

**Bernard, Jacquelyn**

---

**From:** Bernard, Jacquelyn  
**Sent:** Thursday, March 04, 2010 3:58 PM  
**To:** Anne Garcia Garland; D. Jane Miller; D. Jane Miller; David Mosby; David Mosby; Ellen D. Smith; Ellen D. Smith; L. Charles Hensley; Tom Beehan; Tom Hayes  
**Cc:** Cinder, Gary; Krushenski, Ken; Jenkins, Steve  
**Subject:** PROPOSED ADDITIONS TO THE 3/8/10 COUNCIL MEETING AGENDA  
**Attachments:** Janney Tribute Packet.doc; Chickens (Backyard) Memo from P.C. (3-4-10).doc; Goals Approval Packet (3-8-10).doc

Attached are three (3) proposed additions to the agenda for the March 8, 2010 City Council meeting. They are:

- For insertion under Proclamations and Courtesy Resolutions:

**A resolution recognizing Douglas B. Janney, Jr., for his distinguished service as a member of the Industrial Development Board.**

The information required to complete this resolution was received too late to meet the deadline for distribution of the March 8<sup>th</sup> agenda.

- For insertion under Special Reports, Boards and Commissions:

**A Memorandum from Kathryn G. Baldwin, Community Development Director, reporting the actions of the Oak Ridge Municipal Planning Commission with reference to the possibility of keeping chickens on private residential property.**

The Planning Commission meeting at which this item was considered occurred on February 25, 2010. Therefore, it was impossible to generate the report of its actions in time to meet the deadline for distribution of the March 8<sup>th</sup> agenda.

- For insertion under General Resolutions:

**A resolution adopting the proposed mission statement, vision statement, key issues and goals, and timetable that resulted from the Council's strategic planning process, as enumerated in the summary report submitted by Ms. Margaret Norris of UT-MTAS.**

Ms. Norris' summary report was received on February 26, 2010, too late to meet the deadline for insertion in the March 8<sup>th</sup> agenda packet. However, this was anticipated and a memorandum from the Mayor under "Special Reports" advised the Council that a resolution to adopt the goals, etc., would be presented as an addition to the agenda.

A packet containing all of these items will be placed in your mailboxes in the Municipal Building.

Jacquelyn J. Bernard, City Clerk  
 CITY OF OAK RIDGE, TENNESSEE

**CITY CLERK MEMORANDUM**  
**10-14**

DATE: March 4, 2010

TO: Honorable Mayor and Members of City Council

FROM: Jacquelyn J. Bernard, City Clerk

SUBJECT: COURTESY RESOLUTION – TRIBUTE TO DOUGLAS B. JANNEY, JR.

The attached resolution is presented for the Council's consideration at the request of William J. Biloski, a member of the Industrial Development Board, and with the sponsorship of Mayor Tom Beehan.

---

City Clerk

Attachment

# CITY OF OAK RIDGE, TENNESSEE

## RESOLUTION NUMBER 3-25-10

WHEREAS, on January 6, 2010, Douglas B. (Doug) Janney, Jr., resigned from the City of Oak Ridge Industrial Development Board (IDB); and

WHEREAS, Doug Janney is a native Oak Ridger. He was born at the Oak Ridge Hospital and attended Oak Ridge Schools, graduating from the Oak Ridge High School in June of 1964, and from the University of Tennessee in 1969 with a Bachelor of Architecture, with honors; and

WHEREAS, he became a member of the IDB in May of 1992 and in May of 2000, he became its Chair; and

WHEREAS, throughout his membership on the IDB, Doug Janney worked diligently to assure the continued betterment and growth of the Oak Ridge community. During his tenure, the Payment in Lieu of Tax (PILOT) Economic Development Policy was developed and implemented as a guideline for tax abatements and payments in lieu of taxes for qualifying entities; the partnership between the Roane and Anderson County IDB's was developed on a joint and equal PILOT policy; the "Tax Increment Financing" policy was developed and implemented; the full build-out of the Bethel Valley Industrial Park was accomplished; the Avisco/Protomet barter deal was completed which extended Clarence Larsen Drive without cost to the City; the Tennessee Labelworks speculative building was initiated and sold, before it was finished, in Bethel Valley Industrial Park; the Heritage Center/IDB joint speculative building was initiated and is approaching completion; the issuance of bonds was approved for the multiple ORAU and Y-12 facilities; the full build-out and sale of all property at the Union Valley Industrial Park was accomplished; the Union Valley Industrial Park incubator facility was sold; and IDB services were provided that facilitated the full redevelopment of the former M4 Commerce Park property and the location of a fine restaurant (Flatwater Grill) on the waterfront; and

WHEREAS, for his leadership role in the accomplishment of all of these projects and of many others, Doug Janney has earned the gratitude and respect of the Oak Ridge City Council and the citizens of Oak Ridge.

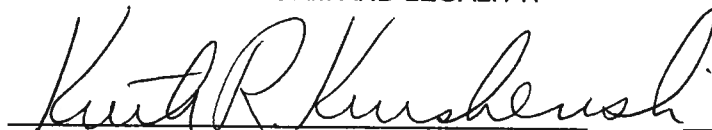
NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF OAK RIDGE, TENNESSEE:

That in recognition of his distinguished service to the community, the Oak Ridge City Council pays tribute to Douglas B. Janney, Jr., and accords him an honored place in the history of this city.

BE IT FURTHER RESOLVED, that this resolution shall be affixed with the Great Seal of the City of Oak Ridge, Tennessee, and presented to Doug Janney as a token of this Council's esteem and on behalf of all citizens of the City of Oak Ridge.

This the 8<sup>th</sup> day of March 2010.


APPROVED AS TO FORM AND LEGALITY:

  
\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

**COMMUNITY DEVELOPMENT MEMORANDUM**  
**10-11**

**DATE:** March 4, 2010  
**TO:** Gary Cinder, Interim City Manager  
**FROM:** Kathryn G. Baldwin, Community Development Director   
**SUBJECT:** Chicken/Fowl Ordinance

This memo is written to clarify the Planning Commission's action with regard to citizens' and City Council's request to research the possibility of keeping chickens on private residential property.

Based on the amount of discussion and citizen requests, city staff placed an item for discussion on the Planning Commission Policy Work Session agenda on February 11<sup>th</sup>, 2010. The agenda was sent to Planning Commission members on February 5<sup>th</sup>. Included in the work session agenda package were ordinances obtained from Charlotte and Asheville, North Carolina as well as an ordinance from Signal Mountain, Tennessee. Also included was a memo from Community Development staff that contained performance criteria as a recommendation in the event Planning Commission members decided to have staff draft a formal Zoning Ordinance amendment for consideration. Several other zoning issues were on the work session agenda for consideration as well.

During the work session meeting, Planning Commission members present unanimously voted to end further consideration of the Fowl Ordinance amendment. Based on City Council's discussion during their meeting on February 8<sup>th</sup>, Chairman Domm asked that the recommendation to cease discussion for development of a Fowl Ordinance amendment be placed on the Planning Commission's business agenda on February 25<sup>th</sup> to be voted on by the full membership.

During the meeting on February 25<sup>th</sup>, several residents spoke or made presentations regarding the fowl issue. Following a brief discussion a motion was made and seconded to cease discussion on consideration of a Zoning Ordinance amendment to allow hens to be kept on residential property. The motion passed eight to two. If you have any questions regarding this action, or need additional information, please feel free to contact me.

Kathryn G. Baldwin  
Community Development Director

**CITY CLERK MEMORANDUM**  
**10-13**

DATE: March 3, 2010

TO: Honorable Mayor and Members of City Council

FROM: Jacquelyn J. Bernard, City Clerk

SUBJECT: ADOPTION OF GOALS, MISSION AND VISION STATEMENTS, ETC.

Ms. Margaret Norris, the UT-MTAS Management Consultant who facilitated the Council's goal-setting sessions, has submitted her final report and summary of the conclusions reached by the Council during those sessions. A copy is attached.

Also attached is a resolution that will adopt the goals, mission and vision statements, etc., enumerated in Ms. Norris' report. The Mayor, in his report titled "Report on Goals and Objectives Workshop" that appears in the agenda packet, advised the Council that this resolution would be presented as an addition to the March 8<sup>th</sup> agenda if Ms. Norris' report was received well enough in advance of the Council meeting.

The Council should note that some of the dates contained in the report and, as a consequence, the resolution as deadlines should be changed because they are no longer achievable. This would include all of those in February and one that is scheduled for April 1, 2010. Also, Ms. Norris has suggested that you examine the duties addressed to the bicycle pedestrian task force, it being her perception that the last four items seem to be more appropriate for the staff and the council to address.

  
City Clerk

Attachments

February 26, 2010

Tom Beehan  
Mayor  
City of Oak Ridge  
Post Office Box 1  
Oak Ridge, Tennessee 37831-0001

Dear Mayor Beehan:

Thank you for allowing me to participate in the Council's strategic planning process, beginning in November and finishing last weekend. I must mention again that I am so impressed with the council's willingness, eagerness and motivation to participate and contribute to the process. I hope that the citizens of Oak Ridge understand and appreciate the long hours and thoughtful consideration that you and the council put into this effort.

Please accept this report as a summary of the council's discussions and intentions. We began by talking about the importance of planning ahead and how the elected officials should spend more time on planning than any other group at the city level. With rowing such a part of the community, it made sense to use a boat analogy – the council's role is to steer the boat while staff is charged with rowing the boat. With both groups working in tandem, the city should easily be able to reach its intended destination.

From there we worked on creating a mission statement, a phrase that summarizes who the city is and why it exists. Through a process of worksheets and small group discussions, the group agreed upon the following statement:

The mission of the City of Oak Ridge is to deliver reliable and efficient services for today and for a sustainable future.

The Council then studied a variety of statistics about the global economy, the incoming workforce (the class of 2013), U.S. labor data, state information, Anderson County facts, and then finally Oak Ridge specific statistics. Using all of this information, the Council then was charged with coming up with a vision statement that builds upon the city's mission and takes it to the next level; a desired future state.

Again, the Council worked in small groups and then through discussions emerged with the following vision statement:

The City of Oak Ridge will be a highly sought after community for people of all ages to live, work, play and do business. Oak Ridge will be a world leader in innovation in energy, technology and manufacturing. All this will occur in a safe and healthy environment where there is a rich array of educational, cultural and recreational opportunities.

The next step was to do a SWOT analysis – identify the internal Strengths and Weaknesses and the external Opportunities and Threats facing the city of Oak Ridge. I presented those results in a previous report. Strengths and opportunities included topics such as education, recreation, an engaged citizenry, location and room for growth. Weaknesses and threats included such items as lack of resources, a negative outlook, the economy, incorrect perceptions and crime.

The Council then took some time to study the city’s mission and vision and SWOT analysis and then individually came up with two or three things that have to be achieved in order to fulfill the vision, take advantage of the identified opportunities and avoid or lessen the identified threats. The items that topped the lists included housing, managing debt, crime, improved communications with citizens, investing in recreational opportunities, workforce development, economic development/funding and aggressive marketing of Oak Ridge.

To further see what trends and common issues exist, each council member was given five stickers with which to vote for items in the SWOT analysis they felt the most strongly about. The results of that voting are (in order of highest to lowest):

- Older housing that may lead to landlords, crime, vacant and/or abandoned units (4)
- Greenways, parks, recreational facilities, open spaces, natural beauty (3)
- The city has an aversion to risk (3)
- New housing that brings new residents (3)
- Quality of life for all ages (2)
- Lack of a can-do attitude (customer service is impacted) (2)
- “Higher” property tax rate in comparison to neighboring cities (2)
- Lack of (and reduced) revenue stream – We need more resources (2)
- Communication between the city and the community – it needs to be top down AND back and forth (2)
- New retail at the mall (2)
- Engaged citizens – many volunteers (1)
- External relationships such as the chamber of commerce, schools, DOE, contractors, media, business community, state and federal legislators (1)
- DOE facilities with strong capabilities and vision (1)
- Heritage and tourism (1)
- Diverse Population (1)
- Council cooperation and understanding – there are constraints on communication (1)
- Crime and its perception (1)
- Transportation (rail, road, air, I-40, I-75, rapid transit) (1)

- American Recovery and Reinvestment Act funds to ORNL, city schools, city, Y-12 and energy Parks, clean up environmental management (1)
- Energy and transportation – a paradigm shift from oil dependency (1)

From the previous two exercises, nine key issues were identified: Communication with the community and ourselves; funding/debt/economic development; housing; crime; marketing; legislative relationships from the city to the state and federal levels; recreation/quality of life; customer service/attitude; and education.

Each council member agreed to take on at least one (sometimes three) of the issues and work individually to identify goals and objectives that address the key issue, meet the mission of the city and help the city to achieve its vision.

The first three key issues with goals and objectives were reported out to the group by the end of the two day session in November. When we reconvened last weekend we reviewed the first three again and made updates to those before finishing the rest. The key issue of marketing was combined with communication. Here are the results:

## **KEY ISSUE: COMMUNICATION**

### **GOAL: More Informed Citizenry**

1. Redo website: Staff is to contract this work out by June 30, 2010.
2. Schedule quarterly future planning work sessions relative to goal setting and accomplishments of set goals. Council is to set a schedule by April 1, 2010.
3. Create a framework for a citizens' communications panel to create a more informed citizenry –Council member Mosby will present a proposal by February 28, 2010.
4. Create an organizing committee for a citizen visioning committee – the committee will be comprised of two nominees from each council member. The council will discuss the goals for the committee by May 2010 at a work session.
5. Pass a policy on the creation of an internet relay chat forum (for approval by the Office of Open Records Counsel) for council by April 30, 2010.

### **GOAL: Get Oak Ridge's Message (Technical Know-How, Quality of Life, etc.) Into the Minds of Location Decision-Makers, Prospective Residents, Local Residents, and Other Key Audiences.**

1. Define a clear message (or set of related messages). City staff, Council, and the community at large will be a part of achieving this objective. This can be one output of the vision process. A completion date is set for December 31, 2010.
2. Disseminate that message broadly within the community of people/organizations that represent Oak Ridge to the world (CVB, Chamber, etc.); refine it so all can support it (or disseminate their own variant). City staff will be responsible for this, with a completion date of December 31, 2010.
3. Revamp the city's website to include an effective collection of messages and presentations (for website visitors who don't live here). City staff will be

- responsible for this, with a completion date of December 31, 2010.
4. Provide related materials to other parties (besides city government) that communicate on the city's behalf. City staff will be responsible for this, with a completion date of December 31, 2010.
  5. Monitor reactions to the messages (via local realtors, industrial recruiters, residents, visitors, etc.) and continually refine. This effort will be ongoing with no end date.

## **KEY ISSUE: FUNDING/DEBT/ECONOMIC DEVELOPMENT**

### **GOAL: Become More Resourceful in Obtaining Funding to Meet City's Needs**

1. Have a positive increase (hope for 2-5%) in retail and hotel sales taxes in one year (by December of 2010). Staff will research the ability to track progress and the council will require, by contract, an agency to do marketing and recruitment by June 30, 2010.
2. The budget and finance committee to get an executive budget summary (quarterly) to council starting in July 2010 and in addition, the committee will standardize budget forms.
3. Establish a council economic development committee to evaluate efforts and make recommendations by May 1, 2010.
4. Benchmark the Meadowview Conference Center in Kingsport. The newly created economic development committee and the city manager will complete the study by October 2010. In other words, explore the idea of a convention center.
5. Explore other retail/tourism opportunities. Again, the newly created economic development committee will present findings by July 2010.

### **GOAL: Reduce Costs/Increase Efficiency**

1. Introduce Demming principles (Total Quality Management - TQM), i.e. better statistics to be kept, emphasize public and reward ideas for improving processes. Staff will complete this by December 31, 2010.
2. Conduct an operational audit – The budget and finance committee will work with MTAS and staff and present a recommendation as to how to complete the audit by October 2010.

## **KEY ISSUE: HOUSING**

### **GOAL: Make Oak Ridge Older Housing Stock Attractive to New Residents**

1. Inventory needed improvements – Staff will complete this with the help of the chamber of commerce and interested citizens by December of 2010.
2. Provide design resources for new property owners. Plan will be in place by December of 2010.

3. Coordinate the city's involvement with the Housing Development Corporation/Housing Works (non-profit) by August 2010.
4. Publicize the positive values of older neighborhoods. This will fit in with the key issue of marketing.

**GOAL: Increase all housing choices and sales**

1. Council will explore a stricter policy and incentives on city employee residency requirements by December 2010.
2. Examine federal contracts for contractors' employee residency by December 2010.
3. Create a link to housing from city's website. Staff will complete this by June 30, 2010.

**KEY ISSUE: CRIME**

**GOAL: To Reduce Crime in the City of Oak Ridge**

1. Explore adding additional police officers and more neighborhood watch groups as part of the fiscal year 2011 budget.
2. Use different strategies and tactics by becoming more visible in high crime neighborhoods. The city's police department is responsible and in two years should have decreased criminal statistics.
3. Focus a quarterly strategic planning session on crime addressing a survey with statistics and stories; possible solutions to decrease crime; and relationships between the police and citizens by the end of the calendar year 2010.

**KEY ISSUE: RELATIONSHIPS FROM THE CITY TO THE STATE AND FEDERAL LEVELS**

**GOAL: To Have a Working Legislative Agenda for Federal State Levels**

1. Council to establish a legislative agenda using its intergovernmental affairs committee by November 30, 2010.
2. Council and staff to communicate legislative profiles to state and federal legislators and report activity quarterly.
3. Continue services of two contract lobbyists. Require lobbyists to supply council with written reports on their efforts on a monthly basis. Council will have a work session on lobbying activities by June 2010.

**KEY ISSUE: RECREATION/QUALITY OF LIFE**

**GOAL: Increase Public Awareness of Recreational Opportunities**

1. By June 30, 2010 staff will report on the feasibility of empanelling a citizen board to help define/review recreational opportunities; conducting quarterly forums to

share recreational opportunities with citizens, etc.; and hosting a human powered sports tournament in Oak Ridge.

**GOAL: Configure/Reconfigure the City's Physical Infrastructure to Provide a Safe and Accessible Pedestrian and Bicycle Connectivity through all Neighborhoods and to and between all Schools, Retail Centers, Key City Facilities, Parks, Playgrounds, Major Workplaces, Haw Ridge, and Similar Nodes.**

1. Request the bicycle pedestrian task force to review and comment on the items listed below by June 1, 2010.
  - a. PLAN. Update and extend the greenways master plan and sidewalk plan. Responsible parties are the planning commission and staff, with input from and involvement of City Council, Environmental Quality Advisory Board, Greenways Oak Ridge, schools, major employers, and the public at large. Estimated completion date within 18 months.
  - b. PLAN. Identify locations requiring (or that would benefit from):
    - new pedestrian crosswalks (or modifications such as elevating the crosswalk),
    - new "walk" signals,
    - 4-way stop signs to slow through traffic and facilitate pedestrian crossing,
    - traffic calming measures (such as raised crosswalks or speed tables) specifically aimed at increasing pedestrian safety and accessibility,
    - squaring off of street corners (to reduce the distance and increase visibility for pedestrians crossing at the corner, as well as forcing turning traffic to slow down). The responsible parties are staff, with input from and involvement of City Council, Planning Commission, Traffic Safety Advisory Board, and the public at large. Estimated completion date within 18 months.
  - c. PLAN. Identify locations for new bike racks, park-and-bike lots, and other features to promote pedestrian/bicycle mobility. The responsible parties are staff, with input from and involvement of various interested groups. Estimated completion date within 18 months.
  - d. Combat parking on sidewalks through a combination of public education, enforcement, and installation of traffic-calming measures (such as constrictions near intersections) aimed at reducing the likelihood of collisions between moving traffic and properly parked cars, and measures to give property owners some financial responsibility for the condition of the sidewalks that traverse the right of way on their property. The responsible parties are staff, with input from and involvement of various interested groups. Any new policies will require action by Council. Estimated completion date within 18 months.
  - e. Build the planned system incrementally over the next ten years. City Council to provide funding, staff to implement. Private parties may fund some parts of this.
  - f. Continually publicize the pedestrian access system and Oak Ridge's

extensive open space resource (greenbelts, waterfront, Haw Ridge, greenways, UT arboretum, Black Oak Ridge area, etc.). See marketing and communications plans for responsible parties.

- g. Continually educate the public (both children and adults) about pedestrian safety, bicycle rules of the road, and motorists' responsibilities w/r/t pedestrians and bicyclists. Responsible parties include staff, schools; and also see communications plans for additional parties and time line.

## **KEY ISSUE: CUSTOMER SERVICE/ATTITUDE**

### **GOAL: Explore Options for Enhanced Customer Service Delivery.**

1. Benchmark how other cities measure customer service and motivate their employees to provide excellent customer service. The city manager will handle this by December 2010.
2. Feasibility of a 311 line - call one number on any non emergency city issue. The city manager will handle this by December 2010.
3. Make customer service training and performance part of performance review. The city manager will produce a plan by December 2010.
4. Have Gordon Fee come talk to Council at a goal setting session on "getting the talk right." Council member Miller will handle this by December 2010.

### **GOAL: Improve Council and Staff Attitudes Toward Our Customers/Reduce Anxiety Both Ways**

1. Within three months of appointing a city manager, the council will set aside one strategic planning work session to work with the manager to develop a plan to improve relationships and attitudes among employees and citizens and council.

## **KEY ISSUE: EDUCATION**

### **GOAL: To Provide Opportunity for Citizens to Become Life Long Learners**

1. Assist Roane State Community College and Oak Ridge Institute for Continuing Learning in becoming a hub for undergraduate learning; second career training; and life long learning. The staffs of Roane State and Oak Ridge city hall will be responsible with a target date of November 2015. This goal will be achieved when more students begin to use the facilities at maximum capacity.

### **GOAL: Enhance Communication with Educational Organizations**

1. Review/identify opportunities for collaboration between the city and schools to optimize programs to reduce costs. The city manager will be responsible for tagging the opportunities by the end of the year. The goal will be met when the report is completed and publicized.
2. To protect the investment in education and maintain the city's outstanding status, the city will host regular (joint) meetings with the school board. The city

manager will be responsible for scheduling the meetings by the end of the year. The goal will be met when the meetings are established and publicized.

Please find attached a timetable that lays out the agreed upon deadlines for each of the above activities (greatly summarized and shortened) that have been specified and not ongoing. I have also made an attempt to delineate those items which will cost something to achieve. I used a scale from one to four, with one dollar sign indicating minimal expense, two dollar signs indicating below \$10,000 and three dollar signs to show that the effort will take between \$10,000 and \$100,000, and four dollar signs means over \$100,000. These are just best guesses and something to consider when drafting the budget for next year.

In closing, I have a few thoughts for you. First, this is an ambitious plan and one that should be a living document; examine it regularly and adjust as needed but always keep the vision in mind when doing so. Second, this is on top of an already full and complete work load for you and your staff. You have created a lot of new ideas and projects but you have not taken anything off the table from current practices. Third, you have suggested creating a lot of committees. If this doesn't exist somewhere already, I suggest you compile a master list of all boards, commissions and committees that includes members, their terms, and expiration dates. You may discover that you have a few people doing a lot of volunteer work with the city. Finally, please examine the duties addressed to the bicycle pedestrian task force; the last four items seem to me to be more appropriate for staff and council to address. Due to time limitations, we did not discuss this specifically and I was hesitant to make the change on my own. If you and the council accept this report, then you may wish to do so including this as an amendment.

Giving up three days, especially a work day and two Saturdays, was a big sacrifice on the part of the elected officials and staff that attended. They are all to be commended for their active participation and tenacity throughout the process. I look forward to assisting you, the council, and the staff as you work your way through the goals. You have a wonderful vision and I hope that we can work together to achieve it.

Please let me know if you have any questions or if I may be of other assistance. Thank you again for allowing MTAS to be of service to the city of Oak Ridge.

Sincerely,

Margaret Norris  
Municipal Management Consultant

Attachment

cc: Mayor Pro Tem Miller  
Council Member Garcia-Garland  
Council Member Hayes  
Council Member Hensley

Council Member Mosby  
Council Member Smith  
Interim City Manager Cinder  
City Attorney Krushenski  
City Clerk Bernard

# TIMETABLE

## FEBRUARY 2010

28 Council member Mosby to make proposal on a citizen visioning committee - \$

## MARCH 2010

## APRIL 2010

1 Council to set schedule for quarterly goal setting work sessions - \$  
30 Council to pass a policy on the internal relay chat forum - \$  
30 Council to explore more police officers as a part of the budget process - \$\$\$\$ (if implemented)

## MAY 2010

1 Council to establish a council economic development committee  
31 Council to appoint and discuss goals of a citizen visioning committee

## JUNE 2010

1 Council to request bicycle pedestrian task force to review seven items/initiatives - \$  
30 Staff to contract out a redo city website - \$\$\$  
30 Staff to create a link from the city's website to housing website  
30 Council to have held a quarterly goal setting work session on lobbying activities - \$  
30 Staff to report on the feasibility of a citizen panel on recreation

## JULY 2010

31 Council budget and finance committee to standardize budget forms  
31 Council budget and finance committee to begin giving quarterly executive budget summaries  
31 Council economic development committee to explore retail and tourism opportunities - \$

## AUGUST 2010

31 Council to coordinate with staff efforts with Housing Development Corporation/Housing Works

## SEPTEMBER 2010

## OCTOBER 2010

30 Council economic development committee to benchmark Meadowview Conference Center in Kingsport - \$\$

- 30 Council budget and finance committee to recommend how to complete an operational audit

NOVEMBER 2010

- 30 Intergovernmental affairs committee to establish a legislative agenda for council approval

DECEMBER 2010

- 31 Council to show an increase in retail and hotel taxes
- 31 Council, staff and community to define city's marketing message and have staff distribute it to people and organizations - \$\$\$
- 31 Staff to revamp the website - \$\$\$
- 31 Staff to introduce Demming (TQM) principles - \$\$
- 31 Staff to inventory needed housing improvements - \$\$\$
- 31 Council to explore employee residency requirements
- 31 Council to explore contractor employee residency requirements
- 31 Council to have held a quarterly goal setting work session on police and crime
- 31 City manager to determine the feasibility of 311
- 31 City manager to have benchmarked customer service and employee motivation
- 31 City manager to have a plan to include customer service training and performance as part of employee performance review
- 31 Council member Miller to schedule a talk by Gordon Fee
- 31 City manager to set a regular schedule for joint meetings with the school board - \$

FEBRUARY 2012

Show a decrease in criminal statistics

NOVEMBER 2015

Oak Ridge to be a hub for post high school learning/education

QUARTERLY

Hold one council goal setting work session

Receive an executive budget summary

Receive a legislative report

WITHIN THREE MONTHS OF HIRING A CITY MANAGER

Manager and council to develop a plan to improve relationships and attitudes

**RESOLUTION**

WHEREAS, the Oak Ridge City Council met in special work sessions on November 6 and 7, 2009, and February 20, 2010, to complete a strategic planning process that included the creation of a mission statement for the City of Oak Ridge as well as a vision statement, and to devise goals and objectives to guide the city in achieving both its mission and its vision; and

WHEREAS, the sessions were facilitated by Ms. Margaret Norris, a Municipal Management Consultant with the University of Tennessee's Municipal Technical Advisory Service, whose report dated February 26, 2010 contained a summary of the Council's discussions and intentions, and a timetable for completion of the activities related to the goals set forth therein; and

WHEREAS, it is the desire of City Council to formally adopt the proposed mission statement, vision statement, key issues and goals, and timetable that resulted from the strategic planning process, as enumerated in the summary report submitted by Ms. Margaret Norris.

NOW, THEREFORE BE IT RESOLVED BY THE COUNCIL OF THE CITY OF OAK RIDGE, TENNESSEE:

Section 1. The following is adopted as the mission statement of the City of Oak Ridge:

*The mission of the City of Oak Ridge is to deliver reliable and efficient services for today and for a sustainable future.*

Section 2. The following is adopted as the vision statement of the City of Oak Ridge:

*The City of Oak Ridge will be a highly sought after community for people of all ages to live, work, play and do business. Oak Ridge will be a world leader in innovation in energy, technology and manufacturing. All this will occur in a safe and healthy environment where there is a rich array of educational, cultural and recreational opportunities.*

Section 3. The following are adopted as the key issues and related goals for the City of Oak Ridge:

**KEY ISSUE: COMMUNICATION****GOAL: More Informed Citizenry**

1. Redo website: Staff is to contract this work out by June 30, 2010.
2. Schedule quarterly future planning work sessions relative to goal setting and accomplishments of set goals. Council is to set a schedule by April 1, 2010.
3. Create a framework for a citizens' communications panel to create a more informed citizenry –Council member Mosby will present a proposal by February 28, 2010.
4. Create an organizing committee for a citizen visioning committee – the committee will be comprised of two nominees from each council member. The council will discuss the goals for the committee by May 2010 at a work session.
5. Pass a policy on the creation of an internet relay chat forum (for approval by the Office of Open Records Counsel) for council by April 30, 2010.

**GOAL: Get Oak Ridge's Message (Technical Know-How, Quality of Life, etc.) Into the Minds of Location Decision-Makers, Prospective Residents, Local Residents, and Other Key Audiences.**

1. Define a clear message (or set of related messages). City staff, Council, and the community at large will be a part of achieving this objective. This can be one output of the vision process. A completion date is set for December 31, 2010.
2. Disseminate that message broadly within the community of people/organizations that represent Oak Ridge to the world (CVB, Chamber, etc.); refine it so all can support it (or disseminate their own variant). City staff will be responsible for this, with a completion date of December 31, 2010.
3. Revamp the city's website to include an effective collection of messages and presentations (for website visitors who don't live here). City staff will be responsible for this, with a completion date of December 31, 2010.
4. Provide related materials to other parties (besides city government) that communicate on the city's behalf. City staff will be responsible for this, with a completion date of December 31, 2010.
5. Monitor reactions to the messages (via local realtors, industrial recruiters, residents, visitors, etc.) and continually refine. This effort will be ongoing with no end date.

**KEY ISSUE: FUNDING/DEBT/ECONOMIC DEVELOPMENT**

**GOAL: Become More Resourceful in Obtaining Funding to Meet City's Needs**

1. Have a positive increase (hope for 2-5%) in retail and hotel sales taxes in one year (by December of 2010). Staff will research the ability to track progress and the council will require, by contract, an agency to do marketing and recruitment by June 30, 2010.
2. The budget and finance committee to get an executive budget summary (quarterly) to council starting in July 2010 and in addition, the committee will standardize budget forms.
3. Establish a council economic development committee to evaluate efforts and make recommendations by May 1, 2010.
4. Benchmark the Meadowview Conference Center in Kingsport. The newly created economic development committee and the city manager will complete the study by October 2010. In other words, explore the idea of a convention center.
5. Explore other retail/tourism opportunities. Again, the newly created economic development committee will present findings by July 2010.

**GOAL: Reduce Costs/Increase Efficiency**

1. Introduce Demming principles (Total Quality Management - TQM), i.e. better statistics to be kept, emphasize public and reward ideas for improving processes. Staff will complete this by December 31, 2010.
2. Conduct an operational audit – The budget and finance committee will work with MTAS and staff and present a recommendation as to how to complete the audit by October 2010.

**KEY ISSUE: HOUSING**

**GOAL: Make Oak Ridge Older Housing Stock Attractive to New Residents**

1. Inventory needed improvements – Staff will complete this with the help of the chamber of commerce and interested citizens by December of 2010.
2. Provide design resources for new property owners. Plan will be in place by December of 2010.
3. Coordinate the city's involvement with the Housing Development Corporation/Housing Works (non-profit) by August 2010.
4. Publicize the positive values of older neighborhoods. This will fit in with the key issue of marketing.

**GOAL: Increase all housing choices and sales**

1. Council will explore a stricter policy and incentives on city employee residency requirements by December 2010.
2. Examine federal contracts for contractors' employee residency by December 2010.
3. Create a link to housing from city's website. Staff will complete this by June 30, 2010.

**KEY ISSUE: CRIME**

**GOAL: To Reduce Crime in the City of Oak Ridge**

1. Explore adding additional police officers and more neighborhood watch groups as part of the fiscal year 2011 budget.
2. Use different strategies and tactics by becoming more visible in high crime neighborhoods. The city's police department is responsible and in two years should have decreased criminal statistics.
3. Focus a quarterly strategic planning session on crime addressing a survey with statistics and stories; possible solutions to decrease crime; and relationships between the police and citizens by the end of the calendar year 2010.

**KEY ISSUE: RELATIONSHIPS FROM THE CITY TO THE STATE AND FEDERAL LEVELS**

**GOAL: To Have a Working Legislative Agenda for Federal State Levels**

1. Council to establish a legislative agenda using its intergovernmental affairs committee by November 30, 2010.
2. Council and staff to communicate legislative profiles to state and federal legislators and report activity quarterly.
3. Continue services of two contract lobbyists. Require lobbyists to supply council with written reports on their efforts on a monthly basis. Council will have a work session on lobbying activities by June 2010.

**KEY ISSUE: RECREATION/QUALITY OF LIFE**

**GOAL: Increase Public Awareness of Recreational Opportunities**

1. By June 30, 2010 staff will report on the feasibility of empanelling a citizen board to help define/review recreational opportunities; conducting quarterly forums to share

recreational opportunities with citizens, etc.; and hosting a human powered sports tournament in Oak Ridge.

**GOAL: Configure/Reconfigure the City's Physical Infrastructure to Provide a Safe and Accessible Pedestrian and Bicycle Connectivity through all Neighborhoods and to and between all Schools, Retail Centers, Key City Facilities, Parks, Playgrounds, Major Workplaces, Haw Ridge, and Similar Nodes.**

1. Request the bicycle pedestrian task force to review and comment on the items listed below by June 1, 2010.
  - a. PLAN. Update and extend the greenways master plan and sidewalk plan. Responsible parties are the planning commission and staff, with input from and involvement of City Council, Environmental Quality Advisory Board, Greenways Oak Ridge, schools, major employers, and the public at large. Estimated completion date within 18 months.
  - b. PLAN. Identify locations requiring (or that would benefit from):
    - new pedestrian crosswalks (or modifications such as elevating the crosswalk),
    - new "walk" signals,
    - 4-way stop signs to slow through traffic and facilitate pedestrian crossing,
    - traffic calming measures (such as raised crosswalks or speed tables) specifically aimed at increasing pedestrian safety and accessibility,
    - squaring off of street corners (to reduce the distance and increase visibility for pedestrians crossing at the corner, as well as forcing turning traffic to slow down). The responsible parties are staff, with input from and involvement of City Council, Planning Commission, Traffic Safety Advisory Board, and the public at large. Estimated completion date within 18 months.
  - c. PLAN. Identify locations for new bike racks, park-and-bike lots, and other features to promote pedestrian/bicycle mobility. The responsible parties are staff, with input from and involvement of various interested groups. Estimated completion date within 18 months.
  - d. Combat parking on sidewalks through a combination of public education, enforcement, and installation of traffic-calming measures (such as constrictions near intersections) aimed at reducing the likelihood of collisions between moving traffic and properly parked cars, and measures to give property owners some financial responsibility for the condition of the sidewalks that traverse the right of way on their property. The responsible parties are staff, with input from and involvement of various interested groups. Any new policies will require action by Council. Estimated completion date within 18 months.
  - e. Build the planned system incrementally over the next ten years. City Council to provide funding, staff to implement. Private parties may fund some parts of this.
  - f. Continually publicize the pedestrian access system and Oak Ridge's extensive open space resource (greenbelts, waterfront, Haw Ridge, greenways, UT arboretum, Black Oak Ridge area, etc.). See marketing and communications plans for responsible parties.
  - g. Continually educate the public (both children and adults) about pedestrian safety, bicycle rules of the road, and motorists' responsibilities w/r/t pedestrians and bicyclists. Responsible parties include staff, schools; and also see communications plans for additional parties and time line.

**KEY ISSUE: CUSTOMER SERVICE/ATTITUDE**

**GOAL: Explore Options for Enhanced Customer Service Delivery.**

1. Benchmark how other cities measure customer service and motivate their employees to provide excellent customer service. The city manager will handle this by December 2010.
2. Feasibility of a 311 line - call one number on any non emergency city issue. The city manager will handle this by December 2010.
3. Make customer service training and performance part of performance review. The city manager will produce a plan by December 2010.
4. Have Gordon Fee come talk to Council at a goal setting session on "getting the talk right." Council member Miller will handle this by December 2010.

**GOAL: Improve Council and Staff Attitudes Toward Our Customers/Reduce Anxiety Both Ways**

1. Within three months of appointing a city manager, the council will set aside one strategic planning work session to work with the manager to develop a plan to improve relationships and attitudes among employees and citizens and council.

**KEY ISSUE: EDUCATION**

**GOAL: To Provide Opportunity for Citizens to Become Life Long Learners**

1. Assist Roane State Community College and Oak Ridge Institute for Continuing Learning in becoming a hub for undergraduate learning; second career training; and life long learning. The staffs of Roane State and Oak Ridge city hall will be responsible with a target date of November 2015. This goal will be achieved when more students begin to use the facilities at maximum capacity.

**GOAL: Enhance Communication with Educational Organizations**

1. Review/identify opportunities for collaboration between the city and schools to optimize programs to reduce costs. The city manager will be responsible for tagging the opportunities by the end of the year. The goal will be met when the report is completed and publicized.
2. To protect the investment in education and maintain the city's outstanding status, the city will host regular (joint) meetings with the school board. The city manager will be responsible for scheduling the meetings by the end of the year. The goal will be met when the meetings are established and publicized.

Section 4. The following timetable is adopted for completing the activities related to the goals set forth in Section 3 (using a scale from one to four, the estimated cost for certain activities is estimated with one dollar sign indicating minimal expense, two dollar signs indicating below \$10,000, three dollar signs to show that the effort will take between \$10,000 and \$100,000, and four dollar signs to indicate over \$100,000):

## TIMETABLE

### FEBRUARY 2010

28 Council member Mosby to make proposal on a citizen visioning committee - \$

### MARCH 2010

### APRIL 2010

1 Council to set schedule for quarterly goal setting work sessions - \$

30 Council to pass a policy on the internal relay chat forum - \$

30 Council to explore more police officers as a part of the budget process - \$\$\$\$ (if implemented)

### MAY 2010

1 Council to establish a council economic development committee

31 Council to appoint and discuss goals of a citizen visioning committee

### JUNE 2010

1 Council to request bicycle pedestrian task force to review seven items/initiatives - \$

30 Staff to contract out a redo city website - \$\$\$

30 Staff to create a link from the city's website to housing website

30 Council to have held a quarterly goal setting work session on lobbying activities - \$

30 Staff to report on the feasibility of a citizen panel on recreation

### JULY 2010

31 Council budget and finance committee to standardize budget forms

31 Council budget and finance committee to begin giving quarterly executive budget summaries

31 Council economic development committee to explore retail and tourism opportunities - \$

### AUGUST 2010

31 Council to coordinate with staff efforts with Housing Development Corporation/Housing Works

### SEPTEMBER 2010

### OCTOBER 2010

30 Council economic development committee to benchmark Meadowview Conference Center in Kingsport - \$\$

30 Council budget and finance committee to recommend how to complete an operational audit

### NOVEMBER 2010

30 Intergovernmental affairs committee to establish a legislative agenda for council approval

### DECEMBER 2010

31 Council to show an increase in retail and hotel taxes

31 Council, staff and community to define city's marketing message and have staff distribute it to people and organizations - \$\$\$

- 31 Staff to revamp the website - \$\$\$
- 31 Staff to introduce Demming (TQM) principles - \$\$
- 31 Staff to inventory needed housing improvements - \$\$\$
- 31 Council to explore employee residency requirements
- 31 Council to explore contractor employee residency requirements
- 31 Council to have held a quarterly goal setting work session on police and crime
- 31 City manager to determine the feasibility of 311
- 31 City manager to have benchmarked customer service and employee motivation
- 31 City manager to have a plan to include customer service training and performance as part of employee performance review
- 31 Council member Miller to schedule a talk by Gordon Fee
- 31 City manager to set a regular schedule for joint meetings with the school board - \$

FEBRUARY 2012

Show a decrease in criminal statistics

NOVEMBER 2015

Oak Ridge to be a hub for post high school learning/education

QUARTERLY

Hold one council goal setting work session

Receive an executive budget summary

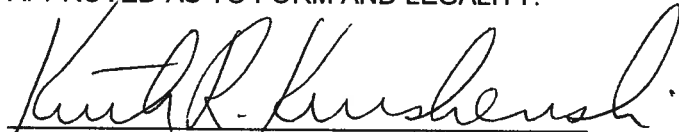
Receive a legislative report

WITHIN THREE MONTHS OF HIRING A CITY MANAGER

Manager and council to develop a plan to improve relationships and attitudes

This the 8<sup>th</sup> day of March 2010.

APPROVED AS TO FORM AND LEGALITY:

  
\_\_\_\_\_  
City Attorney

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk