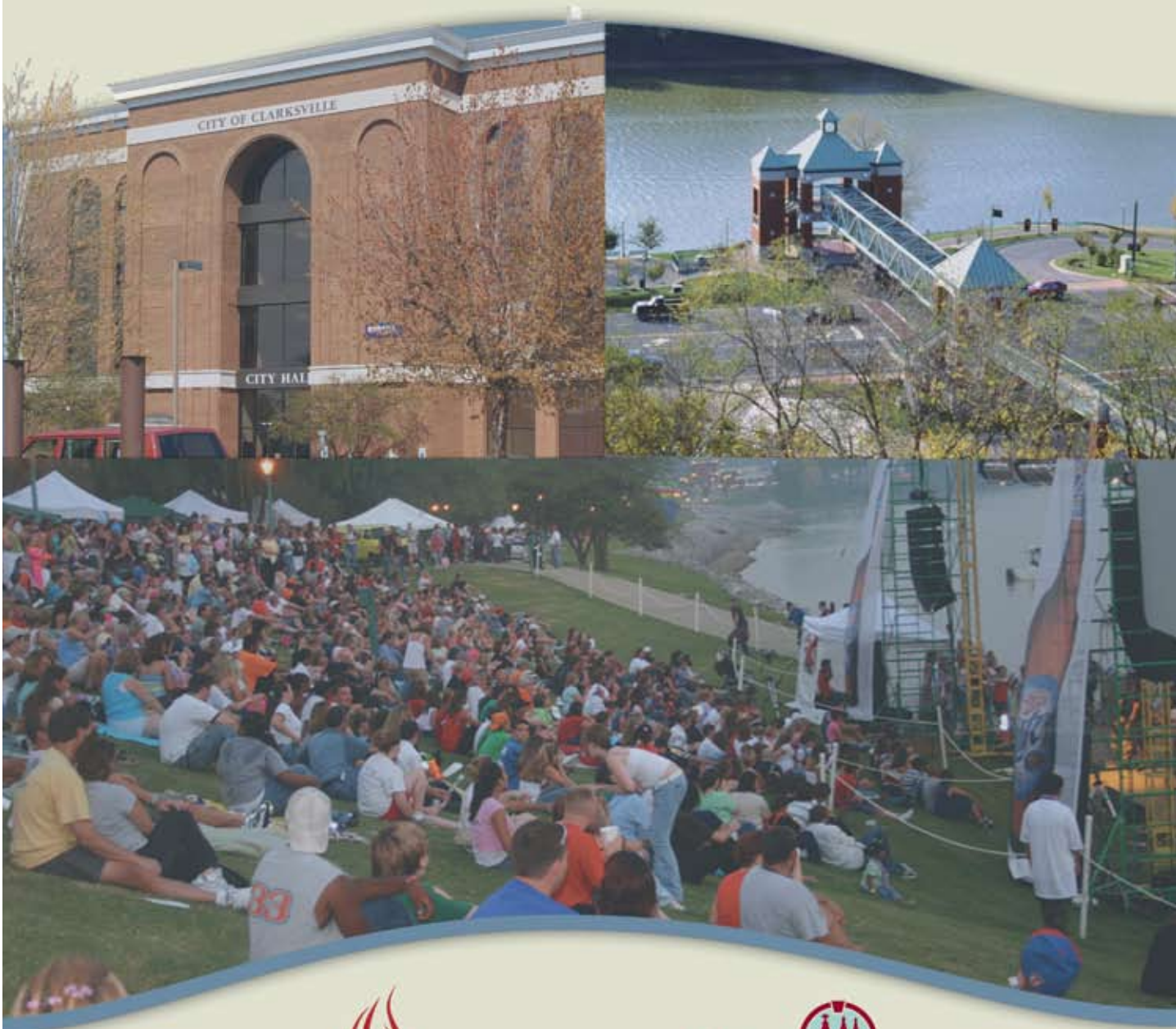


# City of Clarksville, Tennessee

## Strategic Plan



Conducted June 8-9, 2007  
By Liberty Advocates, LLC  
41 S. High Street, Suite 1275  
Columbus, Ohio 43215

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**CITY OF CLARKSVILLE, TENNESSEE**  
*OUR VISION FOR THE FUTURE*

“Built upon our strong river heritage and proud military history, Clarksville is a safe, clean, family oriented community that promotes recreational and business opportunities through an efficient, open government and involved citizenry.”

**CITY OF CLARKSVILLE, TENNESSEE**  
*OUR MAJOR AREAS OF FOCUS*

Economic development and job creation

Infrastructure planning and development

Operations and communications

Public safety

Recreation and parks

Standards and beautification

## **CITY OF CLARKSVILLE, TENNESSEE**

### ***ENVIRONMENTAL SCAN***

An Environmental Scan is a tool used to assess the current environment affecting an organization. By utilizing this information the organization has a starting point from which it can plot a course of action and determine strategies for change. An environmental scan assesses the internal and external forces acting upon an organization.

#### ***EXTERNAL FORCES***

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##### **OPPORTUNITIES**

Preserve and plan for green space  
Promote tourism  
Event center  
Close relationship with Fort Campbell  
Rebuild and support The Roxy  
Promote recycling and smart building practices  
Improve communications with citizens  
Further development and rebuilding downtown  
Work with state to support APSU  
Grow more health care services  
Juvenile detention facilities  
CDE and fiber optic opportunities  
Low unemployment  
Address quality of life issues  
Broaden city court authority – join closer to county courts  
Work with state to attract auto or technology industry  
Airplane hangers for rent or lease  
Community involvement  
More recreational opportunities  
Building the marina = more city revenue  
More activities for city involvement  
Growth  
No state income tax  
More businesses coming to Clarksville  
Better development of river area  
Big library  
New medical facility  
Diverse and well-educated community  
Reasonable housing costs and cost of living  
Central location to major businesses and cities in Southeast and Midwest parts of country

## CITY OF CLARKSVILLE, TENNESSEE

### *ENVIRONMENTAL SCAN*

#### *EXTERNAL FORCES*

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##### **THREATS**

Lawsuits from city employees  
Wolf Creek Dam  
Closure of Fort Campbell  
Infrastructure strained  
Reputation of city  
Not enough qualified candidates for some council wards  
Not continuing to grow in a progressive manner  
State and federal government policy changes  
Gangs and lack of ability to handle future crime  
Illegal immigrants using resources  
Not taking care of homeless and elderly  
Losing one large corporation – very little white collar jobs  
City growing faster than we can support  
Only one newspaper  
Growth  
Jobs: people leaving Clarksville for jobs  
Small portion of population that doesn't want change  
Lack of industrial growth throughout city  
City divided – north and south  
Short rail not class A rails – no passenger rail to Nashville

**CITY OF CLARKSVILLE, TENNESSEE**  
***ENVIRONMENTAL SCAN***

***INTERNAL FORCES***

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**STRENGTHS**

Close to full employment in city  
Low crime rate  
Easy to get involved as volunteer or civic affairs  
City moving forward in positive direction  
Department heads working with council to improve city  
Access to most elected officials  
Not perfect – but good roads  
Good city web site  
Good bond rating  
Progressive Mayor and Council – Location  
People see police and fire departments as strength  
Reasonable tax rate  
Industrial park with room for investment – mega site

**WEAKNESSES**

Not enough money to fund all projects  
Lack of communication – reading about things in paper  
Complaints on traffic  
Infrastructure not keeping up with growth  
Sidewalk program  
Lack of underground utilities  
Noise pollution in neighborhood  
Reactionary city – putting out fires  
Two government system  
Lack of green space  
Unmanaged growth  
Lack of quality of life items  
Unfunded city requirements for staffing – equipment  
Poor planning of staffing vs. workload  
Zoning ordinance out of date  
Lack of technology – police department  
Need more police and park rangers  
Need to clean up certain areas of town – like downtown  
Employees not comfortable  
Lack of checks and balances on decision making  
Low tax base = high tax rate  
Total ward voting – no at large seats

**CITY OF CLARKSVILLE, TENNESSEE**  
*STRATEGIC INITIATIVES*

- Enhance communication through technology
- Improve access to elected officials for the public
- Improve communications with press
- Enhance performance and efficiencies of departments
- Charter review
- Establish future needs for city operations – staffing
- Capture and present history of Clarksville
- Create aesthetic standards for roads
- Establish commercial building standards
- Establish redevelopment standards
- Elevate and enforce codes on residential and commercial developments
- Establish redevelopment districts
- Enhance industrial recruitment
- Promote Clarksville
- State involvement in economic development
- Enhance tourism
- Create higher paying jobs
- Make Clarksville a regional hub
- Enhance regional cooperation for Clarksville
- Improve transportation
- Proactively plan for future needs
- Identify sources for funding future projects
- Improve utilities
- Improve technological support for public safety
- Promote community policing and citizen involvement in public safety
- Optimize capabilities to meet the needs of the city
- Improve traffic safety
- Reduce crime
- Expand parks
- Ensure safety in parks
- Identify alternative funding
- Expand youth programs
- Expand walk ability throughout city
- Proactively plan for future use
- Expand recreational opportunities

**CITY OF CLARKSVILLE, TENNESSEE**  
**Top 21 Goals**

- Put Clarksville on the map
- Paperless Reporting system – PDA's
- Expand Mayor and Council's role in promoting our River and military heritage, military heritage and recreational opportunities
- Capital Project Revenue Districts
- Enforce tougher property, residential and commercial codes to keep areas clean and cut
- City wide standards on all signs
- Develop Press Communication Policy
- Optimize efficiency of current roadways and intersections
- Establish chain of communication with local state representatives
- Establish Charter review committee
- Red light cameras
- Performance Based Budgets
- In car digital video cameras and mobile digital observation cameras
- Modernize development and utilize GIS for all departments
- Improve intersection geometrics
- Plan for commuter rail to Nashville
- Community survey recreation needs
- City Council email enhancement
- Keep trees and shrubs cut back so you can see signs
- Create an ordinance on how long an old, blighted building can stand vacant
- Organize and implement neighborhood watch program

# **CITY OF CLARKSVILLE, TENNESSEE**

## **Top 21**

### **Goals and Objectives**

## Goal 1:

### - Put Clarksville on the map

- Objective 1: Budget for 3 tradeshow (state, regional and national levels) to be completed by July 1, 2008
- Objective 2: Establish quarterly Channel 50 Mayor interviews
- Objective 3: Reconnect to local and regional media within next 90 – 120 days
- Objective 4: Have Communications Director establish and maintain relationship with Tennessean newspaper on or before September 1, 2007
- Objective 5: Lease/Purchase 4 billboards in the 4 largest cities in Tennessee for a minimum of 2 months on or before December 31, 2007

#### NOTES:

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## Goal 2:

### - Paperless reporting system – PDA’s

- Objective 1: Approval in 2007/2008 budget – maintain systems
- Objective 2: Educate department members and officers on system
- Objective 3: Find a systems manager to devote to system
- Objective 4: Coordinate with Information Technology Department for interfacing and setup
- Objective 5: Try to secure grant (federal funding)
- Objective 6: Operational by January 1, 2008

#### NOTES:

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## Goal 3:

### Expand Mayor and Council's role in promoting our River and military heritage and recreational opportunities

- Council committee and Mayor have Tourism Commission create and place advertisements for Clarksville and Wings of Liberty Museum in national markets. Funding to be provided in 2008/2009 fiscal year. Advertisements to commence spring 2009.
  - Objective 1: Nationwide ads
  - Objective 2: Promoting the Wings of Liberty Museum
  - Objective 3: Updating our City web page with interactive capabilities
  - Objective 4: Financial support for agencies and local events such as Rivers and Spires

#### NOTES:

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## Goal 4:

- **Capital project revenue districts**
  - o Objective: Pass final council vote – complete

### NOTES:

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## Goal 5:

- **Enforce tougher property, residential and commercial codes to keep areas clean and cut**
  - o Objective 1: Adequate tracking system and adequate staffing to enforce current policies
  - o Objective 2: Provide copy of current regulations to council for review

### NOTES:

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## Goal 6:

- **Citywide standards on all signs**
  - o Objective 1: Council to enact legislation to improve site review process
  - o Objective 2: Amend existing sign ordinance

### NOTES:

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## Goal 7:

- **Develop press communication policy**
  - o Objective 1: Establish fact sheets for projects
  - o Objective 2: Responsibility of Communications Director

### NOTES:

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## Goal 8:

- **Optimize efficiency of current roadways and intersections**
  - Objective 1: Conduct, coordinate, approve survey plan with TDOT
  - Objective 2: Allocate money in FY 2008 budget
  - Objective 3: Construct/complete June 2008
    - Madison/Richview
    - Madison/76
    - US 41/ 48-13
    - W. Rudolph/Dunbar Cave
  - Objective 4: Timing Phase Plans for 19 intersections
    - Implement and complete by June 2008

### NOTES:

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## Goal 9:

- **Establish chain of communication with local state representatives**
  - o Objective 1: By December 31, 2007 have initial quarterly meetings with EDC, IDB, local state representatives and City Council or council committees to discuss state's role in economic development
  - o Objective 2: Establish Council committee to review and recommend enhancements relating to tourism and heritage to City web site, minimum of 4 council members involved. Review and make recommendations completed by April 1, 2008

### NOTES:

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## Goal 10:

### - Establish charter review committee

- Objective 1: Appoint Committee – 3 council and 2 public citizens
- Objective 2: Review charter
- Objective 3: Review code by title
  - Request input from related departments
  - Involve MTAS for assistance
- Objective 4: Charter revisions prepared
  - To Council for approval
  - To State Legislature for approval
  - To Council for approval of edits made by state legislature
- Objective 5: Code revisions finalized

#### NOTES:

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## Goal 11:

### - Red light cameras

- Objective 1: More evaluation
- Objective 2: Legal research – who collects fines, etc.
- Objective 3: Public education program
- Objective 4: Approval
- Objective 5: Placement ideas
  - Connector and Madison Street
  - 4 other major intersections

#### NOTES:

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## Goal 12:

### - Performance based budgets

- Objective 1: Appoint committee (council members and department heads)
  - Street committee chair – Street department
  - Public safety committee chair – Fire and Police Chief
  - Finance and Appropriations chair – Finance department
- Objective 2: Review previous affects
- Objective 3: Amend code – codify ordinance requiring performance based budgets
- Objective 4: Designate departments to begin process – 3 online for 2008/2009
- Objective 5: Inform public and council

#### NOTES:

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## Goal 13:

- **In car digital video cameras and mobile digital observation cameras**
  - Objective 1: Approval in 2007/2008 budget
    - All cars equipped by 2009/2010 budget year
  - Objective 2: Develop specs
  - Objective 3: Develop bid
  - Objective 4: Install and maintain systems

### NOTES:

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## Goal 14:

- **Modernize development and utilization of GIS for all departments: aerial photos**
  - Objective 1: Identify users
  - Objective 2: Identify software and hardware needs
  - Objective 3: Update data
  - Objective 4: Analyze staffing need to operate
  - Objective 5: Submit budget and implement FY 2008

### NOTES:

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## Goal 15:

### - Improve intersection geometrics

- Objective 1: Madison/Richview
  - Conduct, coordinate, approve survey plan with TDOT
  - Allocate money in FY 2008 budget
  - Construct/complete June 2008
- Objective 2: Madison/76
  - Conduct, coordinate, approve survey plan with TDOT
  - Allocate money in FY 2008 budget
  - Construct/complete June 2008
- Objective 3: US 41/48-13
  - Conduct, coordinate, approve survey plan with TDOT
  - Allocate money in FY 2008 budget
  - Construct/complete June 2008
- Objective 4: W. Rudolph/Dunbar Cave
  - Conduct, coordinate, approve survey plan with TDOT
  - Allocate money in FY 2008 budget
  - Construct/complete June 2008
- Objective 4: Timing Phase Plans for 19 intersections
  - Implement and complete by June 2008

#### NOTES:

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## Goal 16:

### - Plan for commuter rail to Nashville

- Objective 1: Hold meeting between city officials and TDOT to determine potential and route. Coordinate study.
- Objective 2: Complete study by June 2008
- Objective 3: Results alternate routes and costs
- Objective 4: Make “go/no go” decision

#### NOTES:

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## Goal 17:

### - Community survey recreation needs

- Objective 1: Utilize interns and assistance from Austin Peay State University
- Objective 2: Develop survey instrument by September 30, 2007
- Objective 3: Distribute survey to citizens by November 1, 2007
  - Newspaper
  - Community center
  - Churches
  - Library
  - Public Service Announcements
  - Web site
  - Gas and Water inserts
- Objective 4: Survey's returned by December 1, 2007
- Objective 5: Compile and prioritize community needs surveys by March 1, 2008
- Objective 6: Present to City Administrative Process March 1, 2008

#### NOTES:

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## Goal 18:

### - City Council email enhancements

- Objective 1: Bulk distribution
  - Councilman Summers has test pilot program week of June 11, 07
- Objective 2: Virtual town hall

#### NOTES:

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## Goal 19:

### - **Keep trees and shrubs cut back so you can see signs**

- Objective 1: Customer service complaint tracking system
  - Route complaints to proper department

#### NOTES:

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## Goal 20:

- **Create an ordinance on how long a building can stand vacant – old blighted buildings, including the removal of all signs from vacant building after short period of time**
  - Objective 1: Utilize grants or set aside funding to demolish abandoned buildings or houses
  - Objective 2: Seek legal opinions on council’s authority on vacant buildings
    - Need to know what we can and cannot do
    - Need city attorney

### NOTES:

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## Goal 21:

### - Organize and implement neighborhood watch program

- Objective 1: Currently ongoing programs – improve and enhance
- Objective 2: Achieve accreditation
- Objective 3: Increased media participation

#### NOTES:

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## CITY OF CLARKSVILLE, TENNESSEE

### All Goals listed by Point Rating

- 46 – Put Clarksville on the map
- 35 – Paperless Reporting system – PDA’s
- 34 – Expand Mayor and Council’s role in promoting our river and military heritage and our recreational opportunities
- 30 – Capital Project Revenue Districts
- 29 – Enforce tougher property, residential and commercial codes to keep areas clean and cut
- 26 – City wide standards on all signs
- 26 – Develop Press Communication Policy
- 25 – Optimize efficiency of current roadways and intersections
- 23 – Establish chain of communication with local state representatives
- 23 – Establish Charter review committee
- 22 – Red light cameras
- 21 – Performance Based Budgets
- 20 – In car digital video cameras and mobile digital observation cameras
- 19 – Modernize development and utilize GIS for all departments
- 15 – Improve intersection geometrics
- 14 – Plan for commuter rail to Nashville
- 14 – Community survey recreation needs
- 13 – City Council email enhancement
- 12 – Keep trees and shrubs cut back so you can see signs
- 12 – Create an ordinance on how long an old, blighted building can stand vacant
- 12 – Organize and implement neighborhood watch program
- 11 – Establish quarterly meetings with EDC and Council members
- 11 – Analyze / update fee and rate structures
- 11 – Establish quarterly meetings with EC and Council members
- 9 – Re-engage the community with the flowerbed program throughout the city – include corporate sponsors, private clubs, churches, etc.
- 8 – Develop growth-based formula / model to measure personnel needs
- 8 – Proactively promote community partnerships
- 8 – Enhance GIS mapping
- 7 – Break the spoke from Nashville and become a new focal point in the region
- 7 – Regional public safety training facility
- 7 – Adequate staffing for Public Safety Departments
- 7 – Expand Park Ranger Program to ensure safety
- 7 – Create Comprehensive Park Development Plan
- 7 – Develop Implementation Plan
- 7 – Web page enhancement
- 6 – Incorporate standards into budget process
- 6 – Underground utilities on roads when there are repairs made to area

- 6 – Have a juvenile detention center
- 5 – Update long range transportation plan
- 5 – Develop staffing / workload standards
- 5 – Better marketing of the police department to the community
- 5 – Create public safety Youth Community Programs – sports leagues
- 5 – Begin old fashioned Christmas in the downtown again
- 5 – Encourage smart growth
- 5 – Standardize software
- 4 – Newsletter for city and each ward
- 4 – Develop office / process for close ties with state representatives for aid and grants
- 4 – Comprehensive Master Plan for waste water
- 4 – GPS locator for patrol cars
- 4 – Public education of waste water
- 3 – Enforce green space provision
- 3 – Replace string traffic lights with mast arm lights
- 3 – Create opinion page on city web site
- 2 – Proactively plan for future
- 2 – Have dedicated fire dispatcher at 911 Center
- 1 – Get commercial owners to place signs on buildings
- 1 – Establish endowment program
- 1 – Update evidence collecting and processing facility
- 0 – Consolidate services
- 0 – Replace self contained breathing apparatus
- 0 – Have a dedicated research and development staff or individual
- 0 – Accreditation for both police and fire departments
- 0 – Achieve ISO 2 or improve ISO rating
- 0 – Encourage ride sharing
- 0 – Increase number of traffic officers
- 0 – Encourage judges to hand out stiffer penalties
- 0 – Utilize the Community Survey

## **All Initiatives – Goals - Objectives Listed by Strategic Initiative**

### **Economic Development: Job Creation**

Initiative: Enhance Industrial recruitment

- Goal: Establish quarterly meetings with EDC and Council members
  - o Objective: Report on current activity and previous activity

Initiative: Promote Clarksville

- Goal: Put Clarksville on the map
  - o Objective 1: Budget for 3 tradeshows (state, regional and national levels) to be completed by July 1, 2008
  - o Objective 2: Establish quarterly Channel 50 Mayor interviews
  - o Objective 3: Reconnect to local and regional media within next 90 – 120 days
  - o Objective 4: Have Communications Director establish and maintain relationship with Tennessean newspaper on or before September 1, 2007
  - o Objective 5: Lease/Purchase 4 billboards in the 4 largest cities in Tennessee for a minimum of 2 months on or before December 31, 2007

Initiative: State involvement in economic development

- Goal: Establish chain of communication with local state representatives

- Objective 1: By December 31, 2007 have initial quarterly meetings with EDC, IDB, local state representatives and City Council or council committees to discuss state's role in economic development
- Objective 2: Establish Council committee to review and recommend enhancements relating to tourism and heritage to City web site, minimum of 4 council members involved. Review and make recommendations completed by April 1, 2008

Initiative: Enhance tourism

- Goal: Expand Mayor and Council's role in promoting our River and military heritage and recreational opportunities
  - Council committee and Mayor have Tourism Commission create and place advertisements for Clarksville and Wings of Liberty Museum in national markets. Funding to be provided in 2008/2009 fiscal year. Advertisements to commence spring 2009.
- Objective 1: Nationwide ads
- Objective 2: Promoting the Wings of Liberty Museum
- Objective 3: Updating our City web page with interactive capabilities
- Objective 4: Financial support for agencies and local events such as Rivers and Spires

Initiative: Create higher paying jobs

- If we follow through with the items listed above, this will create those higher paying jobs.

Initiative: Make Clarksville a regional hub

- Goal: Break the spoke from Nashville and become a new focal point in the region
  - o Objective 1: Establish working relationships with Christian, Todd and Stewart counties
  - o Objective 2: Create leadership program for Montgomery and adjacent counties
  - o Objective 3: Leadership Classes. Adopt Council goals as end of year project and continue to update and modify with future classes

Initiative: Enhance regional cooperation for Clarksville

\* Bonus for Economic Development Initiative

Capture increased tax revenues in order to make possible many of the road improvements and other capital improvements needed.

## Infrastructure

### Initiative: Improve transportation

- Goal 1: Optimize efficiency of current roadways and intersections
  - o Objective 1: Conduct, coordinate, approve survey plan with TDOT
  - o Objective 2: Allocate money in FY 2008 budget
  - o Objective 3: Construct/complete June 2008
- Goal 2: Update long range transportation plan
- Goal 3: Plan for commuter rail to Nashville
  - o Objective 1: Hold meeting between city officials and TDOT to determine potential and route. Coordinate study.
  - o Objective 2: Complete study by June 2008
  - o Objective 3: Results alternate routes and costs
  - o Objective 4: Make “go/no go” decision
- Goal 4: Improve intersection geometrics
  - o Objective 1: Madison/Richview
    - Conduct, coordinate, approve survey plan with TDOT
    - Allocate money in FY 2008 budget
    - Construct/complete June 2008
  - o Objective 2: Madison/76
    - Conduct, coordinate, approve survey plan with TDOT
    - Allocate money in FY 2008 budget
    - Construct/complete June 2008
  - o Objective 3: US 41/48-13

- Conduct, coordinate, approve survey plan with TDOT
- Allocate money in FY 2008 budget
- Construct/complete June 2008
- Objective 4: W. Rudolph/Dunbar Cave
  - Conduct, coordinate, approve survey plan with TDOT
  - Allocate money in FY 2008 budget
  - Construct/complete June 2008
- Objective 4: Timing Phase Plans for 19 intersections
  - Implement and complete by June 2008

Initiative: Proactively plan for future needs

- Goal 1: Proactively plan for future
- Goal 2: Develop staffing / workload standards
- Goal 3: Incorporate standards into budget process

Initiative: Identify sources for funding future projects

- Goal 1: Capital project revenue districts
  - Objective: Pass final council vote - complete
- Goal 2: Analyze / update fee and rate structures
- Goal 3: Develop office / process for closer ties with state reps for aid and grants

Initiative: Improve utilities

- Goal 1: Comprehensive master plan for waste water
- Goal 2: Public education of waste water
- Goal 3: Modernize development and utilization of GIS for all departments: aerial photos

- Objective 1: Identify users
- Objective 2: Identify software and hardware needs
- Objective 3: Update data
- Objective 4: Analyze staffing need to operate
- Objective 5: Submit budget and implement FY 2008

## Operations and Communications

Initiative: Enhance communication through technology

- Goal 1: Web page enhancement
  - Department reports
  - City policies
  - Forms
- Goal 5: Standardize software
- Goal 6: Newsletter – city and ward
- Goal 7: Create opinion page on city site

Initiative: Improve access to elected officials for the public

- Goal: City Council email enhancements
  - Objective 1: Bulk distribution
    - Councilman Summers has test pilot program week of June 11, 07
  - Objective 2: Virtual town hall

Initiative: Improve communications with press

- Goal: Develop press communication policy
  - Objective 1: Establish fact sheets for projects
  - Objective 2: Responsibility of Communications Director

Initiative: Enhance performance and efficiencies of departments

- Goal 1: Performance based budgets
  - Objective 1: Appoint committee (council members and department heads)

- Street committee chair – Street department
  - Public safety committee chair – Fire and Police Chief
  - Finance and Appropriations chair – Finance department
  - Objective 2: Review previous affects
  - Objective 3: Amend code – codify ordinance requiring performance based budgets
  - Objective 4: Designate departments to begin process – 3 online for 2008/2009
  - Objective 5: Inform public and council
- Goal 2: Consolidate services

Initiative: Charter review

- Goal: Establish charter review committee
  - Objective 1: Appoint Committee – 3 council and 2 public citizens
  - Objective 2: Review charter
  - Objective 3: Review code by title
    - Request input from related departments
    - Involve MTAS for assistance
  - Objective 4: Charter revisions prepared
    - To Council for approval
    - To State Legislature for approval
    - To Council for approval of edits made by state legislature
  - Objective 5: Code revisions finalized

Initiative: Establish future needs for city operations – staffing

- Goal: Develop growth-based formula / model to measure personnel needs

## Public Safety

Initiative: Improve technological support for public safety

- Goal 1: Paperless reporting system – PDA’s
  - o Objective 1: Approval in 2007/2008 budget – maintain systems
  - o Objective 2: Educate department members and officers on system
  - o Objective 3: Find a systems manager to devote to system
  - o Objective 4: Coordinate with Information Technology Department for interfacing and setup
  - o Objective 5: Try to secure grant (federal funding)
  - o Objective 6: Operational by January 1, 2008
- Goal 2: In car digital video cameras and mobile digital observation cameras
  - o Objective 1: Approval in 2007/2008 budget
    - All cars equipped by 2009/2010 budget year
  - o Objective 2: Develop specs
  - o Objective 3: Develop bid
  - o Objective 4: Install and maintain systems
- Goal 3: Enhance GIS Mapping
- Goal 4: Replace self contained breathing apparatus
- Goal 5: GPS locator for patrol cars
- Goal 6: Update evidence collecting and processing facility
- Goal 7: Have dedicated fire dispatcher at 911 center
- Goal 8: Regional Public Safety Training facility
- Goal 9: Have a dedicated research and development staff or individual

Initiative: Promote community policing and citizen involvement in public safety

- Goal 1: Better marketing of the police department to the community
- Goal 2: Accreditation for both police and fire departments
- Goal 3: Create public safety Youth Community Programs – sports leagues

Initiative: Optimize capabilities to meet the needs of the city

- Goal 1: Adequate staffing
- Goal 2: Achieve ISO 2 or improve ISO rating

Initiative: Improve traffic safety

- Goal 1: Red light cameras
  - o Objective 1: More evaluation
  - o Objective 2: Legal research – who collects fines, etc.
  - o Objective 3: Public education program
  - o Objective 4: Approval
  - o Objective 5: Placement ideas
    - Connector and Madison Street
    - 4 other major intersections
- Goal 2: Encourage ride sharing
- Goal 3: Increase number of traffic officers

Initiative: Reduce crime

- Goal 1: Have a juvenile detention center
- Goal 2: Encourage judges to hand out stiffer penalties

## Recreations and Parks

### Initiative: Expand parks

- Goal 1: Community survey recreation needs
  - o Objective 1: Utilize interns and assistance from Austin Peay State University
  - o Objective 2: Develop survey instrument by September 30, 2007
  - o Objective 3: Distribute survey to citizens by November 1, 2007
    - Newspaper
    - Community center
    - Churches
    - Library
    - Public Service Announcements
    - Web site
    - Gas and Water inserts
  - o Objective 4: Survey's returned by December 1, 2007
  - o Objective 5: Compile and prioritize community needs surveys by March 1, 2008
  - o Objective 6: Present to City Administrative Process March 1, 2008
- Goal 2: Develop Implementation Plan

### Initiative: Ensure safety in parks

- Goal 1: Organize and implement neighborhood watch program
  - o Objective 1: Currently ongoing programs – improve and enhance
  - o Objective 2: Achieve accreditation
  - o Objective 3: Increased media participation

- Goal 2: Expand Park Ranger Program to ensure safety

Initiative: Identify alternative funding

- Goal: Establish endowment program / adoption

Initiative: Expand youth programs

- Goal: Proactively promote community partnerships

Initiative: Expand walk ability throughout city

- Goal: Encourage smart growth
- Goal: Enforce Green Space provision

Initiative: Proactively plan for future use

- Goal: Create Comprehensive Park Development Plan

Initiative: Expand recreational opportunities

- Goal: Utilize the Community Survey

## Standards and Beautification

Initiative: Capture and present history of Clarksville

- Goal: Begin old fashion Christmas in the downtown again

Initiative: Create aesthetic standards for roads

- Goal 1: Citywide standards on all signs
  - o Objective 1: Council to enact legislation to improve site review process
  - o Objective 2: Amend existing sign ordinance
- Goal 2: Keep trees and shrubs cut back so you can see signs
  - o Objective 1: Customer service complaint tracking system
    - Route complaints to proper department
- Goal 3: Underground utilities on roads when there are repairs made to area
- Goal 4: Replace string traffic lights with mast arm lights
- Goal 5: Re-engage the community with the flowerbed program throughout the city – include corporate sponsors, private clubs, churches, etc.

Initiative: Establish commercial building standards

- Goal 1: Get commercial owners to place signs on buildings
- Goal 2: Create an ordinance on how long a building can stand vacant – old blighted buildings, including the removal of all signs from vacant building after short period of time
  - o Objective 1: Utilize grants or set aside funding to demolish abandoned buildings or houses

- Objective 2: Seek legal opinions on council's authority on vacant buildings
  - Need to know what we can and cannot do
  - Need city attorney

Initiative: Establish redevelopment standards

Initiative: Elevate and enforce codes on residential and commercial developments

- Goal: Enforce tougher property, residential and commercial codes to keep areas clean and cut
  - Objective 1: Adequate tracking system and adequate staffing to enforce current policies
  - Objective 2: Provide copy of current regulations to council for review

Initiative: Establish redevelopment districts