

CITY OF MCMINNVILLE

2021-2022 STRATEGIC GOALS

By Warren Nevad, Municipal Management Consultant,
The University of Tennessee's Municipal Technical Advisory Service



Municipal Technical Advisory Service
INSTITUTE *for* PUBLIC SERVICE

TABLE OF CONTENTS

	<u>PAGE</u>
I. INTRODUCTION	3
II. EXECUTIVE SUMMARY	3
III. METHODOLOGY	3
IV. SWOT ANALYSIS	4
V. GOAL STATEMENTS	6
VI. RANKING OF GOAL STATEMENTS	6
VII. RESOLUTION	8

I. INTRODUCTION

The McMinnville Mayor and Board of Aldermen conducted a Strength, Weakness, Opportunity and Threat Assessment of the City of McMinnville. The findings in this external scan provide much ammunition to create a wide-ranging list of goal statements for the 2021–2022 fiscal year. These goal statements were thoroughly reviewed, evaluated and ultimately voted on by the Mayor and Board of Aldermen.

The top four (4) vote-getting goal statements were discussed, and a specific plan of action was developed to address each goal. Each goal and accompanying objectives were given a specific timetable and assignment of a responsible party.

II. EXECUTIVE SUMMARY

The McMinnville Strategic Planning Retreat produced the summary of 2021-2022 goals listed below. The summary can be used as a one page general strategic plan document to create more awareness of strategic planning among the community and adopted as a resolution by the board. Page 6 of this report specifically addresses each goal statement with accompanying objectives.

2021-2022 Goal Setting Plan Summary

1. Compensation/Retention Study
2. Address Blue Building
3. Address Phase II Aquatic Center
4. Formation of a Comprehensive Economic Development Board

III. METHODOLOGY

The Mayor and Board of Aldermen and City Administrator used the following steps to create a Goal Setting Plan for the City of McMinnville:

- STEP 1: Identified McMinnville’s Strengths, Weaknesses, Opportunities and Threats (SWOT). This external scan gave ammunition to facilitate goal statements.
- STEP 2: Develop goal statements as a result of the SWOT Analysis.
- STEP 3: Officials were given five (5) dots to vote on the goal statements. Officials could vote for one (1) goal statement five (5) times or any combination thereof. The purpose of this step is to prioritize the goal statements by selecting four (4) goals for the city to address in 2021-2022.
- STEP 4: Dots (votes) were tabulated and the goal statements were ranked and prioritized.
- STEP 5: The top four (4) out of fourteen (14) goal statements were thoroughly reviewed, and timetables were developed to meet each goal.
- STEP 6: This time next year, the City of McMinnville will monitor the performance of its goals.

IV. SWOT ANALYSIS

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

STRENGTHS

1. Historic Downtown
2. Geographic Location
3. River Access
4. New Rec Center
5. Small Town USA
6. Responsive Board
7. City Employees
8. Education and Technical Training
9. Good Volunteers
10. Freedom and Pride
11. Finances Strong
12. Good Medical Care

13. Safe Community
14. Good City Services and Utilities
15. Community has Momentum
16. Name Recognition: Nursey & Dottie West
17. Public Transportation

WEAKNESSES

1. Street/Sidewalks Infrastructure
2. High Cost of Housing
3. Low Ownership
4. Resistance to Change
5. Lack of Outdoor River Access
6. High Poverty Rate
7. Homelessness/Drug Addicts
8. Limited Land/Annexation
9. No Indoor Pool
10. Expectations not met by some Employees

OPPORTUNITIES

1. More River Access
2. Aquatic Center
3. Police Station Integration
4. Balanced Budget – General
5. Compensation Study
6. Creative Home Ownership
7. Community Development Director Position
8. Mangus Drive
9. Repurpose Industrial Property
10. Blue Building
11. Park Theater – Movies
12. Intergovernmental Relations
13. Partner with County Parks

THREATS

1. Overgrowth/Congestion
2. State Federal Funding Cuts
3. Uncontrolled Homelessness and Lack of Mental Health Care – Substance

4. Parts of City Underserved
5. Health Impacts from lack of Recreational Opportunities
6. Street/Sidewalks Infrastructure
7. High Cost of Housing
8. Low Ownership
9. Resistance to Change
10. Lack of Outdoor River Access
11. High Poverty Rate
12. Expectations not met by some Employees

V. GOAL STATEMENTS

1. Develop a Homelessness Study
2. Better Services/Programs to Outlying Areas
3. Develop a Long-Term Plan to Integrate all Police Operations (1)
4. Compensation and Retention Plan (6)
5. Create new Housing Ownership Opportunities (1)
6. Develop a Plan to Update/Repurpose Outdated or Unused Industrial Sites (2)
7. Address Blue Building (7)
8. Fill Community Development Director Responsibilities (2)
9. Phase 2 – Aquatic Center (6)
10. River Access Plan
11. Enhance Sidewalk Infrastructure (3)
12. Freeze Capital projects (3)
13. Formation of Economic Development Board as central entity (4)
14. Feasibility study of greenway extension.

VI. RANKING OF GOAL STATEMENTS

Top 4 Goals/Objectives

1. Compensation/Retention Study
 - (a) Libby prepares finance committee recommendation and gives to City Administration by Aug. 1.
 - (b) Board approves study by Sept. 1
 - (c) Study completed by March 1, 2022
2. Address Blue Building
 - (a) Property surveyed and appraisal by Aug. 1
 - (b) City declares surplus by Nov. 1
 - (c) Seek proposals by March 1

3. Address Phase II Aquatic Center
 - (a) Park committee planning session
Added April 27, 2021 by BoMA
 - (b) Identify operational and maintenance costs for the facility for annual budget
Removed April 27, 2021 by BoMA
 - (c) ~~Plans drawn and funding plan by April~~
 - (d) ~~Apply for grant~~

4. Formation of a Comprehensive Economic Development Board
 - (a) Economic Dev. Summit by Jan. 15
 - (b) Ordinance by May 1
 - (c) First meeting – July 2022

VII. RESOLUTION APPROVING GOALS

RESOLUTION 2128

A RESOLUTION OF THE CITY OF MCMINNVILLE MAYOR AND BOARD OF ALDERMEN ESTABLISHING 4 STRATEGIC PLANNING GOALS FOR FISCAL YEAR 2021-2022

Whereas, the McMinnville Mayor and Board of Aldermen met with the University of Tennessee Municipal Technical Advisory Service (MTAS) on March 16, 2021;

Whereas, the McMinnville Mayor and Board of Aldermen hereby approve the following 4 goals and accompanying objectives for the 2021–2022 fiscal year.

1. Compensation/Retention Study
 - (a) Personnel Director prepares finance committee recommendation and gives to City Administration by Aug. 1.
 - (b) Board approves study by Sept. 1
 - (c) Study completed by March 1, 2022

2. Address Blue Building
 - (a) Property surveyed and appraisal by Aug. 1
 - (b) City declares surplus by Nov. 1
 - (c) Seek proposals by March 1, 2022

3. Address Phase II Aquatic Center
 - (a) Park committee planning session
Added April 27, 2021 by BoMA
 - (b) Identify operational and maintenance costs for the facility for annual budget
Removed April 27, 2021 by BoMA
 - (c) ~~Plans drawn and funding plan by April 2022~~
 - (d) ~~Apply for grant~~

4. Formation of a Comprehensive Economic Development Board
 - (a) Economic Dev. Summit by Jan. 15
 - (b) Ordinance by May 1
 - (c) First meeting – July 2022

City of McMinnville, Tennessee



RESOLUTION NO. 2128

A RESOLUTION of the City of McMinnville Mayor and Board of Aldermen establishing four (4) strategic planning goals for fiscal year 2021-2022; and to set the date for the resolution to become effective.

WHEREAS, the McMinnville Mayor and Board of Aldermen met with the University of Tennessee Municipal Technical Advisory Service (MTAS) on March 16, 2021;

WHEREAS, the McMinnville Mayor and Board of Aldermen hereby approve the following 4 goals and accompanying objectives for the 2021–2022 fiscal year.

1. Compensation/Retention Study
 - a. Personnel Director prepares Finance Committee recommendation and gives to City Administration by Aug. 1.
 - b. Board approves study by Sept. 1
 - c. Study completed by March 1, 2022
2. Address Blue Blvd. Building
 - a. Property surveyed and appraisal by Aug. 1
 - b. City declares surplus by Nov. 1
 - c. Seek proposals by March 1, 2022
3. Address Phase II Aquatic Center
 - a. Park Committee planning session
 - b. Identify operational and maintenance costs.
 - c. Funding plan including grants, sponsors, and other sources to reduce taxpayer costs.
4. Formation of a Comprehensive Economic Development Board
 - a. Economic Dev. Summit by Jan. 15
 - b. Ordinance by May 1
 - c. First meeting – July 2022

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF MCMINNVILLE, TENNESSEE, THAT:

1. The City of McMinnville approves the four (4) strategic planning goals and accompanying objectives for the 2021-2022 fiscal year.

2. This resolution shall become effective from and after its adoption, the welfare of the City requiring it.

ADOPTED: This the th 27 day of April, 2021.


Recorder

APPROVED:



Mayor

APPROVED AS TO FORM:

City Attorney