

**Draft Report
City of Winchester
Strategic Plan**

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Mission Statement

The City of Winchester's mission is to preserve its natural resources and to advance education, commerce, industry and civic interest while insuring a better quality of life for its citizens.

Goals

1. Keep a manageable tax rate; as low as possible.
2. Relocate the second fire station.
3. Amend the municipal charter for compliance with state general laws and current operating procedures.
4. Complete the Dry Creek Marina.
5. Provide lake access to the downtown area.
6. Create an environment to promote high tech industries and jobs.

Introduction

Strategic thinking and planning is one of the most critical elements of public management. Its purpose is to establish long-term goals, annual objectives, and detailed actions/strategies that address issues related to performance, productivity, required statutory services, and community and personal well-being. Because its focus must be on identifying the most critical factors affecting the community or client base and on seeking the most effective and efficient means to address them, it is one of the key factors in any successful organization.

If it is successful, the strategic planning process will:

- Accelerate the city's ability to solve identified issues and challenges.
- Encourage creativity and innovation.
- Ensure a more efficient use of resources.
- Develop a greater degree of cooperation and collaboration.
- Create a sense of team and mutual accomplishment.
- Reduce confusion about roles, responsibilities, and accountability.
- Serve as a basis for evaluating employee and program performance.
- Tie the budget to program performance.
- Serve as the basis for funding requests and the allocation process.
- Clarify and showcase an agency's intent and use of funds.

The city council and city administrator met with MTAS consultants in identifying and discussing community strengths, weaknesses, opportunities and threats as part of the strategic planning process; outlining specific prioritized goals and objectives; and in developing a mission statement for the city. This report summarizes the prioritized goals and objectives developed from the SWOT analysis and the mission statement of the city. A council working together to accomplish the prioritized goals and objectives should be of tremendous benefit to the city.

Review of Goals and Objectives

Non-Prioritized Goals

After a thorough review and analysis of strengths, weaknesses, opportunities and threats, the council identified the following city goals:

1. Keep a manageable tax rate; low as possible.
2. Create downtown environment to increase retail and tourism.
3. Complete the Dry Creek Marina.
4. Provide a liaison to the county commission.
5. Develop a transportation and traffic study.
6. Provide lake access to the downtown area.
7. Create an environment to promote high tech industries and jobs.
8. Provide architectural review for downtown buildings.
9. Increase transportation Rural Planning Organization (RPO) voting for the city.
10. Amend the Municipal charter for compliance with state general laws and current operating procedures.
11. Promote continued state shared revenues.
12. Establish a downtown fire district and regulate the location of fuels and explosive materials.
13. Re-locate the second fire station.
14. Consolidate city services and coordinate with others.
15. Continue positive working relationship with the county and other cities.

Prioritized Goals and Objectives

From the list of non-prioritized goals, the council identified the following prioritized goals and specific objectives for achieving the goals.

1. Keep a manageable tax rate; low as possible.

Specific Objectives:

- a. Use an aggressive budget process.
- b. Seek additional sources of revenue.
- c. Provide efficient and effective management of income, expenses, and resources.

2. Re-locate the second fire station.

Specific Objectives:

- a. Include in long range capital facilities plan.
- b. Explore grant opportunities.

- c. Determine the location for the facility.
 - d. Purchase property as funds become available.
 - e. Assess equipment needs for the facility.
3. Amend the municipal charter for compliance with state laws and current operating procedures.

Specific Objectives:

- a. Request MTAS review and recommendations.
 - b. Council to study recommendations.
 - c. Review proposed amendments with the city attorney.
 - d. Approve the amending resolution with a 2/3 vote of the council.
 - e. Forward to local state representatives.
4. Complete the Dry Creek Marina.

Specific Objectives:

- a. Assist developer in obtaining the required TVA permit.
 - b. Enforce the existing lease agreement with the developer.
5. Provide lake access to the downtown area.

Specific Objectives:

- a. Determine appropriate lake access location.
 - b. Develop a plan for financing.
 - c. Encourage a joint effort with WDPC.
 - d. Explore grant opportunities.
 - e. Provide a formal development plan and publicize.
 - f. Promote nearby retail and business interest.
6. Create an environment that promotes high tech industries and jobs.

Specific Objectives:

- a. Create an appropriate development board.
- b. Visit potential companies.
- c. Review ECD data base listing of high tech industries.
- d. Provide tools for recruitment.
- e. Obtain a qualified recruiter.
- f. Create a budget.
- g. Communicate with local high tech industries.

Summary of Strength, Weakness, Opportunity and Threat (SWOT) Analysis

The city council conducted a thorough review of strengths, weaknesses, opportunities, and threats of the city. These were used in developing goals and objectives of the strategic plan.

Strengths

1. Location of a municipal airport facility.
2. Proximity to the University of the South.
3. Downtown revitalization.
4. Tims Ford Lake.
5. Parks and recreation facilities and programs.
6. Four lane highways connecting East and West to interstate highways.
7. Quality of local K-12 schools.
8. Community oriented citizens.
9. Abundance of water.
10. Location of medical facilities-hospital.
11. Proximity to Chattanooga, Huntsville and Nashville.
12. Availability of funds for downtown revitalization.
13. Access to state government through local representatives.
14. Location of UTSI.
15. Access to TVA electricity.
16. Structure of city government.
17. Condition of city infrastructure.
18. Low ISO fire rating-grade 4.
19. Location of auto manufacturing facilities.
20. Appreciation of local history.
21. Competency of city staff.
22. Adequate space for retail and commercial development.
23. Adequate land for industrial and residential growth and development.
24. Favorable weather and climate.
25. Building and property maintenance standards.
26. Low crime rate.
27. Low property tax rate.
28. Abundance of churches.
29. Excess water and sewer treatment capacity.

Weaknesses

1. Lack of shopping centers.
2. Industrial/retail/commercial recruitment.
3. Lack of quality restaurants.
4. Lack of green initiatives.

5. Lack of training opportunities tied to local job opportunities.
6. Perception of local health care.
7. Lack of job opportunities for college graduates.
8. Lack of flood insurance participation.
9. Truck route through the city.
10. Lack of community survey.
11. Lack of fringe area support for recreation and inability to recoup some operating cost.
12. Lack of airport support from other local governments.
13. Lack of local government involvement in recreation.
14. Code enforcement for existing buildings.

Opportunities

1. More industrial development.
2. Create technical opportunities.
3. Assist with marina developments.
4. Lake access to the downtown area.
5. Increase RPO voting participation.
6. Increase retail development.
7. Provide tools for financing business and industry.
8. Promote cultural and art opportunities in education and civic organizations.
9. Preserve natural resources.
10. Promote a better relationship with the county.

Threats

1. A decrease in state shared revenue.
2. Loss of industry and retail establishments.
3. Downturn in the economy.
4. Unfunded mandates.
5. Lack of downtown development grants.
6. Acts of God.
7. Potential fire in the downtown area.

Summary

MTAS thanks the city council and city administrator for participating in the strategic planning (critical thinking) session and developing a mission statement with prioritized goals and objectives. MTAS recommends that the city council take formal action to approve and adopt the mission statement and goals and objectives outlined in this report. We recommend that the council update the goals and objectives on an annual basis and make the mission statement and six main goals available at each council meeting.