

Draft Report

City of Oak Hill Strategic Plan August, 2010

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Mission Statement

The mission of the City of Oak Hill is to preserve its natural resources and residential environment; to offer an enhanced level of services to its citizens; and to provide a strong sense of community pride with historical awareness all within close proximity to a world class metropolitan area.

Introduction

The city commissioners and city manager met with MTAS consultants in identifying 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.

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 commission and city manager 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 for the city. After reviewing strengths, weaknesses, opportunities

and threats (SWOT analysis) of the community the commission identified the following goals and objectives:

Goals and Objectives

1. Work with state representatives and officials in preserving the local government revenue-sharing from the Hall Income Tax.

Specific Objectives:

- a. Increase participation in the Tennessee Municipal League.
- b. Conduct regular meetings with area legislators, including Metro council representatives-preferably every 6 months.
- c. Foster a friendly relationship with the new governor.
- d. Communicate and partner with other cities in promoting the local government revenue-sharing from the Hall Income Tax.
- e. Use the CodeRed system for notifications relating to the local government revenue-sharing from the Hall Income Tax and proposed amendments.

2. Negotiate with Metro for providing augmented community based police services on an actual cost basis.

Specific Objectives:

- a. Discuss and review the need, community benefit and desire for increased police service with Metro representatives.
- b. Discuss and review the need, community benefit and desire for increased police service with the Metro mayor.
- c. Collaborate with the City of Forest Hills.
- d. In negotiating, develop a police chain of command that is clearly understood.

3. Lobby the Metropolitan Planning Organization (MPO) and elected officials in the area for a vote on the MPO.

Specific Objectives:

- a. Enlist the assistance of other satellite cities.
- b. Enlist the assistance of other non- voting small cities.
- c. Enlist the assistance of other nearby cities.
- d. Attend MPO meetings on a regular basis.
- e. Include the city engineer as a representative on the technical review committee.

4. Partner with other cities in providing services.

Specific Objectives;

- a. Identify potential services for participation.
- b. Require staff recommendations for the commission to review.

5. Improve recycling.

Specific Objectives:

- a. Survey community attitude and desire for recycling and frequency of garbage service, including willingness to pay for services.
 - b. Research innovative ways of providing recycling.
 - c. Promote the location of a Metro recycle center in Oak Hill.
 - d. Explore potential vendors and markets.
6. Foster a relationship with the Land Trust (Glen Leven Farm).

Specific Objectives:

- a. Maintain established relationship with Land Trust officials.
- b. Establish a citizen committee to work with the Land Trust.
- c. Identify potential funding sources, public and private.
- d. Promote events to create awareness of the trust and its benefit to the city.
- e. Identify significant stakeholders and cultivate their interest.
- f. Explore potential grant and loan sources.
- g. Collaborate with Belle Meade Plantation in developing the resource.

Additional Identified Goals-Non Prioritized

The commission identified the following additional goals in a non-prioritized format after completing the SWOT analysis:

- 1. Acquire land for parks and playgrounds.
- 2. Pursue enhancement grants and other grants for sidewalks and greenways.
- 3. Conduct a transportation study to include transportation policies.
- 4. Improve the stormwater infrastructure.
- 5. Pursue administrative hearing procedures.
- 6. Explore potential franchise fees.
- 7. Update development regulations.
- 8. Build a better community identity.
- 9. Conduct a comprehensive community services survey.
- 10. Develop a capital improvements program including finance plans.
- 11. Explore the use of stormwater fees.
- 12. Promote and initiate community events.
- 13. Request MTAS assistance in improving the BOZ procedures.
- 14. Develop finance investment policies.
- 15. Partner with schools in promoting community events, facility use and promoting safe routes to schools.
- 16. Improve sound walls in some areas of the city.

Summary of SWOT Analysis

The commission conducted a SWOT analysis of the community and identified the following strengths, weaknesses, opportunities, and threats.

Strengths

- 1. Central location to Nashville.
- 2. Nearness to international airport.
- 3. Nearness to Nashville central business areas.
- 4. Nearness to a metropolitan cultural center.
- 5. Proximity to Interstate 65.

6. Nearby shopping locations.
7. Abundance of quality restaurants.
8. Vanderbilt University and other colleges and universities.
9. Abundance of outstanding medical facilities.
10. Well informed and educated citizenry.
11. High land values.
12. The location of Radnor State Park.
13. Citizen interest in the community.
14. High municipal operating reserve fund balance.
15. History of civil war battles.
16. Attractiveness of stone walls in the community.
17. Professional city manager form of government.
18. Residential character of the city.
19. Experienced professional city staff/code enforcement standards.
20. Top rated private and public schools in the area.
21. Abundance of churches in the area.
22. No property tax.
23. Backdoor garbage/trash pick-up.
24. Low crime rate.
25. Excellent streets.
26. Excellent traffic flow/patterns.

Weaknesses

1. Dependency on the Hall Income Tax.
2. Undiversified revenue sources.
3. The availability of water for fire service in some areas is substandard.
4. Lack of police coverage.
5. Lack of control in providing/scheduling augmented police service.
6. Inability to expand services with Metro limitations.
7. Lack of city parks and playgrounds.
8. Lack of street lights.
9. Lack of growth opportunities.
10. Highway noise in some areas of the city.
11. Inability to effectively enforce mechanical and plumbing standards.
12. Zoning and subdivision regulations.
13. Some zoning variances are not consistent with the zoning ordinance.
14. Lack of municipal ordinance enforcement ability-city court.
15. Customer service/staff responsiveness.

Opportunities

1. Maximize federal and state grant applications.
2. Use of the Glen Leven Farm.
3. Develop bike trails, greenway and road- scape projects.
4. Market residential amenity benefits.
5. Promote city wide community events.
6. Participate in joint ventures with other satellite cities.
7. Continue to work with metro and other cities in providing services.
8. Create a more efficient recycling program.
9. Adopt administrative hearing procedures for code enforcement.
10. Upgrade zoning and other development ordinances.
11. Use the courts to enforce municipal codes.

Threats

1. The repeal, amendment, or reduction of the local government revenue-sharing from the Hall Income Tax.
2. Reduction in state shared revenues.
3. Decline in the revenue structure and the economy.
4. Unabated stormwater issues.
5. Lack of municipal code standards/enforcement ability.
6. Board of Zoning Appeals weakening the municipal zoning ordinance with conflicting variances.

Summary

MTAS thanks the city commission and city manager for participating in the strategic planning (critical thinking) session and developing a mission statement with prioritized goals and objectives. We recommend that the council update the goals and objectives on an annual basis and make the one page summary available at each commission meeting. Following is the mission statement and prioritized goals of the city.

Mission Statement

The mission of the City of Oak Hill is to preserve its natural resources and residential environment; to offer an enhanced level of services to its citizens; and to provide a strong sense of community pride with historical awareness all within close proximity to a world class metropolitan area.

Prioritized Goals of the City

1. Work with state representatives and officials in preserving the local government revenue-sharing from the Hall Income Tax.
2. Negotiate with Metro for providing augmented community based police services on an actual cost basis.
3. Lobby the Metropolitan Planning Organization and elected officials in the area for a vote on the MPO.
4. Partner with other cities in providing services.
5. Improve recycling.
6. Foster a relationship with the Land Trust (Glen Leven Farm).