



McMinnville
TENNESSEE

Strategic Planning Summary

2023 – 2026



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Executive Summary

From February through April 2023, the City of McMinnville engaged in a strategic planning process. The process generated a strategic plan covering 2023 – 2026.

The plan consists of six strategic goals, identified as the issues of greatest importance to McMinnville over the next three years. With each goal is an associated outcome, key outcome indicators (measuring progress towards outcomes) and performance targets. These were determined through a facilitated process including the elected board and staff, and incorporated stakeholder feedback that included a Community Survey, and Internal Stakeholder Strategic Planning Survey, and six focus groups.



- 1) Proactive Communications
- 2) Workforce Recruitment and Retention
- 3) Public Safety
- 4) Reliable Infrastructure
- 5) Financial Security
- 6) Economic Growth and Development

Desired Outcome	Key Outcome Indicator (KOI)	Target	Strategic Initiatives
Strategic Priority: Proactive Communications			
An Engaged and Informed Community	<ul style="list-style-type: none"> - # of social media followers - # of City Staff technology users 	<ul style="list-style-type: none"> - Increase social media followers by ≥ 10% by 12/23 - Increase City Staff technology users by ≥ 10% by 12/24 	<ul style="list-style-type: none"> a) Fully implement See Click Fix b) Create strategy to increase online and print media presence c) Conduct Public Trust Survey d) Create and implement quarterly “State of the City” program
Increased public understanding and trust	<ul style="list-style-type: none"> - # of in person events - % of positive survey results 	<ul style="list-style-type: none"> - ≥ 3 in person events annually - Increase of 10% in positive public trust survey results 	
Strategic Priority: Workforce Recruitment and Retention			
Staff capacity to meet service demands	<ul style="list-style-type: none"> - # of applicants - Time to fill positions 	<ul style="list-style-type: none"> - Increased # of skilled applicants by 15% by 12/25 - Decrease time to fill by 20% by 12/25 	<ul style="list-style-type: none"> a) Implement Applicant Tracking System b) Develop Stay Interview Strategy c) Establish Succession Planning Program d) Develop Leadership Skills Strategy e) Create Employee Recognition Program for high performing employees f) Establish Recruitment Strategy g) Develop minimum staffing levels
Retention of high-capacity employees	<ul style="list-style-type: none"> - Staffing ratios - % of turnover 	<ul style="list-style-type: none"> - 100% of departments conduct Standard Performance Review annually - Staffing ratios met by 7-25 	
Strategic Priority: Public Safety			
Capacity to meet community safety needs	<ul style="list-style-type: none"> - Time to fill vacancies - # of employees 	<ul style="list-style-type: none"> - 98% of budgeted public safety positions filled by 1/25 	<ul style="list-style-type: none"> a) Create Public Safety Recruitment Plan b) Develop Program to update Essential Safety Equipment c) Establish Multi-departmental Public Safety Forums d) Update Internal Preparedness Plan for City e) Form an External Incident Preparedness Plan county-wide f) Conduct a police department facility analysis g) Update and implement community based programs
Increased awareness of public safety presence in the community	<ul style="list-style-type: none"> - # of units - # of programs 	<ul style="list-style-type: none"> - Restore community-based programs to pre-pandemic levels by 7/24 - Restore number of public safety units to pre-pandemic levels by 12/24 	
Major incident preparedness	<ul style="list-style-type: none"> - # of intra-departmental training events 	<ul style="list-style-type: none"> - ≥ 90% of personnel fully trained annually by 2025 	

Desired Outcome	Key Outcome Indicator (KOI)	Target	Strategic Initiatives
Strategic Priority: Reliable Infrastructure			
Improved Streets	<ul style="list-style-type: none"> - Pavement Condition Rating - # of streets paved 	<ul style="list-style-type: none"> - Pavement condition Rating increased by 20% by 2026 - ≥ 3 miles of streets paved annually 	<ul style="list-style-type: none"> a) Integrate water line projects and paving plans b) Develop a sewer line TV Inspection Plan c) Develop Stormwater Flood Reduction Program d) Update PCI Strategy
Improved Stormwater Management	<ul style="list-style-type: none"> - # of problem area studies 	<ul style="list-style-type: none"> - No major stormwater flooding issues by 2026 	
Improved Water/Sewer	<ul style="list-style-type: none"> - # of water line breaks - # of sewer overflow events 	<ul style="list-style-type: none"> - Water line replacements on 4 streets annually - 20% of sewer lines inspected by TV Camera annually 	
Strategic Priority: Financial Security			
Minimum Financial Ratios Maintained	<ul style="list-style-type: none"> - Budget Policy Ratios 	<ul style="list-style-type: none"> - Budget Policy & Ratios established by 12/23 	<ul style="list-style-type: none"> a) Develop and adopt a comprehensive financial policy based on GFOA guidelines b) Establish a comprehensive capital and asset management, replacement, and retirement strategy c) Develop a financial reporting strategy for internal and external audiences
Finances transparent internally and externally	<ul style="list-style-type: none"> - # of Departmental Fund Reports established 	<ul style="list-style-type: none"> - All Departmental Fund Reports in place by 12/23 	
Strategic Priority: Economic Growth and Development			
Land use regulations updated	<ul style="list-style-type: none"> - # of regulations revised - # of Commission Benchmarks achieved 	<ul style="list-style-type: none"> - Land use regulations revised by 4/24 	<ul style="list-style-type: none"> a) Create Public Input Strategy for Land Use Regulations b) Educational outreach plan for new land use regulations c) Establish a joint BOMA and Planning Commission Task Force d) Create system to integrate multiple software platforms e) Create a Land Use Development Plan f) Create a Land Use Redevelopment Plan g) Develop Economic Development Marketing Strategy h) Create Tourism Marketing Plan
Identified Commercial/Industrial sites repurposed	<ul style="list-style-type: none"> - # of sites identified - # of sites repurposed 	<ul style="list-style-type: none"> - Repurposed sites increased by 10% by 12/25 	

Vision, Mission, Values

Vision

McMinnville is a safe and fiscally sound community that balances small town friendliness with opportunities for all. With superior services delivered in an attractive community with beautiful nature amenities, our community is the place where people want to be.

Mission

The City of McMinnville provides reliable and cost-effective services that support our community's safety and enhance quality of life. We continually improve McMinnville by fostering an atmosphere of integrity, innovation, and collaboration.

Values

Integrity

We are honest in our endeavors and ethical in our actions.

Innovative

We strive to always learn so we can meet challenges with creative solutions.

Financially Responsible

We take pride in what we do and in our care of public resources.

Teamwork

We find ways to work together within our city and in the extended community.

Fair and Consistent

We serve the community, seeking to fulfill our duties reliably, effectively, and efficiently.

Respectful and Welcoming

We strive to make everyone feel like they have a place in McMinnville.

Strategic Priority 1:

Proactive Communications

Outcome

An Engaged and Informed Community

Key Outcome Indicator

- # of City social media followers
- # of City staff technology users

Target

- Increase social media followers by $\geq 10\%$ by 12/23
- Increase City staff technology users by $\geq 10\%$ by 12/24

Outcome

Increased public understanding and trust

Key Outcome Indicator

- # of in person events
- % of positive survey results

Target

- ≥ 3 in person events annually
- Increase of 10% in positive public trust survey results annually

Strategic Initiatives

- a) Fully implement See Click Fix
- b) Create strategy to increase online and print media presence
- c) Conduct Public Trust Survey
- d) Create and implement quarterly "State of the City"

Strategic Priority 2:

Workforce Recruitment and Retention

Outcome

Staff Capacity to meet Service Demands

Key Outcome Indicator

- # of applicants
- Time to fill positions

Target

- Increase # of skilled applicants by 15% by 12/25
- Decrease time to fill by 20% by 12/25

Outcome

Retention of High-Capacity Employees

Key Outcome Indicator

- Staffing ratios
- % of turnover

Target

- 100% of departments conduct Standard Performance Review annually
- Staffing ratios met by 7/25

Strategic Initiatives

- a) Implement Applicant Tracking System
- b) Develop Stay Interview Strategy
- c) Establish Succession Planning Program
- d) Develop Leadership Skills Strategy
- e) Create Employee Recognition Program for high performing employees
- f) Establish Recruitment Strategy
- g) Develop Minimum Staffing Levels

Strategic Priority 3:

Public Safety

Outcome

Capacity to meet community safety needs

Key Outcome Indicator

- Time to fill vacancies
 - # of employees
- Target**
- 98% of budgeted public safety positions filled by 1/25

Outcome

Increased awareness of public safety presence in the community

Key Outcome Indicator

- # of units
 - # of programs
- Target**
- Restore community-based programs to pre-pandemic levels by 7/24
 - Restore number of public safety units to pre-pandemic levels by 12/24

Outcome

Major incident preparedness

Key Outcome Indicator

- # of intradepartmental training events
- Target**
- ≥ 90% of personnel fully trained annually by 2025

Strategic Initiatives

- a) Create Public Safety Recruitment Plan
- b) Develop program to update essential safety equipment
- c) Establish multi-departmental public safety forums for residents
- d) Update Internal Preparedness Plan for the City
- e) Form an External Incident Preparedness Plan county-wide
- f) Conduct a police department facility analysis
- g) Update and implement community based programs

Strategic Priority 4:

Reliable Infrastructure

Outcome

Improved Streets

Key Outcome Indicator

- Pavement condition rating
 - # of streets paved
- Target**
- Pavement condition rating increased by 20% by 2026
 - ≥ 3 miles of streets paved annually

Outcome

Improved Stormwater Management

Key Outcome Indicator

- # of problem area studies
- Target**
- No major stormwater flooding issues by 2026

Outcome

Improved Water/Sewer

Key Outcome Indicator

- # of water line breaks
 - # of sewer overflow events
- Target**
- Water line replacements on 4 streets annually
 - 20% of sewer lines inspected by TV camera annually

Strategic Initiatives

- a) Integrate Water Line Projects and Paving Plans
- b) Develop a Sewer line TV Inspection Plan
- c) Develop a Flood Reduction Program
- d) Update PCI Strategy

Strategic Priority 5:

Financial Security

Outcome

Minimal Financial Ratios
Maintained

Key Outcome Indicator

- Budget Policy Ratios

Target

- Budget Policy & Ratios established by 12/23

Outcome

Finances transparent
internally and externally

Key Outcome Indicator

- # of Departmental Fund Reports established

Target

- All Departmental Fund Reports in place by 12/23

Strategic Initiatives

- a) Develop and adopt a Comprehensive Financial Policy based on GFOA guidelines
- b) Establish a Comprehensive Capital and Assessment management, Replacement, and Retirement Strategy
- c) Develop a Financial Reporting Strategy for internal and external audiences

Strategic Priority 6:

Economic Growth and Development

Outcome

Land use regulations updated

Key Outcome Indicator

- # of regulations revised
- # of Commission Benchmarks achieved

Target

- Land use regulations revised by 4/24

Outcome

Identified Commercial/Industrial sites repurposed

Key Outcome Indicator

- # of sites identified
- # of sites repurposed

Target

- Repurposed sites increased by 10% by 12/25

Strategic Initiatives

- a) Create a Public Input Strategy for land use regulations
- b) Educational Outreach Plan for new land use regulations
- c) Establish a joint BOMA and Planning Commission Task Force
- d) Create system to integrate multiple software platforms
- e) Create a Land Use Development Plan
- f) Create a Land Use Redevelopment Plan
- g) Develop Economic Development Marketing Strategy
- h) Create Tourism Marketing Plan

Strategic Planning Participants

The City of McMinnville Strategic Plan was developed with the hard work of many individuals. The Mayor and Aldermen focused time and attention to the process of understanding key data, confirming the vision and mission for the City, and then working collaboratively to determine the strategic priorities and resulting outcomes that are most important to their community stakeholders.

The City's senior staff supported the City's elected officials and offered an operations perspective as well as their professional subject matter expertise. All participants were enthusiastic about the process and committed to creative and innovative thinking to establish the outcomes that most benefit McMinnville.

McMinnville Elected Officials

Ryle Chastain, Mayor
Steve Harvey, Alderman
Keri Morton, Alderman
Rachel Kirby, Alderman
Stacey Harvey, Alderman
Sally Brock, Alderman
Deitra Dunlap, Alderman

McMinnville City Staff

Nolan Ming, City Administrator
Frank Southard, Public Works Director
Samantha Moore, Finance Director
Ricky Morton, Water and Wastewater Director
Kendall Mayfield, Fire Chief
Scotty Lawson, IT Director
Nichole Mosley, Police Chief
Justin Scott, Parks and Recreation Director
Libby Rutledge, HR Director
Sean Garrett, Community Development Director

Consultants

Cory Poris Plasch, CP2 Consulting