

MTAS

MUNICIPAL TECHNICAL
ADVISORY SERVICE

**TOWN OF BAXTER
2005/2006 BUDGET GOAL
SETTING SESSION**

MAY 11, 2005

**Prepared by:
Warren Nevad
Management Consultant**

TABLE OF CONTENTS

	<u>PAGE</u>
I. INTRODUCTION	1
II. EXECUTIVE SUMMARY	1
III. METHODOLOGY/AGENDA	2
IV. SWOT ANALYSIS	2
V. 2005 - 2006 BUDGET GOAL STATEMENTS (14)/# OF VOTING DOTS	4
VI. RANKING OF BUDGET GOAL STATEMENTS 2005 - 2006	4
VII. STRATEGIC PLAN: TOP 6 BUDGET GOAL STATEMENTS	4
AND ACCOMPANYING OBJECTIVES	
VIII. CONCLUSION	5

TOWN OF BAXTER, TENNESSEE
2005/2006 BUDGET GOAL SETTING SESSION
MAY 11, 2005

I. INTRODUCTION

The Mayor, Board of Aldermen and the Town held a budget goal setting session at Town Hall on May 11, 2005. The purpose of this session was to prioritize key issues confronting the Town's 2005-2006 budget. The first part of this planning session involved the participants conducting a Strength, Weakness, Opportunity and Threat Assessment of the financial and overall conditions of the Town of Baxter. The findings in this external scan provided much needed ammunition to create a wide-ranging list of budget goal statements. These goal statements were thoroughly reviewed, evaluated and ultimately voted on by all participants. The top six (6) vote-getting budget goal statements were discussed and a specific plan of action was developed to address each goal.

II. EXECUTIVE SUMMARY

The Baxter Budget Goal Setting Work session produced the below summary of goals. The summary can be used as a one page general budget strategic plan document for future reference. Section VII of this report specifically addresses each budget goal statement with accompanying objectives.

2005 - 2006 Budget Strategic Plan Summary

1. Address Sewer Rehabilitation
2. Address Water Loss
3. Create new position - Utility Supervisor
4. Start Repair of sidewalk/drains on Broad Street
5. Adopt personnel policy/benefits
6. Enhanced Fire Training/ISO

III. METHODOLOGY/AGENDA

- STEP 1: Identify Baxter's Financial and Budgeting Strengths, Weaknesses, Opportunities and Threats (SWOT). This external scan will provide ammunition to facilitate 2005-2006 budget goal statements. Time frame: 60 minutes
- STEP 2: Brainstorm about ways to address each of the characteristics mentioned in Step 1 by developing budget goal statements for each of the characteristics. These statements should appropriately take advantages of strengths and weaknesses and minimize or eliminate weaknesses and threats. Time frame: 60 minutes
- STEP 3: Participants will be given 6 dots to vote on the budget goal statements. Participants may vote for one budget goal statement 6 times or any combination thereof. A total of 36 dots will be used. The purpose of this step is to prioritize the 2005-2006 budget goal statements by selecting 6 budget goals for the 2005-2006 fiscal year. Time frame: 10 minutes
- STEP 4: Voting dots will be tabulated and the budget goal statements will be ranked and prioritized. Time frame: 5 minutes
- STEP 5: The top 6 budget goal statements will be addressed. Objectives will be crafted for each budget goal statement. Time frame: 30 minutes

IV. SWOT ANALYSIS

Strengths

1. Geographical Location
2. Lots of undeveloped land
3. Successful grant awards because of demographics
4. Better council relations
5. Better managed police department
6. Administration was more organized
7. Baxter Junction Interchange off I-40
8. 3 Star community
9. Good garbage pick up
10. Railroad

Weaknesses

1. Sewer Moratorium; Water Moratorium
2. Storm water run off
3. No industrial park
4. Need 4 lane roads
5. No traffic through downtown
6. Lack of residential OPPORTUNITIES
7. Vehicles – poor condition
8. Fire truck needs new engine
9. Facility underutilized
10. Poor sidewalks
11. Employee benefits – weak
12. Need to pave roads
13. Lack of personnel manual
14. Lack of training

Opportunities

1. Commercial development
2. Personnel training/benefits
3. 3 Star-community
4. TVA economic development
5. 4 lane 56
6. 42,000 vehicles pass through
7. Elimination of moratoriums
8. Certified building inspector – fee
9. Business Tax
10. Sanitation Fund
11. Hotel Tax
12. Franchise fee
13. County
14. Rebuild depot

Threats

1. Sewer Infiltration
2. High water loss
3. Depreciate of roads etc.; central business district
4. Sidewalks/drains – dangerous broad street
5. Meth/bad morals
6. Apathy – young people – leaving town
7. Limited pool of elected officials
8. Disgruntled residents

9. Junked cards
10. Job opportunities

V. 2005 - 2006 BUDGET GOAL STATEMENTS(14)/ # of VOTING DOTS

1. Address Sewer Rehab – 7 dots
2. Address water loss problem – 7 dots
3. Repair of sidewalk/drain – Broad St – 4 dots
4. Purchase utility vehicle- 0 dots
5. Purchase a new dump truck – 2 dots
6. Adopt a personnel policy; employee benefits – 3 dots
7. Fire Training/ISO – 3 dots
8. Allocate monies to pay debt for building- 0 dots
9. Better personnel Benefits – 2 dots
10. Create new position - utility supervisor – 6 dots
11. Create new position – city administrator – 1 dot
12. GIS mapping utility – 1 dot
13. 10% match for fire truck- 0 dots
14. Road paving- 0 dots

VI. RANKING OF BUDGET GOAL STATEMENTS 2005 – 2006

1. Address Sewer Rehabilitation
2. Address Water Loss
3. Create New Position - Utility Supervisor
4. Start Repair of Sidewalk/Drains on Broad Street
5. Adopt Personnel Policy/Benefits
6. Enhanced Fire Training/ISO

VII. STRATEGIC PLAN: TOP 6 BUDGET GOAL STATEMENTS AND ACCOMPANYING OBJECTIVES

1. Address Sewer Rehab
 - a) Conduct preliminary engineering study;
 - b) Commit \$10K – 2005-2006 Camera inspection;
 - c) Get estimate and apply for grant; and

- d) I & I public education.
- 2. Address Water Loss
 - a) meter change out;
 - b) anti theft procedures;
 - c) conduct a leak survey;
 - d) change water line extension; and
 - e) change water line extension policy.
- 3. Create New Position – Utility Supervisor
 - a) recruit harder – advertise more; and
 - b) survey and allocate monies.
- 4. Start Repair of Sidewalk Drain – Broad Street
 - a) obtain bid specs from engineer;
 - b) examine financing options;
 - c) budget money for engineering;
 - d) TTU/Pelham engineering specs;
 - e) set aside monies; and
 - f) MTAS investigate
- 5. Adopt Personnel Policy/Benefits
 - a) budget legal fees;
 - b) contact TCRS; and
 - c) benefit survey – MTAS
- 6. Fire Training/ISO
 - a) budget for training;
 - b) budget hydrant testing; and
 - c) obtain prior report - MTAS.

VIII. CONCLUSION

The first Baxter budget goal setting session was successful because of the enthusiasm displayed by all participants. The town recorder organized all the logistics to ensure proper participation and execution of the work session. Results of this session will aid the Mayor and Board of Aldermen during their budget deliberations prior to final adoption next month. In May 2006, the Mayor and Board of Aldermen will reconvene and examine each budget goal statement to gauge the town's effectiveness in addressing each goal statement. Also, the town will use this same format identified in Section II to prioritize budget goal statements for the 2006-2007 fiscal year.