

# **Strategic Planning Retreat Report City of Harriman, Tennessee**

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In cooperation with the Tennessee Municipal League

**CITY OF HARRIMAN, TENNESSEE  
STRATEGIC PLANNING RETREAT  
April 22 and 23, 2019**

**I. INTRODUCTION**

During the City's Strategic Planning Retreat, board members discussed and reviewed the MTAS guide for Councilmember Orientation, 2017 Strategic Plan and listened to capital funding requests by the City's department heads. The board also updated the three questions proposed: "What should the city keep doing?" "What should the city stop doing?" and "What is the city not doing that it should be doing?" City members also reviewed the city's SWOT (Strengths, Weaknesses, Opportunities, and Threats) and contributed their own viewpoints about what can be implemented to better support the City of Harriman. Members also answered questions about any previous changes that happened to the city from 2017.

Looking back from the strategic planning session of 2017, some of the goals that were listed were completed or have been started. The City Manager reviewed the progress of the 2017-2018 strategic plan which is included below:

**What should city keep doing?**

1. Cleanup of housing areas (Ongoing effort)
2. Maintain property taxes at a level (flat) rate (Complete)
3. Keep the Golf Course open (Complete, but ongoing effort regarding operational improvements)
4. Continue to support community organized events (Ongoing)
5. Continue Operate within budget (Complete)
6. Focus on downtown (revitalization) (Ongoing with projects in planning stage)
7. Continue support and participation with the Roane County Alliance (Ongoing)

**What should city stop doing?**

1. High, uncollected taxes (Collected much of the outstanding balance)
2. Consider discontinuing local Animal Control program by consolidating the program with County (Discussed with County, but no interest on their part)
3. Inefficiency of 1 person supervising 2 major departments (Divided roles into two positions)
4. Static personnel (try reassigning responsibilities) (Completed some reassignments, but ongoing effort)
5. Stop wildlife animal control such as groundhogs raccoons – more traditional;
6. Discontinue daily route service for trash pickup – use a more call in service

**What should City be doing that they are not?**

1. Road paving and infrastructure improvements (Ongoing)

2. Park and Recreation advisory board (Done)
3. Better recreation programs for youths-and seniors (Ongoing)
4. Starting a compensation study for competitive performance payment (Complete for some departments and ongoing)
5. Merit based system (No Action)
6. Capital improvement Plan (In planning stage)
7. Traffic control (Ongoing)
8. Devote more time to city events (hiring a PR/Marketing person) (Completed hiring, several new events started, taken over management of several established events, ongoing)
9. Improving quality of life (to attract outside groups) (Ongoing)
10. Pursue housing for retirees (No Action)
11. Encourage homeownership (No Action, but assessing grant options)
12. Obtain Grants (for development) (Applied for CMAQ, Historic Heritage, LPRF, etc., none funded but several still pending)

### **2017 -2018 GOAL STATEMENTS**

1. Beautification of interstate exchange
2. Public Safety reorganization
3. Upgrade/maintenance of recreation facilities
4. Feasibility study of old hospital building
5. Papermill site clean up
6. More recreation opportunities for seniors
7. Lighting enhancements off exit 347
8. Residential/commercial development – Pine Ridge
9. Development of comprehensive code enforcement program
10. Resolve library flooding issue
11. Improve overall employee compensation program
12. Phase 2 – street maintenance 3 votes
13. Improve appearance of central business district
14. Develop long term 5 yr. capital budget

### **2017-2018 STRATEGIC PLAN: REVIEW OF TOP 5 GOAL STATEMENTS AND ACCOMPANYING OBJECTIVES**

#### Strategic Plan

1. Implement Beautification/lighting upgrades of interstate exchanges.
  - a. Identify scope of work by August 1, 2017 (Complete)
  - b. Apply for TDOT permit by September 1, 2017 (Ongoing)
  - c. Complete lighting study by August 1, 2017 (Complete)
  - d. Submit grant application by October 1, 2017 (Complete)

2. Develop a comprehensive Public Safety Reorganization/Code Enforcement Program.
  - a. Hold workshop on reorganization by June 1, 2017 (Complete)
  - b. Approve City Manager's recommendation of Public Safety Reorganization by July 1, 2017 (Complete)
  - c. Review and revise applicable codes by July 1, 2017 (Ongoing)
  - d. Develop annual cleanup day by January 1, 2018 (Complete)
  
3. Upgrade/Maintenance of Recreational Facilities.
  - a. Review MTAS study with City Manager and Recreation Director by June 1, 2017 (Complete)
  - b. Develop maintenance plan by Recreation Director by July 1, 2017 (Ongoing)
  - c. Apply for LPRF grant by January 1, 2018 (Complete)
  
4. Repurpose old hospital building
  - a. Approve feasibility study by June 1, 2017 (Complete)
  - b. Complete feasibility study by October 1, 2017 (Complete)
  - c. Identify funding sources by November 1, 2017 (Ongoing)
  - d. Apply for funding by January 1, 2018 (No action)
  
5. Provide recreation more opportunities for seniors
  - a. Develop survey by Recreation Director and Public Relations Coordinator by July 1, 2017 (Complete)
  - b. Review survey results by September 1, 2018 (Complete)
  - c. Recommendations made by Recreation Director by October 1, 2017 (Ongoing)
  - d. Implement new senior programs by January 1, 2018 (Ongoing)

Comments Library flooding problems will remain a priority – (Complete) and the City will address the long term planning of commercial/residential development of Pine Ridge (Ongoing).

## **II. 2019-2010 TRATEGIC PLAN EXECUTIVE SUMMARY**

The Harriman Strategic Planning Retreat produced the summary of goals for fiscal year 2019-2020 listed below. The summary can be used as a one page general strategic plan document to create more awareness of strategic plans and efforts among the community. Section VII of this report specifically addresses each goal statement with accompanying objectives.

## **2019-2020 STRATEGIC PLAN SUMMARY**

1. Enhance comprehensive residential and commercial development in Harriman.
2. Enhance city wide paving.
3. Develop Stormwater Remediation Plan.
4. Complete beautification/light upgrades at interstate exchanges.
5. Complete Old Hospital Site Plan

### **III. SWOT METHODOLOGY**

The following steps to create a strategic plan for the City of Harriman:

- STEP 1 Identified Harriman's Strengths, Weaknesses, Opportunities and Threats (SWOT). This external scan provided ammunition to facilitate goal statements.
- STEP 2 Brainstormed about ways to address each of the characteristics mentioned in step 1 by developing goal statements for each of the characteristics. For example, goal statements should appropriately take advantage of strengths and opportunities and minimize or eliminate weaknesses and threats. The result of step 2 was 14 goal statements. Each of the 7 officials provided 2 goal statements.
- STEP 3 Officials were given 5 dots to vote on the goal statements. Officials could vote for one goal statement 5 times or any combination thereof. A total of 30 dots (6 officials x 5 dots) were used in this step. The purpose of this step was to prioritize the goal statements by selecting 5 goals for the city to address immediately.
- STEP 4 Dots (votes) were tabulated and the goal statements were ranked and prioritized.
- STEP 5 The top 5 out of 14 goal statements were thoroughly reviewed by each Harriman official. Participants developed timetables to meet each goal. Objectives for each goal statement stated the timetable to describe measures to meet each objective.
- STEP 6 In 2021, the City of Harriman will monitor the progress in reaching its goals.

#### **IV. SWOT ANALYSIS**

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

Examining SWOT, members also contributed solutions and opinions to each of the topics discussed. The SWOT results are as follows:

##### Strengths

1. Land for recreational facilities
2. Business activity
3. Large downtown
4. Has brought in more money than previous years
5. Progressive city council
6. Better run government

##### Weaknesses

1. Lack of senior opportunities
2. Large portion of UGB in Swan Pond not developable due to ash spill and TVA Plant operations
3. Size of downtown
4. One dimensional approach to caring for the community (fractionalized community support)
5. Weak development of home ownership
6. Abundance of rental property
7. Lack of land availability for residential development
8. Lack of home financing programs
9. Conditions of nearby properties

##### Opportunities

1. Midtown growth
2. Vacant hospital building
3. Long term success of Medieval Fair
4. Plan to enhance recreation
5. EPA cleanup of Papermill Site
6. Urban Growth Plan revisited
7. Bluff
8. Control illegal dumping
9. Historical opportunities
10. Economic recruitment
11. Completion of Ruritan Road



8.	1
9.	1
10.	5
11.	2
12.	4
13.	1
14.	1
Total # of dots (votes)	30 (6 participants multiplied by 5 dots)

**VII. 2019-2020 STRATEGIC PLAN: TOP 5 GOAL STATEMENTS AND ACCOMPANYING OBJECTIVES**

1. Enhance comprehensive residential and commercial development in Harriman
  - a. Create inventory of properties available by 7-1-19: CM.
  - b. Determine availability by 10-1-19.
  - c. Research incentives and develop policy by 3-1-2020.
  
2. Enhance city wide paving
  - a. Develop 5 yr. Road Paving plan by 4-1-19: Drack/street committee.
  - b. Identify funding source by 6-1-19: CK.
  - c. Apply for grants by 9-1-19.
  - d. Implement plan by 1-1-20.
  
3. Develop Stormwater Remediation Plan
  - a. Research other plans by 5-1-19: MTAS.
  - b. HUB/City map out system and provide assessment by 8-1-19.
  - c. Develop recommendations by 1-1-20.
  - d. Start implementation by 3-1-20.
  
4. Complete beautification/light upgrades at interstate exchanges
  - a. Select lighting option by 5-1-19.
  - b. Identify funding source by 6-1-19:CK.
  - c. Execute agreement with TDOT by 3-1-20.
  - d. Review progress at next strategic planning session in 2021.
  
5. Complete old hospital site plan
  - a. Complete environmental study by 5-1-19.
  - b. Identify funding sources by 6-1-19:CK.
  - c. Bid/demolish site by 5-1-20.