



City of Mount Pleasant, Tennessee

Strategic Plan – 2021

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Municipal Technical Advisory Service
INSTITUTE *for* PUBLIC SERVICE

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Attachments

2017 Board of Commissioners Strategic Plan Retreat

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.

Background

On April 24, 2021, the Mount Pleasant Board of Commissioners held a strategic plan work session in Columbia, Tennessee. In attendance were Mayor Bill White, Vice Mayor Jacqueline Grandberry, and Commissioners Eric Harvey and Willie Alderson. Commissioner Mike Davis was not able to attend the Work Session but provided input and concurrence following the work session. Also in attendance were Kate Collier, City Manager, Phillip Grooms, Fire Chief, and Loretta Garner, Finance Director. 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 2021 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.

2017 Strategic Plan – Implementation Status

During the 2017 Strategic Planning Retreat, the Board of Commissioners confirmed over-arching goals as well as identified objectives and initiatives to be implemented over a three-year time horizon. The objectives were established with equal priority and included target completion deadlines as well as identification of the responsible party for implementation.

The 2017 Strategic Plan was organized into three broad goal areas, each of which underscored the fundamental mission and purpose of local government for the City of Mount Pleasant.

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

During the 2017 Strategic Plan retreat “Key Areas” were also utilized to further organize the Strategic Plan.

- Administrative
- Economic Development
- Facilities and Equipment
- Housing and Population
- Programs and Services
- Quality of Life
- Transportation and Drainage

During the 2021 Strategic Plan Work Session, Kate Collier, City Manager, presented the following summary of the implementation status for each of the objectives and initiatives contained in the 2017 Strategic Plan. Significant demonstrated progress in the completion of objectives was noted. The objectives with “Ongoing” status were carried forward and integrated into the 2021 Strategic Plan.

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. 2. Develop a supplemental financial plan to provide gap funding, as necessary, to fully fund the sewer plant improvement project.	June 30, 2017	Completed	Very lengthy process
II. Facilities and Equipment	A. Office of City Manager	1. Award construction contract for the sewer plant improvement project.	June 30, 2017	Completed	Very lengthy process
		1. Complete the water distribution system zone metering project to focus and prioritize future water loss strategies.	March 30, 2018	Ongoing	Largest portion out for bid May 2021
Transportation and Drainage	B. Department of Public Works A. Sanitation and Street Department	1. Complete a pavement condition inventory and develop prioritized, street resurfacing plan, including milling.	June 30, 2017	Completed	Not functioning and calibrating meters
			June 30, 2017	Completed	This will need to be updated

Goal - Enhance City Attractiveness and Quality of Community Life

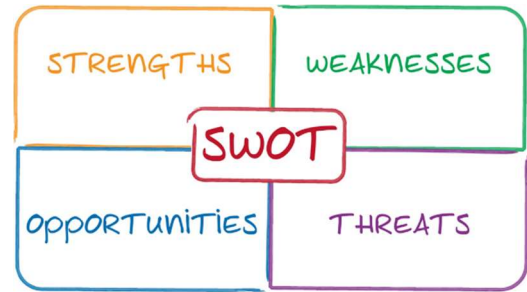
Key Area	Responsibility	Objective/Performance Standard	Target Date	Status	Comments
I. Economic Development	A. Office of City Manager	1. Present a downtown improvement plan, including streetscape improvements. 2. Secure grants or other funding to implement Phase 2 of the downtown improvement plan.	June 30, 2017	Completed	Engineering will be submitted to TOD in May 2021
			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 C. Sanitation & Street	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. 1. Develop a preventive maintenance plan for vehicles and equipment.	N/A March 30, 2018	Ongoing Ongoing	Working to repair zone meters Each department is responsible
	D. Finance Department	1. Establish a fixed asset reporting system and complete a city-wide physical inventory. 1. Coordinate the completion of a performance appraisal of the city manager.	June 30, 2018 April 30, 2017	Ongoing Completed	Fixed asset reporting complete. Need to secure funding for inventory software. 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

SWOT Analysis

In 2017, 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 2017 SWOT Analysis is summarized below.



During the 2021 Strategic Plan Work Session, the Board of Commissioners undertook a SWOT Analysis to identify current Strengths, Weaknesses, Opportunities and Threats. There were several common themes between the 2017 and 2021 SWOT Analysis that continue to carry forward. The Board recognized the quality of local schools and the effective leadership and role of local government 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 retail development. Natural disasters including most notably flooding continue to represent a significant threat to the city.

- 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”

- 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

- 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

- 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

Department Priorities

In preparation for the Strategic Plan Work Session, Kate Collier, City Manager, with assistance from Fire Chief Phillip Grooms, assembled with detailed input from each City department a compilation of department priorities. As departments compiled their respective list of department priorities, department heads were requested to provide an order of priority (with “1” being highest priority) along with a corresponding target year for completion of each identified priority. Department priorities were further categorized by the type (program, building/facility, equipment-large, equipment-small) to better understand the type of priority that was being presented by each department. Additional information was also requested such as “useful life” of the priority and whether the priority involved a “one-time” or “recurring” expenditure as well as whether there was a resulting operating expenditure involved to provide a comprehensive understanding of the priority and associated fiscal requirements.

Departments identified department priorities that cumulatively represented approximately \$5.01M in future potential capital expenditures over a 10-year planning horizon along with a corresponding \$937.5K in recurring operating expenditures associated with various capital expenditures. During the initial three-year planning horizon, capital expenditures identified by City departments totaled approximately \$3.6M with over \$2.6M requested for FY2021-22. Utility infrastructure priorities were the most significant capital expenditures along with the purchase of fire apparatus proposed by the Fire Department. While many of the expenditures had more immediate priority in terms of completion in the next two to three fiscal years, other priorities are programmed for completion beyond three years providing the opportunity for the City to develop long-term funding strategies to better support those department priorities.

The Department Priority reporting framework may also be utilized following the strategic planning process to prepare a detailed Capital Improvement Plan that takes select department priorities involving major expenditures such as building/facility improvements, the acquisition of small and large equipment, and various public infrastructure projects and provides a plan to prioritize the various projects along with identification of funding strategies to ensure implementation.

City of Mount Pleasant, Tennessee
2021 Strategic Plan - Department Priorities

Department	Priority	Project Name	Project Type	Implementation Year	Useful Life	Total Project Capital Cost	Operating Budget Impact (Annualized)	Recurring or One-Time Budget Impact	Notes
IT		1 Replace Local Govt Server	Equipment (Small)	2022	6 Yrs	\$ 16,500		Recurring	Replace 2015 server and software for secure system
		1 Battery Backup (UPS)	Equipment (Small)	2022	5 Yrs	\$ 5,000		Recurring	Power source during outages
		2 Desktop computer replacement	Equipment (Small)	2022	4 Yrs	\$ 10,000		Recurring	Replace computers in Admin, Police and Fire
		3 Fiber Interconnection	Building/Facility	2024	25 Yrs	\$ 10,000		One-Time	Fiber installation within City Hall and other bldgs
		3 Desktop computer replacement	Equipment (Small)	2022	4 Yrs	\$ 16,500		Recurring	Replace computers in DPW, Police, Water and Fire
		4 Desktop computer replacement	Equipment (Small)	2023	4 Yrs	\$ 10,500		Recurring	Replace computers in Finance, HR, and Police
	5 Desktop computer replacement	Equipment (Small)	2024	4 Yrs	\$ 10,500		Recurring	Replace computers in Admin, IT, DPW and Fire	
		SUBTOTAL				\$ 79,000	\$ -		
Finance & Admin		1 Replace windows in City Hall	Building/Facility	2022	30 Yrs	\$ 15,000		One-time	Replace windows in City Hall; upgrade clerk windows
		2 Courtroom Upgrades	Building/Facility	2023	30 Yrs	\$ 32,000	\$ 3,000	One-time	Replace paneling, sheetrock, replace flooring/ceiling, furnishings (\$3K)
		SUBTOTAL				\$ 47,000	\$ 3,000		
Fire		1 SAFER Hiring Grant	Program	2025	3 yr grant	\$ -	\$ 180,000	Recurring	1-3 Yrs - 100% Grant funded (\$540K); 4th Yr - 100% City funded
		2 Safety Equipment	Equipment (Small)	2017	10 Yrs	\$ 65,000		Recurring	\$6,500 annually in operating budget for equipment replacement
		3 Extrinsic Equipment	Equipment (Small)	2022	10 Yrs	\$ 3,500		One-Time	Tips and cutter blades
		4 Gas Monitor	Equipment (Small)	2022	5 Yrs	\$ 2,000		One-Time	Monitoring equipment for hazardous atmospheres
		5 Fire Hose and Appliances	Equipment (Small)	2022	20 Yrs	\$ 43,000		Recurring	\$8,600 annually in operating budget for 5 years for 1,000 ft of 3-inch hose and adaptors
		6 Hydrant Installation Program	Program	2020	Ongoing	\$ 150,000		Recurring	Cost split 50/50 with Water Department; \$15K annually for 10-yr period
		7 Fire Alarm System (City Hall)	Building/Facility	2022	20 Yrs	\$ 12,000		One-Time	Fire alarm/pull stations for City Hall
		8 Staff Vehicle	Equipment (Large)	2023	10 Yrs	\$ 40,000		One-Time	10-yr replacement of existing vehicle (2013)
		9 Staff Vehicle	Equipment (Large)	2024	10 Yrs	\$ 40,000		One-Time	10-yr replacement of existing vehicle (2012)
		10 SCBA	Equipment (Small)	2027	10 Yrs	\$ 125,000		One-Time	Replace airpaks per NFPA 1582 standards
		11 Staff Vehicle	Equipment (Large)	2030	10 Yrs	\$ 50,000		One-Time	10-yr replacement of codes truck
		12 Staff Vehicle	Equipment (Large)	2030	10 Yrs	\$ 50,000		One-Time	10-yr replacement of codes truck/fire (#3)
		13 Engine 1	Equipment (Large)	2032	20 Yrs	\$ 500,000		One-Time	20-yr replacement of fire truck per NFPA
		14 Permit Technician	Program	2025			\$ 65,000	Recurring	Hire codes permit technician
		SUBTOTAL				\$ 1,080,500	\$ 245,000		
Police		1 Police Office Security Upgrades	Building/Facility	2022	25 Yrs	\$ 5,000		One-time	Facility security upgrades as part of accreditation
		1 Dispatch Computer Upgrade/Replace	Equipment (Small)	2022	5 Yrs	\$ 5,000		Recurring	Purchase computer tower and related equipment
		2 Lieutenant/Detective Position	Program	2022			\$ 43,000	Recurring	Hire one Patrol officer and promotion in criminal investigations
		2 Police Office Enhancements	Building/Facility	2022	10 Yrs	\$ 6,500		One-time	Flooring replacement and other related repairs
		2 Dispatch Facility Upgrade	Building/Facility	2023	10 Yrs	\$ 5,000		One-time	Flooring replacement and other related repairs
		4 Basic Crime Scene Response Kits	Equipment (Small)	2022	3 Yrs	\$ 2,500		Recurring	Purchase crime scene response kits for patrol
	5 Vehicle equipment replacement	Equipment (Large)	Ongoing	5 Year		\$ 40,000	Recurring	Continuing program since 2015-16; current 7 leased vehicles; transition to purchase (\$320K)	
	6 Evidence Clerk (New Position)	Program	2023			\$ 53,000	Recurring	Hire Evidence Clerk to process/manage evidence	
		SUBTOTAL				\$ 24,000	\$ 136,000		

Department	Priority	Project Name	Project Type	Implementation Year	Useful Life	Total Project Capital Cost	Operating Budget Impact (Annualized)	Recurring or One-Time Budget Impact	Notes
Parks & Recreation									
		1 Program Coordinator	Program	2023			\$ 45,000	Recurring	Hire full time Program Coordinator to assist programs
		2 Parks and Recreation Maintenance	Program	2024			\$ 39,000	Recurring	Hire full time Maintenance Worker for parks/facilities
		3 Maintenance Equipment	Equipment (Small)	2022	5 Yrs	\$ 5,000		One-time	Purchase maintenance equipment for 4 sac of parks
		4 Parking Pads	Building/Facility	2024-2031	30 Yrs	\$ 180,000		One-time	Phased parking pad construction (1 lot every 2 yrs)
		5 Restrooms - Arrow Mines/Hay Long Wall	Building/Facility	2025-2027	30 Yrs	\$ 50,000		One-time	Build restrooms at Arrow Mines (2025) and Hay Long Wall (2027)
		6 Playground equipment - Multiple Parks	Building/Facility	2023-2025	20 Yrs	\$ 120,000		One-time	Playgrounds for Gardenia, Haylong/Wall and Arrowmines (\$40K ea)
		7 Basketball Court - Gardenia Park	Building/Facility	2024	25 Yrs	\$ 20,000		One-time	Build basketball court at Gardenia Park
		8 Pavilion - Gardenia Park	Building/Facility	2025	30 Yrs	\$ 25,000		One-time	Build ADA accessible pavilion at Gardenia Park
		9 Walking Trail - Hay Long/Wall Park	Building/Facility	2030	30 Yrs	\$ 50,000		One-time	Build walking trail around and through Hay Long/Wall Park
		10 Senior Program	Program	2024			\$ 25,000	Recurring	Provide relevant and accessible senior citizens program in cooperation with county services
		11 Health & Wellness Program	Program	2023			\$ 5,000	Recurring	Provide High- and Low-impact aerobic exercise programming
		12 Upgrade parks & recreation Vehicle	Equipment (Large)	2025	15 Yrs	\$ 40,000		One-time	Replace existing Parks & Recreation vehicle (2008)
		13 Replace/Upgrade Lighting at Comm Ctr	Building/Facility	2023	30 Yrs	\$ 10,000		One-time	Upgrade/replace community center lighting with LED fixtures
	14 Replace/Upgrade Comm Ctr Doors	Building/Facility	2024	25 Yrs	\$ 8,200		One-time	Replace/upgrade metal exterior doors at Community Center	
		SUBTOTAL				\$ 508,200	\$ 114,000		
ADA Compliance									
		1 ADA Compliance	Building/Facility	2022	30 Yrs	\$ 15,000		One-time	Fire Alarm system install at City Hall that is ADA compliant
		2 ADA Compliance	Building/Facility	2022	30 Yrs	\$ 5,200		One-time	Front entrance doors to City Hall/Police Dept that are ADA compliant
		3 ADA Compliance	Building/Facility	2022	30 Yrs	\$ 25,000		One-time	Renovate restrooms at City Hall to be ADA compliant
		SUBTOTAL				\$ 45,200	\$ -		
Sanitation & Street									
		1 Building Improvement	Building/Facility	2022	25 Yrs	\$ 8,000	\$ 2,000	One-time	Replace/paint siding; interior flooring, painting; furnishings (\$2K)
		2 Vehicle Replacement	Equipment (Large)	2022	10 Yrs	\$ 32,000		One-time	Replace 2003 Ford Pickup Truck
		3 Flat Bed Dump Truck	Equipment (Large)	2022	20 Yrs	\$ 70,000		One-time	Replace 1993 3/4 ton truck with Dump Bed Truck
		4 Vehicle Replacement	Equipment (Small)	2024	10 Yrs	\$ 40,000		One-time	Replace Department Head staff vehicle
		5 Commercial Lawn Mower	Equipment (Small)	2025	5 Yrs	\$ 24,000	\$ 2,000	One-time	Replace two (2) 2020 John Deer Commercial mower (\$12K/mower)
		SUBTOTAL				\$ 174,000	\$ 2,000		
Gas									
		1 Gas Line Extension	Utility	2022	50 Yrs	\$ 550,000		One-time	Extend high-pressure line from Tile Plant to Mt Pleasant Transfer
		1 Replace Mini-X Trailer	Equipment (Small)	2022	10 Yrs	\$ 10,000		One-time	Replace existing 15-yr old trailer
		1 Replace Mini-X	Equipment (Large)	2022	10 Yrs	\$ 37,000		One-time	Replace existing 15-yr old Mini-X (previously purchased used)
		1 Vehicle Replacement	Equipment (Large)	2023	10 Years	\$ 112,000		One-time	Replace existing utility trucks
		2 Large Dump Truck	Equipment (Large)	2023	10 Yrs	\$ 80,000	\$ 3,000	One-time	Purchase Dump Truck with min. 6-ton capacity
		3 Backhoe	Equipment (Large)	2025	10 Yrs	\$ 85,000		One-time	Replace Extendahoe 4 wheel drive
		5 Air Compressor	Equipment (Small)	2023	20 Yrs	\$ 30,000		One-time	Replace Compressor equipment including head and air lines
		6 Replace Boring Equipment	Equipment (Small)	2023	20 Yrs	\$ 30,000	\$ 3,000	One-time	Replace boring equipment including head and high pressure lines
		SUBTOTAL				\$ 994,000	\$ 3,000		

Department	Priority	Project Name	Project Type	Implementation Year	Useful Life	Total Project Capital Cost	Operating Budget Impact (Annualized)	Recurring or One-Time Budget Impact	Notes	
Sewer										
		1 Purchase Vac Truck	Equipment (Large)	2022	15 Yrs	\$ 200,000	\$ 2,000	One-time	Purchase Vac-Truck w/ 1500 gallon tank w/ vacuum	
		1 Manhole Rehab Program	Program	2022	40 Yrs		\$ 30,000	Recurring	Repair/Replace manholes to reduce Sewer I&I	
		1 Vehicle Replacement	Equipment (Large)	2022	10 Years	\$ 112,000		One-time	Replace existing utility trucks	
		2 Sewer Camera System	Equipment (Small)	2022	15 Yrs	\$ 10,000		One-time	Purchase camera system to identify problems in sewer system	
		2 Sewer Camera Computer	Equipment (Small)	2022	5 Yrs	\$ 5,000	\$ 500	One-time	Purchase computer to support camera system	
		3 Rehab/Replace Sewer Infrastructure	Program	2022	40 Yrs		\$ 400,000	Recurring	Rehab and Repair/Replace Sewer system	
			SUBTOTAL			\$ 327,000	\$ 432,500			
	Water									
			1 Spring Rehab Program	Utilities	2022	50 Yrs	\$ 600,000		One-time	Rehab all four springs including fencing
		1 Purchase Vac Truck	Equipment (Large)	2022	15 Yrs	\$ 200,000	\$ 2,000	One-time	Purchase Vac-Truck w/ 1500 gallon tank w/ vacuum	
		1 Test Well	Utilities	2022	50 Yrs	\$ 35,000		One-time	Drill a test well at Carpenter Springs for additional water source	
		1 Vehicle Replacement	Equipment (Large)	2022	10 Years	\$ 157,500		One-time	Replace existing utility trucks	
		3 Second Feed to Cherry Glen	Utilities	2023	50 Yrs	\$ 200,000		One-time	Provide a second water line to this area	
		4 Water Line Upgrade on Hwy 166	Utilities	2022	50 Yrs	\$ 400,000		One-time	Upgrade current 2-inch line to 6-inch or more for future growth	
		5 Upgrade Sheep Neck Pump Station	Utilities	2024	50 Yrs	\$ 50,000		One-time	Upgrade pump station for Sheep Neck; existing at max capacity	
		6 Hydrant Installation Program	Program	2020	Ongoing		\$ 150,000	Recurring	Cost split 50/50 with Fire Department; \$15K annually for 10 Year period	
			SUBTOTAL			\$ 1,792,500	\$ 2,000			
		TOTAL			\$ 5,011,400	\$ 937,500				
									16-Apr-21	

2021 Strategic Plan

The establishment of goals is an integral element of the strategic plan process. *Goals* provide purpose and direction for the city and often reflect a multi-year commitment to achieving. Accompanying goals are *Objectives* that provide a city with clear measurable statements that describe 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 city typically will have numerous objectives contained in its strategic plan. Importantly, objectives should be SMART: the objectives should be Specific, Measurable, Achievable, Realistic, and Time-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 city itself.

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 for the establishment of objectives and initiatives to further each of the goals.

The following Strategic Goals developed in 2017 continue to apply moving forward in 2021:

1. **Protect Health and Safety and ensure the delivery of basic services.**
2. **Enhance City attractiveness and the quality of community life.**
3. **Maintain the fiscal integrity of the City.**

During the 2021 Strategic Plan Work Session, the Board of Commissioners 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

The 2021 Strategic Plan Work Session organized Objectives 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. Accompanying each Objective 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 in the formulation of objectives. The Board of Commissioners established objectives and initiatives with equal priority organized within each functional area and ordered chronologically based upon the target completion date.

**CITY OF MOUNT PLEASANT, TENNESSEE
2021 Strategic Plan**

Finance and Administration

Responsibility (Finance & Administration unless otherwise noted)	Objectives	Target Date
	Support employee professional development (education, certificates)	Ongoing
	Prepare, adopt and administer a balanced annual fiscal budget	Ongoing
	Complete necessary IT equipment and software upgrades including cybersecurity measures to protect City systems	June 30, 2022
	Develop and complete city-wide fixed asset inventory control program	June 30, 2023
	Improve customer experience including billing procedures and communications for utility customers	June 30, 2023
	Design and construct building improvement projects at City Hall	June 30, 2025
	Develop and complete city-wide Equipment Replacement Program	June 30, 2022
	Complete ADA compliance improvements in all city facilities	June 30, 2025

Public Safety (Police and Fire)

Responsibility (Public Safety unless otherwise noted)	Objectives	Target Date
Fire Department	Complete construction of new Fire Station	June 30, 2022
Police Department	Develop and implement Police Department Reserve Program	June 30, 2022
Police Department	Complete Police Department Accreditation	June 30, 2024
Police Department	Expand and support Community-oriented Police programs to improve community outreach and public engagement	Ongoing
Police/Fire Departments	Improve City communication system (towers, frequencies, dispatch, etc.)	June 30, 2031
Police/Fire Departments	Upgrade first-responder equipment to meet local, state and national standards	Ongoing
Shared responsibility with Utilities	Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing

Parks and Recreation

Responsibility (Parks & Recreation unless otherwise noted)	Objectives	Target Date
	Hire Program Coordinator to expand program offerings	June 30, 2023
	Develop comprehensive parks maintenance program for all City parks and facilities (staffing, equipment, resource scheduling, etc.)	June 30, 2024
	Expand city-wide recreation programs including partnerships, youth programs, and transportation services to enhance access to programs	Ongoing
	Design, fund and construct park facility improvements:	
	Parking facility enhancements at City parks and facilities	June 30, 2030
	Basketball Courts (Gardenia Clarke)	June 30, 2025
	Playground facilities (All Parks)	June 30, 2025
	Restroom facilities (Arrow Mines and Hay Long/Wall)	June 30, 2027
	Walking Trails (Hay Long/Wall)	July 1, 2026
	Community Center	July 1, 2023

Utilities (Water, Sewer, Gas)		
Responsibility (Utilities unless otherwise noted)	Objectives	Target Date
	Complete upgrades to Streets and Sanitation Facility	June 30, 2022
	Design and Construct Water Loop at Industrial Park	June 30, 2023
	Locate new water source(s) to expand City water supply	June 30, 2023
	Complete Sheep Neck Lift Station	June 30, 2023
	Complete sewer plant upgrades	June 30, 2024
	Complete utility asset mapping in City GIS	June 30, 2024
	Complete decommissioning of Spray Fields	June 30, 2025
	Complete design and construction of 166-N Water Line Extension	June 30, 2025
	Construct High-Pressure Gas Line to support industry south of tile plant	June 30, 2026
	Complete rehabilitation of City water springs	June 30, 2027
	Invest sufficient capital resources to support I&I Program to reduce sewer inflow and infiltration in City sewer system	Ongoing
	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

Community Services (Streets, Sanitation, Stormwater)		
Responsibility (Community Services unless otherwise noted)	Objectives	Target Date
	Complete city-wide automated solid waste collection	June 30, 2022
City Manager	Analyze and implement best practices for administration, organizational structure, function and management of future Public Works	June 30, 2022
	Develop a city-wide Stormwater Management Program	June 30, 2023
	Develop a city-wide Pavement Management Program	June 30, 2023
	Improve city-wide bulky waste collection program (communication, scheduling, resource allocation, etc.)	Ongoing
	Develop city-wide preventive maintenance plan for vehicles and equipment	Ongoing

Economic and Community Development		
Responsibility	Objectives	Target Date
City Manager	Identify and promote residential development opportunities	June 30, 2022
City Manager	Review and enhance/upgrade development regulations, policies and practices	June 30, 2022
City Manager	Attract and retain retail development	Ongoing
City Manager	Attract and retain industrial development	Ongoing
City Manager	Complete downtown revitalization project with minimal disruption to downtown businesses	June 30, 2023
City Manager	Develop and expand community partnerships including public schools	Ongoing
City Manager	Expand vocational training opportunities including municipal services	Ongoing
City Manager	Prepare and implement Downtown Parking Plan to be completed in conjunction with downtown revitalization project	June 30, 2023

Implementation

The Strategic Plan provides a clear and formalized statement of direction for city government and the community. The goals and initiatives identified in the Strategic Plan provide measurable means for evaluating the progress and attainment of goals, objectives, and the various program and project initiatives.

The 2021 Strategic Plan should be reviewed and adopted by the Board of Commissioners as 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 provide the necessary means for advancing the goals 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 refinements 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 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.



Municipal Technical Advisory Service
INSTITUTE *for* PUBLIC SERVICE

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