



City of Mount Pleasant, Tennessee

Strategic Plan – 2024

January 2024



Municipal Technical Advisory Service
INSTITUTE *for* PUBLIC SERVICE

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Mission Statement

In partnership with the community, the City of Mount Pleasant will deliver essential services to make our city a great place to live, work and play.

Importance of Strategic Planning

A strategic plan for local government establishes a long-term direction of where a city wants to be in the future and key goals and objectives that will be needed to realize the vision. In essence, the strategic plan provides a road map that assists decision-makers with prioritization of program and project initiatives, measurements of success, and the allocation of fiscal resources to ensure proper implementation. Strategic planning is an effective tool for local government to address long-term needs and to improve performance and accountability by developing a clear direction to take the municipality. The strategic plan provides the opportunity for decision-makers to gain an understanding of local issues and challenges facing the municipality and how they can collectively address them by prioritizing and allocating fiscal resources along with measures and milestones for various projects, programs and initiatives identified in the strategic planning process.

Strategic Planning Process

MTAS facilitated a strategic planning process tailored to fit the desired approach of the municipality using fundamental steps that included:



Background

On January 6, 2024, the Mount Pleasant Board of Commissioners held a strategic plan work session in Mount Pleasant, Tennessee. In attendance were Mayor Bill White, Vice Mayor Jacqueline Grandberry, and Commissioners Willie Alderson, Mike Davis, and Pam Johnston. Also in attendance were Kate Collier, City Manager, Phillip Grooms, Fire Chief, and Shiphrah Cox, City Recorder/Finance Director, and other staff members. The work session was facilitated by Chuck Downham, MTAS Municipal Management Consultant.

Mission Statement

During the 2017 Strategic Planning Retreat, the Board of Commissioners prepared the following mission statement for the municipal corporation that provides the organizations purpose.

Mission Statement

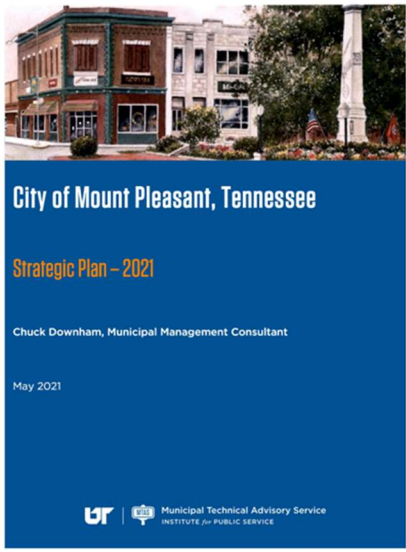
In partnership with the community, the City of Mount Pleasant will deliver essential services to make our city a great place to live, work and play.

During the 2024 Strategic Plan Work Session, Commissioners reviewed the Mission Statement in consideration of the following questions:

- 1. Does the statement capture the essential nature of the City's reason for being?*
- 2. Is the statement community oriented as opposed to being inwardly or organizationally bound?*
- 3. Does the statement represent a relatively stable anchor point for the City organization, one that will not require frequent change?*
- 4. Does the statement describe the desired result rather than focusing on activities?*

The Commissioners concluded the Mission Statement did not need further refinement at this time and should remain as-is as the Mission Statement for the City. Goals, objectives, projects, programs, and initiatives identified during the strategic planning process should further and advance the mission statement of the City.

2021 Strategic Plan – Implementation Status



During the 2017 Strategic Plan Work Session, the Board of Commissioners established three broad goals that support the City’s Mission Statement “In partnership with the community, the City of Mount Pleasant will deliver essential services to make our city a great place to live, work and play.” The goals continue to provide a foundation in 2021 and 2024 for the establishment of objectives and initiatives to further each of the goals. The following overarching Strategic Goals developed in 2017 continue to apply moving forward in 2024:

- Goal – Protect Health and Safety / Ensure the Delivery of Basic Services
- Goal – Enhance City Attractiveness and the Quality of Community Life
- Goal – Maintain the Fiscal Integrity of the City

The 2021 Strategic Plan was organized to correspond closely with the department organizational structure of the City that included Finance and Administration, Parks and Recreation, Public Safety, Utilities, Community Services, and a more generalized element to address Economic and Community Development for broader community-based objectives and initiatives that are each summarized as follows:

- Finance & Administration
- Public Safety (Fire/Police)
- Parks & Recreation
- Community Services
- Utilities
- Economic & Community Development

The Board of Commissioners during the 2021 Strategic Plan work session identified as their top priorities the following:

1. Completion of Sewer System Improvements
2. Reduce water loss in City's Water Distribution System
3. Completion of Downtown Revitalization Project
4. Development of Stormwater Management Program
5. Development of Pavement Management Program
6. Retail and Industrial Development - Recruitment and Retention

Each objective, project, program, and initiative identified in the 2021 Strategic Plan included a designation of responsibility corresponding with the City department (unless otherwise designated) and a Target Date for completion to achieve a SMART approach. The Board of Commissioners identified objectives, projects, programs, and initiatives with equal priority that were placed in each functional area of the plan.

During the 2024 Strategic Plan Work Session, Kate Collier, City Manager, presented the following summary on the implementation status for each of the items contained in the 2021 Strategic Plan. Progress in the completion of objectives were noted (see green highlighted items). The items with "Ongoing" status (see yellow highlighted items) were in some instances carried forward and integrated into the 2024 Strategic Plan where appropriate.

CITY OF MOUNT PLEASANT, TENNESSEE
2021 Strategic Plan

Finance and Administration

Responsibility (Finance & Administration unless otherwise noted)	Objectives	Target Date	Status	Notes
	Support employee professional development (education, certificates)	Ongoing		The city continues to offer a variety of training to all personnel.
	Prepare, adopt and administer a balanced annual fiscal budget	Ongoing		FY2023-24 completed in June 2023.
	Complete necessary IT equipment and software upgrades including cybersecurity measures to protect City systems	June 30, 2022		On going but considered up to date at this time.
	Develop and complete city-wide fixed asset inventory control program	June 30, 2023		Still in the discussion stage (hired a new Finance Director).
	Improve customer experience including billing procedures and communications for utility customers	June 30, 2023		Made many improvements and it is a continuous process.
	Design and construct building improvement projects at City Hall	June 30, 2025		Working to prioritize using available funding (ADA accessibility a priority).
	Develop and complete city-wide Equipment Replacement Program	June 30, 2022		Have the CERP in writing and working to get Departments to utilize regularly.
	Complete ADA compliance improvements in all city facilities	June 30, 2025		Every opportunity the city upgrades to ADA accessible, funding projects an issue.

Public Safety (Police and Fire)

Responsibility (Public Safety unless otherwise noted)	Objectives	Target Date	Status	Notes
Fire Department	Complete construction of new Fire Station	June 30, 2022		Staff moved in to the completed facility in October 2023.
Police Department	Develop and implement Police Department Reserve Program	June 30, 2022		Police need to make this a priority. Lesson Plan submitted to post. Class starting soon.
Police Department	Complete Police Department Accreditation	June 30, 2024		Finally (after staffing issues) have a mentor leading the dept through assignments.
Police Department	Expand and support Community-oriented Police programs to improve community outreach and public engagement	Ongoing		Developing program, Citizen's academy, and Self defense training for women.
Police/Fire Departments	Improve City communication system (towers, frequencies, dispatch, etc.)	June 30, 2031		Applied for a grant for the radios through USDA and leasing land to county for tower.
Police/Fire Departments	Upgrade first-responder equipment to meet local, state and national standards	Ongoing		Ordered new Durangos for the PD. FD: continue to meet, local, state, and federal standards.
Shared responsibility with Utilities	Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing		Hydrants purchased but asbestos lines should be replaced by late 2024 to move forward.

Parks and Recreation

Responsibility (Parks & Recreation unless otherwise noted)	Objectives	Target Date	Status	Notes
	Hire Program Coordinator to expand program offerings	June 30, 2023		Hired Alyshia Busby and working on programming.
	Develop comprehensive parks maintenance program for all City parks and facilities (staffing, equipment, resource scheduling, etc.)	June 30, 2024		Streets-David Smith and Brent Cockrell working on park maintenance plans.
	Expand city-wide recreation programs including partnerships, youth programs, and transportation services to enhance access to programs	Ongoing		Alyshia working on all of these partnerships and programs.
	Design, fund and construct park facility improvements:			
	Parking facility enhancements at City parks and facilities	June 30, 2030		Borrowed money from gas August 2023 to make enhancements.
	Basketball Courts (Gardenia Clarke)	June 30, 2024		Borrowed money from gas August 2023 to make enhancements.
	Playground facilities (All Parks)	June 30, 2025		Borrowed money from gas August 2023 to make enhancements.
	Restroom facilities (Arrow Mines and Hay Long/Wall)	June 30, 2027		Borrowed money from gas August 2023 to make enhancements.
	Walking Trails (Hay Long/Wall)	July 1, 2026		Application being submitted for BCBS grant for this park.
	Community Center	July 1, 2023		All new A/C in building and parking lots paved and striped.
	Gardenia Park Shelter	June 30, 2024		Using borrowed money to accomplish first part of 2024.

Utilities (Water, Sewer, Gas)

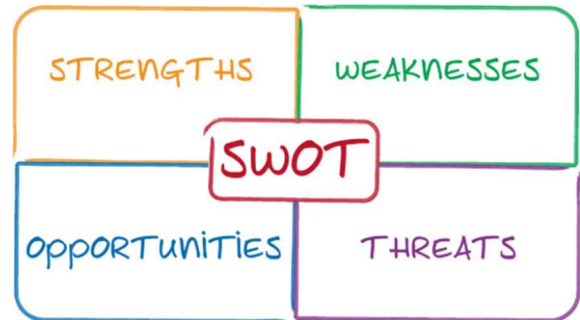
Responsibility (Utilities unless otherwise noted)	Objectives	Target Date	Status	Notes
	Complete upgrades to Streets and Sanitation Facility	June 30, 2022		Updated/organized until assignments change.
	Design and Construct Water Loop at Industrial Park	June 30, 2023		EDA grant applied for August 2023.
	Locate new water source(s) to expand City water supply	June 30, 2023		Several grants applied for to accomplish this/these goals.
	Complete Sheep Neck Lift Station	June 30, 2023		Several grants applied for to accomplish this/these goals.
	Complete sewer plant upgrades	June 30, 2024		Completion scheduled for September 2024.
	Complete utility asset mapping in City GIS	June 30, 2024		Using Blake Staggs as consultant (he went to CPWS) determining next steps Spring '24.
	Complete decommissioning of Spray Fields	June 30, 2025		Should begin when new sewer plant online in 2024.
	Complete design and construction of 166-N Water Line Extension	June 30, 2025		Determining if still a priority.
	Construct High-Pressure Gas Line to support industry south of tile plant	June 30, 2026		Several grants applied for to accomplish this/these goals.
	Complete rehabilitation of City water springs	June 30, 2027		Several grants applied for to accomplish this/these goals.
	Invest sufficient capital resources to support I&I Program to reduce sewer inflow and infiltration in City sewer system	Ongoing		Trunkline upgrade complete. I & I rehab on-going.
	Reduce water loss in water distribution system by 10% through leakage control and other water loss reduction strategies	Ongoing		Water Model completed in 9/24 (not calibrating and working on this).
Shared responsibility with Fire Department	Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing		Will move forward once the asbestos lines are replaced (end of 2024).

Community Services (Streets, Sanitation, Stormwater)				
Responsibility (Community Services unless otherwise noted)	Objectives	Target Date	Status	Notes
	Complete city-wide automated solid waste collection	June 30, 2022	Completed	Truck finally arrived, began use with marketing campaign on placement 6/5/23.
City Manager	Analyze and implement best practices for administration, organizational structure, function and management of future Public Works	June 30, 2022	Pending	Have a Utility Director and Assistant, seems to be working on-going monitoring.
	Develop a city-wide Stormwater Management Program	June 30, 2024	Pending	Study Complete presenting to Commission 1/2024. Plan a phase in w/ grant possibility.
	Develop a city-wide Pavement Management Program	June 30, 2024	Pending	Will present suggested small paving project to Commission Spring 2024.
	Improve city-wide bulky waste collection program (communication, scheduling, resource allocation, etc.)	Ongoing	Pending	Communication seems improved.
	Develop city-wide preventive maintenance plan for vehicles and equipment	Ongoing	Pending	Once Ted settles in Utility Dept may work with David on keeping records.
Economic and Community Development				
Responsibility	Objectives	Target Date	Status	Notes
City Manager	Identify and promote residential development opportunities	June 30, 2022	Completed	On-going with several potential developments under consideration.
City Manager	Review and enhance/upgrade development regulations, policies and practices	June 30, 2024	Pending	Ordinance passed but additional enhancements being reviewed.
City Manager	Attract and retain retail development	Ongoing	Pending	Hired a new Main Street Director July 2023.
City Manager	Attract and retain industrial development	Ongoing	Pending	Xxentria Announced 12/2023 \$45M investment 85 high level jobs.
City Manager	Complete downtown revitalization project with minimal disruption to downtown businesses	June 30, 2023	Pending	Third bid in front of City Commission January 2024 (possible additional MPPS funds).
City Manager	Develop and expand community partnerships including public schools	Ongoing	Pending	
City Manager	Expand vocational training opportunities including municipal services	Ongoing	Pending	
City Manager	Prepare and implement Downtown Parking Plan to be completed in conjunction with downtown revitalization project	January, 2025	Not Started	This has not started but should during the downtown construction (revitalization).

Status
Completed
Pending
Not Started

SWOT Analysis

In 2021, the Board of Commissioners undertook a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis to identify indicators to support change and growth, issues that may hinder future initiatives, future opportunities, and unresolved problems. The resulting 2021 SWOT Analysis is summarized below.



2021 SWOT Analysis

Strengths:

- Good people – City staff
- Leadership – staff and elected officials
- City management
- Track record of meeting goals
- Communication
- Managing impacts of COVID and pandemic
- Partnerships with business and industry
- Local schools
- Desirable place to live, work and play
- Closeness of community
- Opportunities that are coming
- Industrial Park – attracting business investment
- Reputation for “Honoring our Word”

Opportunities:

- Industrial Park – Cherry Glen
- Schools
- Public Safety
- Transportation
- Grants
- TCAT
- History (Museum, Black History – churches)
- Airport
- Railroad
- Utility Operations
- Columbia State
- Promoting community – “Good News” stories
- Tourism
- Poised for Growth

Weaknesses:

- Not getting sufficient recognition of quality of local schools
- Lack of funding
- Aging public infrastructure
- Not enough retail business (closures)
- Need more restaurants
- Broadband internet services
- Community does not understand
- Tax base – rate and valuation
- Perceptions
- Sewer system
- Utility rates
- Need capital improvement plan

Threats:

- Perceptions
- COVID / Pandemic
- Social Media
- Insufficient Broadband and inability to expand services
- Workforce
- Natural disasters (flooding)
- Stormwater management
- Public infrastructure
- Growth
 - Being prepared
 - Planned growth
 - Balanced growth
 - Demand for services

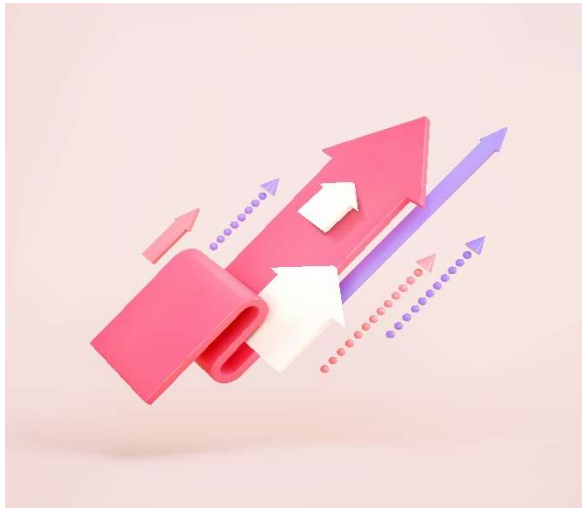
During the 2024 Strategic Plan Work Session, the Board of Commissioners undertook a SWOT Analysis to identify current Strengths, Weaknesses, Opportunities and Threats, the results of which are as follows:

2024 SWOT Analysis

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • City Staff • Places of Worship • Jobs/Employment Opportunities • Parks and Amenities • Airport • Schools • Strong Volunteer Base • Availability of Residential Lots/Development Opportunities • Welcoming Town • Industry/Employment Base • Utility Availability/Capacity • Public Safety – Response Time • Low Crime Rate • Capital Improvement Plan • Major Transportation – Highway/Arterial 	<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • Growth • Cherry Glen • Residential Growth • Grants • New Perspectives w/ New Residents • Schools – Public/Private/TCAT/Columbia State • Tourism • Downtown • Historic Preservation • Public/Private Partnerships • Major Transportation
<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • Sufficiency of Fiscal Resources • Insufficient Retail Offerings • Resistance to Change • Lack of Cohesiveness • Downtown • Aging Public Infrastructure • Cost of Utilities - Rates • Lack of Public Transportation • Internet/Broadband • Communication – To Understand • Youth Activities 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Economy • Social Media • Weather • Growth – Increase in Crime Rate • Environment - Pollution • Workforce <ul style="list-style-type: none"> ○ Availability ○ Education/Training • Fiscal Resources • Growth <ul style="list-style-type: none"> ○ Traffic ○ Infrastructure ○ Demand for Services

There were several common themes between the 2021 and 2024 SWOT Analysis. The Board recognized city staff and the quality of local schools as strengths as well as the opportunities present with Cherry Glen Industrial Park to attract and retain industrial development. The community continues to be poised to attract growth and development including residential and retail development. Natural disasters including most notably flooding continue to represent a significant threat to the city.

Department Priorities



In preparation for the Strategic Plan Work Session, Kate Collier, City Manager, with detailed input from City departments prepared a summary of department priorities. The input provided by departments also contained detailed descriptions of roles and responsibilities for each department as a supplement to the provision of department priorities.

A summary of Department Priorities is provided below. Some of the priorities identified within the Department Priorities were also included in the strategic plan by the Board of Commissioners during their identification of objectives, projects, programs, and initiatives.

Summary of Department Priorities (2024)

Parks and Recreation

Priority 1:	2024/25	Hire full-time Parks and Recreation Director. (\$70,000-\$85,000 w/ benefits)
Priority 2:	2024/25	Basketball Court and Pavilion – Gardenia Park. (\$75,000)
Priority 3:	2024-26	Develop Parking Lot Plan for Brewer/Barker Field incorporating recently purchased greenspace (ADA, Walking Trail, Engineering and Design). (\$100,000)
Priority 4	2025-29	Develop funding strategies to establish plan to accomplish the departments strategic plan prepared in 2022.

Human Resources Generalist

Priority 1:	2024/25	Downtown Revitalization Project ADA Compliance.
Priority 2:	2024/25	ADA Compliance City Hall Restroom Remodeling. (\$50,000)
Priority 3:	2024-26	110 E. Cooper Street and Sanitation Department – work with design professional for master plan for ADA compliance (Fund ADA compliance after design).
Priority 4:	2025-26	Fiber Internet for Water Plant. (\$14,000 (\$5,000 install + monthly cost)
Priority 5:	2024/25	Handicap Parking at Fire Station #2 at Airport.

Police Department

Priority 1:	2023/24	Restructure Criminal Investigations. Hire full-time Sergeant Detective position. Hire full-time Patrol Officer in conjunction w/ Detective Sergeant promotion. (\$75,000)
Priority 2:	2023/24	Special Response Team Training - Train personnel in Special Response Team tactics. (\$9,000)
Priority 3:	2024/25	Complete TLEA Accreditation Program making necessary facility security upgrades. (\$25,000)
Priority 4:	2024/25	Continue lease program replacing aging vehicles. (\$190,000 - lease over 5-year period)
Priority 5:	2024/25	Acquisition of components to convert shotguns to less than lethal munitions. (\$5,000)
Priority 6:	2024/25	Minimum two officers w/ Special Weapons and Tactics Instructor certification. (\$8,000)
Priority 7:	2025-27	Upgrade firing range and impound lot facilities including security measures. (\$45,000)
Priority 8:	2026-32	Hire one additional full-time officer as population increase demands. (\$75,000 per hire)

Fire Department

Priority 1:	2024/25	National Fire Protection Agency (NFPA 1851) replace safety equipment 10-Year cycle. (\$10,000 annually for 10 year period)
Priority 2:	2024/25	Replace Building Inspector vehicle. (currently 11 yrs old w/ 200,000 miles) (\$45,000 Lease Purchase)
Priority 3:	2024-26	NFPA 1582 - Replace Airpacks - Used in IDLH atmosphere, 16 airpacks purchased in 2017 - Replace every 10 years. (\$160,000)
Priority 4:	2028/29	NFPA 1901 - Fire Engine replacement after 20-years. Engine One purchased in 2012. Develop funding strategy for FY28-29 (Currently four-year build time). (\$750,000)

Finance Department

Priority 1:	2024/25	Employee development - certification, education, and continuing education for all staff including personalized training to attain goals and benchmarks. (\$10,000)
Priority 2:	2024/25	Review and update existing software to improve operations. Implement asset management, inventory & capital projects software. (\$23,000)
Priority 3:	2024/25	Acquire a cloud-based budget software for the City that encompasses capital projects, payroll, and operational budget. (\$25,000)

Information Technology

Priority 1:	2024-29	New Desktop Towers based on IT Replacement Cycle - 5-6 years. (\$17,000/year)
Priority 2:	2024/25	Water Plant Security Cameras - Replacement Cycle 5 years. (\$7,000)
Priority 3:	2024/25	Radio Network Reconfiguration. (\$10,000)
Priority 4:	2025/26	Fiber Internet for Water Plant. (\$14,000 (\$5,000 install + monthly cost)
Priority 5:	2026/27	Fiber Internet for Community Center. (\$20,000 (\$8,000 install + monthly cost)
Priority 6:	2028/29	Replace Local Gov Corp Server - Replacement cycle 6-8 years. (\$20,000)

Water, Sewer, Gas and Street and Sanitation Departments (All Departments)

2024-25

- Continuing education and certifications to the development and well-being of our employees.

2026-27

- Continuing education and certifications to the development and well-being of our employees.
- Continue service line and water line replacement through grants and engineering.
- Purchase large dump truck. \$250,000

2028-29

- Continuing education and certifications to the development and well-being of our employees.
- Purchase new backhoe. \$180,000

Water Department 2024-25

- Continue ongoing leak survey and working with engineers developing the water model.
- Implement and execute water meter replacement program.
- Purchase and installation of generator for the water plant. Through grants.
- Concentrate on service line replacement.
- Work with engineering on system upgrades for future growth.
- Continue working with engineers on future water supply and spring rehab.
- System upgrades with the help of grants.
- Lower water loss inside of the system.

Water Department 2026-27

- Pump-station remodel (Sheep neck pump-station), through engineering.
- Look at adding new filter at water treatment plant. (\$1-\$2M) through engineering.
- Continue service line and water line replacement through grants and engineering.
- Purchase new service truck. \$50k-\$65k
- Replace equipment trailer.

Water Department 2028-29

- Continue efforts in replacing and upgrading water infrastructure.
- Have the meter replacement program finished.

Sewer Department 2024-25

- Continue working with engineers developing the sewer model.
- Identify INI infiltration into the sewer system, with the help of engineers and grants.
- Purchase a new CCTV system to replace old system, with the help of grants.
- Completion of sewer plant upgrade.

Sewer Department 2026-27

- Identify inflow and infiltration into the sewer system, with the help of engineers and grants.
- Sewer line and manhole rehab.

Sewer Department 2028-29

- Continued efforts in sewer line replacement and upgrades.
- Sewer line and manhole rehab.
- Purchase new bulbs for ultraviolet disinfection.

Gas Department 2024-25

- Purchase directional boring machine for the installation of service lines. (Split between all departments). \$150,000
- Purchase vac-truck (Split between all departments). \$500,000
- Work with engineers through the grant process for future gas distribution station in Cherry Glen Industrial Park.

Gas Department 2026-27

- Upgrade gas detection and fusion equipment. \$150,000
- Upgrade and replace gas meters.

Gas Department 2028-29

- Upgrade and replace gas meters.
- Purchase new service truck and light duty truck.
- Replace equipment trailer.

Street and Sanitation Department 2024-25

- Purchase new dumpsters and residential cans.
- Pave Gray Lane and Third Avenue.
- Purchase service truck. \$50k-\$65k
- Purchase new mower. (Goal to replace one a year) \$12,000

Street and Sanitation Department 2026-27

- Purchase new dumpsters and residential cans.
- Pave Streets with funding opportunities.
- Replace Knuckle Boom truck. \$250,000.
- Purchase new mower. (Goal to replace one a year) \$12,000

Street and Sanitation Department 2028-29

- Purchase new dumpsters and residential cans.
- Pave Streets with funding opportunities.
- Purchase new mower. (Goal to replace one a year) \$12,000
- Replace light duty pickup.
- Replace rear loading trash truck, with front load. (Would have to replace all dumpsters for this to be feasible).

2024 Strategic Plan

The establishment of goals is an integral element of the strategic plan process. *Goals* and *Objectives* provide purpose and direction for the municipality and often reflect a multi-year commitment to achieving. Accompanying goals are *Objectives* that provide clear measurable statements describing a desired outcome that advances a goal.



Specific – *Precise, well-defined, clear*

Measurable – *Define how progress will be measured*

Achievable – *Attainable and not impossible to achieve*

Realistic – *Within reach, relevant to mission statement*

Time-based – *Clearly defined end-date*

A municipality typically will have numerous objectives contained in its strategic plan. Objectives should be **SMART**: **S**pecific, **M**easurable, **A**chievable, **R**ealistic, and **T**ime-based. Objectives may require more than one fiscal year to complete and may have to be carried forward from year to year. Objectives may also require refinement from time to time to ensure alignment with fiscal resources and the desired outcome as well as the ever-changing dynamics and needs of the municipality itself.

During the 2024 Strategic Plan Work Session, the Board of Commissioners identified as their top priorities in each category the following:

1. Employee professional development (education, certification) (Ongoing)
2. Expand and support Community-Oriented Police programs to improve community outreach and public engagement (Citizens Academy, education programs) (Ongoing)
3. Develop comprehensive parks maintenance program for all City parks and facilities (staffing, equipment, resource scheduling, etc.) (June 2026)
4. Design and construct Water Loop at Industrial Park (June 2026)
5. Develop City-wide Pavement Management Program (June 2025)
6. Complete downtown revitalization project with minimal disruption to downtown businesses (June 2026)

The 2024 Strategic Plan Work Session organized Objectives following the framework created for the 2021 Strategic Plan to provide for continuity and cohesiveness between each of the strategic plans. The plan was structured to include Finance and Administration, Parks and Recreation, Public Safety, Utilities, Community Services, and a more generalized element to address Economic and Community Development for broader community-based objectives and initiatives.

Accompanying each objective, project, program, and initiative is a designation of responsibility corresponding with the City department (unless otherwise designated) and a Target Date for completion of the Objective to achieve a SMART approach and to provide clear accountability and responsibility for the various plan elements. The Board of Commissioners prioritized objectives, projects and initiatives utilizing a “DOT” exercise that identified the first, second, and third priority of projects, programs, and initiatives in each of the organizational elements of the plan.

CITY OF MOUNT PLEASANT, TENNESSEE			
2024 Strategic Plan			
Finance and Administration			
Responsibility (Finance & Administration unless otherwise noted)	Priority	Objectives	Target Date
	1	Employee professional development (education, certificates)	Ongoing
	2	Prepare Staffing Plan (3-5 Year)	June 30, 2025
	3	Complete ADA compliance improvements in all city facilities	June 30, 2026
		Design and construct building improvement projects at City Hall (Restroom/ADA)	June 30, 2025
		Purchase Budget Software	June 30, 2025
		Develop and complete city-wide Equipment Replacement Program	June 30, 2025
Public Safety (Police and Fire)			
Responsibility (Public Safety unless otherwise noted)	Priority	Objectives	Target Date
Police Department	1	Expand and support Community-oriented Police programs to improve community outreach and public engagement (Citizens Academy, education programs)	Ongoing
Police Department	2	Complete Police Department Accreditation	June 30, 2026
Police/Fire Departments	3	Upgrade first-responder equipment to meet local, state and national standards	Ongoing
Shared Responsibility with Utilities	3	Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing
Police Department		Police Special Response Team	June 30, 2025
Police/Fire Departments		Implement Department Strategic Plans	Ongoing
Police Department		Develop and implement Police Department Reserve Program	June 30, 2025
Police/Community Services		Pedestrian Safety	Ongoing

Parks and Recreation			
Responsibility (Parks & Recreation unless otherwise noted)	Priority	Objectives	Target Date
	1	Develop comprehensive parks maintenance program for all City parks and facilities (staffing, equipment, resource scheduling, etc.)	June 30, 2026
	2	Expand city-wide recreation programs including partnerships, youth programs, and transportation services to enhance access to programs	Ongoing
	3	Hire Full-Time Parks & Recreation Director (w/ Grant Expertise)	June 30, 2025
		Design, fund and construct park facility improvements:	
	3	Playground facilities (All Parks)	June 30, 2025
		Design, fund and construct park facility improvements:	
		Parking facility enhancements at City parks and facilities	June 30, 2030
		Restroom facilities (Arrow Mines and Hay Long/Wall)	June 30, 2027
		Walking Trails (Hay Long/Wall)	July 1, 2026

Utilities (Water, Sewer, Gas)			
Responsibility (Utilities unless otherwise noted)	Priority	Objectives	Target Date
	1	Design and Construct Water Loop at Industrial Park	June 30, 2026
	2	Locate new water source(s) to expand City water supply	June 30, 2026
	3	Complete utility asset mapping in City GIS	June 30, 2025
		plant	June 30, 2026
		Invest sufficient capital resources to support I&I Program to reduce sewer inflow and infiltration in City sewer system	Ongoing
		Purchase Land Adjoining Utility Facility	June 30, 2025
		Complete Sheep Neck Lift Station	June 30, 2026
		Complete sewer plant upgrades	June 30, 2025
		Complete decommissioning of Spray Fields	June 30, 2025
		Complete design and construction of 166-N Water Line Extension	June 30, 2025
		Complete rehabilitation of City water springs	June 30, 2027
		Reduce water loss in water distribution system by 10% through leakage control and other water loss reduction strategies	Ongoing
Shared responsibility with Fire Department		Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing
		Fund and Implement Water Meter Replacement Program (10-year)	Ongoing
		Manhole Repair/Replacement Program	Ongoing
		Expand Water Plant - New Filter System	June 30, 2026
		Ultraviolet Disinfection System	June 30, 2026

Community Services (Streets, Sanitation, Stormwater)			
Responsibility (Community Services unless otherwise noted)	Priority	Objectives	Target Date
	1	Develop a city-wide Pavement Management Program	June 30, 2025
	2	Develop a city-wide Stormwater Management Program	June 30, 2025
	3	Address Commercial Solid Waste Collection	June 30, 2025
		Pedestrian Safety	Ongoing
		Develop a Street Marking Program (Striping/Signage)	June 30, 2026
		Sidewalk Program - School Areas	Ongoing
		equipment	June 30, 2026

Economic and Community Development			
Responsibility (City Manager unless otherwise noted)	Priority	Objectives	Target Date
City Manager	1	Complete downtown revitalization project with minimal disruption to downtown businesses	June 30, 2026
City Manager	2	Bicentennial Celebration - Community Event	June 30, 2025
City Manager	3	Attract and retain retail development	Ongoing
City Manager		Identify and promote residential development opportunities	Ongoing
City Manager		Prepare and implement Downtown Parking Plan to be completed in conjunction with downtown revitalization project	June 30, 2026
City Manager		Maintain Relationship with Maury Alliance	Ongoing
City Manager		Develop and expand community partnerships including public schools, parks and recreation, and vocational training	Ongoing
City Manager		Expand vocational training opportunities including municipal services	Ongoing

Implementation



The Strategic Plan provides a clear and formalized statement of direction for the community. The goals and initiatives identified in the Strategic Plan provide prioritization and measurable means for evaluating progress and attainment of objectives, projects, programs, and initiatives.

The 2024 Strategic Plan as well as future updates should be reviewed and adopted by the Board of Commissioners as an integral part of the City's annual budget and capital improvement plan process. The Strategic Plan will serve as a cornerstone for the annual budget and capital improvement plan process by establishing priorities for fiscal resources to ensure the necessary means for advancing the objectives, projects, programs, and initiatives set forth in the plan in a comprehensive, orderly, and cohesive manner.

Once adopted, it is recommended the Strategic Plan be evaluated on an annual basis as part of the fiscal budget and capital improvement plan process. The annual review of the Strategic Plan will provide the opportunity to evaluate progress and to also identify where amendments may be necessary to address a change in condition or priority or perhaps a fiscal limitation within the organization or community that necessitates a refinement to the plan. At the end of three years, it is recommended the City undertake an overall update to the Strategic Plan to provide the opportunity to review the City's mission statement and core goals as well as objectives, projects, programs, and initiatives to ensure alignment with the desired direction for the community.

Mission Statement

In partnership with the community, the City of Mount Pleasant will deliver essential services to make our city a great place to live, work and play.

Attachments

2024 Strategic Plan Update - Prioritization "DOT" Exercise

ECON & COMMUNITY DEVELOPMENT -

- IDENTIFY/PROMOTE RESIDENTIAL DEV. ●●●● ONGOING
- MAINTAIN RELATIONSHIP W/ MAJORITY ALLIANCE ONGOING
- ATTRACT/RETAIN RETAIL ●● ONGOING
- COMPLETE DOWNTOWN REVITALIZATION PROJECT ●●●●
- PUBLIC/PRIVATE PARTNERSHIPS ●●●● ONGOING
 - SCHOOLS
 - VOCATIONAL TRAINING
 - PARKS
- VOCATIONAL TRAINING ●●●● ONGOING
- DOWNTOWN PARKING PLAN ●●●● 2026
- BICENTENNIAL CELEBRATION ●●●●

UTILITIES -

- PURCHASE LAND ADJOINING FACILITY 24/25
- DESIGN/CONSTRUCT WATER USER AT INDUSTRIAL PARK ●●●●
- LOCATE NEW WATER SOURCES ●●●●
- COMPLETE SHEEP NECK LIFT STATION
- COMPLETE SEWER PLANT UPGRADES
- COMPLETE UTILITY ASSET MAPPING ●●●●
- COMPLETE DECOMMISSIONING OF SPRAY FIELDS
- CONSTRUCT HIGH-PRESSURE GAS TO SOUTH TIRE PLANT ●●
- COMPLETE REHAB OF CITY WATER SPRINGS
- SEWER INFLOW & INFILTRATION ●●
- REDUCE WATER LOSS/LEAKS
- CITY-WIDE FIRE HYDRANT MAINTENANCE PROGRAM
- WATER METER REPLACEMENT (10-YR)
- MANHOLE REPAIR/REPLACEMENT
- EXPAND WATER PLANT - NEW FILTER
- ULTRAVIOLET DISINFECTION SYSTEM

COMMUNITY SERVICES

- DEVELOP STORMWATER MGT PROGRAM ●●●● 2025/26
- DEVELOP PAVEMENT MGT. PROGRAM ●●●●
- CITY-WIDE VEHICLE PREVENTIVE MAINTENANCE ONGOING
- PEDESTRIAN SAFETY ●●
- STREET MARKING (STRIPES/SIGNS) ●●
- COMMERCIAL SOLID WASTE ●●●● 24/25
- SIDEWALKS ●●
 - SCHOOL AREAS

PARKS & RECREATION -

- FULL-TIME PARKS & REC. DIRECTOR ●●●● (W/ GRANT EXPERISE)
- PARKS MAINTENANCE PROGRAM ●●●●
- EXPAND CITY-WIDE REC. PROGRAMS ●●●●
- DESIGN, FUND & CONSTRUCT PROJECTS ●●●●
 - PARKING FACILITIES
 - CATERING SERVICES (SARAFINA)
 - PLAYGROUNDS (A&D)
 - RESTROOMS (ARROWMINES/HIGH LONER)
 - WALKING TRAILS

FINANCE & ADMIN.

- EMPLOYEE TRAINING & CERTIFICATION ●●●●
- PURCHASE BUDGET SOFTWARE ●●●●
- CITY HALL - RESTROOM/ADA ●●●●
- ADA IMPROVEMENTS - ALL FACILITIES ●●●●
- EQUIPMENT REPLACEMENT PROGRAM ●●●●
- PREPARE STAFFING PLAN ●●●● 24/25

PUBLIC SAFETY -

- POLICE DEPT. ACCREDITATION POLICE 25/26
- OUTREACH PROGRAM POLICE Ongoing
 - CITIZENS ACADEMY
 - PUBLIC EDUCATION
- POLICE RESERVE PROGRAM POLICE 24-25
- FIRE HYDRANT PROGRAM FIRE ongoing
- POLICE SPECIAL RESPONSE TEAM POLICE 2024
- MEET LOCAL/STATE/FED STANDARDS BOTH ongoing
- IMPLEMENT STRATEGIC PLANS BOTH ongoing
- PEDESTRIAN SAFETY

**CITY OF MOUNT PLEASANT, TENNESSEE
2024 Strategic Plan**

Finance and Administration

Responsibility (Finance & Administration unless otherwise noted)	Priority	Objectives	Target Date
	1	Employee professional development (education, certificates)	Ongoing
	2	Prepare Staffing Plan (3-5 Year)	June 30, 2025
	3	Complete ADA compliance improvements in all city facilities	June 30, 2026
		Design and construct building improvement projects at City Hall (Restroom/ADA)	June 30, 2025
		Purchase Budget Software	June 30, 2025
		Develop and complete city-wide Equipment Replacement Program	June 30, 2025

BOC Prioritization Scoring (DOT Exercise)

BOC1	BOC2	BOC3	BOC4	BOC5	Total	Priority Ranking
5	5	5	5	3	23	1
3	3	3	3		12	2
5	1	1	1	1	9	3
1					1	
					0	
					0	

Public Safety (Police and Fire)

Responsibility (Public Safety unless otherwise noted)	Priority	Objectives	Target Date
Police Department	1	Expand and support Community-oriented Police programs to improve community outreach and public engagement (Citizens Academy, education programs)	Ongoing
Police Department	2	Complete Police Department Accreditation	June 30, 2026
Police/Fire Departments	3	Upgrade first-responder equipment to meet local, state and national standards	Ongoing
Shared Responsibility with Utilities	3	Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing
Police Department		Police Special Response Team	June 30, 2025
Police/Fire Departments		Implement Department Strategic Plans	Ongoing
Police Department		Develop and implement Police Department Reserve Program	June 30, 2025
Police/Community Services		Pedestrian Safety	Ongoing

BOC1	BOC2	BOC3	BOC4	BOC5	Total	Priority Ranking
5	5	5	5	5	25	1
3	3				6	2
3	1				4	3
3	1				4	3
3					3	
1					1	
					0	
					0	

Parks and Recreation

Responsibility (Parks & Recreation unless otherwise noted)	Priority	Objectives	Target Date
	1	Develop comprehensive parks maintenance program for all City parks and facilities (staffing, equipment, resource scheduling, etc.)	June 30, 2026
	2	Expand city-wide recreation programs including partnerships, youth programs, and transportation services to enhance access to programs	Ongoing
	3	Hire Full-Time Parks & Recreation Director (w/ Grant Expertise)	June 30, 2025
	3	Design, fund and construct park facility improvements: Playground facilities (All Parks)	June 30, 2025
		Design, fund and construct park facility improvements: Parking facility enhancements at City parks and facilities	June 30, 2030
		Restroom facilities (Arrow Mines and Hay Long/Wall)	June 30, 2027
		Walking Trails (Hay Long/Wall)	July 1, 2026

BOC1	BOC2	BOC3	BOC4	BOC5	Total	Priority Ranking
5	5	5	5		20	1
3	3	3	1		10	2
3	3				6	3
5	1				6	3
1	1				2	
					0	
					0	
					0	

Utilities (Water, Sewer, Gas)

Responsibility (Utilities unless otherwise noted)	Priority	Objectives	Target Date
	1	Design and Construct Water Loop at Industrial Park	June 30, 2026
	2	Locate new water source(s) to expand City water supply	June 30, 2026
	3	Complete utility asset mapping in City GIS	June 30, 2025
		Construct High-Pressure Gas Line to support industry south of tile plant	June 30, 2026
		Invest sufficient capital resources to support I&I Program to reduce sewer inflow and infiltration in City sewer system	Ongoing
		Purchase Land Adjoining Utility Facility	June 30, 2025
		Complete Sheep Neck Lift Station	June 30, 2026
		Complete sewer plant upgrades	June 30, 2025
		Complete decommissioning of Spray Fields	June 30, 2025
		Complete design and construction of 166-N Water Line Extension	June 30, 2025
		Complete rehabilitation of City water springs	June 30, 2027
		Reduce water loss in water distribution system by 10% through leakage control and other water loss reduction strategies	Ongoing
Shared responsibility with Fire Department		Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing
		Fund and Implement Water Meter Replacement Program (10-year)	Ongoing
		Manhole Repair/Replacement Program	Ongoing
		Expand Water Plant - New Filter System	June 30, 2026
		Ultraviolet Disinfection System	June 30, 2026

BOC1	BOC2	BOC3	BOC4	BOC5	Total	Priority Ranking
5	5	5	5	3	23	1
3	3	3	3	5	17	2
1	1	1			3	3
1					1	
1					1	
					0	
					0	
					0	
					0	
					0	
					0	
					0	
					0	

Community Services (Streets, Sanitation, Stormwater)

Responsibility (Community Services unless otherwise noted)	Priority	Objectives	Target Date
	1	Develop a city-wide Pavement Management Program	June 30, 2025
	2	Develop a city-wide Stormwater Management Program	June 30, 2025
	3	Address Commercial Solid Waste Collection	June 30, 2025
		Pedestrian Safety	Ongoing
		Develop a Street Marking Program (Striping/Signage)	June 30, 2026
		Sidewalk Program - School Areas	Ongoing
		equipment	June 30, 2026

BOC1	BOC2	BOC3	BOC4	BOC5	Total	Priority Ranking
5	5	3	1		14	1
5	5	3			13	2
3	1	1	1		6	3
5					5	
3					3	
1					1	
					0	

Economic and Community Development

Responsibility (City Manager unless otherwise noted)	Priority	Objectives	Target Date
City Manager	1	Complete downtown revitalization project with minimal disruption to downtown businesses	June 30, 2026
City Manager	2	Bicentennial Celebration - Community Event	June 30, 2025
City Manager	3	Attract and retain retail development	Ongoing
City Manager		Identify and promote residential development opportunities	Ongoing
City Manager		Prepare and implement Downtown Parking Plan to be completed in conjunction with downtown revitalization project	June 30, 2026
City Manager		Maintain Relationship with Maury Alliance	Ongoing
City Manager		Develop and expand community partnerships including public schools, parks and recreation, and vocational training	Ongoing
City Manager		Expand vocational training opportunities including municipal services	Ongoing

BOC1	BOC2	BOC3	BOC4	BOC5	Total	Priority Ranking
5	5	3	3	3	19	1
5	5	5			15	2
3	3				6	3
1	1	1	1		4	
1					1	
					0	
					0	
					0	

2017 SWOT Analysis

Strengths:

- Growing industrial base
- Skilled workforce
- Mt. Pleasant schools
- Public Transportation System
- Growing, positive reputation of city government
- Community center
- Small town livability
- TCAT
- Public-private partnership for downtown revitalization
- Affordability of homes
- Strong volunteer base
- Regional location
- Diversity of population
- Wealth of history
- Higher education opportunities in the region
- Maury County Airport
- Grant competitiveness
- Good city services
- Access to healthcare services
- Lifeflight medical air transport
- Safe community
- Buildable, residential lots

Weaknesses:

- Lack of retail opportunities
- Reputation
- Municipal debt levels
- Municipal infrastructure
- Community resistance to change
- Lack of skilled workforce / workforce development
- Low median family income
- High sanitary sewer rates
- Sewer system
- Water loss
- Limited tax base
- City staffing needs
- Social media

Opportunities:

- Cherry Glen and other industrial sites
- Schools / higher education
- Maury County Airport
- Downtown revitalization
- Promotion as retirement community
- Promotion of the “way of life”
- History and cultural heritage tourism
- Improved communications with the public
- Grants
- Potential for real estate development

Threats:

- Economic downturn
- EPA/TDEC sewer enforcement actions
- Loss of general sessions court from downtown
- Reputation of the city
- Public service
- Natural disasters

2017 Strategic Plan with Implementation Status (As of 2021)

CITY OF MOUNT PLEASANT, TENNESSEE						
2017 Strategic Goals and Objectives - Implementation Status						
Goal - Protect Health Safety / Ensure the Delivery of Basic Services						
Key Area	Responsibility	Objective/Performance Standard	Target Date	Status	Comments	
I. Administrative	A. Office of City Manager	1. Finalize grant/loan funding with USDA Rural Development for sewer plant improvement project.	June 30, 2017	Completed 2018	Very lengthy process	
		2. Develop a supplemental financial plan to provide gap funding, as necessary, to fully fund the sewer plant improvement project.	June 30, 2017	Completed 2018	Very lengthy process	
II. Facilities and Equipment	A. Office of City Manager	1. Award construction contract for the sewer plant improvement project.	March 30, 2018	Ongoing	Largest portion out for bid May 2021	
	B. Department of Public Works	1. Complete the water distribution system zone metering project to focus and prioritize future water loss strategies.	June 30, 2017	Completed	Not functioning and calibrating meters	
III. Transportation and Drainage	A. Sanitation and Street Department	1. Complete a pavement condition inventory and develop prioritized, street resurfacing plan, including milling.	June 30, 2017	Completed	This will need to be updated	
Goal - Enhance City Attractiveness and Quality of Community Life						
Key Area	Responsibility	Objective/Performance Standard	Target Date	Status	Comments	
I. Economic Development	A. Office of City Manager	1. Present a downtown improvement plan, including streetscape improvements.	June 30, 2017	Completed	Engineering will be submitted to TDOT in May 2021	
		2. Secure grants or other funding to implement Phase 2 of the downtown improvement plan.	June 30, 2018	Completed	State Street Aid and bond financing	
Goal - Maintain the Fiscal Integrity of the City						
Key Area	Responsibility	Objective/Performance Standard	Target Date	Status	Comments	
I. Administrative	A. Office of City Manager	1. Secure CDBG grant funds to implement actions to reduce the amount of water loss in the water distribution system.	October 30, 2017	Complete	Used CDBG for sewer	
	B. Public Works Department	1. For fiscal 2018, reduce the amount of water loss in the water distribution system by 10% over fiscal 2017 levels through leakage control and other active loss reduction strategies.		N/A	Ongoing	Working to repair zone meters
		1. Develop a preventive maintenance plan for vehicles and equipment.	March 30, 2018	Ongoing	Each department is responsible	
	C. Sanitation & Street Department	1. Establish a fixed asset reporting system and complete a city-wide physical inventory.	June 30, 2018	Ongoing	Fixed asset reporting complete. Need to secure funding for inventory software.	
	D. Finance Department					
	E. Vice Mayor	1. Coordinate the completion of a performance appraisal of the city manager.	April 30, 2017	Completed	Annually	
F. Mayor	1. Coordinate the establishment of a record preservation plan for historical city documents and complete the first year of work.	June 30, 2018	Completed	All historical data scanned to the Cloud		



Municipal Technical Advisory Service
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