. Work cooperatively with other cities, chambers of commerce, and agencies to promote regional economic development.

- F. Strengthen the sales tax based economy by residential growth, which brings in new businesses.
- G. Promote open communication and cooperation with businesses to increase job training and employment opportunities.
- H. Encourage the location of new businesses as well as the expansion of existing businesses.
- I. Create a packet to be given to prospective businesses.
- J. Develop a community handbook that provides information on the labor pool, infrastructure, community services and facility and business location opportunities. This handbook should be provided to prospective business developers.
- K. Offer support to local groups who make recruiting visits to bring new business to the area by providing additional individuals with expertise to accompany them.
- L. Encourage the Strafford Chamber of Commerce to serve as the "host" by supplying people to support the mayor during meetings with prospective business developers.
- M. Encourage private sector development of industrial areas and provide financial incentives. Explore neighborhood improvement districts and tax increment financing as methods of financing industrial expansion that are alternatives to tax abatements.
- N. Capitalize on Strafford's central location and good transportation linkages to several major recreation areas within a two-hour drive.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Continue to work with local business retention programs, recruitment, and economic development efforts.

**GOAL 2: DEVELOP COMMERCIAL CENTERS TO HELP CREATE JOBS, CREATE REVENUE, AND STRENGTHEN THE COMMUNITY TAX BASE.**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

A. Develop the Route 66 theme and attraction

Recruit new businesses that will serve the local residents and attract residents from surrounding cities and I-44 travelers looking for a place to rest or stop for the evening or weekend.

B. Attract new businesses including retailers, national chains, and corporations that will complement the Strafford area in size, service, and accessibility while maintaining the viability of the existing businesses.

Try to recruit new businesses, corporations, family restaurant, day care center, discount store and national chains. Provide location and good access for family entertainment area including possibly a movie theater, ice skating or roller skating rink and miniature golf. Encourage the location of small businesses such as tax services, investment services, small retail dress shops or other specialty businesses.

C. Add color, green space and accessibility to commercial areas.

Improve aesthetic quality of the town with added landscaping, open space and sidewalk requirements, paint a mural on a side wall in the downtown area, and add lighting venues that connect shopping with strolling.

D. Consider commercial zoning issues and plans to develop a downtown theme.

Utilizing the Route 66 theme, incorporate an inviting landscape, thematic storefronts, collective highway advertising and a shared logo or decal displayed in all merchants' windows

**ACTION PLAN - LONG RANGE (5 to 10 years)**

A. Make adjustments to the Land Development Code and to the Technical Specifications as new requirements are needed for subdivision and commercial development.

B. Participate in greenway projects, including bike trails and walking paths that connect Strafford with other destinations in region.

- C. Continue to annex tracts of land that would benefit the city by increasing the commercial base.

**GOAL 3: FIND RESOURCES TO EMPLOY A PART TIME GRANT WRITER AND/OR ECONOMIC DEVELOPMENT COORDINATOR WITH THE PURPOSE OF FULL TIME POSITION**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Request assignment of an intern or graduate student from SMSU, Drury, Evangel or SBU to economic development/grant writer position for one or two years.

Procure an intern or graduate student to develop a working foundation and contacts. Identify funding sources and cycles of government, foundations, and corporations for community development through grant funding.

- B. Work with local, state and national organizations to train and implement successful strategies for city progress and enhancement through economic development.

Contact state and federal agencies to assist with guidance and direction regarding economic development. Enlist the services of SMSU for information and additional resources to progress with Strafford's Economic Development Plan.

- C. Make application to the Department of Economic Development for a Rural Economic Development Grant to fund a full-time staff person.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Continue to explore, expand, and develop ongoing strategies and vision to enhance the future of Strafford.
- B. Develop a method to pay for a full-time position in grant writing and economic development.
- C. Fund a business incubator center in Strafford.

**GOAL 4: DEVELOP ALTERNATIVES FOR DEVELOPMENT**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Plan to redevelop downtown Strafford and promote existing businesses.
  - Perform a parking study for the downtown area to determine needs.
  - Repair/replace sidewalks.
  - Improve street curbs and work with property owners to restore facades on older buildings and create a cohesive theme for the area.
  
- B. Determine ways that Strafford can promote itself as a tourist rest stop.
  - Contact tour bus operations to travel through Strafford along Historic Route 66 with a stopover in Strafford on the way to Branson. Advertise on I-44.
  
- C. Develop commercial businesses on arterial roads.
  
- D. Extend service area boundaries to encourage business and industry growth, east and west along arterials and state highways from Hwy. 125 and I-44 intersection.
  
- E. Limit heavy truck access that damages city streets. Protect existing residential neighborhoods from pollutants of industrial noise, dust, lights, and traffic with additional development controls.

**ACTION PLAN – LONG RANGE (5 to 10 years)**

- A. Carry out plan for the redevelopment of Main Street.
  
- B. Continue to expand cultural centers in Strafford.
  - Begin efforts with the Sister City project.
  - Continue to be informed on the information superhighway, especially as related to telecommunications, including cable TV, fiber optics and e-mail.

**GOAL 5: ENCOURAGE INVOLVEMENT OF BUSINESSES IN THE COMMUNITY AND MORE PATRONAGE OF LOCAL BUSINESSES.**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Continue to support recruitment and development of new and existing businesses into the Strafford area.
- B. Stay in contact with elected and appointed officials who represent Strafford at state and local levels. Request participation and make recommendations for what they can do for “their” town.
- C. Cooperate with State Chamber of Commerce and strengthen lines of communication between existing businesses and Strafford Chamber of Commerce.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Continue to encourage people to shop locally through Chamber of Commerce economic development efforts.
- B. Help small businesses research ways to finance growth through low interest loans, grants or other incentives.
- C. Make application to be a Designated Marketing Organization through the Department of Tourism.
- D. Combined marketing efforts between the city and the Chamber of Commerce.

# COMMUNITY PARKS/RECREATIONAL FACILITIES

## GOAL 1:

**OBTAIN LAND FOR PARKS AND A VARIETY OF RECREATIONAL FACILITIES AND DEVELOP FINANCIAL SUSTAINABILITY FOR THE PARK SYSTEM.**

### ACTION PLAN - SHORT RANGE (1 to 5 years)

- A. Buy land for neighborhood parks as well as a community facility with a focus on young people and retirees.

Picnic areas with covered pavilions  
Community center and park  
Neighborhood parks  
Walking trails  
Bike paths and other natural recreational opportunities

- B. Develop a plan of action for building and maintaining a community swimming pool.

Conduct a feasibility study to build a swimming pool. Include upkeep and maintenance projections.  
Complete a cost analysis to determine if a community swimming pool could be self-sustaining.  
Investigate the possibility of building an indoor outdoor facility of wading pool, zero depth entry and competition size.  
Explore collaboration with the school district, YMCA, Boys and Girls Club or colleges to build pool and rent or lease to other organizations.

- C. Build or acquire sports fields

Sports fields could accommodate soccer, baseball, football, tennis, basketball, volleyball and other activities.

- D. Connect all parks, schools, and Historic Route 66 with a trail system secured through a collaboration of the city and state grant efforts.

- E. Finance the acquisition, development and maintaining of the park system.

Apply for grant funding through state, federal, foundation and

corporate givers.

Propose a city sales tax levy dedicated to parks and recreation.

Require neighborhood developers to dedicate and donate a portion of total land for a city park.

Rent or lease facilities to offset budgetary costs to maintain the park system.

The city and the school district should continue to work together to promote the use and joint funding of community recreational facilities.

- F. Explore the feasibility of constructing a community campground to generate revenue and provide lodging for travelers enroute to Branson or traveling on I-44.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Encourage the private sector to develop recreational amenities such as an amusement park, miniature golf, driving range, etc.

- B. Provide a community center.

Community center will belong to the citizens.

Youth and adults can utilize the facility.

Provide area youth with positive outlets for physical and social recreation after school hours and during summer months.

Provide a central place for meetings and recreational events.

- C. Consider a community campground for travelers.

**GOAL 2:**

**CONTINUE TO ENCOURAGE THE LOCATION OF PUBLIC SERVICE FACILITIES SUCH AS LIBRARIES AND OTHER GOVERNMENTAL OFFICES IN THE COMMUNITY**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Investigate the possibility of a Greene County Library annex.

- B. Plan for a new City Hall with other government offices housed in the facility.

Help to revitalize the downtown area by building a new structure or remodeling the existing building to utilize space efficiently and effectively while supporting community spirit and pride by building to the Route 66 theme.

**GOAL 3: ESTABLISH A VOLUNTEER CLEARINGHOUSE FOR RECRUITMENT OF LOCAL ORGANIZATIONS**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Recruit volunteers for a Park Advisory Committee.
- B. Recruit volunteers for Youth Council.

**GOAL 4: CONSIDER THE PARK LAND AND OTHER OPEN AREAS WHEN DESIGNING TRANSIT ROUTES**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Develop a civic square or community pavilion with suitable lighting, green space, sidewalks and benches

Offer free concerts or other events in the park area.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Organize shuttle service within the Strafford area, possibly from park to park.

## **GOAL 5: ESTABLISH CULTURAL AND EDUCATIONAL CENTERS**

### **ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Establish a library in conjunction with the Greene County Library or local school district. House a library at the school or community center and staff with students, senior citizens and other volunteers.

### **ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Establish a history museum for Strafford.
- B. Establish an equestrian center in Strafford.

## **UTILITIES**

### **GOAL 1: DEVELOP A WATER SYSTEM MASTER PLAN**

#### **ACTION PLAN – SHORT RANGE (1 to 5 years)**

- A. Maintain adequate capacity for water and waste water systems.
  - Provide adequate water service for fire protection.
  - Design and build a water line loop.
- B. Alternate funding sources and mechanisms should be used to improve the city's maintenance budget for water and sewer systems.
- C. Investigate and determine if employee equipment is adequate.
- D. Evaluate current policy and determine if utility extension is adequate for future needs.
- E. Fund improvements that are intended to improve water quality.

### **GOAL 2: IMPROVE WATER DRAINAGE IN TROUBLED AREAS OF STRAFFORD.**

#### **ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Support a one-fourth cent transportation tax to improve streets and drainage.  
Conduct a public information campaign if feasible.
- B. Analyze storm water drainage data and customer service complaints.  
Obtain new sets of aerial photos to help identify trouble areas.
- C. Fund storm drainage master plan. The master plan should rank problem areas and plan improvements so that when one area is improved it positively affects other such areas.
- D. Fund projects that help the greatest number of residents.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Update and revise storm water management practices as technology and methods improve.

**GOAL 3: ESTABLISH SOUND STORM WATER MANAGEMENT PRACTICES**

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Update and revise storm water management practices as technology and methods improve.
- B. Continue funding projects identified in the Master Plan.

**GOAL 4: EVALUATE AND IMPROVE CURRENT STORM WARNING SYSTEM**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Analyze the storm warning system and customer service complaints.
- B. Prioritize ineffective storm warning areas.

Rank problem areas and plan improvements so that when one area is improved it positively affects other such areas.

- C. Improve areas first that affect the greatest number of people.
- D. Budget for siren upgrades.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Update and revise storm warning management practices as technology and methods improve.

## **TRANSPORTATION**

### **GOAL 1: DESIGN AND DEVELOP A CAPITAL IMPROVEMENT PROGRAM AND TRANSPORTATION MASTER PLAN.**

#### **ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Utilize a street overlay program to identify, rank, and categorize all transportation routes in the city and the service area.

Assess and evaluate the existing master plan for identification issues or concerns.

Evaluate the street overlay program's effectiveness relating to the most critical street maintenance needs.

- B. Take effective and protective steps to set aside future right-of-way.
- C. Identify the use of a one-fourth cent transportation tax.

#### **ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Continue to evaluate, assess, and improve as future expansion and growth requires.

### **GOAL 2: IMPROVE LOCAL TRAFFIC FLOW.**

#### **ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Develop a master plan for installing a railroad crossing to the west.

Determine traffic flow and need.

Request that Burlington Northern Railroad share statistical data.

Request a partnership to install a crossing in the interest of public safety.

Identify other possible funding sources to secure a crossing.

- B. Implement a plan to hold developers responsible for off site street exactments.

Establish provisions to guarantee appropriate road widths and to extend and improve routes and street access when new subdivisions are being platted.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Continue to develop provisions and routes, as new subdivisions are platted by ensuring that routes are extended and improved.
- B. Require that developers adhere to the major street plan.

**GOAL 3: ENCOURAGE PEDESTRIAN AND BICYCLE TRAFFIC**

**ACTION PLAN - SHORT RANGE (1 to 5 years)**

- A. Provide trails, walks, and paths that connect residential and commercial areas.

Incorporate extensions of these trails and walkways into the approved plats of new commercial and residential subdivisions.  
Develop linear parks for pedestrian and bicycle traffic.

- B. Incorporate green space that could be used for the expansion of trails and walkways in new developments.

Use areas unsuitable for building as well as drainage ways when possible for trails.

Make provisions in the Land Development Code and Transportation Master Plan to ensure the extension and development of trails.

- C. Expand the Route 66 theme.

Develop a downtown renovation plan to promote Route 66.  
Develop a common symbol, theme or style to identify participating merchants involved in the Route 66 renovation.

**ACTION PLAN - LONG RANGE (5 to 10 years)**

- A. Include possible routes for future trails in transportation planning documents.
- B. Identify desired routes in detail.

# **STRAFFORD ACTION PLAN**

## **PHILOSOPHY**

The City of Strafford is part of the growing regional economy in southwest Missouri, and Strafford's location on the major interstate sets it apart from other small towns and rural areas in the region. Well-managed growth will enable Strafford to make the transition from a rural community to an edge city. Strafford can capture market share from points east.

As families move into town, commercial services follow. There is a critical mass of residents to support the commercial base. In addition, private developers and the city must make an investment in utilities and infrastructure to support the growth that is expected to occur.

In a rush to allow growth in residential development, some long-term residents have sensed a loss of control of their old way of life as a rural community. In retrospect, however, that loss has shifted into an investment in a quality community with higher property values and better city services. Once growth is hampered, it is difficult at best to restart. Growth must be managed so that it does not run rampant over the public's best interest.

A community is defined by its boundaries, which protect the land and the people within it, forming certain expectations and creating a specific character. Future growth boundaries allow a reasonable amount of room for growth while also concentrating improvements near a core area. This pattern of growth allows the most efficient use of

city utility extension and commercial development. By providing a solid infrastructure system, the community can take advantage of high growth periods and remain stable through slow economic times. The end result is a well-defined commercial center that attracts and retains consumers, protects residential land uses from sprawl, and does not burden the fringe development areas.

A well-balanced community attracts residents, which in turn attract industry. The city provides the support for industry to locate within its limits so that jobs are created in the private sector. Job creation is enhanced by competition within the region--not by spending city money to lure industrial jobs to the area through tax abatements and other programs. The goal is to be the best choice for industry through quality of life, low cost of living, land availability and an efficient utility system. Strafford participates in a regional market for new industry by working with other cities to attract growth to this area. Because of Strafford's location, many workers in Springfield live in Strafford and many workers in Strafford live in Springfield. Efforts on a regional level will ultimately help Strafford's local economy and the residents who live here.

Just as jobs strengthen the local economy, quality of life issues also have a significant impact on the city and its residents. Children are the future of the community and they need places to explore and play that offer an alternative to idle time. Parks and other recreational amenities will ensure that Strafford offers the same benefits now, as it will in the near future.

## **ANNEXATION**

### **TARGET:**

Existing state statutes do not adequately address the needs of a growing city.

Other measures should be used to provide services in the urban services boundary.

### **TASKS:**

- The city should encourage the extension of central water and wastewater systems.
- Utility extensions should be used as a catalyst for voluntary annexation.
- Existing structures outside the city limits would be served at out-of-city rates.
- New developments need to sign a "consent to annex" for the entire property and include the provision in future deeds to receive city utilities. These properties would pay in-city rates.

## **ECONOMIC & BUSINESS DEVELOPMENT**

### **TARGET:**

A well-balanced community attracts residents, which in turn attract industry. The city provides the support for industry to locate within its limits so jobs are created in the private sector. Because of Strafford's location, many workers in Springfield live in Strafford and many workers in Strafford live in Springfield. Efforts on a regional level will ultimately help Strafford's economy and its residents. The economic development goal is to be the best choice for industry through quality of life, lower cost of living, land availability, and an efficient utility system.

### **TASKS:**

- Work cooperatively with other cities, chambers of commerce and other agencies to promote regional economic development.
- Promote open communication and cooperation with businesses to increase job training and employment opportunities.
- Encourage location of new businesses as well as expansion of existing businesses.
- Continue to make improvements to its prospective business packet.
- A community handbook for prospective business developers should be created to provide information on the labor pool, infrastructure, community services and facilities, and business location opportunities.
- Consider a part-time economic development staff position to progress into a full time position.

- Offer support to local groups who make recruiting visits to bring new businesses to the area.
- Continue to support the Strafford Area Chamber of Commerce's Economic Development Committee and encourage the Economic Development Committee to serve as the "host" for meeting with prospective business developers and arranging meetings with city officials.
- Encourage private sector development of industrial areas without offering financial incentives.
- Capitalize on Strafford's central location and good transportation linkages to the Branson/Tri-Lakes area to promote tourism-related business development.
- Neighborhood improvement districts and tax increment financing are methods of financing industrial expansion, which should be explored by the city as alternatives to tax abatements.
- Encourage elected officials to hold their stance that economic fads such as gambling are not appropriate for this area.

## **ENVIRONMENT**

### **TARGET:**

Conservation of the natural environment is a priority in developmental decisions.

### **TASKS:**

- Strafford could improve the Planning and Zoning Manual by developing standards specifically for infrastructure to be dedicated to the city, such as roads, streetlights, wastewater, storm drainage and open space and other environmental considerations.
- A traffic study could be conducted to determine present and future needs and minimize impact on the environment.
- Strafford will eventually need to choose between ground water and surface water as a source of future water supply. The choice will involve either drilling more wells or purchasing water from Springfield. Environmental as well as economic factors should be weighed in making this decision.
- Participation in regional efforts to improve the environment will enable Strafford to move forward in a leadership role and proceed by example with its local programs.
- Further research and expansion of local requirements on sedimentation and erosion protection will eventually be needed to prevent damage to property adjacent to developments under construction.
- Alternative methods of recycling should be researched to strengthen the community's commitment to local recycling and reduce the overall waste stream sent to the landfill.
- Protect the watershed and sinkholes to ensure that the ground water supply and natural drainage patterns of the Strafford area are not overburdened by local development.
- Protect and replace trees and green space that serve as a natural filter for better air quality, as development changes the landscape of Strafford.

- Encourage energy conservation.
- Preserve areas of unique natural features.
- Include a water conservation plan in Strafford's long-range goals.
- Seek land appropriate for public parks and green space and apply for grants to fund the acquisition of this park land.

## **HOUSING**

### **TARGET:**

Strive to provide sound, safe, economical and innovative housing solutions for all Strafford's citizens.

### **TASKS:**

- Create an appropriate mix of housing including single family, multi family, mobile homes and manufactured housing.
- Develop standards for manufactured housing in existing residential areas.
- Strengthen the unsafe building ordinance for more timely demolition of unsafe structures.
- The International Building Code is becoming the industry standard and adoption by the city is recommended.

## **LAND DEVELOPMENT**

### **TARGET:**

Land development in Strafford should continue to ensure compatibility with other land uses, secure property values and provide enhanced quality of life for residents.

### **TASKS:**

- Develop effective buffers between commercial and residential land uses to reduce pollutants of light, noise, dust, and vehicular traffic.
- Encourage underground electric service and other amenities to promote aesthetic site design of residential and commercial development.
- Undertake an annual review of the land development code and offer the opportunity for comment through a public forum.
- Require open space preservation in the subdivision review process.
- Consider subdivision requirements for the donation of park land or a fee in lieu of park land.
- Continue local review and enforcement of land disturbance permits, which enable staff to maintain adequate control over sedimentation and erosion problems while complementing Department of Natural Resources regulations.
- Maintain an annual 80/20 ratio of single-family to multi-family housing units.
- Investigate options for making developers responsible for off-site improvements necessary to meet the needs of a particular development.

- Consider giving special consideration to the needs of agricultural uses in a growing suburban area.
- Develop corridor plans that include plantings, lighting, and future intersection improvements for the Interstate 44 and U.S. Highway 125 interchange.
- Encourage innovative approaches to street design while maintaining flexible standards.
- Encourage concentrated commercial developments rather than freestanding strip commercial development.

## **NEIGHBORHOODS**

### **TARGET:**

To improve the quality of life in Strafford by developing community pride and spirit and encouraging neighborhoods to work together for community development.

### **TASKS:**

- Encourage residents and the Chamber of Commerce to work together to promote Strafford through community projects.
- Consider using the water usage mailing list to distribute a monthly, bimonthly, or quarterly newsletter on city government news and activities.
- Develop a partnership with the local school to develop community pride and plan community functions and activities.

- Continue to support proactive programs such as Drug and Alcohol Resistance Education and Gang Resistance Education and Training in the local school system.
- Encourage the organization of neighborhood watch programs.
- Promote crime prevention and awareness education programs to maintain a safe environment for residents and businesses.
- Support a city wide clean up day to encourage beautification.
- Set standards to control yard sale and real estate sale signage.
- Encourage volunteerism and the creation of a city-wide network of volunteer organizations.
- Encourage neighborhood organizations to participate in city government.

## **PARKS AND RECREATION**

### **TARGET:**

Parks and park activities should be developed as essential needs for a growing community.

### **TASKS:**

- Purchase land with long-term financing.
- Allocate funding to employ a parks and recreation director.
- Appoint a citizen's committee to select sites for city wide and neighborhood parks.
- Set aside adequate areas of green space through land development regulations.

- Adopt a policy to accept donations of park land or a fee in lieu of donated land in new developments.
- Consider the purchase or procurement of 40 acres for a city wide park.
- Establish neighborhood parks in developing and existing subdivisions.
- Encourage residents to take advantage of recreational opportunities offered by the U.S. Army Corps of Engineers and state and federal park programs.
- Seek cultural ties to the Springfield and Branson arts and recreational communities.
- Participate on a regional level to expand recreational opportunities for hiking and bicycling.
- Encourage use of 100-year flood plain areas as passive recreation areas.
- Consider connecting Strafford's park system through a linear park.
- Use existing easements and rights-of-way for bicycle and pedestrian routes.
- Encourage private fund raising efforts to acquire park land and improve facilities.
- Ensure adequate recreational opportunities for special needs groups within the community, such as the elderly and the disabled.
- Encourage the use of parks as buffer areas between residential and nonresidential land uses.

## **REGIONAL INFLUENCE**

### **TARGET:**

Many issues are best approached with a regional perspective. Strafford should establish and maintain a leadership position on regional issues.

**TASKS:**

- Take a leadership role in recycling and reducing the waste stream in Missouri's Solid Waste District "O."
- Encourage the business community to approach economic development on a regional basis. Regional job creation is important to the economic health of the Strafford community.
- Continue to foster cooperation with the Missouri Highway and Transportation Department and District O to ensure that objectives are met in the city's circulation plan.
- Remain an active participant in vital and effective regional watershed efforts.
- Remain objective and complementary in all regional issues.

**TRANSPORTATION****TARGET:**

Our society has become extremely reliant on our ability to move from place to place. Transportation methods, whether by foot, bicycle or car must be planned on a city wide scale or the system is doomed to fail.

Several items must be addressed for a city to achieve transportation capacity equal to its transportation needs. Rapid growth and the lack of a transportation master plan can allow development to occur in locations that should have been reserved for transportation corridors. Once development has occurred in an area that should have been reserved for future

corridors, the transportation battle is lost and the city must deal with the problems that result from this lack of planning.

The following items must be addressed to begin the process of developing a good transportation system.

1. **Develop the "master plan."** A "transportation master plan" should be developed to identify long-term transportation goals. Key elements are whether or not to provide facilities for pedestrians or bicycles, and the best means of moving traffic north/south and east/west.
2. **Classify streets.** City streets should be classified as primary arterial, secondary arterial, collector or local because each requires a different width of right-of-way. Land developers should be directed by the city on the type of streets to be constructed in development projects.
3. **Map corridors.** After transportation corridors have been identified through the planning process, they must be surveyed and added to the city's street or thoroughfare map. This map allows the city to direct a developer to construct sections of planned streets when land containing a planned corridor is developed.
4. **Define street cross sections.** After the city has established the location of future streets, street width and infrastructure elements such as sidewalks, storm sewers, curbs, gutters and other elements must be defined so they can be developed with the street.

5. **Define street depth.** Street classifications require different depths of pavement based on primary use and traffic volume. For instance, an industrial road must have deeper pavement than a subdivision street because traffic volume would be expectedly heavier, and the vehicles traveling on an industrial road would likely be much larger and heavier than the automobiles traveling on residential subdivision roads. Land developers should also be directed on street classification and pavement specifications.
6. **Establish an inventory and maintenance program.** It is important that an inventory is kept of all streets and conditions of the streets. Following inventory, a street maintenance and repair plan should be developed and funds for this service should be allocated in the city's budget.

When the above items are in place, the city can use planning and zoning to protect these future corridors until the city or a land developer constructs the streets.

**TASKS:**

- Plan growth areas for future circulation needs. Analyze individual developments for compliance with the traffic circulation plan and traffic circulation map.
- Explore a possible partnership with Burlington Railroad to open another crossing on the southwest side of Bumgarner Road and Mo. Hwy. 125.
- Eliminate heavy truck traffic in residential areas except for deliveries.
- Provide alternatives for biking, walking and jogging trails.

- Activities, places and people require safe and efficient linkage. An agreement with the county must be reached to protect future transportation corridors, which are vital to Strafford's future.
- Enact flexible street standards that allow creative solutions to circulation problems.

## **UTILITIES**

### **TARGET:**

The efficient delivery of municipal utility services is a primary function of local government. Appropriate funding mechanisms must be utilized to defer the cost of the improvements to service users. Long-range system improvements should be paid over time so the cost is spread among present and future ratepayers.

### **TASKS:**

- Strafford should make a decision on its future water source. Options are attached to this document.
- Work with schools to raise awareness of environmental issues.
- Participate in regional efforts to control agricultural runoff.
- Sponsor a system revenue bond to fund construction of a perimeter loop to extend water service into growing areas and to ensure system reliability.
- Begin searching for future water tower locations in the east, west and south parts of town.

- Inform users through a public education program that gradual water rate increases will be needed to fund system improvements.
- Encourage energy conservation through a public information program.
- Encourage competition among all providers of telecommunication services.
- Seek funding to provide an electronic library and library building facilities.
- Encourage fiber optic technology to enhance the quality of life and to increase economic opportunity.

## **GOVERNMENT**

### **TARGET:**

The City of Strafford will improve the community by encouraging a common direction among all governmental bodies and by promoting their efficient use of resources and effective delivery of services.

### **TASKS:**

- Create customer service orientation.
- Discourage duplication of government services.
- Area wide issues and activity must be considered on a regional basis and funded by a regional tax base.
- Explore land acquisition and construction of a new government building to house City Hall, a post office, police station and maintenance department. Statistics support that a government plaza type building stimulates commerce by providing a "core" for economic growth.

## **ORGANIZATIONAL DEVELOPMENT**

### **TARGET:**

The employees of the city of Strafford have set a goal to provide quality services and facilities for the community by meeting or exceeding expectations. Their mission is "to work together to create an atmosphere of community pride and an unmatched quality of life through safe, efficient and environmentally sound operations for today and tomorrow."

### **TASKS:**

- Maintain the excellent safety record achieved by city employees.
- Encourage the city employees' commitment to customer service as a priority of their work.
- Perform a salary survey to keep employees in a tight job market.
- Establish staff training programs, performance measurements, and a performance based pay system. Encourage personal goals.

## **LAND USE PLAN**

The Strafford Comprehensive Plan provides a recommended land use or development pattern for future growth. Existing conditions and development patterns, community goals and objectives, and land development standards and policies outlined in preceding sections serve as the basis for the land use plan.

The proposed future land use map represents a generalized scheme of land development that reflects continuity in maintaining the city's current low-density development pattern while providing for future residential and commercial growth. It is possible to increase development intensities in certain areas. However, buffering requirements should be considered where proposed development will exceed the recommended land use pattern or where there is abrupt change in adjacent land uses and intensity of development.

The visions, goals and objectives, and policies of the Strafford Comprehensive Plan for future land development are displayed. It is not a zoning map and should be used in conjunction with applicable land development policies of the Strafford Comprehensive Plan and specific site characteristics to determine appropriate zoning and development for individual tracts of land.

## **RESIDENTIAL DEVELOPMENT PATTERNS**

In order to maintain compatibility with existing development patterns and to reinforce continuity of the city's character, single-family uses are proposed as the predominant future residential development pattern. Single-family residential development is proposed as infill on undeveloped tracts in or adjacent to existing neighborhoods and in growth areas on the city's northeast, northwest and southwest perimeters. Although it is not generally recommended that single-family developments receive primary access from major streets, this development pattern is unavoidable in certain areas due to existing land use patterns and land parcel configurations.

Areas proposed and zoned for single family uses, including the RII and R7 districts, allow for development densities of approximately three to five dwelling units per acre, respectively.

Higher density residential uses are generally proposed to locate along collector or arterial streets. Duplex and multi-family residential uses also serve as land use buffers between single-family residential development and commercial/industrial activities. Most land parcels available for duplex and multi-family uses are located in developing areas on the city's north side.

## **COMMERCIAL DEVELOPMENT PATTERNS**

Most commercial activity is currently focused along Interstate 44, with the greatest concentration of new commercial development located in the core area along this highway. Future commercial development will continue to locate along major highways

and at intersections with arterial streets. It is recommended that such development should be clustered at the intersections of primary streets and that, when possible, development should occur in planned commercial centers. As the community grows, neighborhood commercial activities will be warranted.

### **INDUSTRIAL DEVELOPMENT PATTERNS**

Future industrial uses are proposed to locate in the existing industrial-zoned areas on the community's west side along I-44. These areas are served by city utilities and are accessible via Highway 744 and the frontage road system.

The city may assist a private developer in acquiring land in a variety of ways to reduce the cost of developing in a renewal area. One approach is to identify and inventory parcels of land suitable for the type of development. This reduces the time and effort a private developer must spend on site location research. A recommendation may be to maintain a computerized inventory of available vacant commercial and industrial land. This inventory provides site-specific information on zoning, acreage, street location, assessed value, terrain, and other development constraints.

### **PARKS AND OPEN SPACE DEVELOPMENT PATTERNS**

It should be noted that the future land use pattern does not identify areas of future parks and open space. The visions, goals, and objectives identified in public meetings and community opinion survey results reflect the community's desire and need for additional park and recreation facilities. Within the current city limits, few sites are optimally suitable for location of a new community park. Location of sufficient acreage that is accessible by major streets and that is in close proximity to residential areas may

require selection and annexation of a park site currently outside the city limits.

Neighborhood parks offered or provided by the land developer are another option to investigate and consider in the near future.

A citizens committee should be identified to study possible park sites. It is recommended that consideration be given to neighborhood parks in each of the four quadrants on the perimeters of the city. This would allow residents to walk to a park without crossing a major highway.

## **IMPACT OF FUTURE LAND USE PATTERNS**

Not all land within the city of Strafford will develop over the next decade, nor should all land be developed. Constraints to development, such as environmental limitations, physical configuration of the site, ownership patterns, and availability of infrastructure will limit potential development in some areas of the community. In addition, not all land will develop at the maximum densities shown on the Proposed Land Use Map.

## **GROWTH AREA PROPOSED LAND USE**

Development within the growth area outside the Strafford city limits is subject to the land development regulations of Greene County. The city should continue to coordinate planning efforts with Greene County to ensure that development in close proximity to the city is compatible with existing and planned development within the city and that infrastructure standards are compatible. Attention should be given to

encouraging compatible development in portions of the growth area with known environmental constraints.

## **TRANSPORTATION PLAN**

### **TRANSPORTATION PLANNING**

Planning for transportation needs is discussed in detail in the Transportation section of the Strafford Action Plan, pages 37 to 40

### **STRAFFORD STREET MAINTENANCE**

The Strafford Maintenance Department has two to four full-time employees. The department is equipped for limited street maintenance, such as filling potholes.

Equipment currently on hand includes:

1996 Galion Grader S#10305

Vibrapac Roller w/trailer

Case Tractor/Loader/Backhoe

Two dump trucks

Two pickup trucks

Two generators

### **STREET SYSTEM AND CONDITION**

The Strafford street system includes approximately 56 city streets, one interstate highway (Interstate 44), and three state highways (Mo. Hwy. 125, Mo. Hwy. 00 and Mo. Hwy. DD). The section of Strafford north of the Interstate 44 includes 19 city streets.

The section between Interstate 44 and the railroad tracks includes 18 city streets and the section south of the railroad tracks includes 19 city streets.

Maintenance of the city streets is the responsibility of the Strafford Road District. The Missouri Highway and Transportation Department maintains the state highways, the interstate highway, and the service road, Evergreen. City staff and officials have made field observations on a continuing basis to evaluate the condition of the local streets. They observe and evaluate surface paving material, condition and width, curbing, drainage ditches and sidewalks.

While a majority of local streets are in good condition, suggestions for areas of improvement are provided for consideration and prioritization.

- Construct all new streets within the city of Strafford to conform to a uniform standard per designated class.
- Maintain all streets within the city of Strafford to the highest standards thereby insuring longevity of paving. Repairs should be made in a timely manner and top coating should be applied as appropriate.
- Provide street lighting in a uniform and adequate manner to meet all safety standards.
- Provide an additional railway crossing and upgrade the current Washington crossing.
- Increase parking facilities. Parking, especially in the downtown and school area is inadequate.

- Explore funding sources. A transportation sales tax would ensure financial compliance with this plan.
  - Create bike and pedestrian paths.
  - Provide sidewalks near the school and in subdivision neighborhoods. New subdivisions should incorporate sidewalks on local and collector streets.

There are two uninterrupted east-west arterials, Hwy. 00 (Historic Route 66) and Interstate 44. Highway 125 is the arterial running north south through the city. The observational assessments indicate that major arterials are in good condition.

## **TRAFFIC VOLUMES**

One of Strafford's arterials, Interstate 44, is one of the highest volume routes in the state's primary system.

## **PARKING**

Off street parking facilities are adequate in newer commercial developments along Hwy. 00 and Hwy. 125. However, parking facilities in the central business district are marginally adequate. Care should be executed for adequate provision for all anticipated parking and access needs. Off-street parking would need to be a part of the development code.

## **STREET CLASSIFICATION SYSTEM**

Strafford's streets have been functionally classified as arterial, collector, and local streets. The street classification system serves as an integral determinant of land use development patterns within the city. Streets are classified according to their intended

function of providing for traffic movement and/or access to abutting property. Enforcing the street classification system is vital to maintaining continuity and efficiency in the circulation system. The functional classification of streets is noted below:

**Limited access highway:** A highway with some grade crossings and signals at major intersections. These streets are intended to move high volume, moderate to high-speed traffic through the community. Direct access to adjoining properties is limited.

**Primary arterial:** A street intended primarily to provide for uninterrupted movement of high volume, moderate to high-speed traffic through the city and to major activity centers. Access to abutting property is a secondary function to traffic movement. Provision of direct access to abutting property should be permitted only if the traffic capacity of the arterial is not diminished.

**Secondary arterial:** A street which augments the primary arterial system and is intended for moderate volume, moderate speed traffic. Access to abutting property is partially controlled.

**Collector:** A street that collects and feeds traffic from local areas to the arterial system while providing access to abutting property. These streets are intended for low to moderate volume, low speed traffic and short length trips. Collectors should receive a level of land development protection to ensure an adequate balance between traffic movement and property access functions. Collector streets are intended to carry traffic from residential areas to the arterial system. Strafford has few streets that function as collectors. Airport Rd., Old Orchard Dr., and Bluegrass serve as collectors on the north side, feeding into Evergreen. Old Orchard Dr. and Washington also feed into County Rd.

84. The other collectors, Bumganer and Farm Road 23 I/Madison St., both south of the railroad, feed into Hwy. 125 at Madison St. and Hwy. 125 also serves as the effective collector street for the middle sector of the city although it is an arterial.

**Local:** A street intended to provide direct access to abutting properties, designed for low volume, low speed, and short length trips.

## **TRAFFIC CIRCULATION PLAN**

The Traffic Circulation Plan is intended to provide a framework for decision-making on transportation system improvements. The following policy statements contained in this plan address both long-range transportation needs and sets standards applicable to day-today decision making or development proposals and capital investments. The following policies and standards of the plan are intended to achieve the goal of safe and efficient movement of vehicular and pedestrian traffic through Strafford.

Enforce the street functional classification system as new development occurs. Continue to give high priority to the upgrading of substandard arterial and collector streets and the programming of new major streets in the city.

A priority system for upgrading substandard major streets should be developed, with priority assigned based on the following factors:

1. Existing and projected traffic volumes
2. Volume/capacity ratios
3. Incidence of accidents
4. Structural conditions

5. Surface width
6. Travel speeds
7. Sensitivity to surrounding neighborhoods

Preserve major street alignments by preventing development within corridors designated as rights-of-way for existing and future streets. Proposed development should bear a reasonable relationship to the street system classification and capacity level. Discourage the construction of dead-end streets.

Develop corridor plans, which more specifically address land development policies, design standards, and regulatory controls.

Provide sidewalks along collector and local streets in order to aid pedestrian movement to centers of activity such as the school park and shopping areas.

Design standards governing minimum right-of-way requirements are contained in the city's subdivision ordinance. Missouri Hwy. 125 is the city's only north-south arterial. Highway 00 and the northern service road of Interstate 44, Evergreen, are the only east-west arterials crossing the city. Arterials are intended to carry the larger volumes of traffic from one side of the city to the other. As growth continues, there will be a need to identify and reserve adequate right-of-way for additional north-south and east-west arterials on the fringes of the city. Strafford should work closely with Greene County to ensure that county near Strafford's boundaries are improved or constructed to conform to Strafford's standards in the event of future annexation.

## **PARKS and RECREATION**

### **THE NEED FOR PARKS**

Strafford is experiencing the effects of the growth in Greene County. As Strafford grows along with Greene County, there will be an increased demand for parks and recreation services. Strafford currently has one city owned park. Croxdale Park is a 1,500 square foot lot with a small pavilion, play equipment and limited parking.

Concerns have been raised on how the city will prepare for future growth with its currently limited park system. As growth spreads out from Springfield, along I-44, land will become more expensive and difficult to afford for park development. With Strafford's close proximity to major recreational lakes and the national forest, the City doesn't need to provide for this type of recreational activity. Strafford should concentrate on neighborhood parks to service the four quadrants of the city. In addition to the neighborhood park system, the city should seek one larger city park for parks and recreation development. The neighborhood parks and the city park should be connected with a trail system to allow for pedestrian and non-motorized vehicular access.

### **LEGISLATIVE**

The Board of Aldermen is responsible for the annual budget, which would dictate the amount of funds available for park development. State statutes allow fourth class cities to form a park board and to collect a property tax to fund park needs. Once the voters approve of the Park Board, a property tax can be instituted to fund the park

system. The statutes do not provide the amount of funds needed to fund most park systems in fourth-class cities, so other alternative funding mechanisms are necessary.

The formation of a non-statutory park advisory committee would allow for citizen oversight of park development. A seven-member committee could be formed to oversee the park development process. It is essential that an effort be made to lay the groundwork for the logical development of a park system. This plan would be useful in developing stakeholders and in securing grants for park development. The central issue would be to fund grant proposals and to determine a steady funding source.

## **THE PLANNING PROCESS**

A planning process should use the following outline to develop an implementation strategy for park development.

1. Select key issues.

Public sessions should identify and prioritize key issues.

2. A mission statement and broad goals should be clarified.

A Park Committee should hold visioning sessions to build consensus on the overall effort.

3. External and internal analyses should be assessed.

A Park Committee should evaluate problems and opportunities.

4. Develop goals, objectives, and strategies for each issue.

Goals and objectives should be identified to achieve the long-range goals.

5. Develop an implementation plan to carry out strategic actions.

A Park Committee should develop a plan of specific actions to achieve its goals.

6. Monitor, update, and scan.

Continue to assess, update, and improve the plan.

## **VISION STATEMENT**

**The City of Strafford will have facilities capable of providing diverse recreational and cultural opportunities for the community in harmony with preserving and improving the natural setting, resources and habitat.**

## **THE GOALS**

1. To stimulate the economy for the greater Strafford area by providing self-supporting recreational amenities.
2. To define a clear and concise role for a Park Committee.
3. To foster a comprehensive park system that is safe, clean, and provides for the needs of citizens and visitors.
4. To strengthen the park system as a focal point for community pride.
5. To provide a framework for the future capital budget as it pertains to parks and recreation.

## **THE ROLE OF THE PARK COMMITTEE**

The Park Committee, an advisory group of appointed volunteers, would be responsible for overseeing the operation and maintenance of the park system. There needs to be formal communication between the parks advisory committee and the Board

of Aldermen. The Board of Aldermen would oversee the parks committee through the annual budget process. A representative of the Board of Aldermen should attend park board meetings and a member of the park board should attend all Board of Aldermen meetings. Representatives of each body could take turns attending these meetings.

### **Regulation**

An ordinance allowing the Park Advisory Committee to regulate the park system is recommended. This action will enhance communication within the organization and also provide a framework for meeting the recreational needs of citizens. The responsibilities of the Advisory Committee should be clear to its members. All employees of the park department would answer ultimately to the city administrator and not the advisory board. This will facilitate a more efficient and "customer friendly" approach to providing parks and recreation services.

### **Finance**

Capital improvements and parks programs cannot operate without tax revenue. Recreational program fees, at best, can be expected to cover the cost of staffing and equipping those particular programs. A permanent and consistent revenue stream must be established to develop, improve and operate a park system.

### **Image**

The current image of the public park system is not one that should be perpetuated. There is a lack of programs for people of all ages. There is a scarcity of property in the

park inventory. A permanent funding source would facilitate recreation in the community by providing appropriate staffing and capital improvements.

### **Infrastructure**

The city owns one public park. The City of Strafford cannot have quality park and recreation programs without a commitment to land acquisition and construction of facilities. Fiscal constraints tend to guide the process. However, there should be a way that over time these facilities could be provided in an expeditious manner. Some of the standards that the city needs to meet will require staffing and capital improvements to provide the facilities.

### **Circulation**

Circulating people within parks and between additional future parks is an issue for advance planning. Parks should offer elements that will attract people to different areas for most effective use of space. When additional parks are developed within the Strafford Park System, each should offer recreational opportunities to attract users who live beyond the immediate neighborhood.

Vehicular traffic patterns should also be considered when choosing locations for parks and recreational areas. Accessibility and parking are factors; however, an equal concern is safety for pedestrians and bicycle traffic traveling to and from Strafford's parks.

## **Development**

This plan addresses the concern that potential parkland is inadequate inside the city limits and in planned residential sites on the perimeters of the city. Any plan should address land acquisition options for recreational use areas.

## **OBJECTIVES AND POLICIES**

### **Regulation**

A staff position should be created for a full or part time parks and recreation director. This job description for this position should include investigating and pursuing alternative sources of funding, as well as developing and implementing appropriate activities within the current space and resource constraints. Perhaps this position could be filled through partnership with a local college, which could assign an intern or graduate student to the city of Strafford.

The legislation should also provide for a systematic relationship in which the park committee and staff develop and recommend the annual capital improvements to the Board of Aldermen.

The park system should also be added as a regular item on the Board of Aldermen's meeting agenda to enhance communication of news, needs or other items directly related to parks and recreation.

Hiring staff, buying property and constructing facilities require revenue, and the city's revenue is derived from taxes. A clear and concise plan and systematic policy for

the provision for the parks and recreational services must be developed to ensure public support for funding parks.

Three methods may be considered for raising revenues for the improvement of the park system.

1. **Program fees.** Participants pay for the particular activity that they use in the park system. Historically, a program fee only covers the cost of staffing and operating that particular program and will not bear the cost of capital improvements.
2. **Grants.** Government and corporate grants are available for park development and capital projects. Strafford should create alternative funding sources to acquire land and fund operations.
3. **Property tax.** The third income stream is the property tax collected from all property owners within the city. This tax brings in a limited amount of revenue that is not adequate for capital improvements to the park system.

### **Economic Development and Finance**

Realistically, any one of these revenue streams would be inadequate to provide the kind of park system that the park board envisions. However, a combination of efforts could provide adequate funding.

The first task is to review the feasibility of passing a property tax to help pay for parks. The tax would be according to state statutes and would be paid by all property owners within the city limits.

A second approach is to consider a sales tax. The state of Missouri provides for a sales tax for recreation in the amount of one-half cent. A sales tax would be paid by residents purchasing goods and services in Strafford and also by visitors to Strafford. Sales tax revenue would allow the city to enhance the park system, acquire property, and construct capital facilities in the future. Revenue bonds could be issued to provide the facilities, and sales tax revenue could be used to retire the bonds.

A fully functional and operational parks and recreational system would attract additional users to the parks, thereby increasing their spending opportunity in Strafford and resulting in increased sales tax revenue. A system of trails, community building, pavilion, equestrian center, and neighborhood parks are all improvements that could generate increased sales tax by making the community a more attractive destination for new residents and visitors. Marketing of the amenities and the City of Strafford may be less difficult because of its proximity to Branson, Springfield and other regional attractions. A city-operated campground, which targets travelers on I-44, could help provide funding for a park department. The parks department could be considered as an economic development tool to increase the sales tax revenue for all city operations.

### **Image**

A functioning park system could be a catalyst for residential and commercial growth. Parks and recreational opportunity are one of the primary attributes that new residents and new business look for in a city when they are considering a location. The citizens and elected officials could rally behind an effort to create the park system. The

success of the effort could be used as a source of community pride. As the community becomes more recreation and parks conscious, the city may become more attractive to residential and commercial developers, who in turn bring more people into the community. The city would then become more attractive to new businesses, which would increase the economic base and result in additional tax revenue.

### **Circulation**

Each park design must be reviewed for traffic and potential conflicts. Each park site plan should be completed before any city funds are expended on construction.

Pedestrian safety is a priority, and ample parking for cars should be planned into the design. A pedestrian oriented trail system connecting all areas of the city with the park system should be considered.

### **Handicap Access**

Although present park conditions are not conducive to activities for physically disabled, future park improvements and additions will be planned with facilities accessible to all residents. All facilities will be constructed in accordance with the Americans with Disabilities Act.

### **Land Use Development**

The city can apply for grants to obtain the land needed for the park system. The Landmark Parks and Preservation Grant Program managed by the Missouri Department of Natural Resources can be used to obtain raw land or develop land. A fourth-class city can also use a partial donation as the local match. Because adjacent land becomes

desirable for residential development, it is often possible to work out a private/public partnership to make the grant application.

The Missouri Department of Natural Resources also has a program specifically for trail development. The grant application deadline will be in the spring for obtaining over one million dollars in trail grants in 2001.

The Missouri Department of Transportation manages the Transportation Enhancement Grant Program, which distributes monies collected from gasoline and oil taxes. The program funds unique and alternative transportation projects. Trail construction and acquisition are acceptable projects.

Long range plans may include the following but should not be limited to:

- Build neighborhood parks.
- Develop a trail system to connect neighborhood parks.
- Plan and develop a campground attractive to interstate travelers.
- Acquire “airport property” north of town.
- Obtain land for a community building.

## **IMPLEMENTATION**

1. Apply for grants to purchase land and build a trail system connecting all parts of the community.
2. Develop a communications plan to address image development.
3. Hire full-time/part time park director to oversee the parks system and write grants.

4. Stimulate economic development and increase sales tax revenues by marketing the park system, specifically the campground and trail system.
5. Pass a sales tax to provide funds to build capital projects such as:
  - Community building
  - Trail system
  - Public garden
  - Building for parks department
  - Picnic areas
  - Age appropriate play equipment
  - Neighborhood parks
6. Devise a publicity and advertising plan to increase awareness and encourage growth and development of the park system for residents and visitors.

Neighborhood parks should be identified, constructed, and maintained in all outlying quadrants of the city. A cost/ benefit analysis should be conducted to evaluate economic benefits of constructing a new campground. A grant should be written to acquire property for a city wide park. TEA-21 funds should be requested to build walking and bicycle trails.

A sales tax issue in the year 2001 would permit the public to decide if the park system is a priority for the community. Public support through an informational and educational campaign is the key to this issue. A program of improvements is needed to

permit the voters to see what the implementation of a sales tax would do for the recreational needs of the citizens of Strafford.

A comprehensive park system will benefit the entire community. It will offer physical outlets and recreation to Strafford area youth. It is an additional attraction to families seeking the lifestyle offered in a small town. Active retirees will be drawn to a broad range of park and recreational facilities.

## **ANNEXATION POLICY**

Annexation of land into the city of Strafford should be based on the following criteria:

1. Need for residential, commercial or industrial sites;
2. The city's need for expansion;
3. The need for uniform application and enforcement of municipal building codes;
4. The need for police protection to the proposed area;
5. Application and enforcement of municipal ordinances or health regulations;
6. The need for municipal services into the annexed area;
7. Regularity of boundaries; and

Other considerations based on need.

## **COMMUNITY FACILITIES INVENTORY**

### **LAW ENFORCEMENT**

The Strafford Police Department maintains its facility in Strafford City Hall. The facility is 226 square feet in area with additional desk space shared with the other departments of Strafford government. Full-time personnel consist of six officers including the Chief of Police. All officers share the full range of law enforcement responsibilities.

The department furnishes 24-hour service. Enhanced 911 service is staffed by Greene County. Equipment currently held by the department includes three marked vehicles.

The department anticipates a need for increased service capacity based on projections of future needs, which are partially influenced by the increase in service calls in previous years. Approximately 400 service calls were received during 1994, 900 calls were received in 1997 and 1009 calls were received in 1999. One officer's salary is paid by a federal grant, which has a three-year duration and expires at the end of 2000. A strain is also placed on scheduling during vacation time at current staff levels. Using a general guideline of one officer per 500 population and the expectation of continued 24-hour coverage, the department anticipates a need for increased staff in the future.

A grant arrangement being planned with the Strafford R-6 School District could provide for the acquisition of another officer to work at the school as a school resource officer for the nine-month school session. The officer could serve general duties for the City of Strafford for the remaining three months of the year.

As new city facilities are developed and as needs increase, the police department suggests that provision be made for more space for law enforcement functions. This space would be utilized as a squad room and a changing area, holding cells for alcohol-related offenders and a two-bay garage with secure doors. An interview room and recording cameras may also be necessary in the near future.

Neighborhood Watch group members are encouraged to report any unusual activity in their areas. Special attention is being given to youth and school safety issues. The Strafford Police Department is striving to be proactive in its approach to prevention of any potential unlawful act or violence. The department is also actively involved in community events that promote substance abuse prevention and safe and healthy lifestyles, for example, National Night Out, safety fairs, and fundraisers.

## **FIRE PROTECTION**

The Strafford Fire Protection District covers a 24-square mile area which corresponds with the Strafford R-6 School District boundaries. The district underwent review by the Insurance Services Office (ISO) in 1996. At that time, the portion of the district within the city limits received a rating of seven and the balance of the district received a rating of nine. The average reported response time within the Strafford City limits is currently five minutes.

The district is financially supported through each homeowner's real estate and personal property taxes of \$.26 per \$100 assessed valuation. The money is collected by Greene and Webster Counties and is paid to the district on a monthly basis.

Fire department personnel currently include no full time employees and 24 volunteers in active service; 15 of which have attained Firefighter I status or above. Other members plan to complete the course. In-house training occurs on a bi-weekly basis, consisting of fire operations and rescue training. The district pays training fees for all volunteers who are able to participate.

The locations of fire stations in the district are:

#1 on Pine Street, between Madison and Washington;

#2 on YY Hwy. west of Hwy. 125.

The Fire Protection District currently owns and operates 11 pieces of equipment.

They include:

### **TANKER TRUCKS**

Tanker 1: 1978 Ford Louisville, 2500-gallon capacity

Tanker 2: 1984 International, 1500-gallon capacity

Tanker 3: 1978 Chevy, 1000-gallon capacity

Tanker 4: 1976 Chevy, 1000-gallon capacity

### **POWER TRUCKS**

Pumper 1: 1978 Chevy, 1000-gallon capacity

Pumper 2: 1957 Ford, 1000-gallon capacity

Pumper 3: 1978 Chevy, 1000-gallon capacity; equipped with extrication equipment

### **BRUSH VEHICLES**

Brush 1: 1990 Chevy truck

Brush 2: 1978 Dodge truck

### **RESCUE VEHICLE**

Rescue 1: 1997 Chevy Blazer

### **MISCELLANEOUS**

Unused vehicle: 1978 Chevy van, currently out of service.

The department is active within the community. Examples of projects include safety demonstrations and instruction at community events, classroom activities, parades, and firehouse tours. Through informal meetings and a town meeting in 1998, the fire district has identified future needs. At this time, plans include:

1. Increasing the number of paid employees as the need arises,
2. Budgeting for the purchase and then maintenance of equipment on an annual basis,
3. Acquiring a new pumper truck within a few years,
4. Addressing needs of the station houses,
  - A. Accelerate the payment schedule on Station #2 to more quickly end the costly lease agreement,
  - B. Locate land within the city to build a larger station and consolidate the facilities at the two existing stations,

C. Construct an additional small station on land owned by the district at Farm Road 68 and Hwy. 125, and

5. Purchase additional rescue and related equipment and increase the number of volunteers and training opportunities.

## **UTILITIES PLAN**

Utility infrastructure within a community typically represents a large percentage of a city's monetary expenditures. The availability and capacity of infrastructure are also key determinants of future growth and development potential. Public water and wastewater facilities are two major components that provide for basic health and safety needs of Strafford's population. In addition to the city's water and wastewater utilities, this section also discusses the storm water drainage system.

### **WATER SYSTEM**

The existing water system includes two wells, two water towers, and a distribution system that is comprised of one-inch to 10-inch diameter lines. The system appears to have some operational problems with one well operating more frequently than the other, low water pressure in some portions of the eastern system and poor fire hydrant spacing and inability to provide adequate fire flows. Poor valve spacing requires frequent interruption of service for necessary repairs.

It is recommended that an engineering evaluation of the water system be conducted to define problem areas with poor pressures and fire flows, and to make recommendations for upgrading the system to meet current and future demands.

Although this type of study is beyond the scope of this comprehensive plan, it would allow the city to review the potential improvements due to the replacement of

existing lines, and prioritize these projects based upon their ability to improve the available flow and pressure in the system.

A major loop line is recommended to assist in providing an adequate quantity of water at the required pressure to remote areas of the system. This major loop line may consist of replacing existing line with larger pipe and/or a new line.

The major loop line should be planned and as development occurs, construction of the line can be coordinated with the proposed development.

The engineering evaluation should also review the existing supply and storage facilities to improve their current operation.

All development in Strafford is served by the city-owned water utility. Potable water service is also provided to approximately 20 residences and businesses outside the city limits. The city's water source is groundwater, drawn from two wells tapped into the deep aquifer in the Ordovician geologic unit, 1,100 to 1,492 feet below the surface. The two wells have a maximum combined capacity of 345 gallons per minute (gpm) or 496,900 gallons per day (gpd). The well pumps are operated on demand, alternating turns. As the groundwater currently meets all state standards for potable water, the only treatment provided is chlorination. There are more than 700 hook-ups to the water system, with an average flow of approximately 150,000 gallons per day.

The water system also includes 2 elevated storage towers with combined storage capacity of 350,000 gallons. The newest storage tower, constructed in 1994, holds 200,000 gallons. It is normally recommended that a community have

daily water storage capacity equal to daily consumption rates. With an average flow of 150,000 gpd and total storage capacity of 350,000 gallons, the city has sufficient storage capacity to meet current needs.

The water distribution system is comprised of supply pipelines in a combined loop and branch configuration. Water distribution system maps are on file at City Hall. Hydrant testing has shown a water flow at 50 pounds per second (pps) when a hydrant is completely opened, with a rate of 44 pps for two hydrants flowing at capacity.

### **WASTEWATER TREATMENT SYSTEM**

The pipeline collection system includes a combination of gravity and pressure flow pipes. Lift stations are required to pump wastewater over the drainage divides in the city to the regional pump station located at 1031 West Old Route 66. Strafford's main pipelines are eight inches in diameter, with a four-inch diameter pipe being the minimum allowed under city codes.

In partnership with Great River Engineering, a study was conducted to evaluate and assess pumping wastewater to the city of Springfield versus constructing a wastewater treatment plant. The findings follow.

## **STRAFFORD PRELIMINARY ENGINEERING STUDY**

### **Summary of Findings**

Pumping to City of Springfield vs. Construction of Wastewater Treatment Plant

	<u>2000</u>	<u>2020</u>
<i>Estimated Population</i>	1329 people	2401 people

Projected Growth Rate 3 %

### **Number of Service Connections**

Residential	571	697
Non-Residential	140	171
People/ Connection	2.33	3.44

*Wastewater Flow* 4,455,000 gallons/mo. 8,780,000 gallons/mo.

*Payment to the City of Springfield*  
\$119,000/ year \$292,650/ year

Inflation Rate 3%

**PRESENT WORTH OF THESE EXPENSES OVER 20 YEARS = \$ 2,325,000**

Interest Rate 5%

PRESENT WORTH OF CONSTRUCTING  
NEW WASTEWATER TREATMENT PLANT  
AND CONNECTING COLLECTION SYSTEM = \$ 3,289,000

## **STORM WATER DRAINAGE SYSTEM**

The city's storm water drainage system is comprised of a combination of storm sewer pipe and open ditches and culverts. Storm water drainage has become an increasingly important issue over the past few years due to the growth and development in Strafford. In 1999, the city adopted storm water regulations that set more restrictive storm water management standards for new development. However, the storm water ordinance cannot remedy drainage problems that were already in existence.

## **ELECTRIC UTILITY**

Two electric utilities serve Strafford; Empire District Electric Company and Southwest Electric Co-Op. Three-phase electric service is available to all parts of the city at the customer's cost.

## **FUTURE PLANNING FOR COMMUNITY FACILITIES AND SERVICES**

Facilities and services, such as parks, schools, library facilities, law enforcement, community facilities and fire protection, help to shape not only a community's quality of life but also influence future growth and development. Police and fire protection are services essential to maintaining the public's safety and welfare. Families and businesses view community services as required amenities as they make their decisions on where to live.

# Strafford, Missouri Comprehensive Plan

## Background Studies

## **HISTORICAL REVIEW**

An account of Strafford's past should include the history of the region. It is believed that the earliest European presence in the Strafford area may have been in 1594 when Spanish military scouts, exploring northern Arkansas with the DeSoto's units, ventured about 100 miles north in search of salt. On their return, they reported that buffalo roamed the area in such numbers that Indians were unable to grow maize.

During the 1700s and 1800s, the most recent period of Native American habitation, the Osage, Kickapoo, Delaware, and other Native Americans flourished throughout what would later become Missouri. As early as 1812, a band of the Kickapoo Tribe built a village near the present location of Strafford. In 1832, the Kickapoo tribe traded their land for land in Kansas.

There are records of a settlement in 1835, two miles from Strafford, which had one of the two post offices in Greene County. It was not until 1870 that the Atlantic and Pacific Railroad tracks reached Strafford. At that time, in 1871, the town of Strafford was established. Strafford soon became a shipping point for the area.

Strafford flourished in the early years of this century. Wheat, cattle, and fruit farms surrounded the town. Many agricultural products were shipped out of the area. Within Strafford there were two mills, a stockyard, two drug stores and a brick school building. This school was one of only two electrified schools in Missouri. In 1913, the Springfield Daily Leader reported that Strafford was a thriving suburb of Springfield. At that time, Strafford had two hotels, 14 places of business, a large cannery and a bank.

In the decades to follow, Strafford maintained a modest growth rate. Route 66 and later Interstate 44 bisected the town, greatly improving transportation and employment opportunities as well as offering commercial and cultural attractions in nearby Springfield.

In 1961, 90 years after the town was established, it was incorporated as a village. Soon after, in 1964, Strafford was incorporated as a fourth class city. To the present, Strafford has experienced modest growth as an “edge” city in the Springfield metropolitan region..

Recently, several businesses have located in the community or expanded their operation. A Springfield hospital has opened a satellite clinic and a full service nursing home has been established. Strafford is expected to continue its healthy growth with development of new facilities and services.

## **DEMOGRAPHICS**

The physical development pattern of Strafford is dependent in part on the structure of its economic base, as is the city's potential for future growth. Strafford's current development pattern and future economic development potential are influenced by larger metropolitan and regional economics. While Strafford has experienced modest economic growth, its interrelationship with the larger Springfield Metropolitan Statistical Area, (MSA) economy is important.

Situated in close proximity to Springfield on Interstate 44, Strafford residents are no more than 30 minutes commuting time from major employment centers in Springfield. Likewise, the large labor pool available in Springfield is only 30 minutes from employers in Strafford. According to the 1990 Census of Population and Housing, the average commuting time for Strafford residents is 20.4 minutes. This has affected Strafford's growth and economic structure and will most likely continue to do so in the future. Strafford is an "edge city," a bedroom community with limited retail and commercial growth.

Strafford has experienced growth in recent years after having maintained a stable level for a considerable length of time. There are currently 108 licensed business enterprises in Strafford.

## **BUSINESS SECTOR ANALYSIS**

The city's economic structure reflects the edge city characteristics. Service enterprises and retail business are a majority of the current licensed business enterprises located in Strafford. By major sector breakdown, the most important part of the economy is the service segment.

## **EMPLOYMENT CHARACTERISTICS**

The composition of the labor force is an important factor in determining the potential or focus of future economic development efforts. Data on labor force composition is depicted in two ways.

Employment in the labor force is mostly in service, retail and the manufacturing industry. The following profiles and tables are based upon two, three, and ten mile radii from the intersection of I-44 and State Highway 125.

## 2.0 MILE RADIUS

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The population in this area grew 10.9 percent between 1990 and 2000; from 1,587 to 1,759, compared to 10.4 percent for the United States. Over the next five years, the population in this area is expected to grow 5.7 percent, from 1,759 to 1,860, compared to 4.5 percent for the United States.

Of this area's total population in the year 2000, 98.8 percent are white, 0.0 percent are black, 0.0 percent are Asian/Pacific islander, and 1.2 percent are other races. Of this area's total population, 1.3 percent reported that they were of Hispanic origin. For the United States, 77.7 percent are white, 12.5 percent are black, 3.9 percent are Asian/Pacific islander, and 5.9 percent are other races. Of the United States's total population, 11.7 percent reported that they were of Hispanic origin.

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The number of households in this area increased 6.5 percent between 1990 and 2000, from 583 to 620, compared to 12.2 percent for the United States. Over the next five years, the number of households in this area is expected to increase 6.0 percent, from 620 to 658, compared to 5.5 percent for the United States.

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Average income levels in this area grew 58.3 percent between 1990 and 2000; from \$29,449 to \$46,615, compared to 53.1 percent for the United States. Average income levels in this area are expected to grow 24.9 percent over the next five years, from \$46,615 to \$58,223, compared to 20.4 percent for the United States.

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In 1990, 44.1 percent of workers in this area listed "white collar" occupations, 38.6 percent listed "blue collar" occupations, and 17.3 percent listed other types of occupations.

Also in 1990, 15.8 percent of the population in this area were in the Administrative Support occupational category and 13.8 percent were in the "precision production and craft" occupational category.

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Education levels in 1990 for the Strafford area indicated 41.9 percent of the population had graduated from high school (12 years of education) and 21.1 percent had attended college (13-15 years of education) but did not earn a degree.

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Most of the dwellings in this area (72.2%) were owner occupied in 1990, and most (73.2%) were single unit detached structures. Most (38.2%) were built from 1970 to 1979.

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### **5.0 MILE RADIUS**

The population in this area grew 16.6 percent from 1990 to 2000; from 4,757 to 5,546, compared to 10.4 percent for the United States. Over the next five years, the population in this area is expected to grow 8.4 percent, from 5,546 to 6,012, compared to 4.5 percent for the United States as a whole.

Of this area's total population in the year 2000, 99.0 percent are white, 0.0 percent are black, 0.0 percent are Asian/Pacific islander, and 1.0 percent are other races. Of this area's total population, 0.9 percent reported that they were of Hispanic origin. For the United States, 77.7 percent are white, 12.5 percent are black, 3.9 percent are Asian/Pacific islander, and 5.9 percent are other races. Of the United States's total population, 11.7 percent reported that they were of Hispanic origin.

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The number of households in this area increased 13.2 percent between 1990 and 2000, from 1,721 to 1,948, compared to 12.2 percent for the United States. Over the next five years, the number of households in this area is expected to increase 8.7 percent, from 1,948 to 2,117, compared to 5.5 percent for the United States.

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Average income levels in this area grew 59.4 percent between 1990 and 2000; from \$31,980 to \$50,964, compared to 53.1 percent for the United States. Average income levels in this area are expected to grow 24.9 percent over the next five years, from \$50,964 to \$63,678, compared to 20.4 percent for the United States.

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In 1990, 47.1 percent of the workers listed "white collar" occupations, 37.5 percent listed "blue collar" occupations, and 15.4 percent listed other types of occupations. Also in 1990, 15.3 percent of the population in this area were in the "administrative support" occupational category and 14.0 percent were in the "precision production and craft" occupational category.

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Education levels in 1990 for the Strafford area indicated 39.6 percent of the population had graduated from high school (12 years of education) and 20.1 percent had attended college (13-15 years of education) but did not earn a degree.

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Most of the dwellings in this area (79.2%) were Owner Occupied as of 1990.

The highest percentage of the dwellings in this area (79.4%) were Single Units Detached in 1990.

Most of the dwellings in this area (35.5%) were built 1970 to 1979.

## **10.0 MILE RADIUS**

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The population in this area grew by 3.9% between 1990 and 2000; from 63,228 to 65,715, compared to 10.4% for the United States as a whole. Over the next five years, the population in this area is expected to grow by 4.1%, from 65,715 to 68,439, compared to 4.5% for the United States as a whole.

Of this area's total 2000 population, 95.3% are White, 2.7% are Black, 1.1% are Asian/Pacific Islander, and 1.0% are Other Races. Of this area's total population, 1.2% reported that they were of Hispanic origin. For the United States as a whole, 77.7% are White, 12.5% are Black, 3.9% are Asian/Pacific Islander, and 5.9% are Other Races. Of the United States's total population, 11.7% reported that they were of Hispanic origin.

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The number of households in this area increased by 5.7% between 1990 and 2000, from 24,893 to 26,302, compared to 12.2% for the United States as a whole. over the next five years, the number of households in this area is expected to increase by 4.6%, from 26,302 to 27,519, compared to 5.5% for the United States as a whole.

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Average income levels in this area grew by 65.1% between 1990 and 2000; from \$32,424 to \$53,519, compared to 53.1% for the United States as a whole. Average income levels in this area are expected to grow by 25.9% over the next five years, from \$53,519 to \$67,385, compared to 20.4% for the United States as a whole.

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56.1% of the workers in this area had White Collar occupations, 27.4% had Blue Collar occupations, and 16.5% had other types of occupations as of 1990.

15.8% of the population in this area were in the "Administrative Support" occupational category and 13.9% were in the "Sales" occupational category as of 1990.

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32.0% of the population in this area had earned High School Graduate (12) and 22.4% had earned Some College (13-15) No Degree as of 1990.

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Most of the dwellings in this area (62.8%) were owner occupied in 1990, and most (71.0%) were single unit detached structures. Most (26.1%) were built from 1970 to 1979.

**CONSUMER DEMAND: SUMMARY REPORT  
(MAJOR RETAIL CATEGORIES)**

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
TOTAL RETAIL STORE ITEMS (\$000)	7,605	24,661	334,734
RESTAURANT (\$000)	1,513	4,916	66,245
FOOTWEAR (\$000)	187	591	8,368
HOME FURNISHINGS (\$000)	127	413	5,462
HOME IMPROVEMENTS REMODEL (\$000)	510	1,654	19,928
SPORTING GOODS (\$000)	27	86	1,043
TOYS (\$000)	244	757	9,632
APPAREL (\$000)	837	2,727	37,773

---

DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
HOME ELECTRONICS (\$000)	198	641	9,517
HOME APPLIANCES (\$000)	134	419	5,695
GROCERY/DRUG ITEMS (\$000)	3,826	12,458	171,071
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2000 POPULATION (EST)	1,759	5,546	65,715
2000 HOUSEHOLDS (EST)	620	1,948	26,302

SOURCE: CREST/FMI/MRI/NPD/FORUM/USDL

BUSINESS EMPLOYMENT BY TYPE	----- #BUS	2.0 MILE RADIUS #EMPS	----- #EMPS/BUS
TOTAL BUSINESSES	120	1221	10.2
RETAIL TRADE	26	199	7.7
HOME IMPROVEMENT STORES	1	5	5.0
GENERAL MERCHANDISE STORES	0	0	0.0
FOOD STORES	4	37	9.3
AUTO DEALERS & GAS STATIONS	4	49	12.3
APPAREL & ACCESSORY STORES	0	0	0.0
FURNITURE/HOME FURNISHINGS	3	9	3.0
EATING & DRINKING PLACES	7	78	11.1
MISCELLANEOUS RETAIL STORES	7	21	3.0
FINANCE-INSURANCE-REAL EST	11	104	9.5
BANKS, SAVING & LENDING INST	2	22	11.0
SECURITIES BROKERS & INVEST	0	0	0.0
INSURANCE CARRIERS & AGENTS	3	6	2.0
REAL ESTATE-TRUST-HOLDING CO	6	76	12.7

BUSINESS EMPLOYMENT	2.0 MILE RADIUS		
BY TYPE	#BUS	#EMPS	#EMPS/BUS
SERVICES	43	545	12.7
HOTELS & LODGING	3	12	4.0
PERSONAL SERVICES	14	52	3.7
BUSINESS SERVICES	5	35	7.0
MOTION PICTURE & AMUSEMENT	3	48	16.0
HEALTH SERVICES	4	83	20.8
LEGAL SERVICES	0	0	0.0
EDUCATION SERVICES	4	290	72.5
SOCIAL SERVICES	2	6	3.0
OTHER SERVICES	8	19	2.4
AGRICULTURE	2	9	4.5
MINING	0	0	0.0
CONSTRUCTION	7	55	7.9
MANUFACTURING	9	120	13.3
TRANS, COMMUN/PUBLIC UTIL	12	109	9.1
WHOLESALE TRADE	8	63	7.9
GOVERNMENT	2	17	8.5
DAYTIME POPULATION 1221	DAYTIME POP/BUS 10.2		
RESIDENTIAL POPULATION 1759	RESIDENTIAL POP/BUS 14.7		

BUSINESS-FACTS: DAYTIME EMPLOYMENT REPORT (BUSINESSES)

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BUSINESS EMPLOYMENT	5.0 MILE RADIUS		
BY TYPE	#BUS	#EMPS	#EMPS/BUS
TOTAL BUSINESSES	206	3646	17.7
RETAIL TRADE	34	305	9.0
HOME IMPROVEMENT STORES	3	22	7.3
GENERAL MERCHANDISE STORES	0	0	0.0
FOOD STORES	4	37	9.3
AUTO DEALERS & GAS STATIONS	6	104	17.3
APPAREL & ACCESSORY STORES	1	24	24.0
FURNITURE/HOME FURNISHINGS	3	9	3.0
EATING & DRINKING PLACES	8	82	10.3
MISCELLANEOUS RETAIL STORES	9	27	3.0
FINANCE-INSURANCE-REAL EST	15	118	7.9
BANKS, SAVING & LENDING INST	2	22	11.0
SECURITIES BROKERS & INVEST	0	0	0.0
INSURANCE CARRIERS & AGENTS	4	7	1.8

BUSINESS EMPLOYMENT	5.0 MILE RADIUS		
BY TYPE	#BUS	#EMPS	#EMPS/BUS
REAL ESTATE-TRUST-HOLDING CO	9	89	9.9
SERVICES	67	663	9.9
HOTELS & LODGING	3	12	4.0
PERSONAL SERVICES	21	65	3.1
BUSINESS SERVICES	12	81	6.8
MOTION PICTURE & AMUSEMENT	4	50	12.5
HEALTH SERVICES	5	108	21.6
LEGAL SERVICES	0	0	0.0
EDUCATION SERVICES	5	291	58.2
SOCIAL SERVICES	4	24	6.0
OTHER SERVICES	13	32	2.5
AGRICULTURE	6	33	5.5
MINING	0	0	0.0
CONSTRUCTION	18	116	6.4
MANUFACTURING	19	318	16.7
TRANS, COMMUN/PUBLIC UTIL	28	923	33.0
WHOLESALE TRADE	17	1153	67.8

BUSINESS EMPLOYMENT BY TYPE	#BUS	----- 5.0 MILE RADIUS #EMPS	----- #EMPS/BUS
GOVERNMENT	2	17	8.5
DAYTIME POPULATION	3646	DAYTIME POP/BUS	17.7
RESIDENTIAL POPULATION	5546	RESIDENTIAL POP/BUS	26.9

GI: 37

**BUSINESS-FACTS: DAYTIME EMPLOYMENT REPORT (BUSINESSES)**

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BUSINESS EMPLOYMENT	-----	10.0 MILE RADIUS	-----
BY TYPE	#BUS	#EMPS	#EMPS/BUS
TOTAL BUSINESSES	3120	47857	15.3
RETAIL TRADE	622	11439	18.4
HOME IMPROVEMENT STORES	43	501	11.7
GENERAL MERCHANDISE STORES	14	609	43.5
FOOD STORES	71	1278	18.0
AUTO DEALERS & GAS STATIONS	117	2447	20.9
APPAREL & ACCESSORY STORES	27	305	11.3
FURNITURE/HOME FURNISHINGS	78	439	5.6
EATING & DRINKING PLACES	131	2144	16.4
MISCELLANEOUS RETAIL STORES	141	3716	26.4
FINANCE-INSURANCE-REAL EST	279	1792	6.4
BANKS, SAVING & LENDING INST	46	430	9.3
SECURITIES BROKERS & INVEST	12	38	3.2
INSURANCE CARRIERS & AGENTS	113	825	7.3

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BUSINESS EMPLOYMENT	10.0 MILE RADIUS		
BY TYPE	#BUS	#EMPS	#EMPS/BUS
REAL ESTATE-TRUST-HOLDING CO	108	499	4.6
SERVICES	1172	11809	10.1
HOTELS & LODGING	41	886	21.6
PERSONAL SERVICES	365	1639	4.5
BUSINESS SERVICES	271	2739	10.1
MOTION PICTURE & AMUSEMENT	57	490	8.6
HEALTH SERVICES	117	1571	13.4
LEGAL SERVICES	42	224	5.3
EDUCATION SERVICES	48	2186	45.5
SOCIAL SERVICES	64	1112	17.4
OTHER SERVICES	167	962	5.8
AGRICULTURE	57	558	9.8
MINING	4	69	17.3
CONSTRUCTION	236	2929	12.4
MANUFACTURING	267	8374	31.4
TRANS, COMMUN/PUBLIC UTIL	168	4589	27.3

10.0 MILE

BUSINESS EMPLOYMENT	-----	RADIUS	-----
BY TYPE	#BUS	#EMPS	#EMPS/BUS
WHOLESALE TRADE	285	5632	19.8
GOVERNMENT	30	666	22.2
DAYTIME POPULATION	47857	DAYTIME POP/BUS	15.3
RESIDENTIAL POPULATION	65715	RESIDENTIAL POP/BUS	21.1

GI:86

**POP FACTS DATABASE (DEMOGRAPHIC SNAPSHOT REPORT)**

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
<b>POPULATION</b>			
2005 PROJECTION	1860	6012	68439
2000 ESTIMATE	1759	5546	65715
1990 CENSUS	1587	4757	63228
1980 CENSUS	136	44222	59834
GROWTH 2000 - 2005	5.72%	8.40%	4.15%
GROWTH 1990 - 2000	10.85%	16.58%	3.93%
GROWTH 1980 - 1990	16.37%	12.68%	5.67%
<b>HOUSEHOLDS</b>			
2005 PROJECTION	658	2117	27519
2000 ESTIMATE	620	1948	26302
1990 CENSUS	583	1721	24893
1980 CENSUS	458	1409	22090
GROWTH 2000 - 2005	6.01%	8.65%	4.63%
GROWTH 1990 - 2000	6.45%	13.17%	5.66%

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
GROWTH 1980 - 1990	27.29%	22.20%	12.69%
2000 AVERAGE PERSONS PER HOUSEHOLD	2.84	2.85	2.38
FAMILY HOUSEHOLDS			
2005 PROJECTION	494	1651	17747
2000 ESTIMATE	477	1547	17226
1990 CENSUS	470	1421	17071
1980 CENSUS	423	1249	15780
GROWTH 2000 - 2005	3.64%	6.68%	3.03%
GROWTH 1990 - 2000	1.56%	8.91%	0.91%
GROWTH 1980 - 1990	11.05%	13.79%	8.18%
2000 ESTIMATED POPULATION BY RACE	1759	5546	65715
WHITE	98.80%	98.96%	95.26%
BLACK	0.00%	0-03%	2.68%
ASIAN & PACIFIC ISLANDER	0.01%	0.05%	1.06%
OTHER RACES	1.19%	0.96%	0.99%
	2.0 MILE	5.0 MILE	10.0 MILE

DESCRIPTION	RADIUS	RADIUS	RADIUS
2000 ESTIMATED POPULATION BY ORIGIN	1759	5546	65715
HISPANIC ORIGIN	1.35%	0.93%	1.15%

**POP FACTS DATABASE (DEMOGRAPHIC SNAPSHOT REPORT)**

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
2000 ASIAN & PI BY ETHNICITY 1		6	734
ASIAN CHINESE	0.00%	14.20%	27.30%
ASIAN JAPANESE	0.00%	0.00%	7.11%
ASIAN INDIAN	18.83%	32.37%	6.15%
ASIAN KOREAN	0.00%	3.43%	19.05%
ASIAN VIETNAMESE	0.00%	0.00%	21.84%
ASIAN FILIPINO	0.00%	15.83%	9.49%
ASIAN OTHER	0.00%	0.00%	5.66%
PACIFIC ISLANDER	81.17%	34.17%	3.41%
2000 TOTAL HOUSING UNITS	695	2167	28616
2000 OCCUPIED UNITS	620	1948	26302
OWNER OCCUPIED	73.09%	80.14%	64.36%
RENTER OCCUPIED	26.91%	19.86%	35.64%

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
2000 ESTIMATED HOUSEHOLDS BY INCOME	620	1948	26302
\$500,000 +	0.00%	0.08%	0.53%
\$250,000 TO \$499,999	0.00	0.27%	1.19%
\$150,000 TO \$249,999	0.99%	1.34%	2.32%
\$125,000 TO \$149,999	0.40%	0.88%	1.35%
\$100,000 TO \$124,999	1.97%	3.15%	3.32%
\$75,000 TO \$99,999	11.25%	9.72%	7.52%
\$60,000 TO \$74,999	12.09%	12.83%	9.30%
\$55,000 TO \$59,999	4.46%	6.30%	3.81%
\$50,000 TO \$54,999	5.81%	6.64%	5.11%
\$35,000 TO \$49,999	21.40%	20.13%	18.23%
\$25,000 TO \$34,999	14.75%	13.80%	14.82%
\$15,000 TO \$24,999	15.06%	13.59%	16.55%
\$5,000 TO \$14,999	10.14%	8.51%	12.30%
UNDER \$5,000	1.68%	2.75%	3.63%

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
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2000 ESTIMATED AVERAGE HOUSEHOLD INCOME	\$46,615	\$50,964	\$53,519
2000 ESTIMATED MEDIAN HOUSEHOLD INCOME	\$40,877	\$43,397	\$37,226
2000 ESTIMATED PER CAPITA INCOME	\$16,437	\$17,902	\$21,954

**POPULATION FACTS DATABASE (DEMOGRAPHIC SNAPSHOT REPORT)**

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
2000 EST. FAMILY HOUSEHOLD BY INCOME	477	1547	17226
\$500,000 +	0.00%	0.10%	0.70%
\$250,000 TO \$499,999	0.00%	0.34%	1.60%
\$150,000 TO \$249,999	1.28%	1.68%	3.39%
\$125,000 TO \$149,999	0.52%	1.11%	1.94%
\$100,000 TO \$124,999	2.56%	3.61%	4.68%
\$75,000 TO \$99,999	12.49%	10.71%	10.31%
\$60,000 TO \$74,999	14.83%	15.77%	12.15%
\$55,000 TO \$59,999	4.38%	6.74%	4.73%
\$50,000 TO \$54,999	4.67%	6.79%	5.88%
\$35,000 TO \$49,999	26.50%	21.52%	19.14%
\$25,000 TO \$34,999	14.08%	12.45%	13.57%
\$15,000 TO \$24,999	11.91%	12.61%	12.93%
\$5,000 TO \$14,999	5.18%	4.32%	6.80%

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
UNDER \$5,000	1.60%	2.25%	2.18%
2000 AVERAGE FAMILY HOUSEHOLD INCOME	\$51,199	\$55,433	\$65,177
2000 MEDIAN FAMILY HOUSEHOLD INCOME	\$44,685	\$47,754	\$46,382
2000 ESTIMATED POPULATION BY SEX	1759	5546	65715
MALE	49.76%	49.72%	48.30%
FEMALE	50.24%	50.28%	51.70%
2000 MARITAL STATUS	1414	4519	53801
SINGLE MALE	10.83%	10.42%	13.17%
SINGLE FEMALE	7.05%	7.49%	11.36%
MARRIED	66.43%	69.30%	58.28%
PREVIOUSLY MARRIED MALE	5.23%	4.49%	5.34%
PREVIOUSLY MARRIED FEMALE	10.46%	8.29%	11.85%
2000 HOUSEHOLDS WITH CHILDREN	251	792	8434
MARRIED COUPLE FAMILY	76.48%	84.15%	77.25%
OTHER FAMILY-MALE HEAD	4.42%	3.80%	3.87%
OTHER FAMILY-FEMALE HEAD	18.09%	11.27%	17.59%
NON FAMILY	1.02%	0.78%	1.29%

**POPULATION FACTS DATABASE (DEMOGRAPHIC SNAPSHOT REPORT)**

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
2000 ESTIMATED POPULATION	1759	5546	65715
UNDER 1 YEAR	1.13%	1.08%	1.16%
1 TO 2 YEARS	2.57%	2.35%	2.35%
3 TO 4 YEARS	2.69%	2.42%	2.37%
5 TO 9 YEARS	6.41%	6.17%	6.07%
10 TO 14 YEARS	6.80%	6.50%	6.18%
15 TO 17 YEARS	3.97%	4.52%	3.78%
18 TO 20 YEARS	5.30%	4.89%	6.89%
21 TO 24 YEARS	6.48%	5.83%	6.86%
25 TO 29 YEARS	7.09%	7.07%	6.41%
30 TO 34 YEARS	6.40%	5.86%	7.26%
35 TO 39 YEARS	7.30%	6.90%	7.63%
40 TO 44 YEARS	7.81%	7.71%	7.34%
45 TO 49 YEARS	6.63%	7.65%	6.97%

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
50 TO 54 YEARS	7.93%	8.30%	6.73%
55 TO 59 YEARS	5.27%	5.95%	5.12%
60 TO 64 YEARS	4.75%	4.84%	4.06%
65 TO 69 YEARS	3.96%	3.96%	3.57%
70 TO 74 YEARS	2.99%	3.40%	3.28%
75 TO 79 YEARS	2.29%	2.29%	2.64%
80 TO 84 YEARS	1.09%	1.27%	1.70%
85+ YEARS	1.13%	1.05%	1.63%
2000 MEDIAN AGE	35.79	37.42	35.44
2000 AVERAGE AGE	36.50	37.42	36.91

**POPULATION FACTS DATABASE (DEMOGRAPHIC SNAPSHOT REPORT)**

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
2000 ESTIMATED FEMALE POPULATION	884	2789	33971
UNDER 1 YEAR	1.01%	1.02%	1.09%
1 TO 2 YEARS	2.62%	2.31%	2.25%
3 TO 4 YEARS	2.63%	2.37%	2.25%
5 TO 9 YEARS	6.08%	6.00%	5.78%
10 TO 14 YEARS	6.82%	6.26%	5.66%
15 TO 17 YEARS	4.12%	4.74%	3.68%
18 TO 20 YEARS	4.29%	4.49%	7.07%
21 TO 24 YEARS	5.36%	5.10%	6.41%
25 TO 29 YEARS	6.57%	6.78%	6.06%
30 TO 34 YEARS	5.73%	5.37%	6.93%
35 TO 39 YEARS	8.23%	7.42%	7.42%
40 TO 44 YEARS	7.90%	8.18%	7.49%
45 TO 49 YEARS	6.18%	7.56%	7.03%

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DESCRIPTION	2.0 MILE RADIUS	5.0 MILE RADIUS	10.0 MILE RADIUS
50 TO 54 YEARS	8.58%	8.39%	6.68%
55 TO 59 YEARS	5.94%	6.04%	5.18%
60 TO 64 YEARS	5.03%	5.07%	4.26%
65 TO 69 YEARS	4.06%	3.94%	3.67%
70 TO 74 YEARS	3.26%	3.56%	3.59%
75 TO 79 YEARS	2.66%	2.54%	3.08%
80 TO 84 YEARS	1.18%	1.46%	2.09%
85+ YEARS	1.76%	1.42%	2.34%

2000 MEDIAN AGE

2000 AVERAGE AGE

Susan Brown

**Aldermen**

Barbara Helvey

# **CITY OF STRAFFORD, MISSOURI**

## **Leadership and Management**

**Mayor – elected to a two-year term (odd numbered years)**

**Aldermen – six members elected to two-year terms – two elected from each ward  
(each year one is elected from each ward)**

**City Administrator - appointed**

**Police Chief - appointed**

**Maintenance Supervisor - appointed**

**City Clerk - appointed**

**Deputy City Clerk - appointed**

**Court Clerk - appointed**

**Planning and Zoning Commission: appointed - minimum seven (7) members**

**Board of Adjustments: appointed - minimum five (5) members**

**Park Committee: appointed - minimum five (5) members**

**Tax Increment Financing (TIF) Commission: appointed - minimum nine (9) members**

**CITY OF STRAFFORD**

**BILL NO. 03-03**

**RESOLUTION NO. 03-01**

A RESOLUTION OF THE CITY OF STRAFFORD BOARD OF ALDERMEN  
ADOPTING THE COMPREHENSIVE PLAN

Whereas, the City of Strafford Planning & Zoning Commission has approved the  
Comprehensive Plan for the City of Strafford, and

Whereas, the Planning & Zoning Commission is recommending that the City of Strafford  
Board of Aldermen approve the Comprehensive Plan,

**BE IT RESOLVED BY THE CITY OF STRAFFORD BOARD OF ALDERMEN:**

**Section 1.** The Strafford Board of Aldermen hereby adopts the Comprehensive Plan for  
the City of Strafford, which is attached hereto and made a part hereof as if fully set forth  
herein.

**Section 2.** This Resolution shall be in full force and effect upon its passage and  
approval.

**PASSED AND APPROVED THIS 27<sup>TH</sup> DAY OF JANUARY, 2003.**

\_\_\_\_\_  
Alan Baker, Mayor

**ATTEST:**

\_\_\_\_\_  
Sharon D. Mickey, City Clerk

## Strafford Community Opinion Survey 1999

Total number of returned surveys: 261

### 1. How long have you lived in Strafford?

Time	Number	Percent
Less than 1 year	16	6.1
1-3 years	75	28.7
4-6 years	51	19.5
7-9 years	12	4.6
10-12 years	9	3.4
More than 12 years	95	36.6
No response	3	1.1
<b>Total</b>	<b>261</b>	<b>100</b>

### 2. What area did you live in previously?

Location	Number	Percent
Always lived in Strafford	30	11.5
Springfield	100	38.3
Another State	44	16.9
Elsewhere in Greene Co.	27	10.3
Elsewhere in Missouri	57	21.9
No Response	3	1.1
<b>Total</b>	<b>261</b>	<b>100</b>

3. Why did you choose to live in Stafford? Check one for each reason.

3. Small town Atmosphere

	Number	Percent
Very Important	138	52.8
Somewhat Important	64	24.6
Slightly Important	20	7.6
Not at All Important	11	4.2
No Response	28	10.8
Total	261	100

3. Price of land/housing

	Number	Percent
Very Important	94	36.2
Somewhat Important	76	29.1
Slightly Important	32	12.2
Not at All Important	24	9.1
No Response	35	13.4
Total	261	100

3. Work in Strafford

	Number	Percent
Very Important	40	15.3
Somewhat Important	12	4.6
Slightly Important	21	8.0
Not at All Important	145	55.6
No Response	43	16.5
Total	261	100

### 3. Close to Springfield

	Number	Percent
Very Important	121	46.4
Somewhat Important	81	31.0
Slightly Important	18	6.9
Not at All Important	9	3.4
No Response	32	12.3
Total	261	100

### 3. Quality of Schools

	Number	Percent
Very Important	123	47.1
Somewhat Important	38	14.6
Slightly Important	20	7.7
Not at All Important	39	15.0
No Response	41	15.6
Total	261	100

### 3. Neighborhood/neighbors

	Number	Percent
Very Important	76	29.1
Somewhat Important	89	34.1
Slightly Important	35	13.4
Not at All Important	23	8.8
No Response	38	14.6
Total	261	100

3. Relaxed pace of life

	Number	Percent
Very Important	52	20.0
Somewhat Important	135	51.8
Slightly Important	30	11.4
Not at All Important	10	3.8
No Response	34	13.0
Total	261	100

3. More privacy/less crowded

	Number	Percent
Very Important	118	45.0
Somewhat Important	71	27.0
Slightly Important	17	7.0
Not at All Important	16	6.0
No Response	39	15.0
Total	261	100

3. Low crime rate

	Number	Percent
Very Important	94	36.0
Somewhat Important	108	41.4
Slightly Important	16	6.1
Not at All Important	5	1.9
No Response	38	14.6
Total	261	100

3. Quality of environment

	Number	Percent
Very Important	122	46.7
Somewhat Important	78	30.0
Slightly Important	16	6.0
Not at All Important	7	2.7
No Response	38	14.6
Total	261	100

4. Do you own or rent your home?

	Number	Percent
Own	219	84.0
Rent	40	15.3
No Response	2	.7
Total	261	100

5. How many persons are living in your household?

Number of Persons	Number	Percent
1	40	15.3
2	81	31.0
3	62	23.8
4	48	18.3
5	21	8.0
More than 5	7	2.8
No Response	2	.8
Total	261	100

6. Are one or more of your household members employed in the following cities? (308 employed)

City	Number	Percent
Strafford	63	20.5
Marshfield	5	1.6
Branson area	1	.3
Springfield	171	55.5
Other City	21	6.8
Retired	39	12.7
No Response	8	2.6
Total	261	100

7. To which of the cities do you usually go for goods and services?

7. Hospitals/medical services

City	Number	Percent
Strafford	16	6.1
Springfield	228	87.3
Marshfield	5	2.0
Other	0	0
No Response	12	4.6
Total	261	100

7. Dental services

City	Number	Percent
Strafford	33	12.6
Springfield	195	74.7
Marshfield	9	3.4
Other	4	1.5

No Response	20	7.8
Total	261	100

7. Legal services

City	Number	Percent
Strafford	1	.4
Springfield	210	80.5
Marshfield	9	3.4
Other	8	3.1
No Response	33	12.6
Total	261	100

7. Restaurants

City	Number	Percent
Strafford	28	10.7
Springfield	210	80.5
Marshfield	3	1.1
Other	4	1.5
No Response	16	6.2
Total	261	100

7. Entertainment

City	Number	Percent
Strafford	17	6.5
Springfield	207	79.3
Marshfield	3	1.1
Other	10	3.8

No Response	24	9.3
Total	261	100

7. Churches

City	Number	Percent
Strafford	84	32.1
Springfield	102	39.1
Marshfield	8	3.1
Other	24	9.2
No Response	43	16.5
Total	261	100

7. Parks

City	Number	Percent
Strafford	23	8.8
Springfield	163	62.5
Marshfield	4	1.5
Other	23	8.8
No Response	48	18.4
Total	261	100

7. Shopping

City	Number	Percent
Strafford	24	9.1
Springfield	212	81.4
Marshfield	4	1.5
Other	6	2.3
No Response	15	5.7

Total	261	100
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7. Outdoor recreation

City	Number	Percent
Strafford	31	11.9
Springfield	113	43.3
Marshfield	1	.4
Other	80	30.6
No Response	36	13.8
Total	261	100

8. What would you like to see in Strafford?

8. Tennis courts

	Number	Percent
Very Important	16	6.1
Somewhat Important	43	16.5
Neutral	89	34.2
Not Important	33	12.6
Unnecessary	40	15.3
No Response	40	15.3
Total	261	100

8. Ball fields

	Number	Percent
Very Important	41	15.7
Somewhat Important	61	23.4
Neutral	72	27.6
Not Important	15	5.7
Unnecessary	29	11.1
No Response	43	16.5

Total	261	100
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8. Concerts/plays

	Number	Percent
Very Important	25	9.6
Somewhat Important	55	21.1
Neutral	83	31.8
Not Important	31	11.9
Unnecessary	30	11.5
No Response	37	14.1
Total	261	100

8. Outdoor cultural events

	Number	Percent
Very Important	35	13.4
Somewhat Important	64	24.5
Neutral	85	32.6
Not Important	17	6.5
Unnecessary	20	7.7
No Response	40	15.3
Total	261	100

8. Park land

	Number	Percent
Very Important	101	38.7
Somewhat Important	73	28.0
Neutral	42	16.1

Not Important	6	2.3
Unnecessary	8	3.1
No Response	31	11.8
Total	261	100

#### 8. Golf Course

	Number	Percent
Very Important	27	10.3
Somewhat Important	38	14.6
Neutral	75	28.8
Not Important	31	11.9
Unnecessary	65	25.0
No Response	25	9.4
Total	261	100

#### 8. Community Building

	Number	Percent
Very Important	88	33.7
Somewhat Important	85	32.6
Neutral	41	15.7
Not Important	6	2.3
Unnecessary	10	3.8
No Response	31	11.9
Total	261	100

#### 8. Swimming pool

	Number	Percent
Very Important	126	48.3

Somewhat Important	60	23.0
Neutral	28	10.7
Not Important	7	2.7
Unnecessary	13	5.0
No Response	27	10.3
Total	261	100

9. Would you be willing to support a ½ cent transportation tax to fund street improvements including paving, road widening, storm drainage problems, etc.? (This would cost 2 cents on the purchase of one gallon milk or a McDonald's value meal, 25 cents on a \$50 car battery and \$100 on a \$20,000.00 car.)

	Number	Percent
Yes	169	64.8
No	70	26.8
No Response	22	8.4
Total	261	100

10. Strafford has adequate Police protection

	Number	Percent
Strongly Agree	49	18.8
Agree	127	48.7
Neutral	44	16.9
Disagree	22	8.4
Strongly Disagree	7	2.7
No Response	12	4.5
Total	261	100

10. Strafford has an adequate neighborhood watch

	Number	Percent
Strongly Agree	16	6.1
Agree	90	34.5
Neutral	81	31.0
Disagree	45	17.2
Strongly Disagree	11	4.3
No Response	18	6.9
Total	261	100

10. Strafford has adequate fire protection

	Number	Percent
Strongly Agree	41	15.7
Agree	124	47.5
Neutral	54	20.7
Disagree	19	7.3
Strongly Disagree	9	3.4
No Response	14	5.4
Total	261	100

10. Strafford should hold an annual “clean up day.”

	Number	Percent
Strongly Agree	103	39.5
Agree	98	37.5
Neutral	49	18.8
Disagree	4	1.5
Strongly Disagree	0	0

No Response	7	2.7
Total	261	100

10. My household will participate in clean up day.

	Number	Percent
Strongly Agree	80	30.7
Agree	107	41.0
Neutral	53	20.3
Disagree	3	1.1
Strongly Disagree	4	1.5
No Response	14	5.4
Total	261	100

10. Strafford should provide curbside recycling pickup.

	Number	Percent
Strongly Agree	54	20.7
Agree	65	25.0
Neutral	107	41.0
Disagree	16	6.1
Strongly Disagree	9	3.4
No Response	10	3.8
Total	261	100

10. My household would participate in curb side pick up.

	Number	Percent
Strongly Agree	57	21.8
Agree	64	24.5

Neutral	85	32.6
Disagree	20	7.7
Strongly Disagree	12	4.6
No Response	23	8.8
Total	261	100

10. Strafford has adequate street maintenance service.

	Number	Percent
Strongly Agree	10	3.8
Agree	53	20.3
Neutral	67	25.7
Disagree	81	31.0
Strongly Disagree	42	16.1
No Response	8	3.1
Total	261	100

10. Strafford should increase its territory through annexation.

	Number	Percent
Strongly Agree	29	11.1
Agree	45	17.2
Neutral	117	44.9
Disagree	30	11.5
Strongly Disagree	28	10.7
No Response	12	4.6
Total	261	100

10. Strafford should have a branch of the Greene Co. Library.

	Number	Percent
Strongly Agree	85	32.6
Agree	101	38.6
Neutral	49	18.8
Disagree	13	5.0
Strongly Disagree	2	.8
No Response	11	4.2
Total	261	100

10. Strafford should extend water service beyond city limits.

	Number	Percent
Strongly Agree	30	11.5
Agree	42	16.1
Neutral	104	39.8
Disagree	47	18.0
Strongly Disagree	30	11.5
No Response	8	3.1
Total	261	100

10. Strafford should extend sewer service beyond city limits.

	Number	Percent
Strongly Agree	33	12.6
Agree	46	17.6
Neutral	103	39.4
Disagree	36	13.8
Strongly Disagree	35	13.6
No Response	8	3.0

Total	261	100
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10. Strafford should actively seek industry.

	Number	Percent
Strongly Agree	68	26.0
Agree	87	33.3
Neutral	63	24.1
Disagree	28	10.7
Strongly Disagree	8	3.2
No Response	7	2.7
Total	261	100

10. Strafford should actively seek national chain discount and other retail stores.

	Number	Percent
Strongly Agree	85	32.6
Agree	73	28.0
Neutral	49	18.8
Disagree	33	12.7
Strongly Disagree	12	4.6
No Response	9	3.3
Total	261	100

10. There is adequate communication between city officials and city residents.

	Number	Percent
Strongly Agree	18	6.9
Agree	50	19.2
Neutral	84	32.2

Disagree	59	22.6
Strongly Disagree	40	15.3
No Response	10	3.8
Total	261	100

10. Strafford should resume its newsletter.

	Number	Percent
Strongly Agree	57	21.9
Agree	94	36.0
Neutral	89	34.1
Disagree	6	2.3
Strongly Disagree	4	1.5
No Response	11	4.2
Total	261	100

10. I would be willing to attend regularly scheduled town meetings.

	Number	Percent
Strongly Agree	23	8.8
Agree	86	33.0
Neutral	122	46.7
Disagree	9	3.4
Strongly Disagree	8	3.1
No Response	13	5.0
Total	261	100

11. In which ward do you live?

Ward	Number	Percent
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Ward 1	34	13.0
Ward 2	48	18.4
Ward 3	32	12.3
No Response	147	56.3
Total	261	100

12. What is your age group?

Age	Number	Percent
Under 20	1	.4
20-34	74	28.4
35-54	109	41.8
55-60	29	11.1
65 and over	36	13.8
No Response	12	4.5
Total	261	100

13. If you were an elected official, what project or activity would you undertake?

Project/Activity	Number	Project/Activity	Number
Development - national chains / industry	25	Street Maintenance	25
Activities/building for young kids	16	Swimming Pool	14
City Park	14	Clean up city	12
Reduce water & sewer rates	9	Library - educational opportunities	8
Community events	7	Enforce laws & regulations - trash around homes - cars in street	7
Remodel City Hall & businesses	5	Better communications between employees, city official, public	5
Signals for all train crossings	4	Natural gas service	3
Police Protection-not Route 66 speed trap	3	Upgrade police department	3

Improve water supply & quality	3	Mow lawn & clean up junk	2
Get sewer smell under control	2	Recycling	2
Pave more dirt roads	2	Annexation & zoning	2
Neighborhood Watch	2	Community Building	2
Lower taxes	2	Storm drainage	2
Improve town meeting attendance	2	Keep Stafford small & prosperous	2
Infrastructure	2	Stop light at Washington & OO	2
Contact people-ask priorities	1	Acquire Softball complex	1
Environment	1	Lights at ramp entrances	1
Promote Route 66 Days	1	Better control of finances	1
Parking on Pine Street	1	Storm warning for all Wards	1
Drop box for water/sewer bills	1	Equal rights for all	1
Police more involved in youth	1	Eliminate mobile homes in city	1
Drop box for water-sewer bills	1	Cox office in addition to St. Johns	1
Get a police chief who cares about the town, not his \$40,000.00 pay	1	Contact Burlington Northern RR - no stopping at railroad crossing during rush hour in Strafford	1
Increase numbers of full time Firefighters	1	Higher standards of teachers in the schools	1
Hiring a dogcatcher	1	Animal Control	1
Clear out City Hall & school house	1	Grant funds \$\$\$ research	1
Growth of town	1	Leave as is	1
Reduce taxes and fees	1	Street lights	1
Building shopping centers for business to rent	1	Listen to people living outside city limits. Jumping over county people to get more land is not right	1
Keeping gangs and drug dealers out of our city	1		

14. Would you please rate your overall satisfaction with Strafford as a place to live?

	Number	Percent
High	51	19.5
Medium High	118	45.2
Medium	61	23.4
Medium Low	18	6.9
Low	5	1.9
No Response	8	3.1
Total	261	100

**Additional Comments**

Comment	Number	Comment	Number
Lower water/sewer rates	15	I really like/love it here	11
Reliable water/sewer system	8	Sewer odor	5
Too many politics on school board - maybe new faces with different ideas.	3	Improve streets	3
Restaurants/Hardees - Caseys	3	Park	3
Swimming Pool	3	Property taxes too high	3
More police protection	3		
Better police force-respectful - hassle kids and adults	2	Better animal control	2
More business -Walmart	2	3 way stop FR FY & Old Orchard	2
What Ward am I in	2	Youth needs activities	2
Council members should get to know people they serve - distance between officials and residents	2	Community Center	2

More Industry	1	Excessive salary for City Administrator-Police Chief	1
Affordable housing	1	Mayor has "Open Door" policy	1
Activities for young people	1	I Like the newspaper	1
Pushing big town ideas-not ready	1	More and activities young and old	1
Better communication between city govt. & people	1	Hard to get involved in community - until it is too late	1
Sidewalks	1	More parking at school	1
Not a friendly town	1	Pleased with Police & Fire Dept.	1
Doing a fine job	1	Down town needs cleaned up	1
Clean up homes and yards	1	Good school system	1
The fence across from air port rd.	1	Parade with Rt. 66 Days-involve school more	1
Our elected officials only do things to put money in their pockets. They should be replaced.	1	Should be prime place for families, due to poor police force & overpriced, poor quality housing, it flounders - not attractive to families or business	1
Cleaner water	1	Drainage sewers	1
Need City Court employees	1	Outlaw Fireworks	1
Police should not stop teens without reason	1	Need more city ordinances	1
City Hall does not know what it is doing. Make many rules-do not treat all people the same	1	Everyone should be treated equal	1
Great town best school	1	Cable rates comparable to Spfld.	1
Library	1	Support local business	1
Clean up the City	1	We need new administrator. One person should not hold two offices and get paid for both	1

## **STRAFFORD COMMUNITY OPINION SURVEY ANALYSIS**

In August of 1999, the City of Strafford conducted a community opinion survey to provide opportunity for citizen participation while updating the city's comprehensive plan and to decide needs and priorities for community betterment. Using Nixa's Community Opinion as a model, city staff and officials of Strafford developed a survey appropriate to assess Strafford's needs.

### **SURVEY METHODOLOGY**

Utilizing City utility mailing records, and door to door solicitation, Strafford officials gave 500 households an opportunity to participate in the survey. One week before distributing the survey, an article announcing the upcoming survey appeared in the local newspaper, The Strafford News Express. Of the 500 surveys distributed or mailed to households in August 1999, 261 were completed and returned for a response rate of 52.5%. See Appendix A for the original questionnaire and tabulated responses to the survey.

### **RESPONDENT CHARACTERISTICS**

The greatest percentage of survey respondents was in the age group 35-54(41.8%) and 20-34(28.49%). Approximately 13.8% of the respondents were in the age group 65 years and older. Of those answering the survey, 84% indicated they own their home and 15.3 are renters. The greatest percentage of respondents (31%) live in 2-person households, with 3-person households ranking second. (23.8%). To determine if opinions varied depending on geographic location within the city, respondents were asked to indicate in which political ward they lived. This question did not yield sufficient data for geographic analysis, as 56.3% of the respondents did not provide an answer.

## **MOBILITY PATTERNS**

The largest percentage of those responding to the survey, 36.6%, have lived in Strafford more than 12 years. Approximately 28.7% of the respondents have lived in Strafford for 1-3 years. In addition, 19.5% have lived in Strafford 4-6 years.

Survey participants were asked where they lived before moving to Strafford. The responses to this question indicated the impact of an in-migration from Springfield, other parts of Missouri, and other states on Strafford's population growth. The greatest number of respondents, 100 or 38.3%, moved to Strafford from Springfield. Approximately 21.9% of the respondents moved to Strafford from elsewhere in Missouri, and 16.9% relocated from other states. Interestingly, 11.5% of the respondents have always lived in Strafford.

## **LOCATION PREFERENCES**

In order to determine factors that influence residential location choice, survey respondents were asked to indicate the relative importance of ten different factors in their decisions to choose Strafford as a place to live. By rank order, a majority of respondents indicated that the following were very important factors in their decisions to reside in Strafford. Small town atmosphere (52.8%), Quality of Schools (47.1%), Quality of Environment (46.7%), Close to Springfield (46.4%), More privacy/less crowded (45%), and Low crime rate (36%).

The least likely reason to choose to live in Strafford is the availability of work. Only 15.3% responded to work in Strafford as very important. Of the total survey respondents, 55.6% indicated work in Strafford was not at all important.

## **EMPLOYMENT LOCATIONS**

Survey respondents were asked to indicate in which city household members are employed. The survey's total employment was 308 employees. The greatest percentage of respondents, 55.5%, work in Springfield. The second largest percentage of respondents, 20.5% work in Strafford, and 12.7% are retired. Springfield and Strafford are the primary employment centers for those responding to the survey.

## **SERVICES AND GOODS SELECTION**

In order to determine patterns of purchase of goods and services, survey respondents were asked to indicate the cities they usually go to for a variety of goods and services. The majority of respondents go to Springfield for medical services. The survey indicated 87.3% went to Springfield for hospitals and medical services and 74.7% travel to Springfield for Dental services as well as for legal services (80.55), restaurants (80.5%), entertainment (79.3%) and general shopping (81.4%).

The respondents indicated that 39.1% travel to Springfield for church while 32.1% attend church in Strafford. In addition, 62.5% of the residents surveyed indicated they travel to Springfield for Park use. By rank order, the survey respondents usually go to the following locations for outdoor recreation: Springfield (43.3%), Other locations (30.6%), No Response (13.8%), Strafford (11.9%), and Marshfield (.4%).

## **RECREATION**

A series of questions were asked regarding the adequacy of existing recreation facilities in Strafford and the need for additional recreation/cultural facilities and events. Responses to the questions varied, dependent on the specific recreation facility in question. For example, 34.2% of the respondents were neutral about tennis courts in

Strafford while 22.6% thought tennis courts were very or somewhat important and 27.9% thought they were not important or unnecessary.

Again, the greatest percentage of respondents, 39.1%, indicated that ball fields are very important or somewhat important. Of those respondents 16.8% said they were not important or unnecessary.

174 respondents or 66.6% thought Park land in Strafford was very important or somewhat important. On the other end of the spectrum, 14 respondents (5.4%) think Park land is not important or unnecessary.

Respondents were also asked if Strafford should have a golf course, swimming pool and community building. Of these facilities, the strongest support was indicated for a swimming pool. With 261 respondents, 186 or 71.3% indicated that a swimming pool is very important or somewhat important. Slightly more than 66% of the respondents strongly agreed or agreed that Strafford should have a community building. Responses to the question whether Strafford should have a golf course was split. 24.9% indicated a city golf course was somewhat or very important, with approximately 36.9% stating it was not important or unnecessary. 28.8% respondents were neutral and 25 or 9.4% did not respond.

A majority of respondents (37.9%) agreed or strongly agreed that Strafford should offer outdoor cultural events. Approximately 31% agreed or strongly agreed that Strafford should offer concerts and plays.

## **PUBLIC SERVICES AND FACILITIES**

Respondents were asked to indicate whether they agreed or disagreed with a series of statements on the adequacy of public services and facilities, including police protection, fire protection, neighborhood watch program, and street maintenance and

street service. By rank order, the following percentages of respondents strongly agreed or agreed that the services were adequate: Police protection (67.5), fire protection (63.2%), and neighborhood watch (40.6). Residents responding to; Strafford has adequate street maintenance service: Strongly agree (3.8), Agree (20.3), Neutral (25.7), Disagree (31.0), Strongly Disagree (16.1), no response (3.1). In a related question, respondents were asked if Strafford would support a ½ cent transportation tax to fund street improvements including paving, road widening, storm drainage problems, etc. They responded: Yes (64.8), No (26.8), No response (8.4).

Respondents indicated strong support for recycling and "clean-up" services and activities. More than 77% of the respondents agreed or strongly agreed that Strafford should hold an annual "clean-up" day and 71.7% would participate in this event. Approximately 45.7% agreed or strongly agreed that Strafford should provide curbside pickup for recycling. Slightly more than 46% of the respondents strongly agreed or agreed that their households would participate in curbside recycling.

There is strong support for Strafford to have a branch of the Green County library, with almost 72% of the survey respondents strongly agreeing or agreeing with this question.

## **GROWTH AND DEVELOPMENT**

The survey included a variety of questions on the issue of community growth and development. Statements were posed on the issues of annexation, and extension of city water and sewer utilities outside the city limits, industrial growth, and attraction of retail businesses. Respondents were asked to indicate if they agreed or disagreed with the statements. Responses to these questions are discussed in the following subsections.

### **Annexation and Utilities**

In response to the statement that Strafford should increase its territory through annexation, the greatest percentage of respondents (44.9%) neither agreed nor disagreed.

Responses to the statements that Strafford should extend water service and sanitary sewer service outside of the city limits were similar. Approximately 40% neither disagreed nor agreed that water services should be extended, while 39.4% of the respondents neither agreed nor disagreed with the extension of sewer service. More respondents disagreed (29.5) than agreed (27.6) that water service should be extended beyond city limits. Approximately 30.2% of respondents agreed with the extension of sewer service, while 27.4% disagreed.

### **Economic Development**

A majority of the survey respondents (59.3%) strongly agreed or agreed with the statement that Strafford should actively seek industry. Almost 61% of the respondents agreed that Strafford should actively seek national chain/discount stores.

### **COMMUNICATIONS WITH CITY GOVERNMENT**

Three questions were asked to determine opinions and support for methods of communication between city government and the public. To the survey question; There is adequate communication between city officials and city residents, 26.1% of the respondents agree and strongly agree, 37.9% disagree and strongly disagree, 32.2% were neutral, and 3.8% did not respond. Strong support was indicated for Strafford to resume its newsletter, with almost 58% of the survey respondents indicating that the newsletter should be resumed. In response to a third question, slightly more than 41% of the survey participants indicated that they would be willing to attend regularly scheduled town meetings, 46.7 participants were neutral, and 6.4 disagreed or strongly disagreed.

## **COMMUNITY PROJECTS TO BE UNDERTAKEN**

Survey participants were provided the opportunity to indicate what community project or activity they would undertake if they were an elected official. This write-in question resulted in more than 60 different categories of responses. By rank order, the six most frequently identified projects or activities included: (1) Street maintenance, (2) Activities and building for young people, (3) Development of retailers and national chains, (4) Swimming pool, (5) City parks, and (6) Reduce water and sewer rates - improve sewer odor and quality of water. Several survey respondents also listed site specific traffic problems or concerns. Of these specific concerns, the need for signals at all train crossings, lights at the ramp entrances, sidewalks and street lights.

## **SATISFACTION WITH QUALITY OF LIFE**

In the final question the survey asked the participants to rank their overall satisfaction with Strafford as a place to live. The vast majority of respondents (64.7%) ranked their overall satisfaction with Strafford as high or medium high. Conversely, only 8.8% of the respondents rated their satisfaction level as medium low or low.

The end of the survey gave the respondents the opportunity for additional comments. With 58 different comments, significant responses included: (1) Lower water and sewer rates (2) I really like it or love it here, and (3) Reliable water/sewer system. Several survey respondents also listed site specific traffic problems or concerns. Of these specific concerns, (1) A 3 way stop at Farm road FY and Old Orchard Road, (2) Educate community as to the Ward they live in, and (3) Stoplight at Washington and Road 00.