

**HOW TO DO A
STRATEGIC PLANNING SESSION**

PRESENTED BY:

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MTAS MANAGEMENT CONSULTANT**

Community Development

5

OVERVIEW

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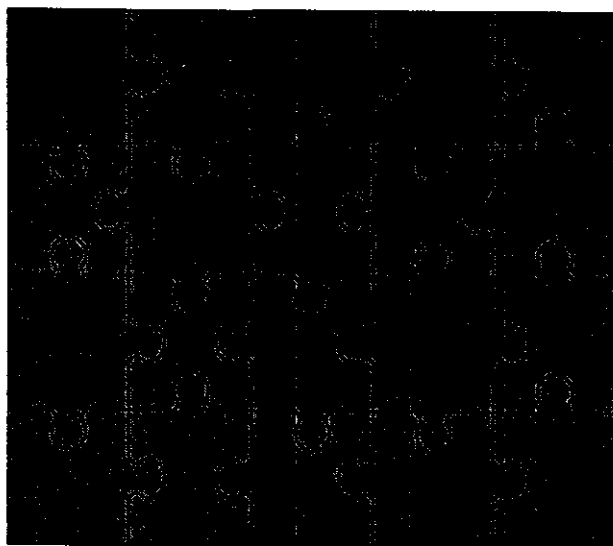
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Local Government Goal-Setting

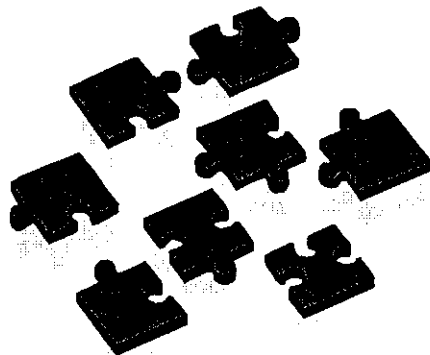


"This then is my thesis: I firmly believe that any organization, in order to survive and achieve success, must have a sound set of beliefs on which it premises all its policies and actions.

Next, I believe that the most important single factor in corporate success is faithful adherence to those beliefs...

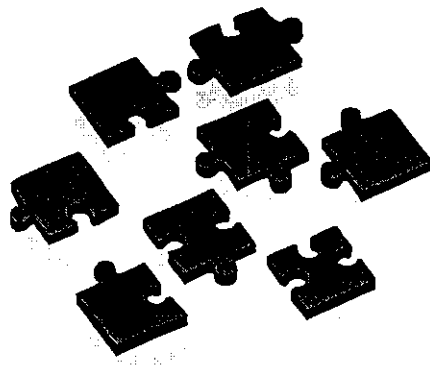
In other words, the basic philosophy, spirit, and drive of an organization have far more to do with its relative achievements than do technological or economic resources, organizational structure, innovation and timing. All these things are, I think, transcended by how strongly the people in the organization believe in its basic precepts and how faithfully they carry them out."

-- *Thomas Watson Jr., Chairman of IBM*



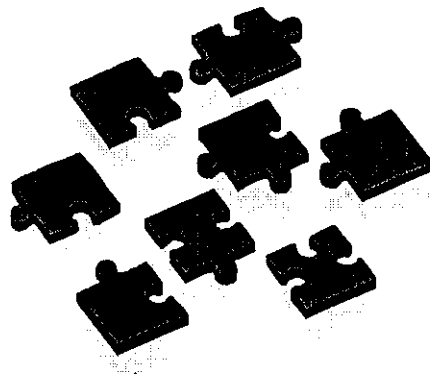
All people dream, but not equally.
Those who dream by night in the
dusty recesses of their minds wake
in the day to find that it was vanity:
but the dreamers of the day are
dangerous people, for they may act
their dreams with open eyes, to
make them possible.

T.E. Lawrence,
The Seven Pillars of Wisdom



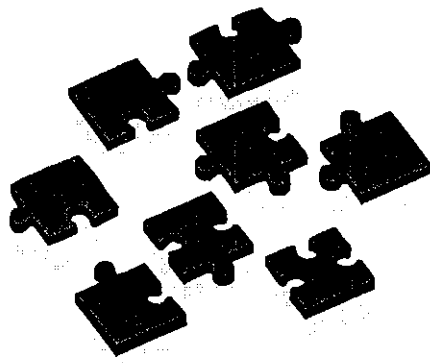
A Strategy Process is Usually Defined As:

A disciplined effort to produce fundamental decisions and actions that shape and guide what an organization does, and why it does it.

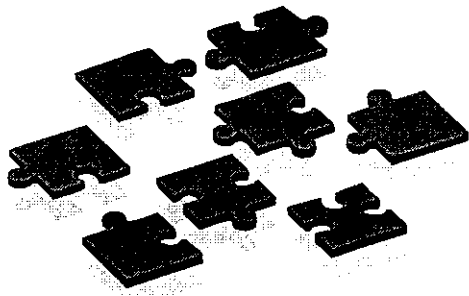


Local Government Goal-Setting Is:

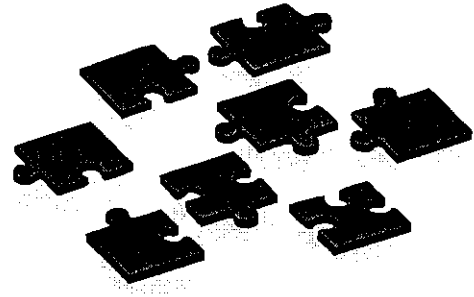
The process of deciding what you would like your local government to become or to achieve, and deciding how to make that happen.



Our tendency is to overestimate what we can do in 1 year and underestimate what we can do in 10 years.



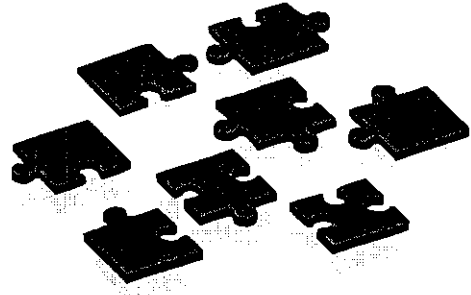
Local Government Goal-Setting



Some Positive Aspects

1. Goal-setting can help to bring your local government organization together. It involves people in the solving of common problems and provides them the opportunity to shape the organization's future.
2. It educates both employees and elected officials.
3. It can help achieve stability as the organization works toward accomplishment of long-range and complex goals.
4. It increases the likelihood that organizational goals will be achieved.
5. It can encourage cooperation between employees, departments, elected officials, and other agencies. It can help integrate activities.

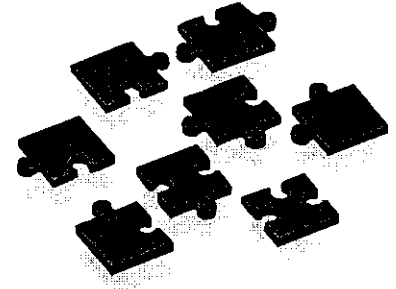
Local Government Goal-Setting



Some Negative Aspects

1. It requires a substantial commitment of time and effort on the part of the city governing body, city staff, and others.
2. In effect, the process "opens up" the management of the organization by requesting meaningful input from employees and others. This can be perceived as negative, since policy-making is no longer the sole responsibility of the governing body or top management, but is shared by others. *Note: this is not to imply that the statutory authority of the governing body is abrogated. It remains the ultimate decision-making body.*

Local Government Goal-Setting



The 4 Steps in the Goal-Setting Process are:

- 1. Getting Organized - This involves appointing volunteers and assigning staff, developing the mission statement, deciding on Task Force subjects if needed, etc.*
- 2. Learning - This involves an examination of the environment in which your local government operates, as well as defining and discussing key issues.*
- 3. Dreaming - This is the process of setting goals and determining a number of actions to help achieve those.*
- 4. Doing - This step involves the actual implementation of goals.*

RESOLUTION

BE IT RESOLVED by the _____ of the _____ of _____, Tennessee, that the Municipal Technical Advisory Service (MTAS) is hereby requested to facilitate a program of community goal-setting for the _____ of _____.

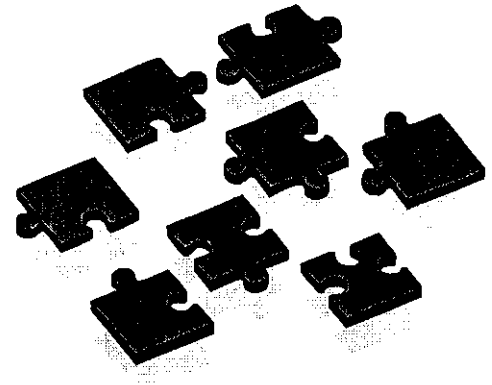
BE IT FURTHER RESOLVED that the _____ of the _____ of _____, Tennessee recognize the significant investment of time and effort that must be dedicated to this program by MTAS and volunteer citizens from the _____ of _____. Therefore, the _____ resolve that they will make a good faith effort to participate in and support the community goal-setting program. They further resolve to make a good faith effort to implement and achieve the goals which result from the program.

Passed and approved by the _____ of the _____ of _____ on this _____ day of _____, 19_____.

Mayor

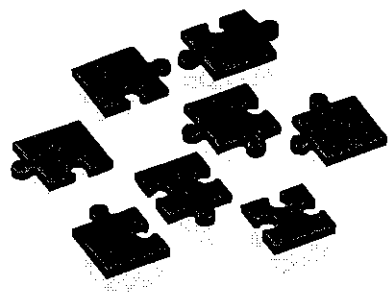
City Recorder

Recreation Department Goal-Setting



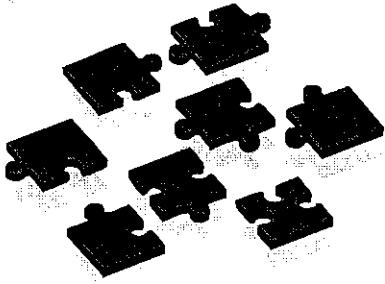
Step 1 *Getting Organized*

1. Designate participants - Usually the Department Head, key Division Directors, key employees, etc.
2. Decide "Areas of Focus" - Should be natural divisions of study - try to do without these if possible.
3. Develop the Mission Statement -
 - Use the "Definition", "A Mission Statement Is..", "Criteria", and "Content" overheads.
 - Use the nominal group technique with the "Content Worksheet".
 - Write Worksheet words on a flipchart, have one group draft no more than two sentences using words from the "Overall Thrust", "Clients", and "Ultimate Result" areas. Have another group do the same with the "Values" and "Rules of Conduct" areas.
 - Combine, change, etc. the sentences together on a flipchart.
 - Reach consensus on the final product.



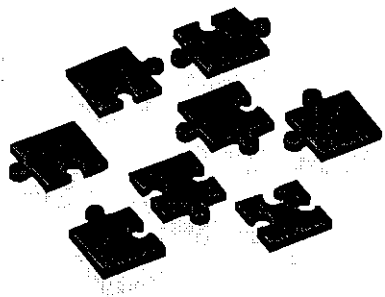
Recreation Department or TRPA Goal-Setting Typical Two-Day AGENDA (day one)

- | | |
|---------------|----------------------------------------------|
| 8:00 - 8:30 | Introduction and Overview of Days Activities |
| 8:30 - 10:30 | Developing the Mission Statement |
| 10:30 - 10:45 | BREAK |
| 10:45 - 12:00 | Considering the Environment (SWOT analysis) |
| 12:00 - 1:00 | LUNCH |
| 1:00 - 2:00 | SWOT Analysis (continued) |
| 2:00 - 3:00 | Identification and Discussion of Key Issues |
| 3:00 - 3:15 | BREAK |
| 3:15 - 4:30 | Goals Development |



Recreation Department or TRPA Goal-Setting Typical Two-Day AGENDA (day two)

8:00 - 10:30	Goals Development (continued)
10:30 - 10:45	BREAK
10:45 - 12:00	Detail of Goals
12:00 - 1:00	LUNCH
1:00 - 2:00	Detail of Goals (continued)
2:00 - 3:00	Ranking of Goals
3:00 - 3:15	BREAK
3:15 - 4:00	Implementation Considerations
4:00 - 4:30	Conclusion/Follow-up



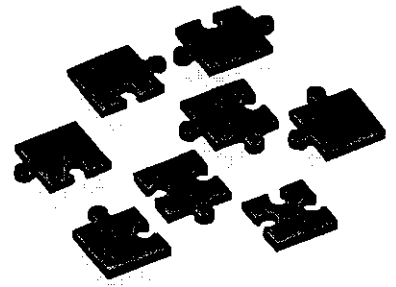
Kingston Springs

Community Goal-Setting

AGENDA

- | | |
|---------------|-----------------------------------------------------|
| 8:00 - 9:00 | Introduction and Overview of Days Activities |
| 9:00 - 10:30 | Considering the <i>Kingston Springs</i> Environment |
| 10:30 - 11:45 | Identification and Discussion of Key Issues |
| 11:45 - 12:15 | Goals Development |
| 12:15 - 12:45 | LUNCH |
| 12:45 - 1:45 | Goals Development (cont') |
| 1:45 - 2:15 | Combine & Prioritize Goals |
| 2:15 - 3:30 | Detail of Goals |
| 3:30 - 3:45 | Conclusion |

Local Government Goal-Setting

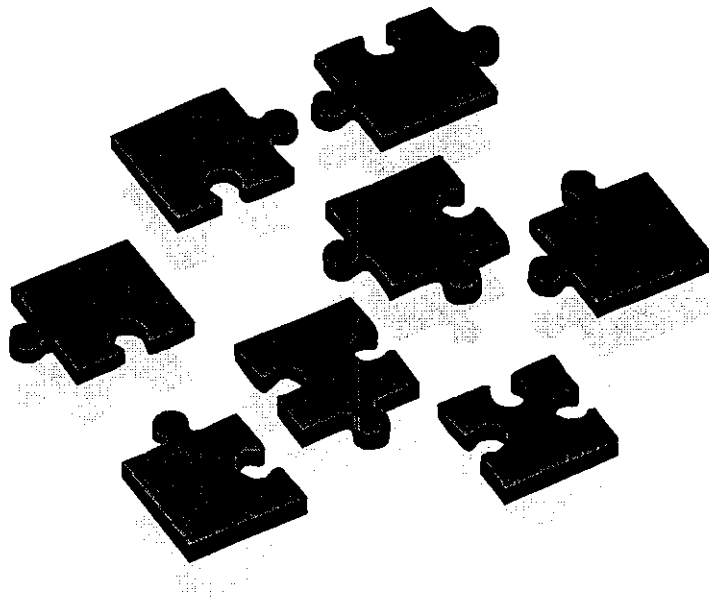


Outline for using the nominal group technique

1. You'll use the nominal group technique with all worksheets.
2. First, ask each person to work individually.
3. Then go around the table asking each person to contribute and explain one item from his or her list. Continue until all items have been mentioned and no one has a new item to add. List each item on a flipchart.
4. Clarify and discuss each item. Eliminate or combine any duplicate items.
5. Now go back and discuss each item on the flipchart. Change the wording, eliminate some items if the group does not seem to agree on something, again combine items, etc. Reach consensus.
6. Record the final list and later distribute a copy to all members of the group.

Definition of A Mission Statement :

It conveys your local government's basic reason for existence, as well as its ideal purpose.



Examples of Mission Statements

To make New York City a better place to live, to work, and to conduct business. (City of New York)

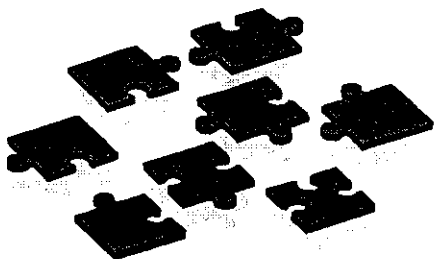
Providing the best in municipal services (City of Kingsport)

We want the City of Pulaski to be a great place to live, a prosperous place to work, and a place we are proud to call home. We intend to meet this challenge by anticipating and responding to the collective needs of the community; respecting the dignity of the individual; and serving the public trust with fairness and integrity. (City of Pulaski, TN.)

It is the mission of the City of Sevierville Parks and Recreation Department to maintain and enhance the quality of life for all of our citizens and visitors by providing comprehensive recreational services and facilities. We are committed to achieving this challenge by delivering services that are:

- efficient and effective
- innovative
- responsive to patron's needs and desires;

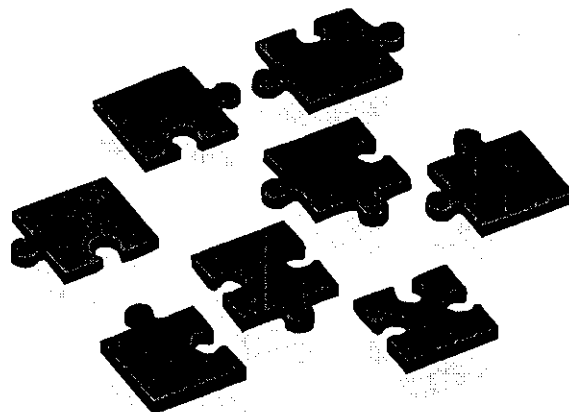
... through teamwork, integrity, and honesty.



Local Government Goal-Setting

A Mission Statement Is...

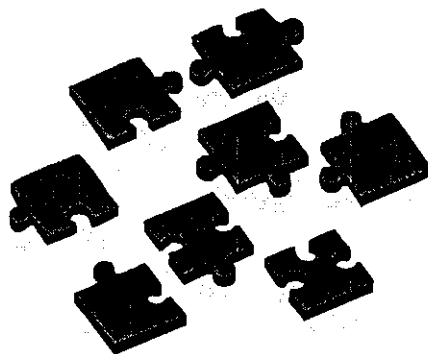
- ✓ your introduction to strategic thinking
 - ✓ never completely attainable
 - ✓ infinite in terms of time
 - ✓ noncontroversial and vague
 - ✓ a guide
 - ✓ motivating
 - ✓ a philosophy
 - ✓ a message about the underlying design, aim, and thrust of the city
 - ✓ intended to convey what is expected to happen as a result of strategies
-



Organizational Goal-Setting

Criteria For A Mission Statement

- ✓ Does the statement capture the essential nature of the organization's reason for being?
 - ✓ Is the statement client or community oriented as opposed to being inwardly or organizationally bound?
 - ✓ Does the statement describe the desired result rather than focusing on activities?
-



Organizational Goal-Setting

Mission Statement Content

Content Item

Example

Overall Thrust

Services, programs, response to citizen needs, guardian of the public trust

Constituency, clients, consumers

All citizens, families, those in need, neighborhoods

Ultimate result

Good character, improved quality of life, reduced problems, health

Organizational values

Quality, effectiveness, efficiency, ethics

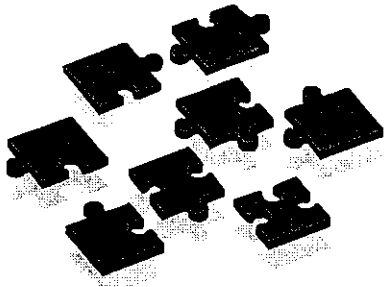
Rules of conduct

Integrity, quality, inclusiveness (age, sex, religion, race, etc.), honesty, equality, teamwork, duty and loyalty, opportunity



Jefferson City Goal-Setting

Mission Statement Content Worksheet



Please take about 10 minutes, working by yourself, to write a few descriptive words under each "content item" which you believe describe the mission of the City of Jefferson City. Then, work with your group to reach consensus on the best two descriptive words for each content item.

Content Item

Descriptive Words

Overall Thrust

Constituency, Clients,
Consumers

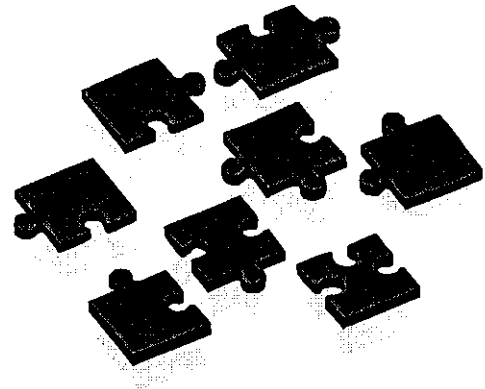
Ultimate Result

Organizational Values

Rules of Conduct

Recreation Department

Goal-Setting

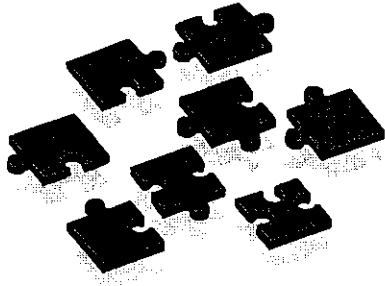


Step 2

Learning

1. Prepare the environmental scan - This report should go out to all participants about two weeks before the goal-setting retreat. Here's a few suggestions for items the report may include:
 - survey results (both internal and external)
 - demographic data
 - hard internal data (financial, participation levels, etc.)
 - information on current plans, programming changes, etc.
2. Complete the "Key Issues & Environmental Scan Worksheet" - Do this in groups of two or three.
3. Flipchart the results - Arrange the results on the flipchart in terms of: *External Threats, External Opportunities, Internal Weaknesses, and Internal Strengths OR, in terms of Key Issues.*
4. Discuss - Discuss each item in terms of its immediate and long-term impact on the Department.
5. Reach Consensus - Try to reach consensus on the environmental forces which most affect the Department, and on identifying those "key issues" which need to be addressed in order to move the Department forward in the years to come.
6. Post - Post the flipcharts which list those in # 4 above on the wall so they can be referred to during the goal-setting process.

Jefferson City Goal-Setting Environmental Scan Worksheet



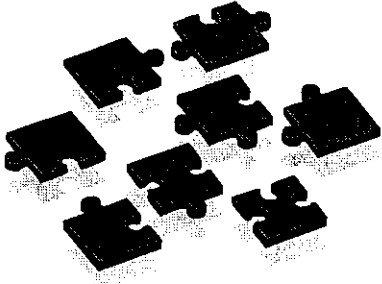
Think for a moment about what's going on in Jefferson City, and about what you see happening in the next few years..

1. What has recently changed in the Jefferson City environment?

2. What has been happening in our environment that seems to be important but that no one is worried about?

3. What do you see happening in the next five or ten years that will have a critical impact on Jefferson City?

Jefferson City Goal-Setting Environmental Scan Worksheet



Spend a moment answering the following questions:

1. What key opportunities does our external environment hold, which we should try to seize or further exploit?

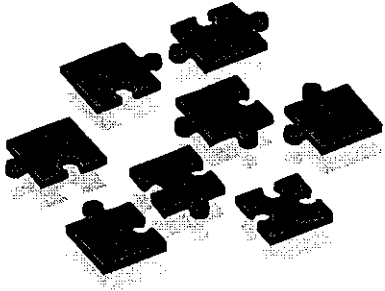
2. What threats are in the external environment that we should try to overcome or address?

3. What are the key internal strengths of our city? What are its weaknesses?

Kingston Springs

Goal-Setting

Key Issues Worksheet



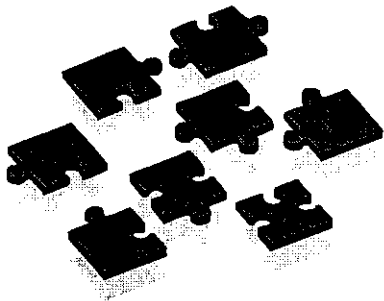
Spend a moment with your group to reach consensus on the following questions:

1. What are some of the main issues affecting the *Kingston Springs* community?

2. What's happening that's bad, that we should try to overcome?

3. What critical issues are we facing in terms of our city government? What are people saying about our city government?

Jefferson City Goal-Setting Key Issues Worksheet



Spend a moment answering the following questions:

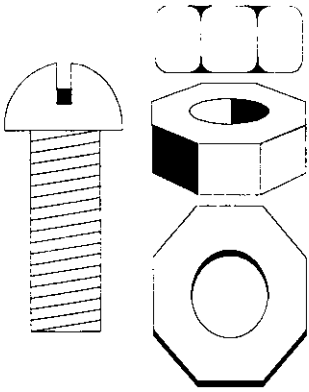
1. What are we as a City now doing that we should do more of?

2. What are we now doing that we should do less of?

3. What critical issues are we facing both internally and externally?

Gatlinburg Strategic Planning

Key Issues Worksheet



Spend a moment with your group to reach consensus on the following questions:

1. What is preventing us from doing a better job? What do we need more of in order to do a better job?

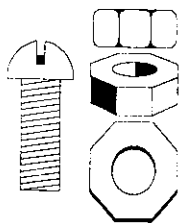
2. In terms of the way we operate, what needs to be changed? What would make our working life better?

3. What are the two main issues which concern our employees? What are the serious complaints I hear over and over?

Gatlinburg Strategic Planning

Key Issues Worksheet

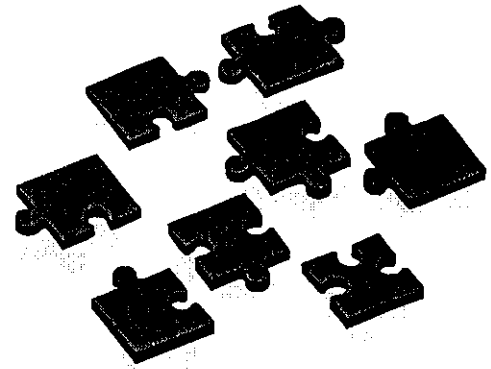
(con't)



4. What is the community saying about City Hall? About our work, our employees, the quality of what we do? What suggestions have they made that we should listen to?

5. ANSWER THIS BY YOURSELF: What one thing is "on my desk" that I can't seem to finish, but I wish I could - It would make my life easier if I could get it done!:

Recreation Department Goal-Setting



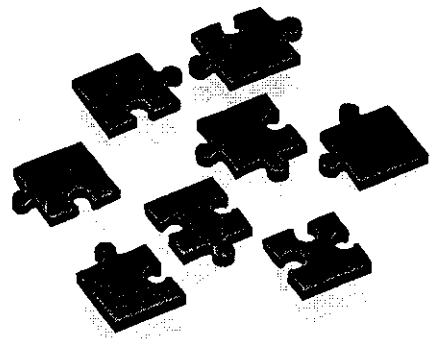
Step 3

Dreaming

1. Discuss Goals Development - Use the "A Goal Is..." and "Goals Criteria" overheads to guide this discussion.
2. Develop Goals - Use the "Goals Worksheets", first alone and then in groups of two or three.
3. Flipchart Proposed Goals - Use the nominal group technique.
4. Combine goals, etc. - Combine, re-word based on discussion, etc. GET CONSENSUS on which goals we want to adopt. Discuss, discuss, discuss!
5. Rank Goals? - Use the "Criteria For Ranking Goals" worksheet if you want to rank. Get consensus on the ranking.

A Goal Is:

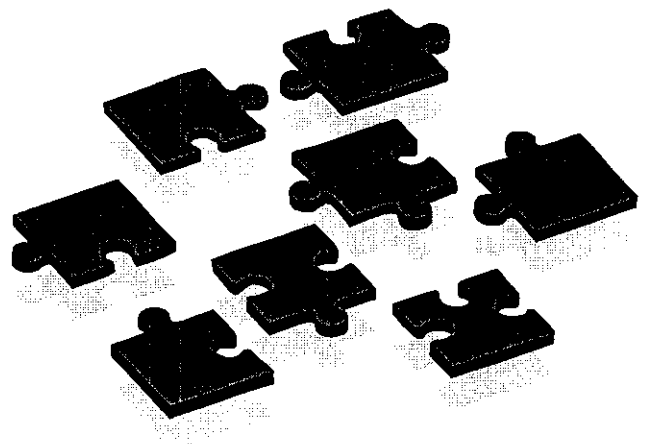
A statement of what you would like to attain! That is, a statement of your desired future.



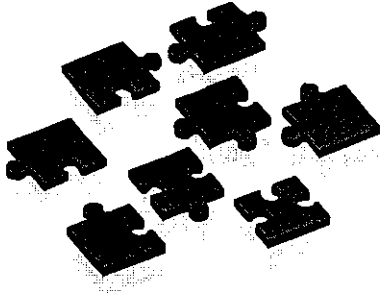
Local Government Goal-Setting

Goals Criteria

- ✓ Goals should relate to the mission as expressed in the mission statement
- ✓ Goals should relate to the key issues you identify
 - Build on a strength
 - Minimize a weakness
 - Identify what to do with opportunities
- ✓ Goals can be "dreams" too
- ✓ Focus on what is to be accomplished, rather than how
- ✓ Stretch and challenge the city, yet should be attainable



Jefferson City Goal-Setting Goals Worksheet



This worksheet is used to SET GOALS. The questions below are merely there to help you think in a goal-setting context.

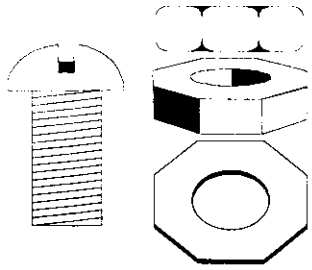
1. If our city could achieve two things over the next decade, they would be:

2. If I could eliminate two problems now facing our community or our City organization they would be:

3. Here are some other specific goals I think we should try to accomplish over the next five to ten years:

Gatlinburg Goal-Setting

10 Year Organization-Wide Goals



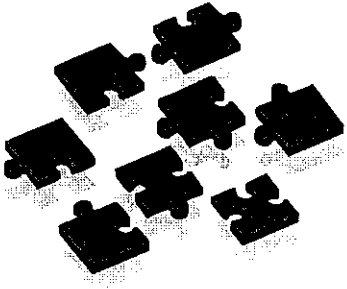
This is a "visioning" exercise. First work by yourself, and then come to a consensus with your group. Prepare a presentation on your recommendations.

1. If we as a city organization could accomplish any 3 major projects, programs, or changes over the next ten years, what would they be?

2. How would these three accomplishments affect us internally as an organization? What impact would they have externally on Gatlinburg at large?

3. What would we have to do today to begin developing the capacity achieve these 3 goals? And what would be our main obstacles to achievement? How would we overcome these.

Local Government Goal-Setting Goals Worksheet



Here's a worksheet to help as you begin to develop goals. Work alone. Answers to these questions should assist as you brainstorm about the future.

1. If the opportunity arises, that is, if resources become available, here's some things we should do:

2. If I could eliminate one problem I think will be facing our City in the next few years, it would be:

3. If I were Mayor or City Manager for 6 months, here's the first two things I would try to accomplish:

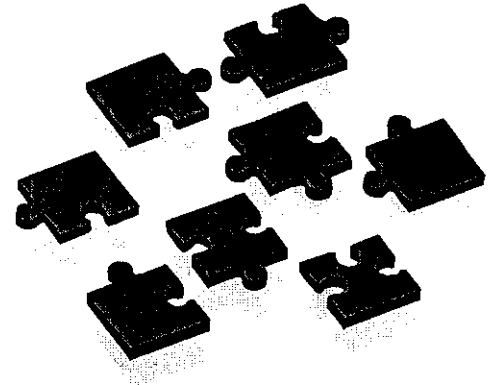
TRPA or Recreation Department Goal-Setting Criteria For Ranking Goals

1. Determine each goal's importance to TRPA or your department.
2. Assess each goal's possibility of being achieved.

		I M P O R T A N C E		
		HIGH	MED.	LOW
P O S S I B I L I T Y	HIGH	Vital Importance	Vital Importance	Important
	MED.	Vital Importance	Important	Desirable
	LOW	Important	Desirable	Desirable

<u>Goal #</u>	<u>Ranking</u>	<u>Goal #</u>	<u>Ranking</u>
1.	_____	6.	_____
2.	_____	7.	_____
3.	_____	8.	_____
4.	_____	9.	_____
5.	_____	10.	_____

Recreation Department Goal-Setting



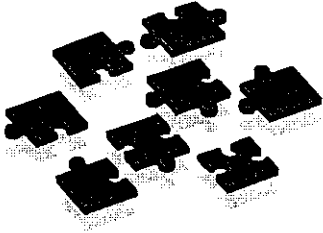
Step 4 ***Doing***

1. Develop "Suggested Actions" - Hand out additional "Goals Development" worksheets - enough for the number of goals you agreed to earlier. Work in groups to complete the Worksheet for each goal.
2. Reach Consensus - On "Suggested Actions", Person(s) responsible", and "Target Date".
3. Agree on the Report - Agree on how the final goal-setting report will be prepared and distributed. How will the goals be communicated to those both above and below us?
4. Develop measures - Determine how you will measure progress from month to month or year to year. Or, how will you report progress to those with a need to know?
5. Agree on follow-up meeting
6. Agree on Up-Date Methods - The goal-setting (strategic plan) report should be updated at least every two years, and you may want to at least look closely at it on an annual basis.

TRPA or Recreation Department

Goal-Setting

Detail of Goals Worksheet



Work individually, and then with your group, to draft details for each goal. Be as specific as you can

Goal: _____

We'll know this goal has been achieved when: _____

Suggested actions for achieving this goal (objectives):

1. _____
2. _____
3. _____

Person(s) responsible for this goal: _____

Target date for achieving this goal: _____

Goal: _____

We'll know this goal has been achieved when: _____

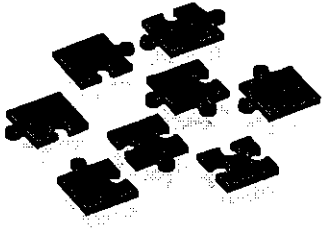
Suggested actions for achieving this goal (objectives):

1. _____
2. _____
3. _____

Person(s) responsible for this goal: _____

Target date for achieving this goal: _____

Jefferson City Goal-Setting Detail of Goals Worksheet



Work individually to draft action steps and then measures for each goal.

Goal: _____

Action steps we should take to achieve this goal:

1. _____
2. _____
3. _____

Measures we can use to assess progress toward achievement of this goal:

Goal: _____

Action steps we should take to achieve this goal:

1. _____
2. _____
3. _____

Measures we can use to assess progress toward achievement of this goal:

RECOMMENDATIONS FOR IMPLEMENTATION OF GOALS

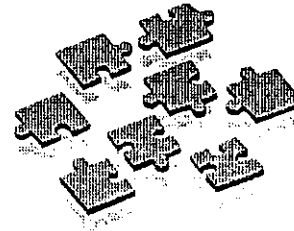
It goes without saying that the goals contained in this report will have no effect on our future unless they are implemented. They must become a reality. In order to assist with these efforts, we the members of the *Steering Committee* would like to offer our assistance. We are available to help with goal implementation in any way possible. Please don't hesitate to call on us!

In the meantime, we make the following recommendations regarding actions we would like to see the Mayor and Board of Aldermen take regarding these goals:

1. Immediately publish and distribute to all citizens a list (with explanations) of the goals. Include in the publication a list of *Task Force* and *Steering Committee* members, a copy of the *Mission Statement* developed by the board, and an abbreviated copy of the Executive Summary as described on page 3.
2. Develop a written response which indicates in a general way how you, the members of our governing body, intend to achieve each goal. Specific suggestions will be beneficial. This response should be presented at a regular meeting of the board. *Steering Committee* members should be specifically invited to attend this meeting.
3. Develop a yearly report which details progress made toward achievement of each goal. Present this report at a regular meeting. Publish the report in a local newspaper.

Gatlinburg Implementation Committee

Typical Implementation Group Duties



1. Revise, update, interpret - You'll need to occasionally update and reinterpret goals as changes occur in the environment.
2. Build support - It's up to you to help build support for goals and develop a positive public relations atmosphere.
3. Mobilize - You'll need to help locate, coordinate and mobilize both community volunteers and staff or elected officials from various agencies.
4. Legwork - Occasionally you'll need to provide "legwork" in order to get things moving.
5. Report - The *Implementation Committee* should prepare a yearly report for the City Council (and other interested community agencies) which details progress made toward achievement of all goals in the strategic plan.
6. Collect data - You'll want to collect data and other information which helps move decision-makers toward both goals and the decisions needed to support them.
7. Do! - Occasionally you'll serve as the folks who actually do the project.
8. Coordinate - You can serve as a clearinghouse to help coordinate the efforts of various individuals, agencies, etc.

RESOLUTION NO _____

A RESOLUTION OF THE CITY OF PULASKI ACCEPTING THE FINAL REPORT OF THE COMMUNITY GOAL-SETTING PROGRAM.

WHEREAS, in January of 1991 the Board of Mayor and Aldermen of the City of Pulaski commissioned and formally began a Community Goal-Setting program, AND

WHEREAS, a Community Goal-Setting program is defined as, "The process of deciding what you would like your community to be, and determining how to make that happen", AND

WHEREAS, the Board of Mayor and Aldermen of the City of Pulaski are committed to making the future of Pulaski as bright and full of opportunity as possible, AND

WHEREAS, the Community Goal-Setting program contributes to this end by setting goals designed to move Pulaski into the next century, such goals being developed by volunteer citizens themselves, AND

WHEREAS, more than 1,000 man-hours have been spent by volunteer citizens in establishing a desired future and a set of goals for Pulaski;

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF PULASKI, TENNESSEE, that we accept the final report of the Steering Committee of the Community Goal-Setting program and sincerely thank the many volunteers who participated in this process.

BE IT FURTHER RESOLVED THAT THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF PULASKI, TENNESSEE will make a good faith effort to examine and discuss each goal with an interest in implementing and achieving goals.

Passed and approved by the Board of Mayor and Aldermen of the City of Pulaski on this _____ day of _____, 1992.

Mayor

City Recorder

City of Kingsport Strategic Planning: Mid-Course Assessment and Correction

Here are the questions we need to answer in order to assess and update each goal:

1. Is the goal still valid - do we still want to commit time and resources toward achieving it?

2. What progress has been made toward achievement of each objective, and hence the goal itself?

3. Is each objective still valid? Do we need to add, delete, or alter the language of the objective?

4. What progress has been made toward achievement of each action step?

5. Do we need to add, delete, or alter any of the action steps?

6. What new choices or alternatives should we consider which may help achieve the goal or any of its objectives?

7. What new issues are we now aware of which might be added to this goal or discussed/considered as an objective under this goal?

8. What other recommendations does your group want make regarding this goal (or any of its objectives)?



In the spaces below, please provide an update for each of the goals you developed in 1993. In a few words, let us know what's happening with the goal. How close is it to completion? Should the goal be included in your 1994 work plan?

Your Dept: _____ **Your Name:** _____

First, list here the numbers of all goals which have been completed or are very near completion: _____

Now, provide an update on the rest of your 1993 goals:

Goal # : _____

Status: _____

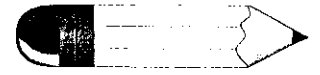
Target Date For Additional Action on This Goal: _____

Goal # : _____

Status: _____

Target Date For Additional Action on This Goal: _____

Goal # : _____



Status: _____

Target Date For Additional Action on This Goal: _____

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Target Date For Additional Action on This Goal: _____

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Target Date For Additional Action on This Goal: _____

Goal # : _____

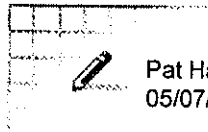
Status: _____

Target Date For Additional Action on This Goal: _____

Gatlinburg Visioning Workshop Agenda

9:00 - 10:00	Overview and Visioning Video
10:00 - 10:45	Thinking About A Vision...
10:45 - 11:00	Break
11:00 - 12:00	Writing a Vision Statement
12:00 - 1:00	Lunch
1:00 - 2:00	Steps to Take Toward the Vision...
2:00 - 3:00	1999 Work Plan





Pat Hardy
05/07/99 11:30 AM

To: Sharon Rollins/MTAS/UTK@IPS
cc:

Subject: visioning stuff

Sharon,



Here's the visioning materials I developed for the Gatlinburg staff retreat. [Gatvisio.s](#)

Here's how I proceeded:

1. I discussed (with examples) the importance of visioning. Here's some examples:
When asked how he and his brother invented the airplane Wilbur Wright said, we went to sleep each night and thought of what it would be like to fly, this was more fun than actually flying. The vision was what drove them. Also, in the 1950's doctors had examined the human body and determined that a man could not run a mile in faster than 4:00, the lungs were not large enough, the heart not powerful enough, etc. A doctor named Roger Bannister saw this on TV and thought they were wrong. He worked out and later became the first man to break the 4:00 mile. But the more interesting fact is that within 1 year 100 other runners had also broken the 4:00 mile - once we know something can happen our own mental obstacles are removed and it becomes possible. I also gave another example about one of the Lady Vols and how she improved her free-throw percentage through visioning rather than physical practice.
2. I had them help me put on a flipchart all of the reasons why we have trouble taking our departments "to the next level" and envisioning the "next level". I then threw these flipcharts away, indicating that we would not be encumbered by these typical constraints as we work through visioning (by the way, I thought of this idea because of what happens when you are a new Christian - you write your sins on a piece of paper and then tear it up and throw it away, as Christ does).
3. I then used a variation of Bob's idea and had them use a flipchart to write a headline of their department 20 years ago, then sharing it with the group. It was real fun and gave a sense of how far we've come.
4. I showed the "The Power of Vision" video, which is so fantastic and shows the possibilities when you properly use visioning.
5. Then I progressively used the materials I've attached here.
6. After sharing their vision statements with the group, I had them write a newspaper headline about their department 20 years from now. The possibilities were exciting.
7. Finally, I had them use the last worksheet, "steps to take toward the vision", and translate these steps for use in their 1999 workplan, by adding additional details to each step - "why", "who", "when", and "how".

Let me know if you need anything else. I have the agenda file in Freelance but I did not include it since it is simply reflective of the above. So sorry to hear about sweet Shelby...

Thinking About A Vision For My Department....

Please think about your department 10-20 years from now. What will it look like? How will you deliver services, etc.? Below is a worksheet designed to help with this exercise. Please envision your department in each of the specific areas identified below. Then write three or four sentences that describe your department in each area 10-20 years from now. You will have about 45 minutes to complete this.

Your Department:

Services - What services will you be providing that you are not providing today? Or, what services will be provided differently?

Service Delivery - How will you deliver services? What methods will you use that you are not using today? Or, how will you deliver services differently or better using the same methods as you use today?

Technology - What new technologies will you use to support the delivery of your services? How will you use them?

Resources - What new or different resources will your department need to adequately do the job? How will you acquire or develop these?

Customers - Who will be your customers? How do they differ from the customers you currently serve?

Public Interaction/Volunteerism/Citizen Involvement/Communications - How will your department interact with customers that is different from the way you interact today? How will you use citizens to help deliver services (or to support your service delivery)? How will you communicate with your customers?

Structure - How will your department be structured? What will it look like on an organization chart? How will this structure relate to the administrative structure of the City and to other departments? How will you interact with other departments?

Management - What new methods of management will you use to operate your department?

Employees - What will your employees be like 10-20 years from now? How will they be different from the employees you have today? What new or different skills will they need to adequately do the job, and how will they acquire these skills?

Other Characteristics - What other characteristics will be associated with your department that are different from those which characterize it today?

Writing A Vision Statement For My Department....

Based on what you've developed above, please write a paragraph or two which describes a vision for your department 10-20 years from now. You will have about 30 minutes to complete this.

10-20 years from now I envision a _____ Department which:

***Steps to Take In the Next Year or Two to
Move My Department Toward My Vision....***

For each of the areas we described above, please contemplate at least one (and if possible more than one) step you will need to take during the coming year (or two years) which will begin to take your Department to the "next level" and thus move it toward the vision you described above. You will have about 30 minutes to complete this.

Please list these actions in the spaces below:

Services:

Service Delivery:

Technology:

Resources:

Customers:

Public Interaction/Volunteerism/Citizen Involvement/Communications:

Structure:

Management:

Employees:

Other Characteristics:

CITY OF COLUMBIA 2010 PROGRAM

Environmental Scan

This document has been prepared as part of the Columbia 2010 strategic planning process. Its' purpose is to provide data for use by the functional task forces as they seek to develop a long-term series of goals, objectives, and strategic actions for achieving these, for the City of Columbia.

The document is general in nature and is meant to provide a broad sense of where Columbia "has been", where Columbia "is today", and in some cases (where projections were possible based on historical data), where Columbia will be in the years to come. While certain task forces may find the data more useful than others, each person involved in the strategic planning process should become familiar with this document in order to more accurately asses the current status of Columbia (so that future projections may be realistically developed). In addition, specific task forces may need to gather additional or more specific data on certain subjects. In that regard this document should only be regarded as a rough outline.

Many forces, both national and local, will serve to impact Columbia over the next twenty years. Many of these are forces over which we have little or no direct control. However, "between the lines" of this report lie numerous opportunities for the development of activities over which we do have control. Therefore this report only briefly examines national trends and focuses more importantly on statistics and data which deal directly with the City of Columbia, and those elements of our future which we can more certainly help to shape.

ASSUMPTIONS OF THIS REPORT

The reader needs to be familiar with the limitations of this document and the assumptions which were made as it was developed. These are listed as follows:

1. Many times, where long-term projections were made based on "historical" data, only census information (enumerated every ten years) was available concerning the City of Columbia. However, more current data was available concerning Maury County, and this information was used in cases where current Columbia data was unavailable.
2. Discussions concerning "national" trends are based on information gathered about the decade of the 1990's. This information is based on the observations of "experts" as presented in books, articles, and pamphlets. For reasons of both accuracy and access to information, these discussions are not necessarily applicable to the period between 2000 and 2010 (although the reader may be able to develop a sense of where the nation is headed during this time). In other words, though our strategic plan is focused on the next 20 years, information concerning national trends mostly is limited to 10 years.
3. References are not footnoted. However, all references are listed in the "References" section and further information can be obtained by retrieval of these documents. If additional information is needed, feel free to call upon your task force staff persons or call MTAS at 256-8141.
4. This report assumes that Saturn will employ 3,000 persons.

DEMOGRAPHIC CHARACTERISTICS

National Trends

An examination of our national demographic trends would initially focus on the decrease in our population growth. While immigration will continue to expand our numbers, some experts have predicted a zero population growth (ZPG) in the coming decade. It is also projected that our minority populations will continue in their relatively high rates of growth and should comprise around 28 percent of our population by the year 2000. Many of these individuals are proportionately low-income, and we can expect drastic changes in the services traditionally provided to these groups (i.e. welfare and unemployment benefits for example), due albeit to an increasingly restrained federal budget.

This trend may have numerous implications for state and local governments. The failure of many federal programs to alleviate much of the social and economic distress of these low-income groups has begun to refocus this "institutional-help" mechanism to what may be called a "self-help" framework. Especially in the area of housing, for example, many states and localities are developing their own interventions to provide adequate housing for their lower-income citizens.

As our population nears a ZPG, so too is it expected to age. In 1970, for example, the median age of our nation was 28, while in 1980 this figure had risen to 30. Numerous inferences can be drawn from this data. The needs of our elderly will increasingly become an important focus for governments and citizens at all levels. During the next decade, the number of persons over the age of 65 will increase at twice the rate of the general population. The elderly in the year 2000 will be healthier than ever and represent a great resource of talent and volunteer help, much of which is underutilized today.

Another noteworthy demographic change has been the dramatic shift of people from the North to the South. In 1980, for the first time in our history, more Americans were living in the South and West (118 million) than in the North and East (108 million). It is projected that the Southern and Western regions of our country will account for 84 percent of the nations population growth for the remainder of the century. However, the rate of growth of these areas is expected to be slower than that of the 1980's. California, Florida, Texas, and Arizona are alone projected to account for 47 percent of all U.S. population growth by 2000. Only North Dakota and the District of Columbia are projected to lose net population. Finally, a "brain drain" is taking place in the North, where only 19 percent of recent college graduates have taken jobs.

The overall population distribution between metropolitan and non-metropolitan areas is expected to remain relatively constant for the remainder of the century (currently more than 76 percent of the U.S. population lives in a metropolitan area).

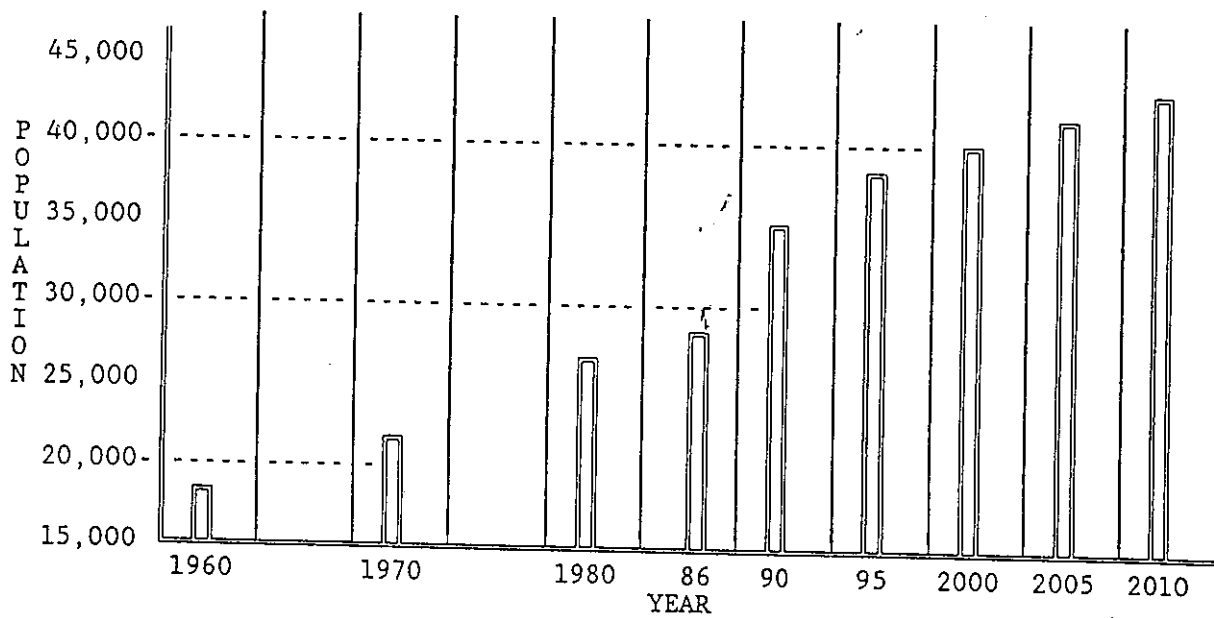
Local Characteristics

Population

The population of Columbia had the following characteristics in 1980:

Race		Sex		Age	
nonwhite	20.4%	male	47%	under 18	27.3%
white	79.6%	female	53%	over 65	13.2%
				median age	31.8 years

The total population of Columbia is projected on the following graph:



PHYSICAL CHARACTERISTICS National Trends

The gradual crumbling of our nations infrastructure* has been identified, by most sources, as the predominate threat to our country's "physical" foundation in the coming decades.

The current realities do not look good, and it is estimated that it will cost between one and three trillion dollars to bring America's infrastructure into a reasonable condition within the next fifteen years. Congress has estimated a cost of around \$68 billion per year (or 1.2 trillion through the year 2,000) to meet basic repair needs.

There are approximately 4 million miles of roads and streets in the U.S., 574,000 bridges, 2,300 airports, and nearly 60,000 urban and community water and sewer systems. Of these, it is estimated that almost half of our country's sewage treatment plants are near capacity, that nearly half of our roads need resurfacing or reconstruction, that 20 per cent of our interstate highways require total rebuilding, that about half of our bridges are too old or too weak to handle today's traffic, and that 13% of our dams are classified as high hazard. It is also estimated that at least \$50 billion dollars must be spent, by the year 2000, to clean up problems associated with pollution.

Bearing this in mind, it must be noted that even though Congress estimated a yearly required investment of \$68 billion to meet basic repair needs, only \$42 billion was spent in 1984, an indication that the problem may be "piling up". In the 1980's, the federal government has only been spending about 2.3% of our GNP on these types of projects, as compared to about 5% in the mid to late 1960's. In addition, per capita spending on the nation's infrastructure, adjusted for inflation, fell from \$207 in 1965 to \$120 in 1982. In other words, the problem may be getting worse.

In general, it has been estimated that the nation needs to double its current rate of infrastructure investment to support the expanding economy and to maintain existing facilities in good repair. Needless to say, this challenge will increasingly occupy the efforts of public works officials and governmental decision makers in the coming decades.

*infrastructure - a term applied to the broader collection of highways, roads, sewer, water and utilities systems, bridges and dams, etc.; the public works that provide the "physical" foundation for our lives.

Local Characteristics

Climate

Annual average temperature- 59 degrees
Annual average precipitation- 56 inches
Annual average snowfall- 5.7 inches
Elevation- 651 ft. above sea level
Mean length of freeze free period- 180 days

Communications

Daily newspaper (The Daily Herald) circulation- 14,000
Number radio stations- 4
Cable television with 12 channels available
Telephone company- South Central Bell (Plus 8 Special)

Transportation

Served by CSX railroad transportation group
U.S. highways 31, 43, and 412 are located in the city (8 miles to I-65)
State highways 50, 7, 6, 246, 245, and 373 are located in the city
There are 19 motor freight companies in the city with 9 terminal facilities
Greyhound bus service serves the city
Maury County Airport serves the city (5,000 ft. asphalt runway with medium intensity 24" beacon; both avgas and jet fuel are available, as are major repairs and both taxi or car rental service)

Infrastructure/Utilities

Treated water supply:

source- Duck River
capacity- 15,000,000 gallons per day
current consumption- 8,000,000 gallons per day
storage capacity- 8,000,000 gallons
current rate- \$2.50 per month plus .75 per thousand gallons up to 50,000 gallons, and .57 per thousand gallons for the next 250,000 gallons (.52 per thousand above 250,000 gallons)

Sewage treatment:

type- trickling filter
capacity- 7,000,000 gallons per day
current usage- 4,510,000 gallons per day
% of city with sewer coverage- 90%
% of city with storm sewer coverage- 15%
current rate- residential: \$3.75 per month plus \$1.45 per thousand gallons of metered water commercial: \$6.75 per month plus \$1.45 per thousand gallons of metered water

Solid waste disposal:
county sanitary landfill

Gas:

supplier- United Cities Gas Company
source company- East Tn. Natural Gas Company
current rate- residential: may-september; \$3.00 per month plus .5098
per cubic foot. october-april; \$5.00 per month plus .5507 per
cubic foot.

commercial: \$12.00 per month plus .5305 per cubic foot
industrial: \$200.00 per month plus .5305 per cubic foot

Electricity:

power system- Columbia Electric
source company- TVA
current rate- residential: RP-9
commercial: GP-9

Land Use

Zoning:

Columbia has three types of zones; residential, commercial and industrial. A zoning map is available for use by the task forces and can be borrowed from David (Columbia planning office), or MTAS at 256-8141. Call if your task force would like to use the map.

Land Availability/Annexations:

see the following map entitled "Existing City Limits and Areas of Projected Growth" for a visual description.

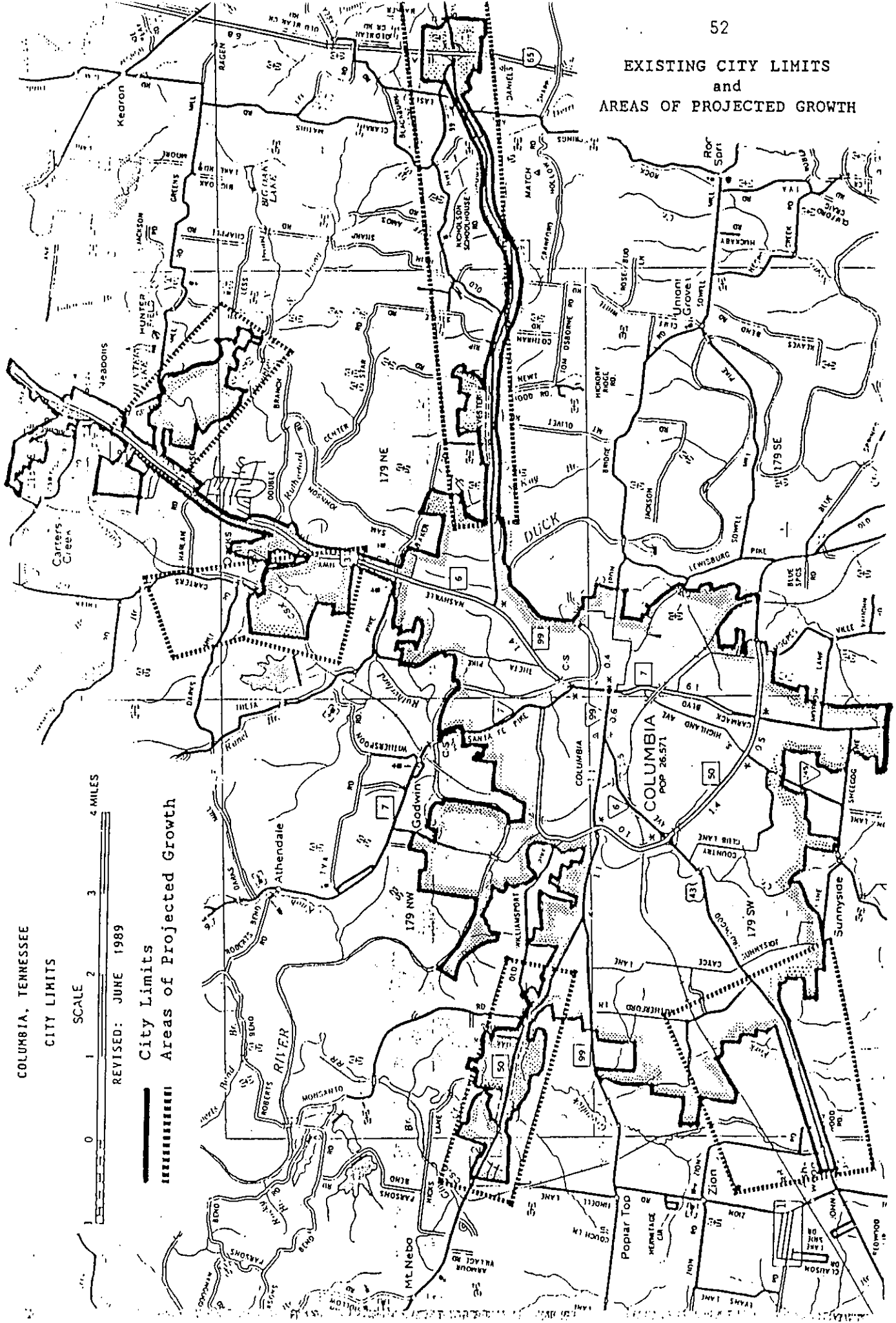
Approximately 20 annexations have been undertaken in Columbia over the last three years. The result has been increased land area, city responsibility for service delivery, population, etc.

Housing

Some selected 1980 housing characteristics for Columbia are as follows:

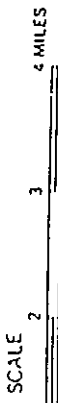
Total # Units	# vacant	# single- family	# multi- family	# mobile homes	median value owner occupied	median rent
10,224	551	7,946	1,836	435	\$33,100	\$125/mo

EXISTING CITY LIMITS
and
AREAS OF PROJECTED GROWTH





COLUMBIA, TENNESSEE

CITY LIMITS



REVISED: JUNE 1989

 City Limits
 Areas of Projected Growth

The average population per household in Columbia (in 1980) was 2.67 persons.

Some trends and forecasts indicating future requirements for housing units in Columbia are:

Type Unit Required	Years				
	1970-1980	1980-1985	1985-1990	1990-1995	1995-2000
new single- family units	2,028	482	1,273	940	1,013
new multi- family units	1,061	172	509	416	469
new mobile home units	289	494	764	452	394

SOCIAL CHARACTERISTICS

National Trends

There will be a number of substantive changes in our education system in the coming decade. For example, it is projected that there will be a substantial shortage of public school teachers and college professors in the 1990's. About 36 percent of the nation's older, more experienced teachers will be retiring by the mid-1990's. In addition, low salaries and low prestige will cause both teachers and professors to leave for other occupations.

Another noteworthy social trend which is expected to continue in the coming decade will impact the environments in which we work. There is a new flexibility in our workplace, and four-day work weeks, cafeteria plans, optional work hours, participative management, cross-gender employment patterns, and many other new and innovative workplace changes will continue to impact the nature of our environments in the coming decade.

Another national social change which may seriously impact our nation in the coming decade is the question of who is rearing America's children (and how are they being reared). With increased participation by women in the work force, a continued increase in the number of out of wedlock births, unwanted pregnancy by teenagers, one out of every two marriages ending in divorce (projected to be the case by the year 2000), and a general resulting increase in single parenthood, this question will increasingly focus our nation on child-rearing and child-care processes.

As problems related to increased drug use continue to expand and affect virtually every aspect of our lives, a national commitment to the eradication of drugs in our society will be undertaken more extensively in the coming decade.

Finally, another nationwide change we will continue to experience is the expansion of both national and community interest groups. Ranging from political action committees to model airplane clubs, these groups have exploded in numbers and are thereby changing the very face of our recreational and social patterns. This "self-help" movement has been estimated to include more than 500,000 types of groups. As people respond to the perceived failures of our traditional social institutions such as governments, schools, churches, etc, self-reliance has become a national pastime. Along with this movement has been an explosion of entrepreneurship. In 1950 small businesses were being created at the rate of 93,000 per year. By 1980 this figure had risen to 600,000. Volunteerism has also exploded in recent years as people again seek intrinsic satisfactions from their lives.

In general then, we must note the increasing self-reliance of our populace. Brought on no doubt by the era of Watergate, a distrust of government officials, burdensome institutional bureaucracies, and the less-than-dynamic nature of our traditional work and recreational institutions, people are increasingly taking matters into their own hands. Self help will surely continue to dominate the imagination of much of the nation's population.

Local Characteristics

Education

Some selected characteristics of the Maury County school system are:

Total number schools in system	18
Total 1987/88 number students K-12 and special education	9,517
1987/88 Total average daily attendance	9,010
1987/88 expenditures per pupil	\$2,770
1987/88 Tn-wide expenditures per pupil	\$3,092
1988 number of graduates	532
1988 number continuing education	345
1988 number entering labor force	133
1988 number entering armed forces	21
1988 number 12th grade drop-outs	23
1988 total number school dropouts	121
1986/87 % students passing math	92%
1986/87 % students passing language	86%
1986/87 Teacher/Pupil ratio	21.4
1986/87 Tn-wide Teacher/Pupil ratio	19.7

Columbia State Community College is located in the City of Columbia

Recreation

The City of Columbia has:

7 parks	1 bowling alley
2 golf courses	5 hotels/motels (340 rooms)
3 swimming pools	1 country club
40 restaurants	5 theatres
"Mule Day" festival	

The largest meeting room in the community has a seating capacity of 400.

In 1986, it was estimated that \$273,000 of local tax receipts and 330 jobs in Maury County were the direct result of travel and tourist related activities.

Health Care

Columbia has the following health care facilities:

- 1 hospital with 274 beds
- 76 doctors
- 30 dentists
- 5 nursing homes with 538 beds

Social/"Self-Help" Groups

Columbia has hundreds of social and/or self-help groups who contribute, in a voluntary capacity, to the betterment of the community. A short representative list of but a few of these groups is as follows:

Co. Historical Society	March of Dimes
Amer. Assoc. of Retired Persons	Co. Arts Guild
Amer. Red Cross	Co. Education Assoc.
Assoc. for Preservation of Tn. Antiquities	Co. Hospital Auxiliary
Boy Scouts	Girl Scouts
Big Brothers and Sisters Club	Columbia Garden Club
Co. Mastectomy Assoc.	Viet Nam Vets Club
Ducks Unlimited	Foster Parents
NAACP	Golden Age Club
Nat'l Campers and Hikers Assoc.	United Givers Fund
Upper Duck River Development Assoc.	

Family

In 1986, Maury County had 564 marriages and 298 divorces (or, the number of divorces was 53% of the number of marriages- statewide average was 50.2%).

In 1986, 24.5 percent of all live births in Maury County were illegitimate (as compared to 25.3 percent statewide).

In 1980, 59.8 % of the voting age population of Maury County was registered to vote (approximately 21,876 persons). In 1986, there were 24,526 registered voters in Maury County (of these, 12,980 or 53%, voted in the 1986 election for Governor). In other words, about 25% of those eligible to vote actually do so.

Public Safety

Fire Protection - Columbia has 64 full-time firemen whose work schedule is 24 hours on duty and 48 hours off. There are 4 fire stations in the community and the department has the following equipment: one 95 ft. ladder with a 1,500 gallon pumper, three 1,500 gallon pumpers, three 1,000 gallon pumpers, one 85 ft. snorkle truck, and numerous smaller pieces of equipment.

Police Protection- Columbia has a police force of 55 officers. The force fleet consists of 54 patrol vehicles and officers use these with a "take home" program. The department has a SWAT team and dog-control operations are expected to be initiated in 1990. E-911 status is anticipated for 1991.

ECONOMIC CHARACTERISTICS

National Trends

As our federal deficit hovers around \$200 billion, interest rates will continue to have the strongest overall impact on our economy in the coming decade. Current predictions vary, but these rates are expected to remain in the 9-15 percent range for the next few years and though such indicators as housing starts will continue to rise, any long-range economic forecast will depend upon the ability of our federal government to effectively curtail the federal deficit.

Our nations real GNP (adjusted for inflation), as well as the consumer price index, are expected to post moderate increases in the coming decade (around 2.6 and 9 percent respectively). Capital industrial investments will expand at around 9 percent.

Unemployment is expected to decrease from an early 1980,s high of above 10 percent to a low of somewhere around 6 percent in the next few years. Here too, the percent of women working outside the home will increase dramatically from a 1970 rate of 43.3 percent to around 60 percent in the coming decade.

Technology and changing industrial demands will be responsible for the many structural changes in our national employment patterns. In 1970, for example, 4.2 percent of our labor force was engaged in agricultural related employment. By 1985 this figure stood at 2.8 percent, and it is estimated that this figure will be around 2.2 percent by 1990. The broad shift from an industrial-based economy to an information-based economy will continue to wreck havoc on the structure of our labor force. Service industries and finance-related jobs are expected to post the largest increases in the coming decade.

In general then, we may note the gradual upswing of our nation's economic base. Though growth will be slow it will none the less be substantial enough to keep the nation out of a major recession. As the shift from an industrial-based economy continues to take hold, our nation's new information-based economy will expand to fill both our current employment gap and the ensuing changes in our labor structure.

Local Characteristics

Employment

The following graph indicates the total number of jobs in Maury County by type (i.e. manufacturing or non-manufacturing):

Number of Jobs (annual averages):

Year	<u>Type of Job</u>	
	Manufacturing	Non-Manufacturing
1979	6,790	10,790
1980	6,560	10,760
1981	6,500	10,600
1982	5,280	10,260
1983	4,950	10,430
1984	5,720	11,030
1985	5,600	11,440
1986	5,520	12,360
1987	5,300	12,880
1988	5,720	13,630

From this graph the reader will note that between 1979 and 1988 there has been a 15.8% decrease in the number of manufacturing jobs in Maury County and a 26.3% increase in the number of non-manufacturing jobs.

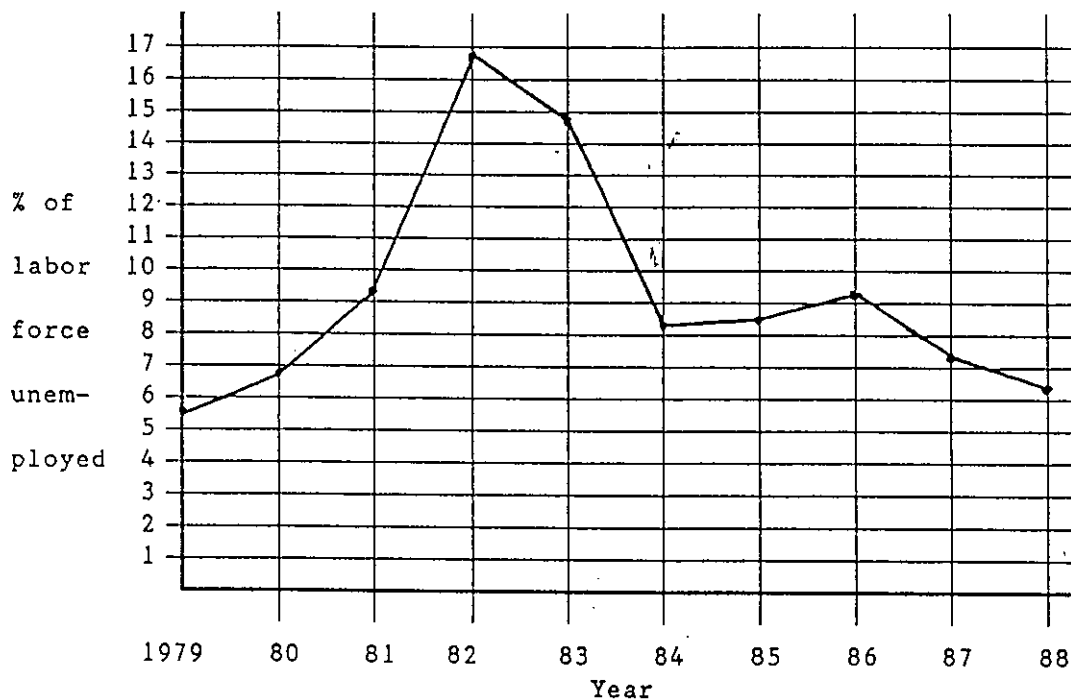
Among the 36 major industrial employers in Maury County, the average number of employees is 150. Approximately 64% of these employees are male.

Of these 36 industrial employers, 9 (or 25%) have union affiliations among employees.

As of 12/88, there were an estimated 890 males and 860 females in the "available labor force" in Maury County.

Unemployment Rates

The following graph indicates yearly unemployment rates in Maury County:



Income

Per capita income in Maury County has been as follows:

1970	1975	1980	1981	1982	1983	1984	1985	1986
\$3,091	\$4,796	\$7,443	\$8,131	\$8,744	\$9,007	\$10,055	\$10,456	\$11,052

The 1986 Tn.-wide per capita income was \$12,878

The 1986 U.S.-wide per capita income was \$15,484

In 1985, the average weekly wage of employees in Maury County was \$314 (which was a ranking of 15th of 95 counties in the state).

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KINGSTON SPRINGS COMMUNITY GOAL-SETTING

ENVIRONMENTAL SCAN REPORT

KINGSTON SPRINGS COMMUNITY GOAL-SETTING

ENVIRONMENTAL SCAN REPORT

The purpose of this report is to give you, a participant in the *Kingston Springs Community* goal-setting process, a foundation of information which may provide insight as you begin to think about the future and prepare for the seminar on Saturday.

You'll want to carefully read this document. That way, everyone who participates in the seminar will have a common base of information. This report is not meant to do the "brainstorming" for you. Instead, it is meant to broaden your thinking and to spur new ideas.

The report is divided into three parts. In the first you'll find general information from the 1990 *U.S. Census*. In the second, you'll find the results of a random citizen survey taken of the *Kingston Springs Community*. Finally, in the third you'll find information gathered from personal interviews conducted with key community and business leaders, and other selected citizens.

PART 1

INFORMATION FROM THE 1990 U.S. CENSUS

Here's some very general census information about *Kingston Springs*. This should provide insight regarding population demographics (especially age), household characteristics, and housing units.

Population Characteristics

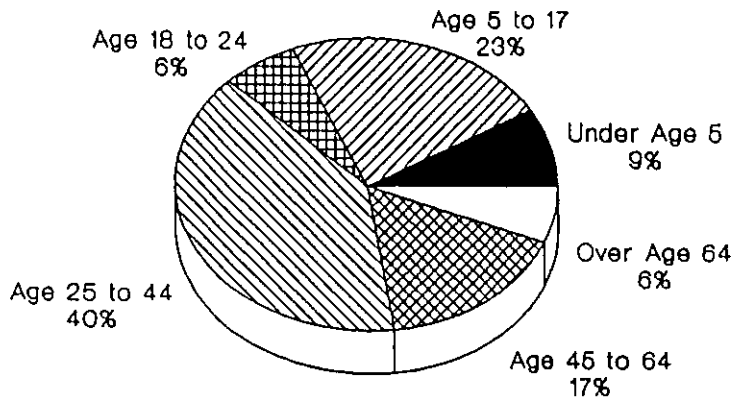
1987 County Population: 25,800.

1990 Town Population: 1,529.

The age of Town residents is presented on the following chart (the median age is 32 years):

Age Of Town Residents

Percent Of Population in Each Age Group



Number of Households in Town: 498

75% are occupied by married-couple families

Only 5% are occupied by a female head-of-household

There are an average of 3 persons per household.

Kingston Springs is 98% white and 2% black.

Number of housing units in Town: 519

Of these, 498 are occupied (90% are occupied by owners)

Thus, there are only 21 vacant units available

The composition of housing units by type is as follows:

80% are 1-unit structures

The remaining 20% (104) structures are mobile homes or trailers

Only 3 structures are 2 to 4 unit structures

The median value of owner-occupied structures is \$94,100.

PART 2

INFORMATION FROM THE CITIZEN SURVEY

The citizen survey was sent to 202 households in the *Town of Kingston Springs* and to 198 households in the county. 86 surveys were returned, representing a response rate of 22%. For a copy of the survey, see Appendix A.

A lot of interesting feedback, and many good ideas were generated through this survey. The survey was designed to generate ideas, rather than statistically significant data. Thus, you'll find the results presented below to be of great interest, and as you think about the future they should give you an idea of what many *Kingston Springs* area residents are thinking.

Demographic Profile

Let's begin by taking a brief look at those who responded to the survey. This information may seem somewhat unimportant, but it will give you an idea of who our residents are, and why they have certain ideas. Here's their characteristics:

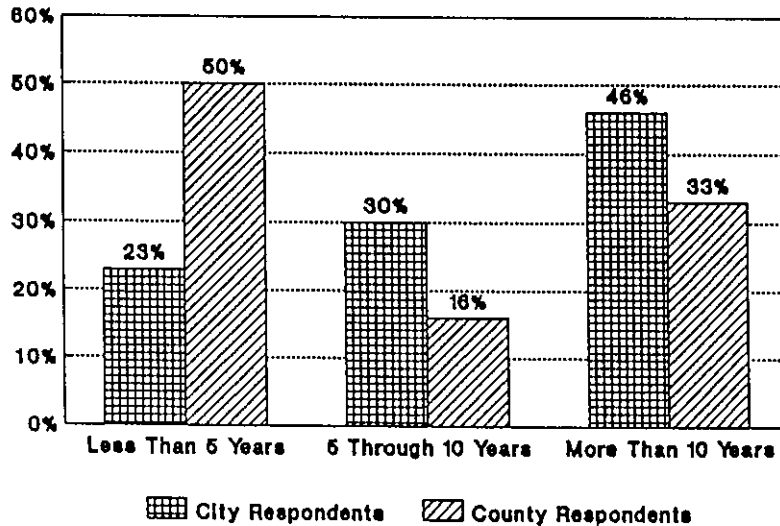
65% live within the *Town of Kingston Springs* city limits.

35% live in the county.

Here's how long they've lived in the *Kingston Springs* area:

Length of Residence in the Kingston Springs Area

Percent of Respondents in Each Group



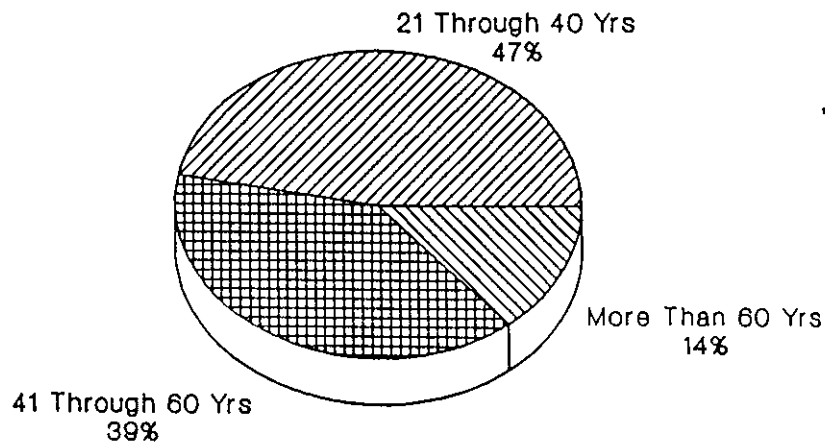
As you can see from the chart on the previous page, one half of county respondents have lived in the area less than five years. In contrast, nearly one half of city respondents have lived in the area more than ten years (however, nearly one fourth of city residents have lived in the area less than five years). All of this suggests that a great number of new people are moving to the area, and in particular to the county. In a moment, we'll look at reasons why they like it here.

With the exception of "Length of Residence", there is no significant difference among city and county respondents by their age, sex, income, or employment status.

The average age of all respondents is 44 years.

Here's the breakdown by age:

Age Of Respondents Percent in Each Age Group



Here's the employment status of respondents:

84% are employed more than 30 hours per week.

12% are retired.

Only 4% are not currently employed.

And here's the gender of respondents:

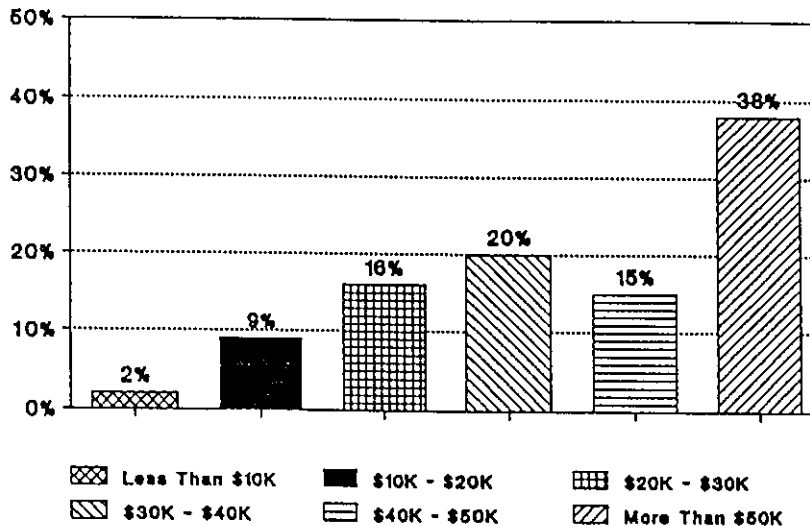
66% are male.

44% are female.

Most residents are what we would call "middle" or "upper middle" income. Here's a look:

Total Family Income Of Repondents

Percent In Each Income Group



Desired Type of Community

Now let's take a general look at what respondents want the community to be. Here's the question they answered, possible responses, and the percentage choosing each response:

I would like to see the Kingston Springs community:
(check one)

- 22% Remain a mostly residential, single-family homes community.
- 52% Remain a mostly residential, single-family homes community as well as service-type businesses.
- 13% Become a mix of single and multi-family residences as well as service-type businesses.
- 10% Become a mix of residential and/or small manufacturing or industrial businesses.
- 3% Become a mix of residential and major manufacturing and/or industrial businesses.

As you can see, fully 74% of respondents want the community to remain either a residential, single-family homes community, or

a mixture of single-family with service-type businesses.

Regarding the 52% who chose the mixture of single-family and residential, here is additional information about who was most likely to choose this category:

First of all, there was no significant difference in the tendency to choose this response by place of residence (city or county), age, employment status, or length of residence in the area. However, there was a difference by sex and income.

60% of males chose this response.

43% of females chose this response.

In general, the higher your income, the more likely you were to choose this response. For example, 43% of those in the \$10,000 to \$20,000 income bracket selected this response, while 63% of those in the over \$50,000 income bracket did likewise. Thus, if your income was \$50,000 or more you were 20% more likely to choose this response than if your income was between \$10,000 and \$20,000.

Ideas and Feedback

Now let's take a more direct look at the feedback and suggestions provided by respondents.

Six survey questions were "open-ended" in nature. For these questions the respondent did not have a range of possible answers from which to choose. Instead, the respondent was asked to "fill in the blank", thus allowing the respondent to express a response of his or her choosing. In order to analyze these questions and to prepare responses for this report, content analysis was performed in order to categorize responses. By doing this, categories were created from actual responses.

Some of the six open-ended questions were very similar, and in fact asked the same question in a different way. For this reason, some questions were combined for the purposes of this report. Responses to questions 3 and 6 were combined, and responses to questions 4, 5, and 7 were combined. In both cases, a reframed question resulted. Each question is presented below, along with the percent of persons who responded in a similar way.

1. The two things I like most about living in the Kingston Springs community are:

As you'll notice from the list below, the most commonly cited responses indicate a liking for the "small-town" flavor and amenities associated with living in the *Kingston Springs* community.

Responses to this question were basically the same for city or county residents and across various demographic factors such as age, income, etc.

Here's the list of common responses and the percentage of persons who cited each response:

<u>Response Category</u>	<u>% Citing This Response</u>
1. Quiet, country or small-town living. Like access to larger city to shop or work.	79%
2. Quality environment.	33%
3. Family lifestyles, or good quality of life, or good people.	28%
4. Good schools.	19%
5. It's cheaper to live here.	4%
6. Other.	7%

2. *The things I like least, or things we need less of in the Kingston Springs community are:*

When asked to tell us what they did not like, or what we need less of in the *Kingston Springs* community, a variety of responses were received. As you'll notice, there does not seem to be a common thread among the top four or five responses. In some cases, city residents more often cited a certain response than did county residents, and vice versa. When this was the case, a notation is made.

<u>Response Category</u>	<u>% Citing This Response</u>
1. High taxes or utility fees.	33%
40% of city residents mentioned this as a response, while only 20% of county residents did likewise.	

Also, those who have lived in the area for between 5 and 10 years were 37% more likely

to have cited this response than were those who have lived here less than 5 years. In general then, the longer you've lived in the area the more likely you are to see "high taxes" as a problem.

In addition, males are 25% more likely to see this as a problem than are females. Here too, the older you are the more likely it is that you see "high taxes" as a problem. This is also true for retirees, who are 24% more likely to see this as a problem than are those who work more than 30 hours per week.

2. No immediate shopping, no fast-food places, or no service-type business. 29%

County residents were 14% more likely to mention this response than were city residents.

In addition, the longer you've lived in the area, the less likely you are to believe that immediate access to service-type businesses is a problem. This is also true for age, where those over age 60 are 28% less likely to see access as a problem when compared to those in the age 21-40 bracket.

3. Loose dogs, animal control. 24%

A respondent was 10% more likely to mention this response if he or she lived in the city.

4. Litter, junk cars, etc. 18%

The longer you've lived in the area, the more likely you are to see litter as a problem. (for example, those who have lived here for more than 10 years are 21% more likely to see this as a problem than are those who have lived here less than 5 years).

5. Poor quality roads. 16%
6. The truck stop and gas station. 15%
7. Our local governments. 13%
8. Lack of land-use planning and poor growth management. 13%

- 9. Too many trailers, or substandard housing. 11%
- 10. Poor traffic control, trucks on residential roads. 10%
- 11. Poor recreational opportunities. 7%
- 12. Poor police protection. 7%
- 13. Sewer system smells, needs improvement. 6%
- 14. No cable service. 4%

Only county residents mentioned this response.

- 15. No jobs. 2%
- 16. Lack of medical or dental care. 2%
- 17. Other. 20%

Things I'd like to see the Kingston Springs community accomplish in the next ten years, or what are our biggest challenges, or what do we need more of:

These responses may be especially helpful as you consider the future of the *Kingston Springs community*. These are the suggestions and ideas respondents provided regarding their vision of the future:

Response Category % Citing This Response

- 1. Control growth, better land-use control and zoning. 60%

Interestingly, 71% of county residents mentioned this response, while only 34% of city residents did likewise.

Those working more than 30 hours per week, and those who are in the younger age brackets are more likely to want controlled growth than are those who are retired or older.

- 2. Recruit service-type businesses (restaurants, motel, lawyers, etc.) 48%
- 3. Stay a small, rural community. 46%

4. Improve recreational opportunities (a pool, 46% senior citizens recreation, youth events, community center, community social events).

If you are age 60 or above, you were almost 20% more likely to want an improvement in recreational services when compared to those between ages 21 and 40. Also, those who are retired were 20% more likely to want more recreational services than those who work 30 hours per week or more.

5. Limit industrial growth. 33%
6. Create jobs, industrial recruitment. 30%

Only 25% of city residents mentioned this response, while 40% of county residents did likewise.

7. Maintain quality schools. 28%
8. More involvement in community affairs. 25%
9. Improve law enforcement. 23%

City residents were 18% more likely to mention this response than were county residents.

10. Improve roads. 18%
11. Clean the community. 17%
12. Provide adequate traffic control. 16%
13. Improve emergency services, fire protection. 13%
14. Provide adequate animal control. 11%
15. Reduce taxes. 10%
16. Recruit medical services (doctors, pharmacy, dentists, health care facilities) 10%
17. Fix sewer smell or extend sewer to more homes. 7%
18. Provide senior citizen services (meals on wheels, etc). 7%

- | | |
|--------------------------------------------------------------------------------|-----|
| 19. Develop adequate local leadership. | 7% |
| 20. Provide jobs training, adult learning opportunities, continuing education. | 5% |
| 21. Undertake downtown development/restoration. | 4% |
| 22. Provide cable TV to all areas. | 2% |
| 23. Work to keep the cost of living and real estate down. | 2% |
| 24. Other. | 17% |

There were two other response categories which did not get included in the list above, but which we noticed were cited by a lot of people (they were included by mistake in the "other" categories). These were:

1. The need to build larger schools.
2. The need for a recycling center.

PART 3

INFORMATION FROM PERSONAL INTERVIEWS

This section presents information gathered from person-to-person interviews which were conducted with key business and community leaders and other citizens.

In Appendix B you'll find a copy of the general outline used to guide these discussions. As you review this outline you'll notice that the line of questioning was very general. The object was to gain a "feel" for what folks are thinking about the community, and how they perceive the future.

Here's what they said:

In general, all persons interviewed expressed a distinct liking for the *Kingston Springs community*. There was a general sense of "keep things the way they are", and many comments were made regarding the great people in the *Kingston Springs community*. That's not to say they didn't have suggestions or complaints, but instead it means they are committed to the community and have a desire to see it improved.

All persons interviewed indicated a concern for the management and orderly control of growth. Here too, the concept of planning for the future was mentioned on several occasions. Along with this, the desire to maintain a "country" or "small-town" atmosphere, while supporting orderly growth, were themes often mentioned. A few specifics in this regard also came up:

- communication among groups and local government officials is very important, in order that citizen reaction to proposed plans can be assessed.
- zoning should be strictly enforced, with very few variances granted, and zoning laws should be reexamined every few years in order to update them to meet current and future needs.
- expansion of services and adequate financing for such should be assessed before development occurs.
- encouraging the construction of higher-priced homes, with stricter zoning laws could help limit growth, and growth which occurs should be high quality.
- any growth which occurs should do so slowly, so that new citizens can be assimilated into the community in order to keep the community spirit intact.

- continued annexation should occur in order that the city can control the quality and use of fringe areas.

A number of other items worthy of mention also came up during these interviews:

- the problem of animal control must be addressed.
- *Kingston Springs* Road should be widened.
- recycling efforts should be made.
- service-type businesses, of a high quality, should be recruited.
- the old school should be made into a community center.
- a tourist trade should be developed and support for attracting people to the "Narrows of the Harpeth" should be undertaken (for example).
- the quality of schools and commitment to education should be continued.

APPENDIX A

CITIZEN SURVEY

KINGSTON SPRINGS COMMUNITY GOAL-SETTING

CITIZEN SURVEY

June 2, 1992

Dear Resident of the *Kingston Springs Community*,

You've been selected to participate in a very important survey concerning the future of your *Kingston Springs community*. We can't survey everyone in the area. That's why it's important that each of you who receive a survey take the time to complete and return it within 7 days. Before you begin, however, let me take a moment to tell you more about what we're doing.

I'm working with a group of citizens to establish a set of goals to move our *community* forward over the next 10 years. This goal-setting process will benefit us all. It goes without saying that the future of our community depends on how well we work together to identify what it is we want to accomplish and how we'll achieve our goals. To help us, I am asking you to share your thoughts concerning the Kingston Springs community and its future.

We have requested that consultants with *The University of Tennessee's Municipal Technical Advisory Service (MTAS)* help us conduct this survey. After completing the survey, please place it in the enclosed return envelope, and mail. No postage is necessary. *MTAS* consultants will then present survey results to us in the form of a "working" report. That report, reflecting your ideas, will be a blueprint for our community's future.

Thanks for your time and your concern. We very much appreciate your assistance!

Sincerely,

Gary Scott
President, Cheatham State Bank

KINGSTON SPRINGS COMMUNITY GOAL-SETTING CITIZEN SURVEY

1. I would like to see the Kingston Springs community:
(check one)

_____ Remain a mostly residential, single-family homes
community.

_____ Remain a mostly residential, single-family homes
community as well as service-type businesses.

_____ Become a mix of single and multi-family residences as
well as service-type businesses.

_____ Become a mix of residential and/or small manufacturing
or industrial businesses.

_____ Become a mix of residential and major manufacturing
and/or industrial businesses.

2. The two things I like most about living in the Kingston
Springs community are:

1. _____

2. _____

3. The two things I like least about living in the Kingston
Springs community are:

1. _____

2. _____

4. The two biggest challenges facing the Kingston Springs
community over the next ten years will be:

1. _____

2. _____

5. What we need more of in the Kingston Springs community are:

1. _____

2. _____

6. What we need less of in the Kingston Springs community are:

1. _____

2. _____

7. Two things I'd like to see the Kingston Springs community accomplish in the next 10 years are:

1. _____

2. _____

8. I've lived in the Kingston Springs community:

____ Less than 5 years.

____ 5 through 10 years.

____ More than 10 years.

9. My age is: _____ years.

10. I am: (check one)

____ Employed 30 hours or more per week.

____ Employed less than 30 hours per week.

____ Not currently employed.

____ Retired.

11. Please circle your sex: male female

12. Please estimate your total family income for 1991:

____ Less than \$10,000

____ Between \$10,000 and \$19,999

____ Between \$20,000 and \$29,999

____ Between \$30,000 and \$39,999

____ Between \$40,000 and \$49,999

____ \$50,000 or more

13. Please indicate the number of persons, including yourself, who are now living in your household.

Number under the age of 18: _____

Number ages 18 to 65: _____

Number age 65 or above: _____

THANKS AGAIN FOR YOUR TIME!!

APPENDIX B

KEY CITIZEN INTERVIEW GUIDELINES

KINGSTON SPRINGS COMMUNITY GOAL-SETTING

KEY CITIZEN INTERVIEW GUIDELINES

I am working at the request of Mayor Tony Campbell and a group of citizens who will be working to establish a number of goals to help guide the *Kingston Springs* community forward over the next ten years. As a first step I am interviewing several citizens who are knowledgeable about the community and its future. The information I obtain through these interviews will be used in formulating the ten year goals for the *Kingston Springs* community. The results of these interviews will be used for planning purposes only, and you will not be quoted as an individual. Thus, I hope you will feel free to be perfectly candid and frank in your responses.

1. In your opinion, what are the major problems or issues facing the Kingston Springs community at the present time?
2. What do you think will be the major problems or issues facing the Kingston Springs community in the next ten years?
3. What are some of the things you currently like about the Kingston Springs community which you believe we should work to maintain?
4. What are the biggest challenges facing the Kingston Springs community in the next decade?
5. What would you like to see the Kingston Springs community become ten years from now?
6. What are some specific goals you believe the community to work toward achieving in the next decade?

CLOSING

I appreciate your insight and suggestions. These will be given serious consideration as the group I am working with undertakes the goal-setting process. Again, thank you very much for your time and for your interest in the future of the Kingston Springs community.





Report on the *City of Sevierville* Citizen Survey

October, 1997



prepared by *The University of Tennessee's
Municipal Technical Advisory Service*

Introduction and Overview of Report

In mid 1997, consultants from *The University of Tennessee's Municipal Technical Advisory Service (MTAS)* conducted a public opinion survey of Sevierville residents.

The Board of Mayor and Aldermen, as well as city staff, were interested in focusing on the customer, that is, the citizens of Sevierville, as a primary source of information about current operations. This reflects a commitment on the part of decision-makers to stay in touch with their customers and to respond when possible to feedback and suggestions for service improvements.

This survey was designed to answer three primary questions. Insight regarding these will help as the Board of Mayor and Aldermen and city staff examine city operations and develop recommendations for improvements.

The three research questions of primary focus are:

1. How do citizens feel about specific services provided or proposed by the City of Sevierville?
 - A. Are these services meeting their needs?
 - B. Are proposed services or facilities supported by citizens?
 - C. What suggestions do citizens have for improvements in services?
2. How do citizens feel about a number of specific issues which are being discussed by the Board of Mayor and Aldermen?
3. How do citizens perceive their governmental process - how responsive, well coordinated, or efficient is their city government?

This report will first look at the length of residence of those who responded to the survey. Then we will look at three broad areas. These are evaluations of services, evaluations of governmental processes, and opinions about proposed projects or issues.

The methodology used to generate the information contained in this report is described in *Appendix A*. A copy of the survey instrument itself is provided in *Appendix B*. Finally, a list of responses to the open-ended survey questions is provided in *Appendix C*.

As the reader examines percentages responding to the survey, bear in mind that the numbers may not add to 100 due to rounding. In addition, please remember that relationships between variables (questions) are only mentioned if a significant correlation exists (usually at least a 10% difference between variables). If no relationship is mentioned, then it's likely none exists (above the 10% difference level). This in itself is many times noteworthy and is mentioned when appropriate.

Before beginning, a note of thanks should be extended to the staff at city hall. They helped compile the survey, generate the random sample, and fold and stuff envelopes. They have done an excellent job and are to be commended.

SUMMARY OF FINDINGS

Summary of Findings

Here are a few noteworthy findings which resulted from this analysis. Much additional detail concerning these and other findings is presented throughout this report.

- In general, citizens are well satisfied with the way the City is doing its job.
- Citizens give acceptable "quality" ratings to the traditional City services.
- There are some concerns about traffic.
- Citizens generally believe the City to be responsive to their needs.
- Citizens rate City government "governing processes" in a positive manner. Including the political and administrative leadership capacity of the City, and the efficiency of City operations.
- Respondents generally support orderly annexation.
- Most respondents generally support downtown development.

DETAILED ANALYSIS

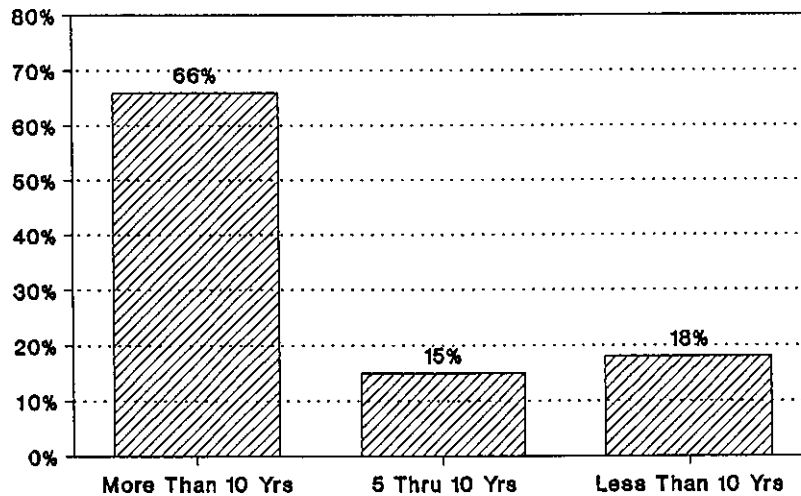
Residency Profiles

A profile of the "length of residence" in Sevierville is important because it tells us how residents who have been in Sevierville a long time rate services as compared with those who are newer.

Length of Residency

As the chart below shows, most residents have lived in Sevierville "More Than 10 Years":

**How Long Lived in Sevierville
Percent in Each Category**



Evaluations of Services

A number of survey questions asked respondents to rate the quality of certain city-provided services. These ratings can be difficult to analyze. That's because a number of factors other than the actual "quality of a service" are known to affect an individual's evaluation. For example, age, income, "feelings of representativeness", race, and the sheer number of services provided by the local government are all known to affect individual ratings.

For this reason, we will provide additional analysis on a few of the "evaluation variables". In this way we can gain a sense of the extent to which many of the variables effect service evaluations.

This analysis will combine many of the evaluation questions into a series of indices. These indices will give a sweeping picture of citizen evaluations in the following areas: satisfaction with services, perception of city responsiveness, perception of city efficiency, perceptions of political leadership, and perceptions of administrative leadership. Following this, specific evaluations will be examined.

Satisfaction With Services

The "satisfaction with services" index was developed by combining the responses to 2 different questions and developing an average rating. The rating scale was as follows:

- 5 - Very Good
- 4 - Good
- 3 - Neither Good nor Bad
- 2 - Bad
- 1 - Very Bad

THE AVERAGE "SATISFACTION WITH SERVICES" RATING WAS 3.7.

In other words, the average of satisfaction-related responses was **between "Good" and "Neither Good Nor Bad"**. This is an excellent rating and reflects an acceptable level of "general" satisfaction with city services.

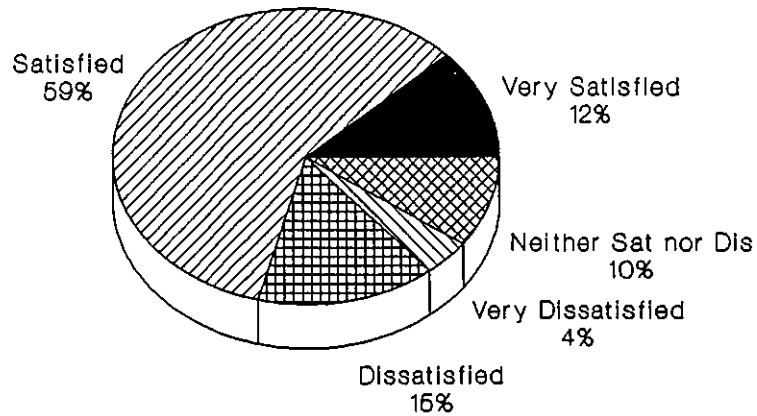
Two questions then asked in a similar way for an overall rating of the City's service performance. These findings support those found through the index and are also supportive of the City's service delivery efforts.

Responses to both questions are similar. The first asked:

1. *In general, how satisfied are you with the way your city government is doing its job?*

As the chart below shows, 71% of respondents are either satisfied or very satisfied with the way the City of Sevierville is doing its job:

Satisfaction With the City's Job? Percent in Each Category



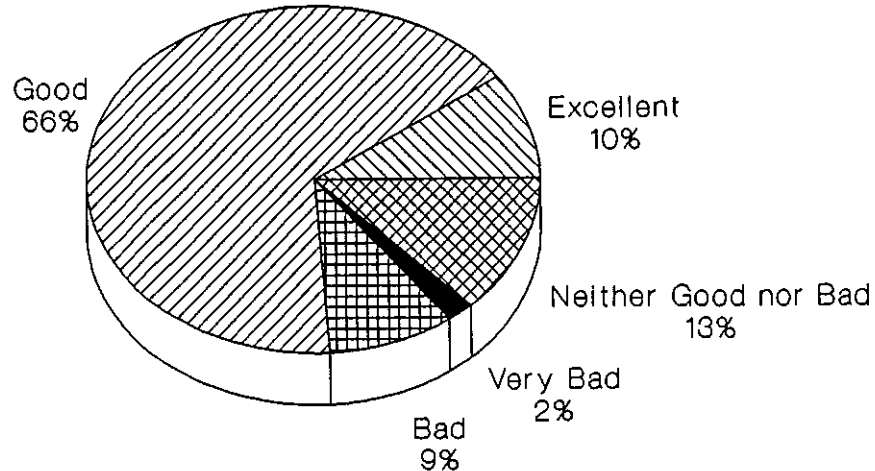
The second general satisfaction question asked:

2. *In general, how good a job do you feel your city government is doing in providing services?*

As the chart on the next page shows, 76% of respondents feel as though the City is doing either a good or an excellent job providing services. Less than 9% feel as though the City is doing a bad job, and only 2% feel as though they are doing a very bad job. As before, these are excellent ratings and reflect well on the City's service delivery efforts.

How Good A Job Providing Services?

Percent in Each Category

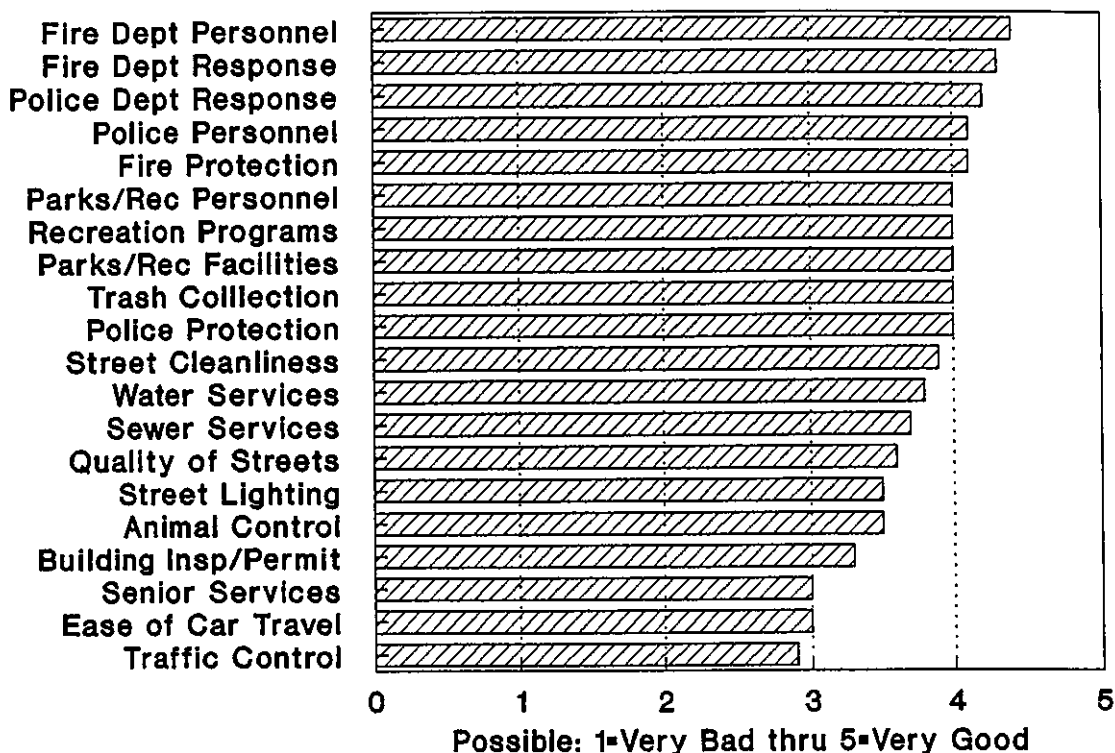


Finally, citizens were asked to rate each of 20 specific services provided by the City. On the next page are the average ratings given to each of these services. As the reader will note, these are excellent ratings which reflect very well on the City's delivery of the basic core services.

Of the 20 services, only "Traffic Control" received a rating below "Neither Good Nor Bad", which is the middle point on the 1 to 5 scale.

This is very important, since these are ratings of traditional city services, those which are at the foundation of the local government and which most closely touch each citizen served by the City of Sevierville.

Average Ratings of City Services



Perceptions of City Responsiveness

Citizens were asked two questions which deal with responsiveness and which have been combined to produce a "responsiveness index". This index represents the average ratings of all respondents on these two questions.

The scale used for this rating is as follows:

- 5 - Very responsive
- 4 - Responsive
- 3 - Neither responsive nor unresponsive
- 2 - Unresponsive
- 1 - Very unresponsive

THE AVERAGE "RESPONSIVENESS TO CITIZENS" RATING WAS 3.1.

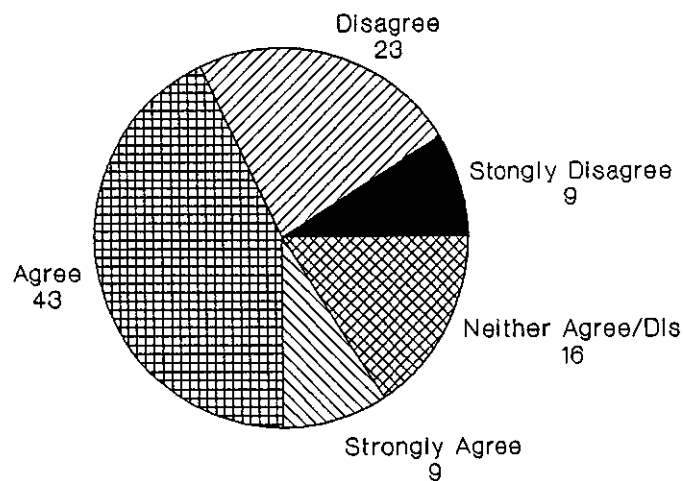
In other words, the average of all responsiveness to

citizens responses is between "Responsive" and "Neither responsive nor unresponsive". As before, this is an excellent rating and reflects an acceptable level of responsiveness to the needs of citizens.

Two specific "responsiveness" questions were then asked. The first was: *To what extent do you agree with the following statements: "My city officials are responsive. They listen to citizens and try to meet our needs for city services."*

Here's how respondents answered this question:

My City Officials Are Responsive... Percent in Each Category



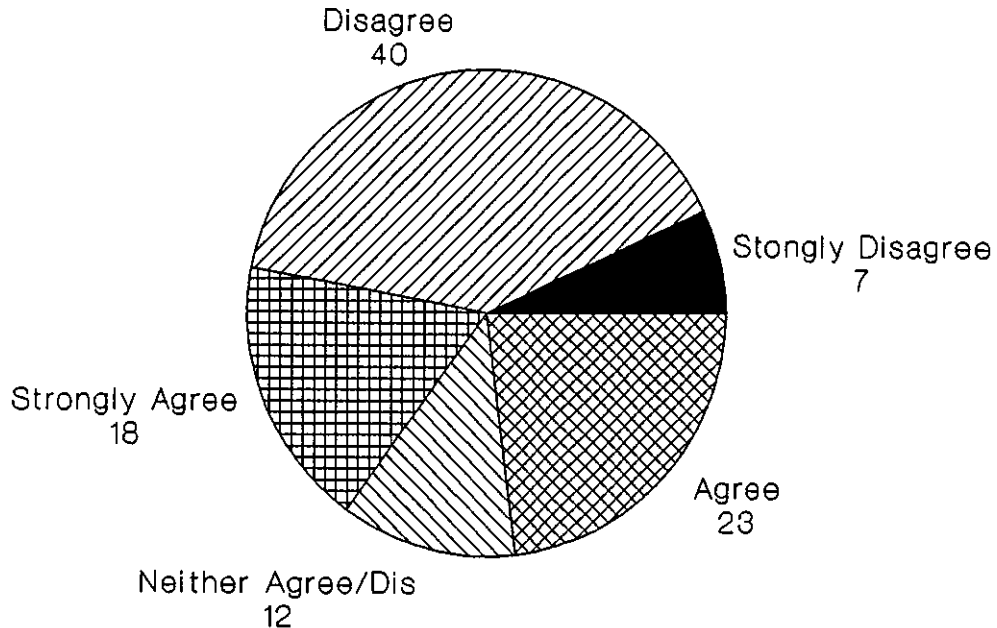
- The less time you have lived in Sevierville, the more likely it is that you view the city government as responsive.

The second "responsiveness"-related question was: *To what extent do you agree with the following statement: "I don't think that city officials in Sevierville care very much about what I think."*

And on the next page is the chart depicting how respondents answered this question:

I Don't Think City Cares...

Percent in Each Category



- The longer you have lived in Sevierville, the more likely it is, by about 14%, that you agree with this statement.

Perceptions of the City's Political Leadership Capacity

Citizens were asked two questions which deal with political leadership and which have been combined to produce a "political leadership index". This index represents the average ratings of all respondents on these two questions.

The scale used for this rating is as follows:

- 5 - Very High Political Leadership
- 4 - High Political Leadership
- 3 - Neither High nor Low
- 2 - Low Political Leadership
- 1 - Very Low Political Leadership

THE AVERAGE "POLITICAL LEADERSHIP" RATING WAS 3.3.

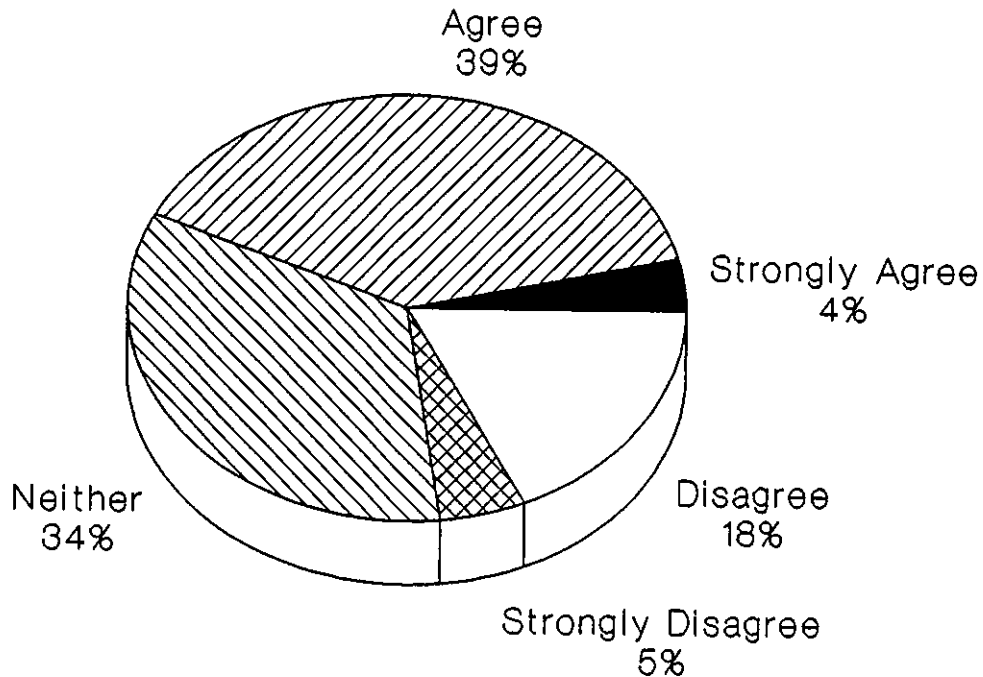
In other words, the average of all political leadership related responses is between "High Political Leadership" and "Neither High nor Low". This is an excellent rating and reflects an acceptable level of political leadership.

Two survey questions then examined specific components of "political leadership". As the charts below show, most people rate the City's political leadership capacity as positive.

The first question asked, *To what extent do you agree with this statement: "The members of our city council work well together, and when there are problems they seem to get resolved."* Here's how respondents answered this question:

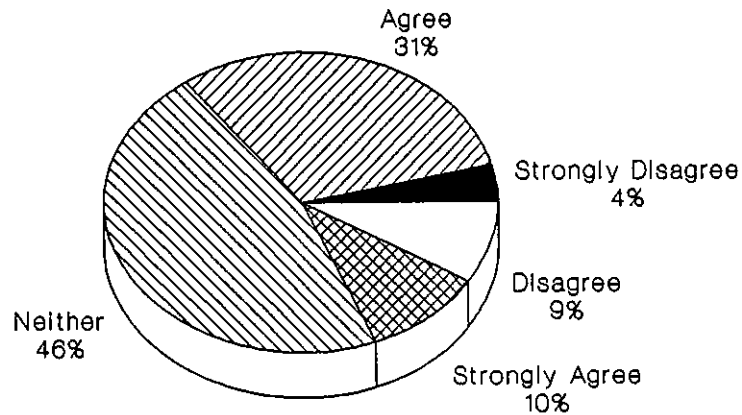
Council Works Well Together.. Problems Are Resolved?

Percent in Each Category



The second "political leadership" question asked, *To what extent do you agree with this statement: "Our Mayor helps bring an end to community conflicts or disagreements that arise among city council members."* On the next page is the chart depicting how respondents answered this question:

**Mayor Helps Bring an End to Community Conflicts
That Arise Among City Council Members**
Percent in Each Category



Perceptions of the City's Administrative Leadership Capacity

Citizens were asked two questions which deal with administrative leadership and which have been combined to produce an "administrative leadership index". This index represents the average ratings of all respondents on these two questions.

The scale used for this rating is as follows:

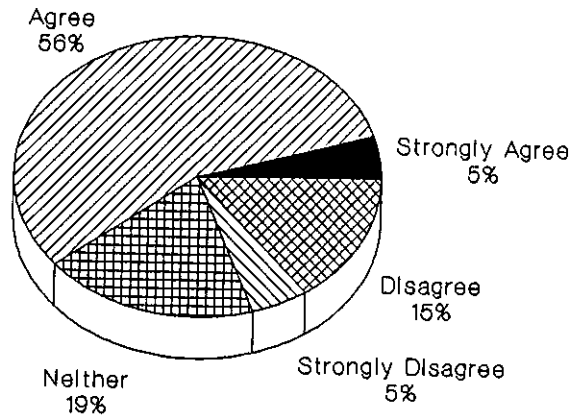
- 5 - Very High Administrative Leadership
- 4 - High Administrative Leadership
- 3 - Neither High nor Low
- 2 - Low Administrative Leadership
- 1 - Very Low Administrative Leadership

THE AVERAGE "ADMINISTRATIVE LEADERSHIP" RATING WAS 3.6.

In other words, the average of all administrative leadership responses is between "High Administrative Leadership" and "Neither High nor Low". This is an excellent rating and reflects an acceptable level of administrative leadership in the delivery of services to citizens.

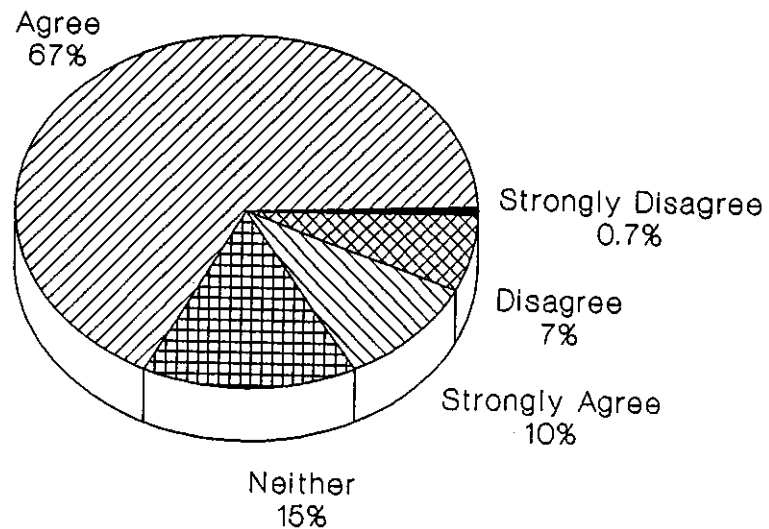
Two questions then asked specific administrative leadership related questions. The first asked, *To what extent do you agree with this statement: "The efforts of city employees seem to be well coordinated."* Here's how respondents answered this question:

Efforts of City Employees Are Well Coordinated? Percent in Each Category



The second administrative leadership question asked, *To what extent do you agree with this statement: "City employees do a good job."* Here is the chart depicting these responses:

City Employees Do A Good Job? Percent in Each Category



Perceptions of the Efficiency of City Service Delivery

Citizens were asked two questions which deal with the efficiency of the City's service delivery efforts. These have been combined to produce an "efficiency index". This index represents the average ratings of all respondents on these two questions.

The scale used for this rating is as follows:

- 5 - Very Efficient
- 4 - Efficient
- 3 - Neither Efficient nor Inefficient
- 2 - Inefficient
- 1 - Very Inefficient

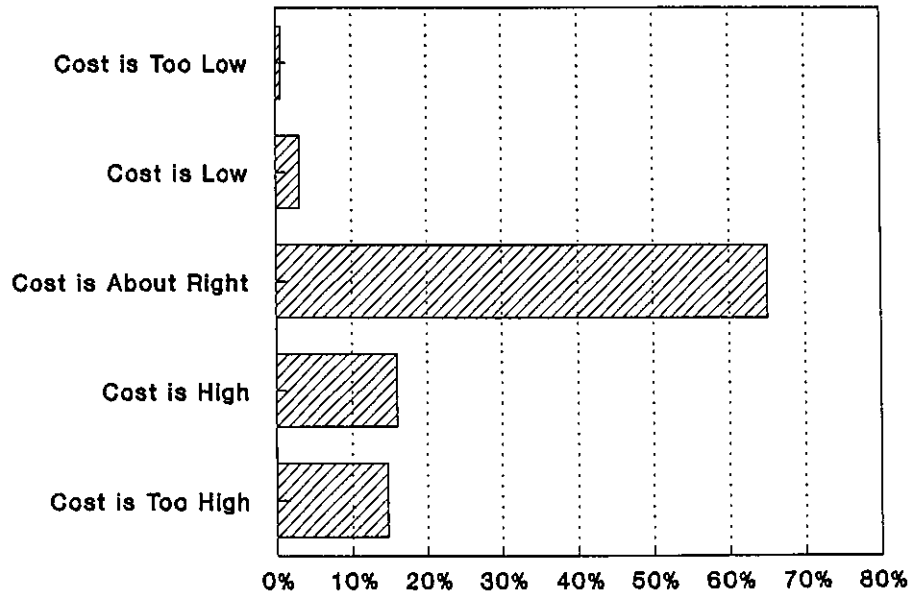
THE AVERAGE "EFFICIENCY" RATING WAS 2.9.

In other words, the average of efficiency rating is right at **"Neither Efficient nor Inefficient"**. This is an acceptable rating which generally reflects well on the City's perceived ability to deliver services in an efficient manner.

Two questions then asked specific efficiency related questions. The first asked, *Considering what you get for your money, do you feel the cost of city government and city services is too high, about right, low, or too low?.*":

What About the Cost of City Government?

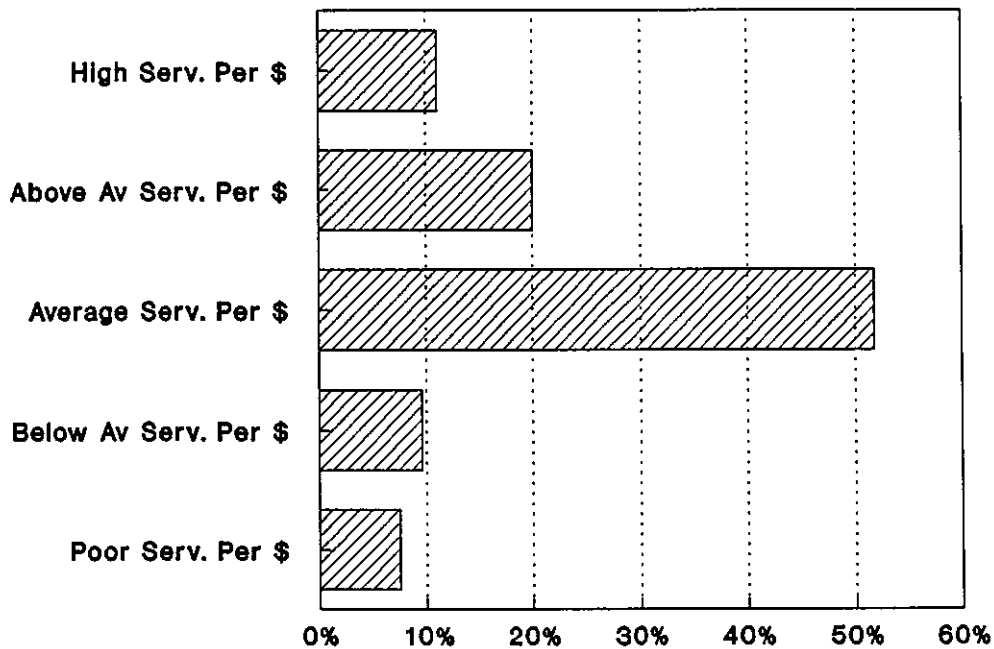
Percent of Respondents in Each Category



- Those who have lived in Sevierville less than 5 years are about 25% more likely to say the "cost is about right" than are those who have lived in Sevierville more than 10 years.

The second efficiency related question asked, *How efficient is your city government? In other words, do you get sufficient services for the amount of money that's put into them?*" Here's how respondents answered this question:

How Efficient is the City... Level of Service Per \$
Percent of Respondents in Each Category



Responses to Miscellaneous Questions

A number of questions asked respondents their feelings regarding a variety of issues, some related to service delivery and some related to specific issues the Board of Mayor and Aldermen have been considering. Below are responses to these questions.

Public Safety Related Questions

Two questions were asked about public safety protection. The

first relates to police services and asked, *How safe would you feel walking alone at night in your city?*" We know from the previous ratings of police services that citizens are well satisfied with police protection, police personnel, and police response time. These positive ratings are further demonstrated by responses to this question as well. About 67% of residents feel either safe or very safe:

FEEL SAFE AT NIGHT?

Very Safe	14.0%
Safe	52.8%
Neither Safe nor Unsafe	8.7%
Unsafe	20.3%
Very Unsafe	4.2%

In general then, most residents are well satisfied with police services.

The second public safety related question asked, *How safe do you feel from loss of life or property due to fire?*" Recall from earlier ratings that fire protection, fire personnel, and fire department response were highly rated. These ratings are reflected in responses to this question as well, where nearly 71% of respondents feel either safe or very safe:

FEEL SAFE FROM FIRE?

Very Safe	20.9%
Safe	63.1%
Neither Safe nor Unsafe	8.7%
Unsafe	4.9%
Very Unsafe	2.4%

In general then, most residents are well satisfied with fire protection services and feel safe from loss of life or property due to fire.

Parks and Recreation-Related Questions

A number of questions were asked which relate to parks and recreation services. First we will examine general participation and satisfaction-related questions. We already know from previous questions that respondents are well satisfied with parks and recreation employees, facilities, and programs. But here we will ask these in more detail.

The first of this set of questions asked about general participation levels, *"How often do you utilize Sevierville Parks*

and Recreation facilities and/or participate in Parks and Recreation programs?":

<u>Frequency of Use</u>	<u>Percent in Each Category</u>
3 or more times per week	8%
1-2 times per week	14.9%
1-3 times per month	16.7%
1-10 times per year	35.5%
Not at all	25.2%

The next question was a follow-up to the first, and asked "If you do not utilize Parks and Recreation facilities and/or participate in Parks and Recreation programs, why not? (check all that apply)". Because respondents were asked to "check all that apply", these responses do not add to 100. And remember, these responses are from the 25.2% above who indicated they do "not at all" use parks and recreation facilities or programs.

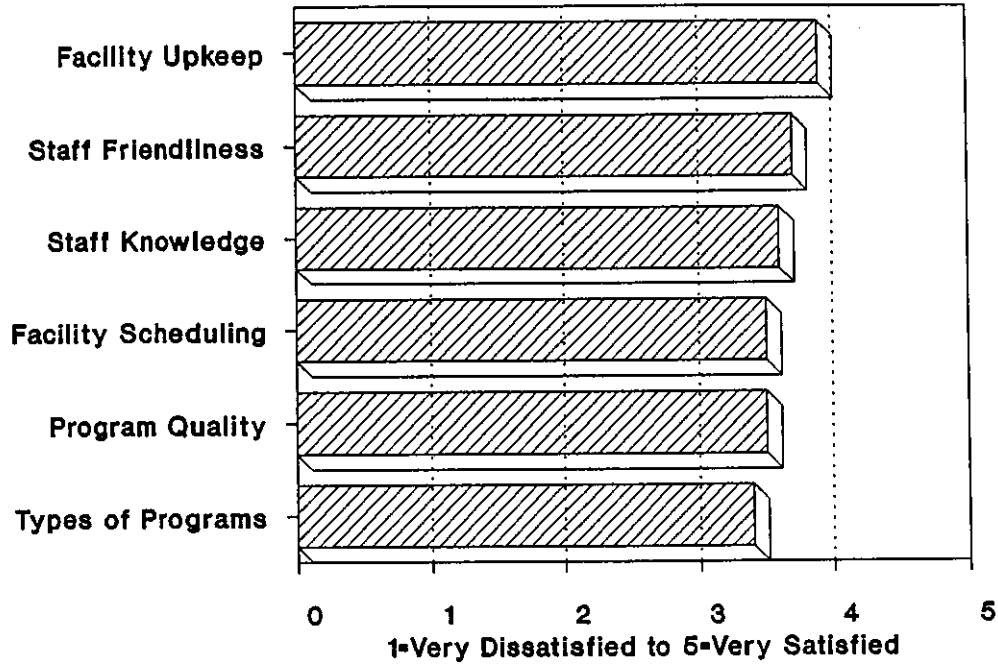
<u>Reason for non-participation</u>	<u>Percent Checking This Category</u>
Nothing of interest available	12.3%
Inconvenient hours of operation	3.8%
Fees too high	4.5%
Don't have enough time	98.8%

Another question was related to the previous two and asked, "If the Parks and Recreation Department offered family rates (such as a single fee for your entire family to use the Community Center Pool and City Park Pool) and activity packages (such as a single fee for all fitness programs), how likely would you be to increase your use of facilities and/or participate in programs?" Here are the responses to this question:

<u>Category</u>	<u>Percent of Respondents</u>
Very Likely	24.4%
Somewhat Likely	40.3%
Not At All Likely	35.3%

The next question asked respondents to rank their level of satisfaction with a number of parks and recreation-related services. The chart below depicts responses to these questions:

Average Ratings of Parks and Rec Services



The next parks and recreation-related question asked about the safety of parks, "How safe do you feel when utilizing Parks and Recreation facilities and parks?". Here are the responses to this question:

<u>Category</u>	<u>Percent Responding</u>
Feel Very Safe	50%
Feel Somewhat Safe	43.5%
Feel Not Very Safe	6.5%

A final parks and recreation-related question was open-ended in nature and asked for additional comments or suggestions related to parks and recreation services. Responses to this question are provided in Appendix C.

Miscellaneous Questions

A number of additional questions were asked which related to a variety of issues or new initiatives. These are presented in no particular order.

Multi-Purpose Center

The first miscellaneous question asked about development of a new multi-purpose facility: "In your opinion, should the City build a multi-purpose stadium that could house a baseball team and be used for other activities?". Here are the responses to this question:

Yes	22.5%
No	55.1%
Don't Know	22.5%

- Those who have lived in Sevierville less than 10 years are about 10%-15% more likely to support the stadium than are those who have lived in Sevierville for more than 10 years.

Newsletter

Three questions were then asked about the *Sevierville Citizen* newsletter. The first merely asked if the respondent is receiving the newsletter. 82% of respondents indicated that they are receiving the newsletter, and 18% indicated that they are not receiving the newsletter.

The next question then asked if respondents find the newsletter informative. 90% indicated that they do find the newsletter informative, and 10% do not.

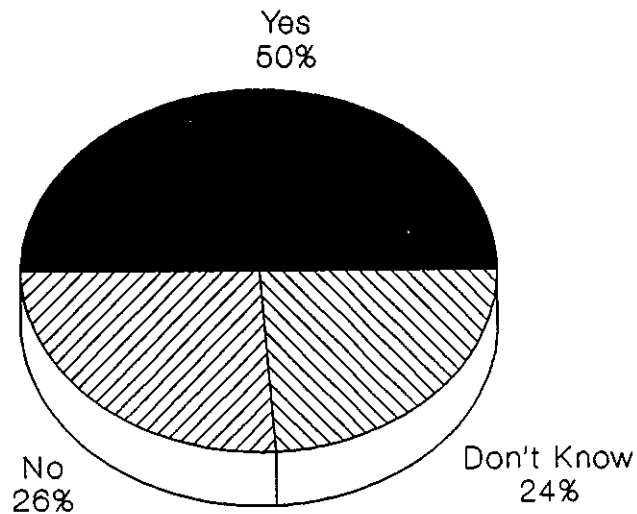
An open-ended question was then asked which probed ideas for information or stories respondents would like to see featured in the newsletter. A list of these suggestions is provided in *Appendix C*.

Annexation

A question then asked, "Should the City expand its boundaries through orderly annexation?". As the chart on the next page shows, almost twice as many respondents said "yes" to this question than those who said "no".

Should the City Annex If Orderly?

Percent in Each Category

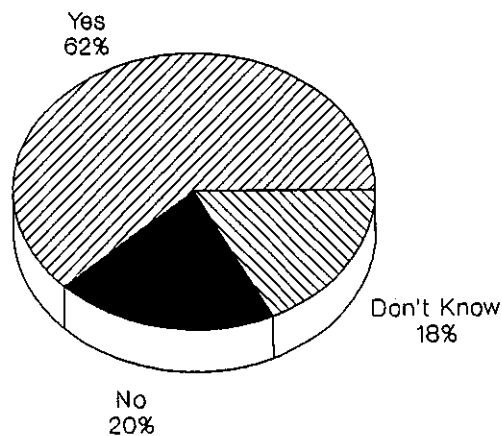


Downtown Development

A single question then asked, "Should the City government do more in the area of downtown development?". The following chart depicts responses to this question:

Should the City Do More For Downtown Development?

Percent in Each Category

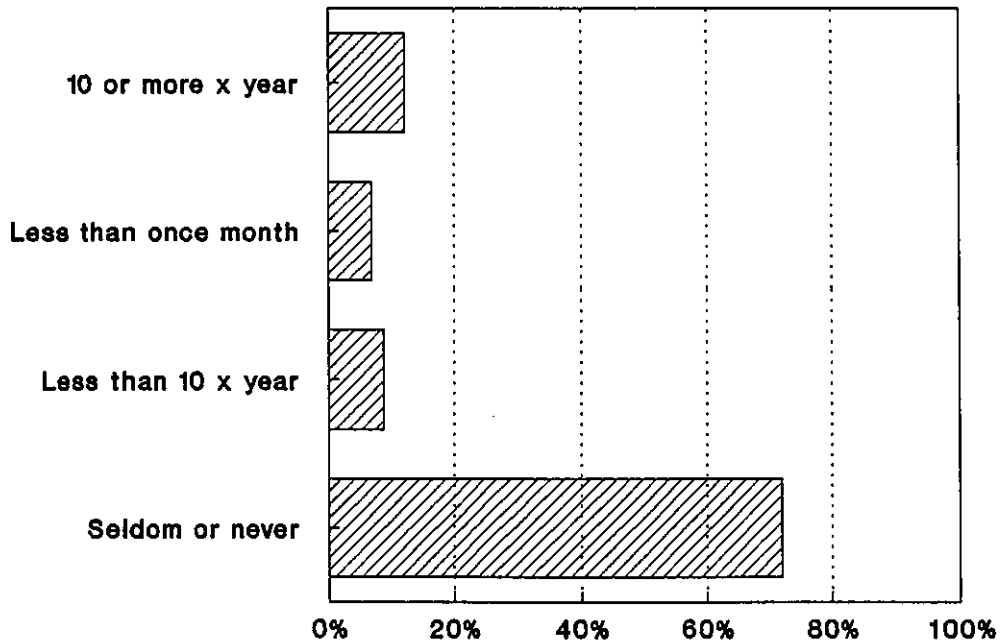


- Those who have lived in Sevierville less than 20 years are about 15%-20% more likely to support city downtown development efforts than are those who have lived in Sevierville more than 10 years.

Internet

The final miscellaneous question asked, "Would you or your family use the city's new internet information site?". As the chart below shows, most people would not use the site:

Would You or Family Use The City's Internet Site?
Percent of Respondents in Each Category



APPENDIX A
Survey Methodology

Survey Methodology

A systematic random sample was selected from a list of all Sevierville households. Surveys were sent by mail to the randomly selected households. A total of approximately 1,000 of these households were mailed a survey. 292 surveys were returned, representing a return rate of approximately 30%.

The *Statistical Package for the Social Sciences* software was used to analyze survey data. 52 different variables resulted from the survey which were used in the analysis.

Frequencies and descriptive statistics were performed on all variables. In addition, crosstabulations of all potentially independent variables were run against key dependent variables.

In most cases, this report only mentions a relationship at the 10% or greater level. If no mention is made of a relationship, then none was found. Many times, this is quite significant in itself and is therefore occasionally mentioned.

APPENDIX B
Survey Instrument



MTAS-CITY OF SEVIERVILLE CITIZEN SURVEY

Please answer the following questions and return this survey in the enclosed self-addressed stamped envelope to MTAS. All survey answers will remain confidential.

1. In general, how satisfied are you with the way your city government is doing its job? (check one)

- Very satisfied
- Dissatisfied
- Satisfied
- Very dissatisfied
- Neither satisfied nor dissatisfied

2. How safe would you feel walking alone at night in your city? (check one)

- Very safe
- Unsafe
- Safe
- Very unsafe
- Neither safe nor unsafe

3. How safe do you feel from loss of life or property due to fire? (check one)

- Very safe
- Unsafe
- Safe
- Very unsafe
- Neither safe nor unsafe

4. To what extent do you agree with the following statements: "My city officials are responsive. They listen to citizens and try to meet our needs for city services." (check one)

- Strongly agree
- Disagree
- Agree
- Strongly disagree
- Neither agree nor disagree

5. To what extent do you agree with the following statement: "I don't think that city officials in Sevierville care very much about what I think." (check one)

- Strongly agree
- Disagree
- Agree
- Strongly disagree
- Neither agree nor disagree

6. To what extent do you agree with this statement: "The efforts of city employees seem to be well coordinated." (check one)

- Strongly agree
- Disagree
- Agree
- Strongly disagree
- Neither agree nor disagree

7. How would you rate the job your Sevierville city government is doing in providing the following services: on the chart below, please circle the number which corresponds to your rating by using the following scale:

6 - Don't know 5 - Very good 4 - Good 3 - Neither good nor bad 2 - Bad 1 - Very Bad

	1	2	3	4	5	6
Quality of streets (repair, markings, name signs, surface quality)				4		
Cleanliness of streets					5	
Street lighting				4		
Ease of travel by car (number of streets, width, layout and design)				4	5	
Attitude and helpfulness of police officers				4		
Police response time when called						6
Police protection (ability to reduce or prevent crime)				4		
Fire department response time when called				4		
Fire protection (ability to reduce or prevent loss of life and property due to fire)				4		
Quality of the building permitting and inspection process		2				
Attitude and helpfulness of fire department personnel					5	
Water services (water smell, taste, response to complaints or requests for service, attitude and helpfulness of water department employees, pressure)					5	
Adequacy of animal control efforts					5	
Attitude and helpfulness of parks and recreation employees				4		
Recreation programs (quality of programs, program diversity, activity location)						5
City parks and recreation facilities (location, quality, diversity of facility types)						5
Senior citizens facilities and activities						5
Sewer services (attitude and helpfulness of sewer department employees, response to complaints or requests for services)				4		
Traffic control (adequacy of signs, enforcement of traffic laws, placement of traffic lights, extent of interruptions due to construction, traffic noise)		2				
Trash Collection (including noise during collection, missed collections, spillage of garbage, damage to property resulting from collection)				4		

8. Considering what you get for your money, do you feel the cost of city government and city services is too high, high, about right, low, or too low? (check one)

Cost is too high Cost is low Cost is high

Cost is too low Cost is about right

9. To what extent do you agree with this statement: "The members of our city council work well together, and when there are problems they seem to get resolved." (check one)

Strongly agree Disagree Agree

Strongly disagree Neither agree nor disagree

10. To what extent do you agree with this statement: "Our Mayor helps bring an end to community conflicts or disagreements that arise among city council members." (check one)

Strongly agree Disagree Agree

Strongly disagree Neither agree nor disagree

11. To what extent do you agree with this statement: "City employees do a good job." (check one)

Strongly agree Disagree Agree

Strongly disagree Neither agree nor disagree

12. In general, how good a job do you feel your city government is doing in providing services? (check one)

Excellent Bad Good

Very Bad Neither good nor bad

13. In your opinion, should the City build a multi-purpose stadium that could house a baseball team and be used for other activities? (check one)

Yes No Don't Know

14. Do you receive a copy of *The Sevierville Citizen* newsletter in the mail every two months? Yes No. If so, do you find the newsletter informative? Yes No. If you do not receive the newsletter and would like to receive it, what is your address?

15. What types of information or story ideas would you like to see featured in *The Sevierville Citizen*?

16. How often do you utilize Sevierville Parks & Recreation facilities and/or participate in Parks & Recreation programs?

1-2 times per week 1-3 times per month

Not at all 3+ times per week

1-10 times per year

17. If you do not utilize Parks and Recreation facilities and/or participate in Parks & Recreation programs, why not? (check all answers that apply).

Nothing of interest available
 Inconvenient hours of operation
 Fees are too high
 Don't have enough time

Other (explain) _____

18. If you do utilize Parks & Recreation facilities and/or participate in Parks & Recreation programs, please rank your level of satisfaction in each of the following areas. Place a number from 1-5 in each blank, with 1 being very dissatisfied and 5 being very satisfied.

____ Program quality _____ Facility availability & scheduling

____ Facility cleanliness/upkeep _____ Staff knowledge

____ Staff friendliness _____ Types of programs offered

19. How safe do you feel when utilizing Parks & Recreation facilities and parks? Consider factors such as staff supervision, environment, lighting, etc.

____ Very safe _____ Somewhat safe _____ Not very safe

20. If the Parks & Recreation Department offered family rates (such as a single fee for your entire family to use the Community Center Pool and City Park Pool) and activity packages (such as single fee for all fitness programs), how likely would you be to increase your use of facilities and/or participate in programs?

____ Very likely _____ Somewhat likely _____ Not at all likely

21. General comments/suggestions. Please use this space to write any comments or suggestions you may have concerning any aspect of the Parks & Recreation Department (what do you like or not like?) What new programs do you want? What new facilities do you feel are needed _____

22. Should the City expand its boundaries through orderly annexation?

Yes No Don't know

23. How efficient is your city government? In other words, do you get sufficient services for the amount of money that's put into them? (check one)

Citizens get a high level of service for the money.
 Citizens get above average level of service for the money.
 Citizens get an average level of service for the money.
 Citizens get below average level of service for the money.
 Citizens get a poor level of service for the money.

24. Should the City government do more in the area of downtown development? (check one)

Yes

No

Don't Know

25. Would you or your family use the city's new internet information site?

____ 10+ times per year _____ Less than 10 times per year

____ Less than once per month Seldom or never

26. Here are two things I would like to see the Sevierville City government accomplish in the next five years:

1. Operate Golf Course like a business
2. Look for ways to promote business development

27. I've lived in Sevierville:

____ Less than 5 years _____ 5 through 10 years 10+ years

APPENDIX C
Additional Comments

Additional Comments

Below are comments received by respondents who answered the "open-ended" questions. If a parenthesis is after a particular comment, this indicates the number of additional respondents who provided the same suggestion.

Question # 15: What types of information or story ideas would you like to see featured in *The Sevierville Citizen*?

Future plans and current activities.

Annexation proposals including costs and benefits (2).

Local calendar of events (6).

Information on various departments.

Profiles of employees and city officials (2).

Parks and recreation information.

Information on new developments, including new streets (7).

Traffic congestion topics.

Citizen comments or citizen questions and answers (2).

Recycling articles.

Dates and times of city meetings (2).

Articles on issues coming before the council (2).

Features on how the city council voted or city council minutes.
(3).

Features on special citizens (2).

Success stories (2).

More about schools.

More about the problems we are facing.

Listings of services available from the City (2).

Information on citizen volunteer opportunities.

Listings of City job opportunities (2).

More handicap and senior citizen articles.

Question #21: Please use this space to write any comments or suggestions you may have concerning any aspect of the Parks and Recreation Department (what do you like or not like?). What new programs do you want? What new facilities do you feel are needed?

New and clean mats on the pool deck.

Longer pool hours and/or more "open swim" times (4).

More aquatics programs (2).

New, more, and/or larger pool(s) (4).

Provide after school programs for kids (2).

More play equipment for kids.

Make walking/bike areas and some that are not totally in the sun (3).

Stop the tractor pulls at the fairgrounds - too noisy.

Drainage in soccer fields needed so water does not collect.

More little league and/or soccer fields (5).

Build a baseball stadium.

Need lighting in picnic areas and/or walking trails (3).

More and/or new senior citizen facilities or programs (5).

Expand city park (3).

New city park restrooms.

Programs aimed at singles.

Provide mats for judo or karate classes.

Upgrade and renovate bowling lanes.

Question #26: Here are two things I would like to see the Sevierville City government accomplish in the next five years:

Keep taxes low or at the same rate.

Improve roads/more roads (17).

Improve traffic control, flow, congestion, etc. (30).

Cleaner streets.

More and/or brighter street lights (12).
Provide letters or numbers on street lights.
Make traffic signals blink during night or "off" hours (2).
Don't make traffic lights hold as long (2).
Work on downtown (16).
Provide more parking downtown (2).
Improve animal control (4).
Ensure that services are available before annexation.
Provide or require more sidewalks (4).
More gutters to control rain and drainage.
More police officers.
Complete Lower Middle Creek road changes.
Decrease the number of billboards.
Downtown parking lot should be self-supporting.
Allow alcohol in clubs or restaurants (3).
Cut out alcohol (3).
Bring minor league baseball to town.
Update bowling facility.
Strongly enforce city ordinances - clean up, junk, etc. (5).
Provide access ramps for handicap on sidewalks and buildings.
Lower rates at golf course (3).
Sell the golf course (4).
Make the golf course self-supporting.
Cut out the garbage fee (2).
Provide a paid, full-time fire department (4).
Provide more youth activities (3).

Provide for more affordable housing (2).
Stop the sewer plant odor.
Put sewer and water in annexed areas.
Conduct more annexation (2).
Provide sewer to all areas of the city (4).
Lower the sewer rates.
Provide more cultural activities.
Slow our rate of growth (3).
Give the local residents as much consideration as tourists (4).
More Christmas decorations (2).
Start a citizens firearm training class.
New city hall.
More industrial development.
Get rid of helicopters.
Support public library (2).
Less parking on streets in residential areas.
Noise control - no boom boxes, loud cars and motorcycles.
Keep horses off the streets.
Get rid of the airport.
Better drainage.
Improve relations with the County.