

# **CITY OF CROSSVILLE**

## **2013-14 STRATEGIC GOALS**

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

THE UNIVERSITY of TENNESSEE   

---

MUNICIPAL TECHNICAL ADVISORY SERVICE

## TABLE OF CONTENTS

	<b><u>PAGE</u></b>
I. INTRODUCTION	3
II. EXECUTIVE SUMMARY	3
III. METHODOLOGY	4
IV. SWOT ANALYSIS	5
V. GOAL STATEMENTS	7
VI. 2013-14 STRATEGIC PLAN: TOP 4 GOAL STATEMENTS AND ACCOMPANYING OBJECTIVES	9

**CITY OF CROSSVILLE, TENNESSEE  
2013-14 STRATEGIC PLANNING RETREAT  
APRIL 6, 2013**

**I. INTRODUCTION**

The City of Crossville held a strategic planning retreat at City Hall on April 6, 2013. The purpose of this retreat was to learn about municipal governmental resources and develop four (4) goals for fiscal year ending June 30, 2014.

The participants conducted a Strength, Weakness, Opportunity and Threat Assessment of the City of Crossville. The findings in this external scan provide much ammunition to create a wide-ranging list of goal statements for Crossville. These goal statements were thoroughly reviewed, evaluated and ultimately voted on by the Mayor and City Council.

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 Crossville Strategic Planning Retreat produced the summary of 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 9 of this report specifically addresses each goal statement with accompanying objectives.

## **2013-2014 Goal Setting Plan Summary**

### **TOP 4**

1. Utility District Assessment Plan – Merger of SCUD
2. Interlocal orientation package
3. Recycling program
4. Employee self-funded health insurance

### **III. METHODOLOGY**

The Mayor and City Council used the following steps to create a 2013 Goal Setting Plan for the City of Crossville:

- STEP 1: Identified Crossville’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.
- STEP 4: Dots (votes) were tabulated and the goal statements were ranked and prioritized.

STEP 5: The top four (4) out of thirteen (13) goal statements were thoroughly reviewed and timetables were developed to meet each goal.

STEP 6: This time next year, the City of Crossville will monitor the performance of its goals and set new ones.

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

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

##### **STRENGTHS**

1. Good location
2. Unique demographics – seniors
3. Knowledgeable employees
4. Location relative to colleges
5. Local airport
6. Community involvement
7. 4<sup>th</sup> of July
8. Promotions – newspaper
9. Low utility rates
10. Low tax rates
11. Cost of living cheaper
12. Golf – recreational facilities
13. Youth recreation – baseball fields
14. Interstate accessibility
15. Theatre/Arts
16. Relative good manufacture base – growth
17. Infrastructure in good shape last 15 years – roads, fire, water, sewer, police protection.

##### **WEAKNESSES**

1. Lack of progressive ideas/leadership

2. High turnover and availability of workforce
3. Lack of young workforce
4. Agricultural community is shrinking
5. Lack of high tech/financial services jobs
6. Services (5) are taken for granted
7. Need more placements for community colleges
8. Low wages – can't make a good living
9. Entitlements better than job – can't afford to work
10. High daycare keeps folks from working
11. (1) Economically depressed; (2) Upper class; (3) Upper middle class – 3 classes
12. Lack of mentoring program for kids
13. Unemployment benefits hurt local economy
14. Need more technical skills for city employees
15. Lack of management training program for employees
16. Need more education for all departments
17. Lack of growth management plan for infrastructure

## **OPPORTUNITIES**

1. Tie in educational partners with businesses
2. Growth in medical industry because of retirement comm.
3. Medical jobs training complex
4. YMCA recreation complex
5. Need indoor recreation center for seniors and youth
6. Northwest bypass connector completion
7. Long term road plan
8. More utility district mergers
9. City/county discussion of joint utility opportunities
10. Raising dam at Meadow Park
11. Increase capacity of water plant
12. Visioning 2035
13. Partnerships with county – same goals – govt. boards – dept. heads to do well
14. New leadership in school and chamber – orientation package

## **THREATS**

1. State and federal mandates, health care, immigration
2. Shooting range for police then keep open for public
3. Increased liability
4. General economy
5. Internet sales

## **V. GOAL STATEMENTS**

1. Interlocal orientation package between city/county chamber (5)
2. Meadow Park Lake water reservoir – start (1)
3. Merger of South Cumberland Utility District (6)
4. Recycling program for citizens (4)
5. Employee self-funded health insurance – feasibility (2)
6. Install infrastructure at amphitheater (0)
7. Water maint. plan – comprehensive (0)
8. Community engagement plan for retirees (1)
9. Downtown utilities placement program (stormwater, w&s) (2)
10. More SRO officers to all schools (0)
11. Community engagement plan for youth (1)
12. Recruit one major employer at least 25 employees (1)

13. Utility district assessment study (2)

#### **VI TOP 4**

1. Utility District Assessment Plan – Merger of SCUD (6)
2. Interlocal orientation package (5)
3. Recycling program (4)
4. Employee self-funded health insurance (2)

#### **GOAL 1 – Utility District Assessment Plan – Merger of SCUD**

1. Review finances and impact SCUD by 10-1
2. Establish mission - a role of potential mergers by 10-1
3. Study and recommendations completed by 1-1-14 (Stuel-Fred)

#### **GOAL 2 – Interlocal orientation package (school dist. & chamber dist.)**

1. Develop an agenda along with info – MTAS – 7-1
2. Develop power point presentation of roles of city, county and chamber staff by 7-1
3. Secure location by 7-1
4. Hold session

#### **GOAL 3 – Recycling program (modeled after Lewisburg)**

1. Establish voluntary pilot area by 9-1-13
2. Coordinate work and costs with county, state or privatize by 1-1-14
3. Implement program by 6-30-14



**GOAL 4 - Employee self-funded health insurance feasibility plan**

1. Information gathering and release of information by 7-1-13
2. Complete study and make recommendations by 10-1-13