



**GREENEVILLE COMPREHENSIVE PLAN WORKSHOP ON PUBLIC  
GOVERNMENT**  
**PUBLIC INPUT**

**Introduction:**

The Greeneville Comprehensive Plan Steering Committee held a workshop focused on “Public Government” on Thursday, July 23, 2015, from 5:00pm to 9:00pm at 129 W. Depot St. The workshop was fully open to the public. The Town Planner presented to the public a rough draft vision statement of Public Government, including draft goals and policies that have been formulated following input from the Steering Committee, the Public Government subcommittee or task force, inputs from the two days Comprehensive Plan summit, and responses to the Comprehensive Plan questionnaire at this time. Thirty nine (39) persons attended the workshop, and they worked in four small groups to revise or refine the goals and policies, and to propose strategic actions that may be adopted in the Comprehensive Plan. Below are the draft vision statement on public government, goals, policies and strategic actions from the Workshop.

**CAUTION AND DISCLAIMER:**

The content, ideas or views expressed herein are not those of the Town of Greeneville, and should not be attributed to the Town. These vision, goals, policies and strategic actions have not been adopted by the Planning Commission or the Board of Mayor and Alderman. They should not be viewed as what the Town shall adopt, do, or avoid. At these time, they are purely raw unedited data without any force of law and are not binding on anyone or the Town. Nothing in them should be considered part of the draft of the Comprehensive Plan or the final to-be-adopted plan. These vision, goals, policies and strategic actions are still to be examined by the Public Government task force and the Comprehensive Plan Steering Committee, and whatever is included in the draft plan shall be presented to the public in two Open Houses in May 2016 and July 2016 for comments. The Comprehensive Plan making process is still on-going.

## 1. Draft Vision Statement of Public Government:

“Greeneville is a Town that delivers timely and efficient services in a transparent, impartial and accountable manner to a public with shared values and high engagement in the functioning of a financially stable and united Town”.

### **Community Values (what is most important to us)**

**Input 1. What do you most cherish about our public government today? In other words, what are the things about our public government that make you want to live in our Town?**

- Small
- Non-restrictive
- Open access (3)
- Balance of history and economic development
- Open to change
- Cherish the Mayor
- Open to the citizens
- Diverse
- Open minded
- Collaboration between departments and agencies

### **Community Vision (our destination)**

**Input 2. Describe in just a few words, your vision for the future government of our Town. In other words, how will you like our future government to be in 20 years – what do you want the next generation to inherit from you as far as our local public government is concerned?**

- Increase transparency
- Non-partisan
- Embrace revitalization of the Town
- Equal treatment of city employees
- Progressive
- Maintain small town feel
- Increase retail
- Efficient management
- Efficient service delivery
- Interface with the regional, state, national and global context
- Promote history
- No debt
- Self-reliant
- Stewards of public infrastructure
- Sustainable resource management
- A mayor, 7 Alderman and term limits
- Streamlined government
- Multi-generational
- Take up joint ventures

## **First Draft Public Government Goals, Policies and Strategic Actions**

*We set goals to reach in order to achieve our vision*

*We adopt policies to help us attain our goals*

*We implement strategic actions to keep us in line with our policies.*

Goal 1: Work in Synergy with the citizens of Greeneville

Goal 2: Adopt a collaborative approach with other public entities to promote growth

Goal 3: Foster efficient services delivery through internal and external cooperation

Goal 4: Support the safe, healthy, orderly, convenient and pleasant development of Greeneville

### Goal 1: Work in Synergy with the citizens of Greeneville

#### Policy 1: Unite our community

**Input 3: What challenges does our Town government face in uniting our community? Please, be specific.**

- Bureaucracy vs elected leaders
- Apathy, negativity and pessimism
- Passing the buck to un-elected leaders
- Living in the past
- Lack of planning
- Distrust between people and government
- Working with other municipalities
- Geographically large
- Beautification
- City and county government confuses citizens
- Unsure of who to contact
- Tax structure (city & county taxes) resentment
- Revenue generation
- Transparency (public should know before decision is made)
- Taking things personal
- Territorialism
- Fairness
- Strong-willed (tradition)
- Difficulty in crossing sociological boundaries
- Credibility

**Input 4: What resources does our Town government have in order to unite our community? Please, be specific.**

- Small town
- History/heritage
- Town website
- Media/social media
- Amy Rose
- Great social media communications
- Every phase of government is accessible
- Library importance to community
- Utilize public education – teach local education
- Current city employees
- Representation of all socio-economic groups
- New Comprehensive Plan in progress
- Health department/hospitals
- Citizens
- Hard times as driver

**Input 5: What is the Town government doing at this time worth continuing in order to unite our community?**

- Community events
- The comprehensive plan/workshop
- Music on the Lawn
- City support of Town activities
- Involved government in community events
- Comprehensive Planning process
- Alderman/elected officials return calls/meet with people
- Activities for different age groups
- Human Resources webpage
- Open Board meetings
- BMA usually available

**Input 6: What does the Town government need to do – that it is not doing – in order to unite our community from now to the next 20 years?**

- Community calendar
- Use utility bills to communicate events, etc
- More community events
- More public spaces
- Projects where funding is other than tax dollars
- Use Main St. Greeneville approach to fund raising
- Younger people involvement
- City Administrator to speak at schools
- Beautification
- Realization of tourism/ viability
- Continue support of Downtown façade program

- Allow 1 hour for public input before actual meetings for BMA and Planning Commission
- Make meetings open and let the public be able to provide input longer than 3mins
- More interactions between Caucasians and African Americans
- Town crier (volunteers)
- Use LED signal boards in Town to advertise BMA, Planning Commission etc meetings
- Enlarge BMA with term limits

**Policy 2: Connect and construct meaningful relationships between public institutions and neighborhoods**

**Input 7: What challenges does our Town government face in connecting and constructing meaningful relationships between our public institutions and our neighborhoods or communities? Please, be specific.**

- Lack of trust
- Demonstrating it can follow through with a plan
- Lack of a plan
- What's in it for my philosophy
- Getting people to turn out
- Modernizing public institutions
- Making people more aware of public institutions/services (genealogy & library)
- Because of shift work, people cannot participate in certain time fixed activities
- Ego (county children not in my classroom)
- Looking down on county kids
- Selective involvement (people are involved only in takes they take interest in)

**Input 8: What resources does our Town government have that it can rely on to connect and build meaningful relationships between our public institutions and our neighborhoods or communities? Please, be specific.**

- Small town
- History/heritage
- Town website
- Media/social media
- Social media
- Surveys
- Town Hall meetings
- Videos
- Representation of services
- Great public employees
- Joint ventures: Library/parks and recreation/Airport
- Civic clubs
- Communication facilities
- Ruby Center
- Churches
- Food Banks/Opportunities
- Habitat for Humanity

**Input 9: What is the Town government doing at this time worth continuing in order to connect and construct meaningful relationships between our public institutions and our neighborhoods or communities?**

- Community events
- The comprehensive plan/workshop
- Representation of services
- Financial support (Dickson William's, library, etc)
- Grant opportunities
- Special events (July 4<sup>th</sup>, New Year, etc)
- Efficient services (911, Public Works, etc)
- City Administrator responds to emails

**Input 10: What does the Town government need to do – that it is not doing – within the next 20 years so that meaningful relationships exist between our public institutions and our communities?**

- Don't just rely on newspaper – use social media
- Website improvement
- Relevant issues
- Expansion of library/children hours
- Support for local clubs
- Enrich food banks/opportunity houses
- Hire grant writer (7)
- Use volunteers wisely (6)
- Use skills of retirees (inventory)
- Video recorded workshops/input sessions
- Term limits with 2 separate terms
- Get more younger people involved in government

### **Policy 3: Improve communication between the Town government and citizens**

**Input 11: What challenges does our Town government face in improving communication between the Town government and citizens? Please, be specific.**

- Citizens willingness to be involved
- Town “buy in”
- Ability of different age groups to use different communication facilities
- Not all officials are savvy with modern means of communication (2)
- Growth conditioned on availability of resources
- Generation gap
- Acquiring input from all classes
- Finding better communication channels – who to talk to?
- Accessibility

- The “good old boy” network
- Attitude of “my voice does not count”

**Input 12: What resources does our Town government have in order to improve communication between the Town government and citizens? Please, be specific.**

- Social media & newspaper
- Citizens Academy participation
- Fire academy
- Leadership Program
- Working with realtors
- Established facebook/twitter/newspaper
- BMA meeting twice a month
- Use utility bill to send information
- Expanding the Town website to make information more available and interactive
- Bulletin Board in all public buildings and places

**Input 13: What is the Town government doing at this time worth continuing in order to sustain communication between the Town government and citizens?**

- Citizens Academy participation
- Fire academy
- Leadership Program
- Town Hall meetings
- Town website (3)

**Input 14: What does the Town government need to do – that it is not doing – within the next 20 years in order to improve communication between the Town government and citizens?**

- Alderman meet with their districts
- Get out in public more
- Make citizens care through education
- Communicate at different education levels
- Follow state sunshine laws
- Encourage critical reasoning in Boards, committees and commissions
- More public relations
- Begin a dialogue
- All meetings should allow a public forum time that includes county residents
- Improve relationship between city and county courts
- Combine services with county, including education

## Goal 2: Work together with other entities to promote growth

### Policy 1: Coordinate inter-agency and interdepartmental efforts within Town to achieve growth

**Input 15: What challenges does our Town government face in coordinating inter-agency and interdepartmental efforts to achieve growth? Please, be specific.**

- Limited to annexation
- Joint venture/coordination between city and county
- Better coordination between city and county ventures
- Better planning between governing boards and other agencies
- Collaborative efforts to increase economy and other areas of growth
- Primary responsibility for functions
- Define overlaps among departments
- Flat structure to organize specific problems
- Listing of resources to draw on now and in the future
- Time
- Different personality
- Cooperation
- Wellbeing of the whole Town –Betterment of the whole and not just the part
- Territorialism (no sharing of information/personnel to help)
- Effective communication within the departments
- Jealousy
- Territorial disputes between departments
- Lack of leadership
- Lack of accountability
- State and federal requirements

**Input 16: What resources does our Town government have that it can rely on in coordinating inter-agency and interdepartmental efforts to achieve growth? Please, be specific.**

- Keeping city employees happy
- Effective management within departments
- Have effective department heads
- Drawing on external resources
- Learn from past successful and failed efforts
- Technology
- Town attorney to mediate
- City Administrator
- Charter and municipal code
- Elected officials from different districts can inform neighborhoods
- State of TN
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**Input 17: What is the Town government doing at this time worth continuing that will count as coordination of inter-agency and interdepartmental efforts to promote growth?**

- Social media public relations
- Plan weekly meetings for shared vision between departments (3)
- Critical thinking workshop at end of year
- Visit another small Town and see how they are run to learn
- Ability to look outside of itself for ideas
- Improved efficiency through Town manager
- Public involvement/meetings open to the public
- Citizens Academy
- Officials are accessible
- Communication
- New business are oriented with all Town Departments – streamlined
- Departments work under a budget

**Input 18: What does the Town government need to do – that it is not doing – within the next 20 years in order to be an organ that is coordinating inter-agency and interdepartmental efforts for the growth of our communities?**

- Continue communication between departments (it is great but can be improved)
- City needs to let public know how other county agencies impact city departments
- Share our resources with outside communities and share theirs
- Start promoting regional mentality
- Be receptive to changing models for both government and business
- Adapt with technology and infrastructure
- “Grow your own” through education, training, technology for now and future
- Stewards of a comparative advantage for visitors and residents
- Anticipate market changes with technology and skills
- Group messages (text, etc) to notify of work being done
- Department head cross-training
- Cross-department work
- Briefing between departments and agencies
- Alderman

## **Policy 2: Work with other local entities to achieve planning and development efforts**

**Input 19: What challenges does our Town government face in working with other local entities to achieve planning and development efforts? Please, be specific.**

- Infrastructure to promote growth & development
- Lack of interaction between city, county and region
- Regional/state/federal planning workshops to happen more frequently
- Funding
- Geographic and economic diversity of county

- Annexation and provision of services
- State challenges and make accessible to external expertise
- Just do it – implementation (2)
- Territorialism between city and county
- Personalities
- Conflict of interest
- Not knowing each other's strengths
- Confusion on who is in charge of what between the city and the county

**Input 20: What resources does our Town government have that it can use to enable it work with other local entities to achieve planning and development efforts? Please, be specific.**

- Citizens
- Leverage state and federal to become aware of funding and have it in central place
- Partnership to continue to improve
- Good employees
- Infrastructure
- Technology
- People who know the local history, experiments, etc
- Airport
- Ruby Center
- Walter State

**Input 21: What is the Town government doing at this time worth continuing that will be considered as working together with other local entities to achieve planning and development efforts?**

- Public input on Comprehensive Plan
- Citizen Committee support for specific actions
- Improved efficiency through Town manager
- Public involvement/meetings open to the public
- Citizens Academy
- Officials are accessible
- Continue to look and to build upon best practices of other communities
- Keep communicating
- Good planning for events
- Industrial Complex
- County/city building departments working together
- Communication between city and county mayors
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**Input 22: What new things can the Town government do within the next 20 years to work with other local entities to achieve planning and development efforts?**

- Citizen committee to take up issues between city and county

- Establish regional, state and federal cooperation visionary group to accomplish Comprehensive Plan
- Leverage economic scale regionally
- Create and follow through with Comprehensive Plan
- Flexible Comprehensive Plan to meet needs and changes
- Entrepreneurial ways with respect to assistance for young people and our area
- Clean up public properties
- Recruit volunteers
- One Planning Commission for both Town and county
- Merge Town and county into a metropolitan area (4)
- Combine city/county fire and police departments
- Combine the school systems fro both city and county

**Policy 3: Combine forces with other towns, cities and counties to lobby for policies and legislature that foster local development**

**Input 23: What challenges does our Town government face in combining forces with other towns, cities and counties to lobby for policies and legislature that foster local development? Please, be specific.**

- Divide up regional benefits
- Lobbyist (4)
- Unwilling to combine forces
- Open communication with state representatives and federal representatives
- No trust of politicians
- Very active political parties wings

**Input 24: What resources are available to our Town government that it can use to combine forces with other towns, cities and counties to lobby for policies and legislature that foster local development? Please, be specific.**

- Tennessee Municipal League
- Identify channels and mechanisms for better communication
- User friendly
- Foster and work with young people

**Input 25: At this time, what is the Town government doing worth continuing that will count as combining forces with other towns, cities and counties to lobby for policies and legislature that foster local development?**

- City manager to continue efforts
- “Where are we trying to go”/meetings to inform public of what they are working on
- Apathy
- Continue open meetings
- Encourage outreach

**Input 26: What does the Town government need to do – that it is not doing – within the next 20 years in order to be working together with other towns, cities**

and counties in lobbying for policies and legislature that foster local development?

- Create city/county committee to look at issues and solutions and publish
- Meeting with region/cities frequently to address issues and look ahead
- Effective communication measured by reception
- Celebrate success
- Building better relationships with businesses
- Encourage Main Street lawyers to lobby for the Town
- Use the citizens as lobby agents
- Capable police/fire fighters
- Establish an honest Chamber of Commerce o lobby
- Use internet for citizens to sign up in support/against legislature

Goal 3: Foster efficient services delivery, revenue generation, cost control and plan implementation

Policy 1: Improve service delivery, revenue generation and cost control

Input 27: What challenges does our Town government face in improving service delivery, revenue generation and cost control? Please, be specific.

- Eliminate parking commission
- Inconsistent delivery of services
- Changing perception of the value of government services
- Consistent delivery of services
- Department heads listen to only certain people
- Afraid of change (i.e festivals and alcohol)
- Money
- Infrastructure
- Complacency

Input 28: What resources are available to our Town government that it can explore to improve service delivery, revenue generation and cost control? Please, be specific.

- Combine tax collection process
- Use internet for tax collection process
- Pre-payment of taxes to one source
- Explore grant possibilities
- More cutting of unnecessary services
- Explore more state grants
- Technology
- Professional staffing of city/county employees
- Co-op with other cities/looking at other cities
- Meeting other department heads
- Volunteers

**Input 29: At this time, what is the town government doing worth continuing to improve service delivery, revenue generation and cost control?**

- Garbage collection
- Greeneville Light and Power Systems is greatly reliable
- Continue community involvement
- Lyrics on the lawn
- Continue bringing in new things to get even more efficient and better

**Input 30: What does the Town government need to do – that it is not doing – within the next 20 years to improve service delivery, revenue generation and cost control?**

- Keep within our means (spending)
- Stop making stupid decisions
- Make decisions in line or consistent with long range plan/planning
- Increase revenue through red light cameras
- Revitalization of Downtown
- Promoting business to increase sales tax
- Too high liquor taxes driving businesses out of the Town
- Better coordination with county on available services
- Airport to be more self-sufficient
- Offer more educational opportunities with fee charge
- Support a Downtown Farmer's market
- Offer opportunities for individuals to pay for extra services
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## **Policy 2: Implement the Greeneville Comprehensive Plan and other Strategic Plans**

**Input 31: What challenges may our Town government face in the implementation of the Comprehensive Plan and other associated strategic plans? Please, be specific.**

- Lack of money
- Ignorance of how business works
- Apathy
- Ignorance
- Fear of cutting services
- Failure to tax slum-lords downtown
- Use zoning and taxes to enforce existing standards
- Update zoning standards
- Encouraging downtown development
- Measurement of goals (how do you measure)
- Keeping momentum over twenty (20) years
- Resistance to change
- Funding restrictions
- Public interest/participation

**Input 32: What resources are available to our Town government that it can rely on to foster or ensure the implementation of the Greeneville Comprehensive Plan and other associated plans? Please, be specific.**

- Taxing and zoning
- Having a plan
- Use social media
- Visual presentation (arch rendering)
- Existing successful communities
- Employee “buy in” & implementation
- Continue planning meetings i.e follow up meetings
- Technology

**Input 33: At this time, what is the town government doing that it can continue to do to ensure that the Comprehensive Plan and other associated strategic plans will be implemented?**

- Encourage public involvement
- Additional public information
- Continue to make information available online
- Follow-up meetings
- Available to general public – radio/paper/tv/social media

**Input 34: What does the Town government need to do – that it is not doing – within the next 20 years to ensure that the Comprehensive Plan and other associated strategic plans are implemented?**

- Improve existing infrastructure
- Expose the “Big Spring”
- Public internet
- Accountability from town government
- Promote Greeneville both inside and outside
- Quit giving tourists parking tickets
- Promote sense of community
- Functional Chamber of Commerce
- Advertisement
- Follow-up
- Accountability
- Achieve measurable goals – is plan working?
- Investment in our efforts

Goal 4: Support the growth of Greeneville as a place that is safe, healthy, orderly, convenient and pleasant to live in and to visit

Policy 1: Boards, Commissions and Committees of the Town should make safety, health, order, convenience and a pleasant Greeneville a priority in their choices and decisions.

**Input 35: What challenges do the Boards, Commissions and Committees of the Town face in promoting a safe, healthy, orderly, convenient and pleasant Greeneville? Please, be specific.**

- Unsafe areas – focus on all areas of the Town
- Dialogue between physicians and pharmacies to address drug problem
- Convenience (parking)
- Pushing individuals to be responsible for buildings
- Paying for high levels of services
- Assistance to elderly population
- Board of Mayor and Alderman
- Illegal drug trafficking
- Development is expensive (cost)
- Education of citizens on government policies
- Education (public awareness)
- Transparency vs translucency

**Input 36: What resources are available to the Boards, Commissions and Committees of the Town that they can use to promote a safe, healthy, orderly, convenient and pleasant Greeneville to live in and to visit? Please, be specific.**

- Façade grant program
- Grants for equipment and infrastructure
- Churches provide resources/people
- Community involvement
- Citizens Assistance
- Citizen agencies to educate community on particular professions or fields
- School curriculum
- State and federal grants
- Corporate Greeneville
- Fares
- Computers and website
- Input from multi-age citizens
- Natural beauty
- Advertising

**Input 37: At this time, what are the Boards, Commissions and Committees of the Town doing worth continuing to build a Greeneville that is safe, healthy, orderly, convenient and pleasant to live in and to visit?**

- Promotion of tourism
- City services are efficient

- Keep Greene Beautiful
- Proactive support of development codes
- Interdepartmental collaboration that is cost saving
- Promoting Main St Community
- Façade grants

**Input 38: What do the Boards, Commissions and Committees of the Town need to do – that it is not doing – within the next 20 years in order to ensure that Greeneville is a safe, orderly, convenient and pleasant Town to live in and to visit?**

- Sidewalks in every neighborhood
- Create a pedestrian friendly Town
- New technologies – do not be afraid to try
- Produce a Land Use and Transportation Plan
- Provide public parking/plan
- Abandon international coding
- Balance developments in all departments – why always fire department and no sidewalks, bike lanes, street extension, etc?
- Fairness in condemning homes and businesses (no hand picking)
- Encourage more to the polls for votes
- Provide diversity of things to choose from
- Recorded Video and/or live broadcast of meetings
- Keep politics, personal interest and favor of friends, families, and associates away in decisions of public life, and start listening to professional staff

**Policy 2: Professional Departments of the Town should make safety, health, order, convenience and a pleasant Greeneville a priority in their decisions and actions.**

**Input 39: What challenges do the Departments of the Town face in promoting a safe, healthy, orderly, convenient and pleasant Greeneville? Please, be specific.**

- Drugs
- County/city roles – who to call
- Delays in emergency services discharge
- Aging infrastructure
- Loss of employees in EMS
- Money
- Too many differences in opinion
- Old baggage (traditional ways of doing things without embracing change/progress)
- Over regulation
- Lack of specialized personnel
- Over regulation of personnel
- Conflicts of activities schedule with schedule of target population

**Input 40: What resources are available to the Departments of the Town that they can use to promote a safe, healthy, orderly, convenient and pleasant Greenville to live in and to visit? Please, be specific.**

- Health Department
- All departments
- Tax dollars
- Grants
- Grant writers
- Convenience to health care
- Volunteers
- Community events
- Other local government facilities
- Public communication facilities

**Input 41: At this time, what are the Professional Departments of the Town doing worth continuing to build a Greenville that is safe, healthy, orderly, convenient and pleasant to live in and to visit?**

- Fire prevention education in schools
- Building and Zoning Department – enforcement of the Sign Ordinance
- Wellness programs
- Adopt and adapt new codes
- Public work services e.g street sweeping
- Provision of parks/recreation facilities/programs
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**Input 42: What do the Departments of the Town need to do – that they are not doing – within the next 20 years in order to ensure that Greenville is a safe, orderly, convenient and pleasant Town to live in and to visit?**

- Simplified workshops
- Holding Departments to a standard – high standard
- Positive attitudes
- Continuing education for positions
- Promote future instead of present
- Use social media to foster safety, health, convenience, order, etc
- Be able to see community services as they progress in Town
- Update equipment/services
- Video/live broadcast of departmental meetings
- Use volunteers and citizens groups
- Consult with different departments that will be involved at any point to get their input before beginning work on any public projects