

CITY OF JACKSON

BUDGET WORK SESSION GOAL DEVELOPMENT

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**CITY OF JACKSON, TENNESSEE
BUDGET WORK SESSION
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I. INTRODUCTION

The City of Jackson held a budget work session via Zoom on January 21, 2021. The purpose of the work session was to develop goals for fiscal year ending June 30, 2022.

The participants reviewed the council's role in the budget process, reviewed an environmental scan to identify trends that may affect the City, and then worked through the Strategic Quadrant to work towards goals for the next fiscal year. The Strategic Quadrant consisted of discussion and goal development of the following four areas:

- What Makes Jackson Special?
- Your 2031 Vision for Jackson
- Some Basic 2025 Goals
- FY 2021-2022 Budget Agenda Goals

Strategic thinking and planning are some of the most critical elements of public management. Its purpose is to establish long-term goals, annual objectives, and detailed actions and 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 and on seeking the most effective and efficient means to address them, it is one of the key factors in any successful city.

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 employees and municipal services.
- Serve as the basis for funding requests and the allocation process.
- Clarify and showcase a city's intent and use of funds.

The establishment of goals provides a formalized statement of direction for city government during the year, while also serving as an instrument to evaluate the progress and achievement of the city in accomplishing the same. It is through this process that organizational goals are established to move the community forward in a planned and unified manner.

This report summarizes the goals developed from the work session. A council working together to accomplish prioritized goals should feel a sense of satisfaction as the objectives of these goals are implemented and achieved.

II. MISSION AND VALUES

The importance of the mission statement and city values were also discussed. These should be in the forefront of the minds of leadership as goals are discussed and developed. Goals should build upon the city's mission and values.

The city's mission statement is as follows:

*To render all services with a sincere
"At Your Service"
attitude which leads us to establishing
Jackson as Tennessee's best city.*

The values of the city are as follows:

- *Honesty and integrity will guide our actions and decisions.*
- *We will work as a team.*
- *Customer satisfaction is our main goal.*
- *We will strive for excellence in all that we do.*
- *Our employees, both in number and in position, will reflect the community's diversity.*
- *We will encourage open communication and pledge to respect the opinions of others.*

III. STRATEGIC QUADRANT

The Mayor and City Council used the following steps to work towards goal development for FY 2022 for the City of Jackson and came up with following points and goals for each step:

STEP 1: What Makes Jackson Special?

- A regional hub servicing several surrounding counties in commerce, industry, retail, healthcare, and entertainment
- Low cost of living, comparatively, for the size of the city
- Extensive history and culture
- Location on I-40 between Memphis and Nashville
- Education
- Diverse community
- Fiber infrastructure
- Non-partisan city council
- Targeted development
- Public service and public safety infrastructure

STEP 2: Your 2031 Vision for Jackson

- Control over capital needs, address within the budget, no debt to fund these
- Control and planning over stormwater infrastructure
- Plans and movement on redevelopment opportunities
- Have debt paid down
- Increased retail opportunities
- Getting police and fire caught up on equipment, vehicle, and building needs
- Hotel and convention center in downtown area
- Coordination with non-profits to address the needy and assist in the development of their talents and skills
- Become a warehousing and distribution hub
- Have more greenways and parks within the community
- Greater use of public transportation
- Motivate the underserved areas of the community to be more involved
- Financial empowerment
- Farmers market
- Core financial system for the city

STEP 3: Some Basic 2025 Goals

- New core financial system for the city
- Infrastructure, capital, and street needs
- Find new opportunities for vacant spaces – retail, distribution
- Assist local businesses as they explore online and delivery opportunities
- Updates to police station
- Investment in greenways and parks

- More pedestrian friendly environment
- Continued focus on downtown area – more growth
- Financial empowerment for underserved areas
- Pay day lending alternatives
- Community development
- Stormwater infrastructure
- New fire station to support growth
- Improvements for essential services, dispatch

STEP 4: FY 2021-2022 Agenda

- Stormwater infrastructure
- Core financial system
- Redevelopment opportunities – Districts 1 & 2, and mall area
- Focus on downtown area to foster growth, history, culture, strategic parking plans
- Continued focus on underserved areas
- Tourism – sports plex, museums, downtown
- Low interest rate loan program
- Greenway projects