

TABLE OF CONTENTS

I.	INTRODUCTION.....	1
II.	EXECUTIVE SUMMARY.....	2
III.	METHODOLOGY.....	3
IV.	SWOT ANALYSIS.....	4
V.	GOAL STATEMENTS.....	7
VI.	RANKING OF GOAL STATEMENTS.....	8
VII.	STRATEGIC PLAN: TOP 7 GOAL STATEMENTS AND ACCOMPANYING OBJECTIVES	9
VIII.	CONCLUSION	10
IX.	APPENDIX.....	11

**CITY OF HARRIMAN, TENNESSEE
STRATEGIC PLANNING RETREAT
JUNE 18 & 19, 2004**

I. INTRODUCTION

The City of Harriman held a strategic planning retreat at Whitestone Inn on June 18 and 19, 2004. The purpose of this retreat was to bridge the newcomers and veterans on the board regarding their roles and vision for the city. The first part of the session involved a municipal orientation. Topics covered included the following:

1. Types of charters;
2. The Harriman Private Act Charter;
3. Legislative Actions/Board/Staff Responsibilities;
4. Services offered by The University of Tennessee's Municipal Technical Advisory Service (MTAS); and
5. City Checklist.

The second and final part of the planning retreat involved the participants conducting a Strength, Weakness, Opportunity and Threat Assessment of the City of Harriman. The findings in this external scan provide much ammunition to create a wide-ranging list of goal statements. These goal statements were thoroughly reviewed, evaluated and ultimately voted on by the Mayor and Board of Commissioners. The top seven (7) vote- getting goal statements were discussed and a specific plan of action was developed to address each goal. Each goal and accompanying objectives were given a specific timetable and assignment of a responsible party. Attendees included the following:

Jerry W. Davis, Mayor
Garvin Morris, Vice Mayor
Jackie Gallaher, Commissioner
Diana Knobloch, Commissioner
Chris Mason, Commissioner
J. D. Sampson, Commissioner
Sandra Stout, Commissioner
Maria A. Nelson, Administration
Warren Nevad, MTAS Consultant/Facilitator

II. EXECUTIVE SUMMARY

The Harriman Strategic Planning Retreat produced the below summary of goals. The summary can be used as a one page general strategic plan document to create more awareness of strategic planning among the community. Section VI of this report specifically addresses each goal statement with accompanying objectives.

Strategic Plan Summary

1. Development of a comprehensive state of the art recreation complex by January 1, 2008.
2. Hold the landlords, Harriman Housing Authority (HHA), and property owners to a higher standard of property maintenance by enforcement and amending applicable codes in 2005.
3. Develop a more centralized professional and accountable city management system by July 1, 2005.
4. Review and amend if needed the city's practices relating to refuse and garbage by July 1, 2005.
5. Creation and maintenance of a 5-year capital improvement plan addressing infrastructure such as roads, equipment, vehicles, building repair and maintenance, drainage, and bridges by June 2006.
6. Redevelop and revitalize downtown commercial properties and buildings by re-energizing parking and other external issues by January 2009.
7. Adjust the property tax to be more competitive with neighboring cities by July 2005.

III. METHODOLOGY

The Mayor and Commission used the following steps to create a strategic plan for the City of Harriman:

- STEP 1: Identified Harriman's Strengths, Weaknesses, Opportunities and Threats (SWOT). This external scan provided ammunition to facilitate goal statements.
- STEP 2: Brainstormed about ways to address each of the characteristics mentioned in Step 1 by developing goal statements for each of the characteristics. For example, goal statements should appropriately take advantages of strengths and opportunities and minimize or eliminate weaknesses and threats. The result of Step 2 was 18 goal statements.
- STEP 3: Officials were given 7 dots to vote on the goal statements. Officials could vote for one goal statement 7 times or any combination thereof. A total of 49 dots (7 officials x 7 dots) were used in this step. The purpose of this step was to prioritize the goal statements by selecting 7 goals for the city to address immediately.
- STEP 4: Dots (votes) were tabulated and the goal statements were ranked and prioritized.
- STEP 5: The top 7 out of 18 goal statements were thoroughly reviewed by each Harriman official. Participants developed timetables to meet each goal. Objectives for each goal statement stated the timetable to describe measures to meet each objective.
- STEP 6: This time next year, the City of Harriman will monitor the progress in reaching its goals.

IV. SWOT ANALYSIS

The SWOT Analysis was used to describe general characteristics about the City of Harriman.

Strengths

1. Good location – close to the interstate, rail service, river, recreation, Knoxville, Chattanooga, Nashville, Gatlinburg. Harriman is in the middle of everything.
2. Heritage – Originally a planned community.
 - “Utopia of Temperance”
 - Flood of 1929
 - Value Education
 - American University, Funk and Wagnall, Jameson School, Mossip School, Carnegie Library
 - Avery Trace
 - Indian History
 - Sulfur mines and Iron Ore mines
 - Railroads, Emory Gap
 - Old homes – Cornstalk Heights
 - Princess Theater
 - Buzzard Bluff Overlook
3. Emory River and Riverfront property
4. Good marriage between river and potential industrial park (Fiske Heights)
 - a. Deep water
 - b. Inland Ports owns 2/3 of riverfront property
 - c. Potential boat dock
 - d. Potential creation of residential peninsula
 - e. Land for recreation facility (See Manchester as model)
5. Hospital – Very progressive
 - a. Health care/Nursing Homes
 - b. Need a Daytime population count for Downtown
6. Citizens – Good people, Volunteers
 - a. Harriman Rotary Club – Diana and Chris 50 members
 - b. Lions Club
 - c. Kiwanis
 - d. HEAT
7. Dedicated Employees and Board
8. Liquor by the drink, Liquor Sales

9. Ample Housing, Available housing opportunities
10. Free recreation for everyone (sports leagues)
11. Roane State Community College/Expo Center
 - a. More business activity 30% high business tax receipts over last year.
 - b. Dean Goldberg – Roane State Director of Community Relations
 - c. Partnering
12. Wind Rock
13. Diversity in Commercial Enterprise
14. Politically connected, Deputy Governor lives in Roane County/ Congressman Lincoln Davis' office close by
15. Festivals

Weakness

1. Topography – lack of land suitable for development
2. Flood plain area- Flour mill flats
 - a. Railroad – hinders response time to Hidden Acres, Fiske Heights, Midtown Annex
3. Downtown Parking
4. Vacant commercial and Industrial bldg.
5. Unskilled labor. Not motivated.
6. Lack of consistent enforcement
7. Lack of money for infrastructure
8. Meth
9. Housing (subsidized and low income); HUD lack of up keep
10. No property tax from Harriman Housing Authority
11. Collection of delinquent taxes
12. High property tax and utility rate, Harriman Utilities Board's poor image
13. Relative high number of crimes reported per capita
14. Population decreasing. People moving/businesses moving.
15. Sewer moratorium
16. Lack of senior activities

Opportunities

1. Available office space
2. Midtown expansion
3. New Corporation/Partnerships
4. Bank partnerships
 - a. Municipal and county partnerships
 - b. Roane State
5. Revitalize libraries/housing
6. Roane Central – sewer
 - a. Harriman – electric & gas
 - b. Franchise fee on Roane Central
7. Riverfront
8. Industrial park
9. Annexation
10. More professional/diverse management
11. Hwy 29 expansion
12. Hidden Acres Annexation
13. Addition of a 4 lane on hwy 61 and a bridge through Swan pond

Threats

1. Funding Cuts
2. Job over seas, outsourcing
3. State and Federal Government mandates
4. Distortion of income stats hurt grant opportunities
5. Losing private homeowners
 - a. Lack of checks and balances
 - b. HUB rental statistics/Uncollected
 - c. Deposit for garbage
 - d. Credit Check
6. Weather related hazards
7. Overall apathy
8. Meth
9. Population loss
10. Train wreck/chemical spills
11. Sewer Moratorium (6 years ago)
12. Lack of accountability

V. GOAL STATEMENTS

1. New Sports complex: Development of a comprehensive state of the art recreation facility.
2. Hold landlords and property owners accountable to a higher standard.
3. Improve administrative organization. Develop a more centralized professional and accountable management system.
4. Adjust the property rate to be more competitive with neighboring cities.
5. Downtown, Revitalization, Redevelopment of commercial properties and buildings to re-energize downtown by examining parking and other external issues.
6. Expanding developmental possibilities along the Emory River.
7. Conduct a Buzzard Bluff feasibility review.
8. Creation and maintenance of a 5-year capital improvement plan addressing infrastructure roads, equipment, buildings, drainage, and bridges.
9. Develop a comprehensive beautification plan.
10. Review and amend if needed the city's practices relating to refuse and garbage.
11. Provide a more diversified recreational program and culture.
12. Restore the historic public structures for public utilization.
13. Enhancing our volunteer program by using better coordination and communication.
14. Examine the feasibility of a Roane County cooperative purchasing program.
15. Expanding the stock of hotel development within Harriman.
16. Reopen Princess Theater.
17. Roane 5 Establishment.

VI. RANKING OF GOAL STATEMENTS

Goal Statement #	Number of dots (votes)	
1.	8	
2.	7	
3.	6	
4.	4	
5.	4	
6.	3	
7.	0	
8.	5	
9.	1	
10.	6	
11.	0	
12.	0	
13.	0	
14.	0	
15.	1	(Combine 5 + 16 + 12)
16.	4	
17.	0	
18.	0	
Total # of dots (votes)	49	(7 participants multiplied by 7 dots)

VII. STRATEGIC PLAN: TOP 7 GOAL STATEMENTS AND ACCOMPANYING OBJECTIVES

1. Development of a comprehensive state of the art recreation complex by January 1, 2008.

- a. Reach a consensus of services and programs to be utilized at center by Parks and Recreation Board/City Administrator by January 2005.
 - b. Prepare feasibility study addressing financing and construction specifications and cost by July 2005 by Board/CA. (Harland Roberts, PCI, BWSC, ETDD)
 - c. Apply for grants by July 1, 2005 by board.
 - d. RFP and bids by July 1, 2006.
 - e. Open facility by January 1, 2008.
2. Hold the landlords, HHA, and property owners to a higher standard of property maintenance by enforcement and amending applicable codes.
 - a. MTAS and Planning Commission to review, compare and contrast property maintenance regulations and offer recommendations by January 2005.
 - b. Board, Council, Planning Commission to adopt recommendations by March 2005.
 - c. Review current trends in HUD housing and other rental practices by March 1, 2005.
3. Develop a more centralized professional and accountable city management system by July 1, 2005.
 - a. Review organizational chart and offer recommendations by September 2004. Process completed by Charter Change Committee (Charles Kerley, Garvin Morris, Harold Balcom, Chris Mason).
 - b. Review other municipal positions and roles in the Charter by CC by Dec. 1, 2004.
 - c. Adopt appropriate charter amendment/resolution by January 1, 2005.
 - d. Recruit and select City Coordinator by January 1, 2005.
4. Review and amend if needed the city's practices relating to refuse and garbage by July 1, 2005.
 - a. MTAS to conduct survey of other municipal sanitation practices by September 1, 2004.
 - b. Establish refuse collection fee by October 1, 2004 by City Council.
 - c. Meet with private contractor to examine billing practices by Treasurer by September 1, 2004.
 - d. Adopt recommendation by January 2005.
5. Creation and Maintenance of a 5-year capital improvement plan addressing infrastructure such as roads, equipment, vehicles, building repair and maintenance, drainage, and bridges by June 2006.
 - a. Survey and research other capital improvement plans by January 1, 2006 by the New Central Administrators.

- b. Adopt plan by board by June 2006.
6. Redevelop and Revitalize downtown commercial properties and buildings to re-energize parking and other external issues by January 2009.
 - a. Councilman Chris Mason to work with current owners of Princess Theater to explore actions needed to reopen it. MTAS to research successful renovation in Crossville by January 2005.
 - b. HEAT to explore funding opportunities and programs by ECD – Economic Community Development such as Main Street by January 1, 2005. (Brownsville)
 - c. Develop partnerships with bank to assist small business January 2006.
 7. Adjust the property tax to be more competitive with neighboring cities by January 2004.
 - a. Adopt 2004/2005 budget by July 1, 2004.
 - b. Review certain department operations and recommend by 2005.
 - c. Develop new streams of revenue to meet future operation and capital needs – franchise fees/privilege fee, permit fees, by March 2005.

VIII. CONCLUSION

The first Harriman planning retreat was successful because of the enthusiasm displayed by everyone. The agenda (see appendix) was followed and Maria Nelson provided us with excellent background information. In June 2005, the Mayor and Board of Commissioners will reconvene and examine each goal statement to gauge the city's effectiveness in addressing each goal statement. A progress report will be prepared and new goal statements may be added.

IX. APPENDIX

MEETING AGENDA
CITY OF HARRIMAN
ORIENTATION/STRATEGIC PLANNING RETREAT
WHITESTONE PARK
JUNE 18 & JUNE 19, 2004

June 18, 2004

9:00

A. Continental Breakfast /Introduction and game plan

9:30

Orientation for Harriman Elected Officials Notebook

1. Introduction
2. Types of Charters
3. Harriman Charter -
4. Legislative Actions

10:15 - Break

10:35

5. Board/Staff Responsibilities
6. Municipal Technical Advisory Service
 - * City University
 - * Elected Officials Academy
 - * Technical Assistance
7. Robert's Rules of Order/Open Meetings/Open Records
8. Municipal Budget and Finance
9. City Checklist
10. Questions and Answers

12:30 - 1:30 - Lunch

1:30 - SWOT Analysis

3:00 - Break

3:30 - 5:00 - Evaluation of SWOT /Policy statements

June 19

9:00 - Continental Breakfast/ Recap of prior day's events

9:30 - Evaluation of SWOT /Policy statements/ Voting of Policy statements

11:00 - Ranking of Statements

12:00 - Lunch

1:00 - 2:00 Input to one page result of strategic planning