

CITY OF KEISER

STRATEGIC PLAN

2025 – 2035

**3-
YEAR
PLAN**

2025 –
2028

**5-
YEAR
PLAN**

2028 –
2030

**10-
YEAR
PLAN**

2031 –
2035

Prepared by

Mayor Rick Creecy

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MAYOR'S STATEMENT

“As Mayor of Keiser, I am proud to introduce this comprehensive 10-year strategic plan, which reflects our vision for a stronger, more resilient community. This plan lays out our goals to modernize infrastructure, expand public safety services, attract new businesses, and promote economic development. By implementing these strategies, we will enhance the quality of life for all our residents, make Keiser a more attractive place for families and businesses, and secure a future where our city thrives. Through this plan, we aim to position Keiser as a forward-thinking community that remains deeply connected to its roots, while embracing the opportunities that come with growth and modernization.”

— Mayor Rick Creecy

MISSION STATEMENT

To make a positive difference in the community by efficiently managing public resources, serve by being open and transparent and providing effective services and leadership that exceed the expectations of our citizens.

VISION STATEMENT

Our community vision is to advance Keiser by:

- ▶ Offering the highest quality environment for our residents and businesses
- ▶ Fostering a strong sense of community, including safety and security
- ▶ Providing a business-friendly climate

2025 – 2028: THREE-YEAR STRATEGIC PLAN

1. Infrastructure Improvement

Sewer System Overhaul

Keiser's aging sewer system has long required an upgrade to meet current and future needs. Beginning in 2025, the city will initiate a phased sewer system overhaul, starting with the construction of a new Sewer Lift Station on Main Street. This critical project will address issues related to capacity, prevent sewer backups, and ensure that the system can handle increased demand as the city grows.

To ensure long-term sustainability, Keiser is exploring advanced pipe bursting technology for the replacement of the entire sewer system. Pipe bursting allows for the replacement of aging pipes without the need for extensive digging, minimizing disruption to streets and property. This technique will help modernize the city's underground infrastructure in a more cost-effective and less invasive manner.

Additionally, the city will focus on upgrading other critical sewer lift stations, including those located on Poplar Street and Jefferson Street. These lift stations are essential to moving wastewater efficiently through the system, and by modernizing them, Keiser will significantly reduce the risk of sewer backups and improve overall system reliability.

Keiser will actively pursue funding sources to support these large-scale infrastructure improvements. The city plans to apply for grants and loans through federal and state programs, such as the Arkansas Natural Resources Commission (ANRC) and the Delta Regional Authority (DRA). These funds will help finance both the sewer pipe replacement using pipe bursting technology and the necessary upgrades to the lift stations.

By modernizing this vital infrastructure, Keiser is positioning itself for long-term sustainability, ensuring that residents have access to reliable wastewater management, and significantly improving the city's environmental compliance. These improvements will not only serve the current population but also support future growth and development, making Keiser a more resilient community.

Water Quality Enhancement with Water Aerator

Improving the water quality for residents is a top priority for Keiser. By installing a water aerator by the end of 2026, the city will ensure that its water supply meets and exceeds state health and safety standards. A water aerator works by introducing air into the water supply, which increases oxygen levels, reduces impurities, and improves taste. This upgrade is essential for providing residents with clean, high-quality water while enhancing the city's ability to meet future water safety regulations.

The aerator will also reduce the occurrence of water discoloration and odor issues, improving the overall user experience for residents and businesses alike.

Self-Reading Water Meters Pilot Program

To modernize the city's water billing system, Keiser will introduce self-reading water meters in 2026 as part of a pilot program. These meters provide real-time water usage data to the city's water department, reducing the need for manual readings and minimizing billing errors. Self-reading

meters also allow residents to track their water usage more efficiently, helping them save money by identifying leaks and promoting water conservation. This program is a major step toward integrating smart technology into Keiser's infrastructure, making utility management more efficient for the city and its residents.

2. Business Attraction and Economic Development

Attracting Essential Businesses

One of the key goals of this strategic plan is to bring essential services and businesses to Keiser. By the end of 2026, the city plans to attract a gas station and a Dollar General, filling gaps in local services having them completed and in business by the end of 2027. Currently, residents must travel to neighboring towns for basic needs like fuel and everyday household items. Having these businesses in Keiser will not only offer convenience but also create local jobs and generate additional sales tax revenue. These new businesses will form the foundation for further economic development as the city works to attract more retail and service-oriented businesses over the next decade.

Promoting Residential Development

Keiser is planning to develop two new residential subdivisions by 2028: one on the west side of town and one on Main Street, replacing the old city school. These subdivisions will be designed to provide affordable, family-friendly housing that will attract new residents to the area. Investing in residential development is critical to Keiser's long-term growth strategy. By increasing the availability of housing, the city can attract young families, professionals, and retirees, fostering a balanced and thriving community. The addition of these subdivisions will help meet the growing demand for housing and increase the overall property tax base, which will, in turn, provide more resources for city services and infrastructure.

3. Disaster Preparedness and Public Safety

Backup Generator and Portable Sewer Bypass Pump

As part of Keiser's commitment to ensuring the reliability of essential services, the city will install a backup generator for the water system and purchase a portable bypass pump for the sewer system by 2026. These investments are designed to ensure that critical infrastructure remains operational during power outages or emergency situations, such as flooding or severe storms. The generator will provide continuous power to the water treatment facility, while the bypass pump will allow the city to maintain sewer services in the event of system failures. Together, these enhancements will improve Keiser's resilience in the face of natural disasters, protecting both residents and city operations.

Police Department Expansion and Modernization

Keiser's Police Department will undergo significant expansion and modernization efforts to enhance public safety and address the city's growing needs. By 2027, the department will add a second full-time officer to bolster its presence in the community, improve response times, and support community policing efforts. With more officers on the force, Keiser aims to enhance the safety and security of its residents, particularly as the city expands.

The department will also make a significant investment in new police vehicles, equipped with modern technologies such as GPS tracking, advanced communication systems, and in-car computers. These vehicles will enhance the department's ability to enforce traffic laws, patrol rural

areas more effectively, and respond quickly to emergencies. Additionally, the acquisition of drones for emergency responses will greatly improve the department's capacity for monitoring large public events, conducting search-and-rescue operations, and improving situational awareness in rural and agricultural areas.

A key addition to Keiser's public safety capabilities will be the introduction of new advanced body-worn cameras for all officers. These cameras will ensure transparency and accountability in interactions between law enforcement and the public, helping to build trust and ensure a safer environment for both officers and residents.

As part of the department's long-term strategy, Keiser will also investigate the introduction of a K9 unit. A K-9 unit would significantly enhance the department's ability to conduct detection of narcotics, track suspects, and assist in search-and-rescue operations. The addition of a K-9 unit would provide the police force with specialized capabilities, allowing for more efficient handling of specific incidents that require the unique skills of a trained police dog. This will further strengthen the department's crime-fighting and emergency response efforts.

In addition to these upgrades, the police department will implement a comprehensive training and community outreach program, focusing on areas such as de-escalation techniques, mental health crisis intervention, and building stronger relationships with the community. Regular outreach to schools, businesses, and local organizations will foster deeper connections between law enforcement and residents.

With these improvements in personnel, technology, and specialized units like a potential K-9 unit, the Keiser Police Department will be fully equipped to provide enhanced safety and security for the growing city. These forward-thinking investments in public safety will ensure that Keiser remains a safe and welcoming community for all its residents.

4. City Park Enhancements

2025: New Playground Equipment, Walking/Biking Track, and Fishing Pond

As part of the city's ongoing commitment to enhancing public spaces and providing more recreational opportunities, Keiser will make significant upgrades to its city park beginning in 2025. One of the primary improvements will be the installation of new playground equipment, designed to provide a safe and fun environment for children of all ages. The new playground will feature modern, ADA-compliant structures to ensure accessibility for all.

In addition, a new walking and biking track will be constructed, providing a dedicated space for residents to exercise and enjoy the outdoors. This track will serve as a key feature in promoting health and wellness for the community. Alongside the track, a 1-acre fishing pond will be created, offering residents a tranquil spot for recreational fishing. The fishing pond will not only be a beautiful aesthetic addition to the park but will also attract outdoor enthusiasts and families looking for a peaceful day in nature.

The city's bathroom facilities will also undergo much-needed renovation in 2025. These renovations will include new fixtures, ADA-compliant accessibility upgrades, and enhanced lighting to ensure that the facilities are safe, clean, and functional for park visitors.

2026: New Sports Facilities and Parking Lot

In 2026, Keiser will continue its efforts to improve the park with the addition of a new parking lot to accommodate increased traffic from park-goers. The new lot will offer convenient access to the park's amenities, making it easier for families and individuals to visit and enjoy the space.

Sports enthusiasts will benefit from the installation of several new facilities, including a basketball court, pickleball court, and tennis court. These courts will offer a variety of recreational options, encouraging residents to participate in outdoor sports and physical activities. The basketball court will be designed with high-quality surfaces and markings for both casual and competitive play, while the pickleball and tennis courts will cater to residents looking for fast-growing, enjoyable sports that appeal to all ages.

2027: Outdoor Pavilion for Concerts and Events

By 2027, the city plans to build an outdoor pavilion, designed to host outdoor concerts and community events. This pavilion will serve as a central gathering place for residents, allowing cultural and social activities that bring the community together. The pavilion will be equipped with stage lighting, sound systems, and ample seating, providing the perfect venue for local performances, festivals, and celebrations. This addition will enhance Keiser's ability to offer year-round outdoor entertainment and encourage greater community participation in cultural and recreational events.

Overall Benefits

The enhancements to the city park will provide a range of benefits, from improving the physical health of residents through new walking and biking tracks to offering more social and recreational opportunities with the new sports facilities and outdoor pavilion. These upgrades will also increase the overall attractiveness of Keiser as a place to live and visit, fostering community engagement and contributing to the city's long-term development and quality of life.

5. Fire Department Expansion and Equipment Updates

Upgrading Fire Department Equipment

The Keiser Fire Department will replace its outdated air packs by 2027 to ensure that firefighters have the necessary equipment to perform their duties safely and effectively. Modern air packs provide firefighters with the oxygen they need when entering smoke-filled or hazardous environments, allowing them to protect lives and property while minimizing risk. Upgrading this essential equipment will enhance the fire department's operational readiness and ensure compliance with safety standards, keeping both firefighters and residents safe.

Constructing Fire Station #2

As the city expands, the need for additional emergency response infrastructure becomes more pressing. By 2029, Keiser will construct a new Fire Station #2, improving response times for fire and emergency services in the new residential subdivisions and rural areas. This new station will house modern firefighting vehicles and equipment, ensuring that Keiser is fully prepared to respond to emergencies across its growing population base. Having two fully operational fire stations will also increase the city's capacity to handle multiple emergencies simultaneously, providing peace of mind to residents.

6. Addressing Dilapidated Homes

2025–2028: Dilapidated Home Demolition and Rehabilitation Program

One of Keiser's key priorities over the next three years is to address the issue of dilapidated homes throughout the city. These neglected and often abandoned properties not only detract from the overall appearance of the community but can also pose safety hazards, decrease surrounding property values, and contribute to crime.

The city will implement a comprehensive Dilapidated Home Demolition and Rehabilitation Program aimed at improving the condition of Keiser's neighborhoods and encouraging responsible homeownership. This initiative will focus on two primary goals:

Demolition of Unsafe Structures: Homes that are beyond repair, structurally unsound, or pose safety risks will be targeted for demolition. The city will work with local contractors and apply for state and federal grants to fund the demolition of these hazardous structures. The removal of these homes will open up land for future development, improve neighborhood aesthetics, and eliminate potential safety concerns.

Rehabilitation and Code Enforcement: For homes that can be repaired, the city will offer support through grants or low-interest loans to help homeowners or investors rehabilitate these properties. In parallel, the city will strengthen code enforcement efforts to ensure that homeowners and landlords maintain their properties according to safety and aesthetic standards. Homes that are not properly maintained will be subject to warnings and, if necessary, penalties to encourage compliance with city regulations.

The program will also provide opportunities for partnerships with local developers or investors interested in restoring properties and converting them into safe, affordable housing for new residents. By improving these properties, the city can increase its housing stock and reduce the number of blighted properties, making Keiser a more attractive and livable community.

Overall Benefits

This initiative will revitalize key areas of the city, enhance property values, and create opportunities for new housing development. It will also help Keiser present a cleaner, safer, and more appealing environment for both current residents and future homeowners. By tackling dilapidated homes head-on, Keiser will promote community pride, improve neighborhood safety, and set the stage for future residential growth.

2028 – 2030: FIVE-YEAR STRATEGIC PLAN

1. Infrastructure Expansion and Modernization

Citywide Self-Reading Water Meters

By 2028, Keiser will have fully implemented self-reading water meters throughout the city. This will mark a significant modernization of the city's water management system, improving the accuracy of water billing and reducing the need for manual meter readings. The full-scale rollout of self-reading meters will also empower residents to monitor their water usage in real-time, helping them identify leaks or excessive consumption before receiving their bills. This proactive approach will lead to increased water conservation, lower utility costs, and better resource management.

Completion of Sewer System Overhaul

By 2029, the city will complete its sewer system overhaul, ensuring that the entire network is modernized and capable of supporting future growth. This long-term project will reduce the risk of sewer backups, improve system reliability, and ensure that Keiser's wastewater infrastructure is equipped to meet the demands of the expanding community. By investing in a robust sewer system, Keiser is safeguarding the health and safety of residents and protecting the environment.

2031 – 2035: TEN-YEAR STRATEGIC PLAN

1. Increasing Home Ownership by 25%

One of the overarching goals of this 10-year plan is to increase home ownership in Keiser by 25% by 2035. Homeownership is a critical component of building a stable and thriving community. To achieve this goal, the city will implement policies that encourage affordable housing development, provide financial incentives for first-time homebuyers, and partner with local real estate developers to build a range of housing options. By increasing homeownership, Keiser aims to foster a greater sense of community pride, stabilize neighborhoods, and create long-term residents who are invested in the city's future.

2. Economic and Residential Growth

Attracting Additional Businesses

By 2035, Keiser will continue to build on its earlier successes in attracting essential businesses by expanding its retail and service offerings. The city will work with commercial developers and economic development organizations to attract new stores, restaurants, and service providers, turning Keiser into a hub for nearby rural areas. Expanding the local economy will create new jobs, increase sales tax revenue, and make Keiser a more self-sufficient community.

Sustainable Residential Growth

The city's new subdivisions will be completed by 2030, providing high-quality housing that meets the needs of a growing population. By increasing residential development and promoting homeownership, Keiser will position itself as a desirable place to live for families and professionals. This balanced approach to growth will help Keiser maintain its small-town charm while expanding opportunities for its residents.

3. Renewable Energy Initiatives

- ▶ **Solar or Wind Energy Projects:** Explore the installation of solar panels on public buildings (such as City Hall, the water treatment plant, or the fire stations) or partner with state programs to develop a small-scale wind energy farm. This would reduce the city's reliance on traditional energy sources and lower utility costs.
- ▶ **Electric Vehicle Charging Stations:** With the rise of electric vehicles (EVs), consider installing EV charging stations in key locations, such as the city park, downtown, and near municipal buildings. This will attract more visitors and position Keiser as an environmentally conscious city.

4. Tornado/Community/Senior Center

Tornado/Community/Senior Center Development

One of the major projects within the 10-year plan is the development of a Tornado/Community/Senior Center. This multipurpose facility will serve as a tornado shelter during severe weather events, offering a safe and secure space for residents to seek shelter. Given Keiser's location in a region prone to tornadoes, this center will be a vital resource for public safety and emergency preparedness.

In addition to functioning as a tornado shelter, the center will be designed to serve as a community gathering space for events, meetings, and activities. It will host various city functions, including town hall meetings, educational workshops, and public health events. This dual-purpose design will maximize the use of the facility year-round, providing both emergency services and social engagement opportunities.

The facility will also feature a dedicated space for senior citizens, offering regular programming such as fitness classes, social events, and wellness checkups. This will provide seniors in Keiser with a central hub where they can stay active, socialize, and access health resources. The Tornado/Community/Senior Center will strengthen Keiser's commitment to community well-being and safety, providing a much-needed resource for both emergency preparedness and day-to-day community life.

CLOSING STATEMENT

This 10-year plan for Keiser is designed to improve the quality of life for all residents, modernize infrastructure, enhance public safety, and promote sustainable growth. By focusing on long-term development, Keiser will become a stronger, more resilient, and thriving community, ready to face the challenges and opportunities of the future.

FUNDING STATEMENT

The success of this forward-thinking 3-, 5-, and 10-year strategic plan is contingent upon securing the necessary funding to support each of the outlined projects and initiatives. Keiser is committed to pursuing a variety of financial resources, including grants, loans, and partnerships with financial investors, to bring these transformative ideas to fruition.

The city will actively seek out opportunities through federal and state grant programs, such as the Arkansas Natural Resources Commission (ANRC), the Delta Regional Authority (DRA), and FEMA, to support critical infrastructure projects like the sewer system overhaul, park enhancements, and public safety upgrades. Additionally, Keiser will explore low-interest loan options to finance large-scale improvements, while also seeking partnerships with private investors who are aligned with the city's vision for sustainable growth and community development.

By leveraging these funding sources, Keiser aims to bring these projects to life in a financially responsible way, ensuring that the city can continue to grow and prosper while maintaining fiscal health.