

City of Norris 2008-2013 Strategic Plan



Developed By: The Norris City Council, April 2008

Members: Sharon Wallace, Mayor; Richard Dyer, Vice-Mayor; Jean Heinzman, Council Member; Thomas Mariner, Council Member; Tom Bates, Council Member; Eric Brackins, City Manager.



City of Norris Strategic Plan 2008-2013

Mission: The Mission of the City of Norris is to foster a community that nurtures a satisfying quality of life by providing services for its citizens, visitors, and businesses in an ethical, efficient and responsive manner while remembering the past and looking to the future.

Vision: Norris will be a clean, safe and welcoming city, growing economically and preserving our heritage.

Goals:

1. Increase the city's revenue base.
2. Promote quality growth.
3. Expand and renovate infrastructure.
4. Develop an annexation plan.
5. Improve communication with citizens.
6. Utilize citizen talents.
7. Limit the impact of pollution.
8. Preserve corporate knowledge.



Goal 1

Increase the revenue base.

- a. Recruit businesses for annexation by January 1, 2009
- b. Promote a "Buy in Norris" campaign by Norris Day
- c. Fight TVA's effort to ignore its charter by June 1, 2008
- d. Aggressively pursue grants (an ongoing effort)
- e. Increase user fees for deer hunts, rifle range, burn permits, and discretionary water users by June 1, 2008
- f. Recruit businesses for available land
- g. Identify revenue sources not being used
- h. Expand recruiting efforts by increasing contacts made by 10% per year
- i. Attend the Governor's conference on economic development
- j. Attend the basic economic course put on by the State's Economic and Community Development Department
- k. Meet with existing business once every six months to identify ways the city can help since it is easier to retain businesses than recruit them
- l. Request a *situs* report from State Department of Revenue to ensure all known businesses are reporting their business taxes.

It was suggested that the City Council is responsible for achieving this goal of an increased revenue base by January 1, 2009. The council will know this goal has been achieved when the city's revenues are increased by \$100,000.



Goal 2

To promote quality growth.

- a. Review and revise zoning ordinance this year (this is currently in progress)
- b. Consult with area businesses about what the city can do to help them
- c. Research what other cities have done to promote growth and issue a report
- d. Compile demographic information of the area
- e. Compile a list of available properties
- f. Cooperate with other cities and the county in recruiting desirable businesses
- g. Establish a design review board
- h. Enlist TVA's help with economic development through its Consumer Connection program

Responsible parties for achieving the goal of promoting quality growth are: the planning commission, city council, city staff, and possibly a committee. The council will know that this goal is achieved when quality growth occurs, and the target date for completion is within the next five years



Goal 3

To expand and renovate infrastructure.

- a. Work with ACUB and the county to create a Wastewater Authority
- b. Expand the wastewater treatment plant
- c. Work with state to obtain an increased permit limit for discharge into Buffalo Creek
- d. Plan for new customers in franchise area and ensure that the water/wastewater system is sustainable.
- e. Conduct an inventory of roads, sidewalk, and ditches then establish an improvement schedule based on the condition of each
- f. Conduct a storm water assessment, identifying how much inflow and infiltration is in the sewer system and consider assessing a storm water fee to pay for system repairs and upgrades.

Responsible parties for achieving this goal are Tony Wilkerson, Eric Brackins, the Norris water commission, and the city council. The city will know when the goal of expanding and renovating the infrastructure when the authority has been created as a legal entity and the wastewater treatment plant is expanded. A target date for completion is July 2010.



Goal 4

To develop an annexation plan.

- a. Collect historical data on past annexation attempts that includes identifying gentlemen's agreements
- b. Do an annexation study
- c. Write a plan of services for recommended annexation areas by September 2008
- d. Visit each resident in the proposed annexation area to gauge interest by December 2008
- e. Write a letter to each resident in the proposed annexation area to explain the pros and cons of annexation and to detail annexation history by September 2008
- f. Compile a list homes and businesses in proposed annexation areas by June 2008
- g. Create a committee to visit homes
- h. Perform an individual cost assessment for each property – what their taxes would be if annexed, what they would save in homeowner's insurance costs, utility rate savings, and savings in solid waste collection.
- i. Conduct a town hall type meeting at Bethel Baptist after letters have been sent to receive public input
- j. Identify those who are willing now to be annexed
- k. Get specifics on Clinton's offer to use their fire services at newly built fire hall

The planning commission and local planner and the city manager will be responsible parties for achieving the goal of developing an annexation plan. The council will know the goal has been achieved when it takes a vote to annex or not. The target date for completion of this goal is June 2009.



Goal 5

To improve communication.

- a. Train at least two employees to maintain the city's web page
- b. Set up an e-mail list for city announcements
- c. Put all scheduled events online
- d. Respond to e-mail and web queries within 4 hours
- e. Include board and commission activities and issues
- f. Get citizen help with the web site
- g. Have board chairpersons report at council meetings on their board's activities
- h. Use the water bill as a venue to get out announcements
- i. Write a quarterly newsletter to be sent to each household
- j. Have the mayor or city manager write a monthly column in the newspaper
- k. Create a record request policy
- l. Establish an agreement with local paper
- m. Research online services

It was suggested that the city manager be responsible for achieving this goal, which the council would know had been achieved when it no longer received complaints. The target date for achieving the goal of improved communications is six months.



Goal 6

To utilize citizen talents.

- a. Identify open positions on all boards and commissions
- b. Advertise open positions on the bulletin board and website and at the library
- c. Review applications and select best
- d. Appoint citizens to the open positions
- e. Hold an orientation session for appointees to give them an understanding of the purpose of the committee and their role on the committee
- f. Advertise for a citizen volunteer to develop the city's web site

The mayor and city manager were identified as people responsible for this goal. The council will know the goal has been achieved when all boards and commissions have no vacancies. The target date is 90 days.



Goal 7

To limit the impact of pollution.

- a. Poll the community to determine its concern levels
- b. Develop baseline values and objectives
- c. Develop an action plan
- d. Build a citizen committee of interested citizens
- e. Assist Clinton in finding an alternate developer of the quarry site
- f. Create more restrictive zoning laws
- g. Conduct a tree inventory to determine tree stock and suggestions for maintenance and improvement
- h. Create tree buffer requirements between residential and other zones

It was suggested that a citizen committee be responsible for achieving this goal. No other measures were determined.



Goal 8

To preserve corporate knowledge.

- a. Offer salaries and benefits that encourage employees to remain with the city for longer periods of time
- b. Start cross-training employees so that others know what to do if someone leaves or is off for an extended period of time
- c. Encourage transfer of knowledge from members of committees, boards and commissions so that there is less of a loss when someone leaves
- d. Hold meetings with knowledgeable people to transfer knowledge and record history (bi-annually)
- e. Develop SOP for jobs, committees, boards, etc.

Board chairmen, the council, members of boards, and city staff, (department managers of employees, etc.) should all be responsible for achieving this goal. No other measures were determined.

*Special thanks to the Citizens of Norris for providing input through the citizen surveys and the town hall meeting and to Margaret Norris, MTAS Consultant, and the Norris City Council for their time in developing the plan.