



City of Mount Pleasant, Tennessee

Strategic Plan Update

Updating the 2024 Strategic Plan

January 2026

Peer Review: Patrick Marsh - Municipal Management Consultant - MTAS



Municipal Technical Advisory Service
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City Manager – Commission Form of Government

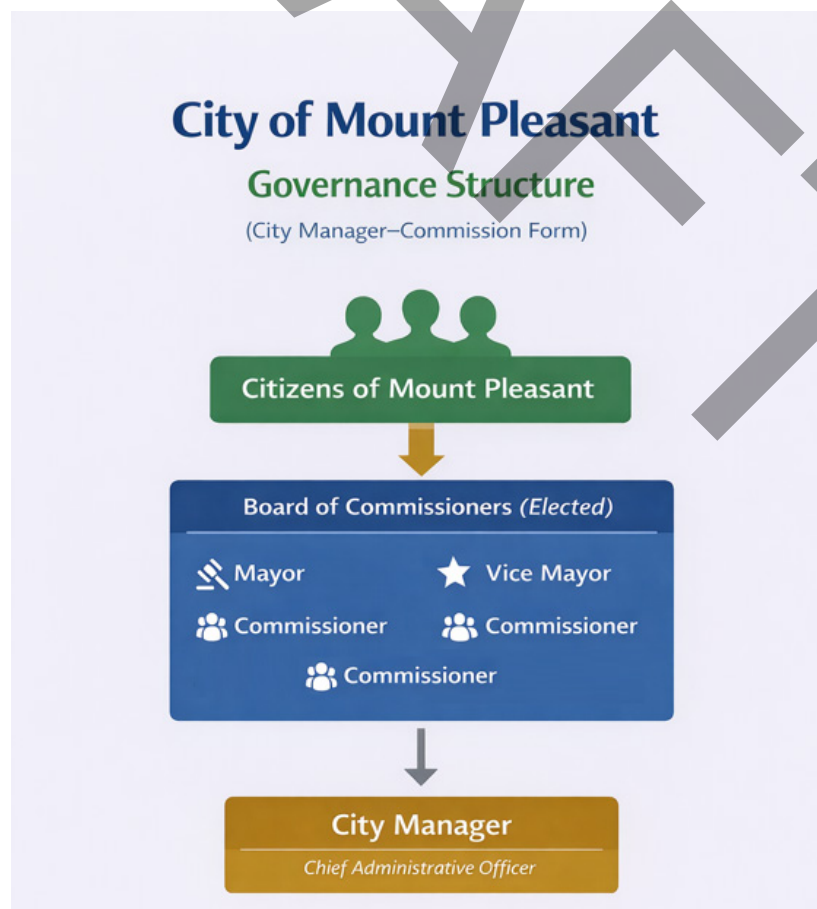
The City of Mount Pleasant operates under a City Manager – Commission Charter, which establishes a form of municipal government that clearly separates legislative authority from day-to-day administration. Under this structure, policy-making and legislative powers are vested in an elected Board of Commissioners, while professional management and administrative authority are delegated to an appointed City Manager.

The Charter outlines the process for adopting or surrendering this form of government through voter referendum, including requirements related to petitions, elections, and the transition of assets, liabilities, and ordinances. Once adopted, the Board of Commissioners serves as the City’s governing body, with responsibilities that include electing a Mayor and Vice Mayor (from among its members), enacting ordinances, establishing policy, approving the annual budget, and exercising all legislative powers of the City.

The City Manager is appointed by and serves at the will of the Board of Commissioners and functions as the City’s chief administrative officer. The City Manager is responsible for implementing the policies of the Board, enforcing laws and ordinances, overseeing all municipal departments, appointing and supervising employees, preparing and administering the annual budget, and managing the day-to-day operations of the City in a professional, efficient, and nonpartisan manner.

In addition, the Charter defines the City’s broad municipal powers, including authority related to taxation, contracting, public utilities, public safety, infrastructure, and regulatory functions. It also establishes clear procedures for fiscal management, budgeting, purchasing, and accountability.

Overall, the City Manager – Commission form of government is designed to promote efficient administration, professional management, transparency, and clear accountability, ensuring that elected officials focus on policy and long-term direction while professional staff manage daily operations in support of the community’s goals.



Importance of Strategic Planning

A strategic plan for local government establishes a long-term direction for where a city seeks to be in the future, along with the key goals and objectives necessary to achieve that vision. In essence, the strategic plan serves as a roadmap that assists decision-makers in prioritizing programs and project initiatives, measuring success, and allocating fiscal resources to ensure effective implementation.

Strategic planning is an essential tool for local governments to address long-term needs and improve organizational performance and accountability. The original strategic planning process was facilitated by the Municipal Technical Advisory Service (MTAS) in 2017. Building upon that foundation, this strategic plan update was facilitated by the City Manager and reflects a continued commitment to alignment, collaboration, and responsiveness to evolving conditions.


The strategic plan provides decision-makers with a clear understanding of the local issues and challenges facing the municipality and outlines how these challenges can be addressed through thoughtful prioritization, responsible allocation of fiscal resources, and the establishment of measurable goals and milestones for identified projects, programs, and initiatives identified through the strategic planning process.

Strategic Planning Process


In 2024, MTAS facilitated a strategic planning process tailored to fit the desired approach of the municipality using fundamental steps. In 2026, the City maintained the same design that included:




City of Mount Pleasant, Tennessee




2017 Board of Commissioners
Strategic Planning Retreat



March 2017



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City of Mount Pleasant, Tennessee


Strategic Plan – 2021

Chuck Downham, Municipal Management Consultant

May 2021




Municipal Technical Advisory Service
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City of Mount Pleasant, Tennessee

Strategic Plan – 2024

January 2024



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Background

On January 8, 2026, the Mount Pleasant Board of Commissioners conducted a strategic planning work session in Mount Pleasant, Tennessee. Participants included Mayor Bill White; Vice Mayor Willie Alderson; and Commissioners Mike Davis, Pam Johnston, and Loree Knowles.

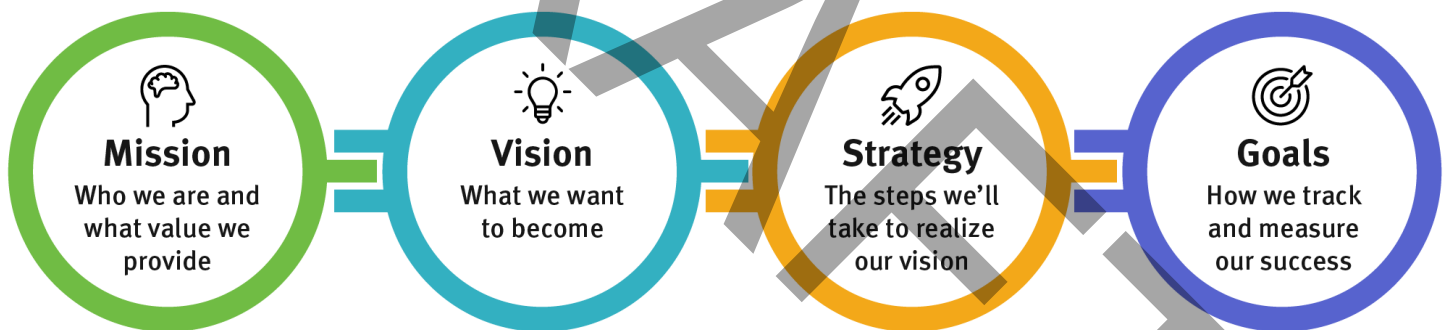
Also in attendance were City Manager Phillip Grooms; Shiphrah Cox, Finance Director/Assistant City Manager; Ted Howell, Utility Operations Manager; Jack Burgett, Assistant Police Chief/Safety Program Manager; Dale Brown, Water and Wastewater Director; David Smith, Streets and Sanitation Director; Michael Hay, Police Chief; Todd Stewart, Fire Chief; Michael Haywood, Information Technology Director; and additional departmental staff. The strategic planning work session was facilitated by Phillip Grooms, City Manager. This document was peer reviewed by Patrick Marsh, Municipal Management Consultant with the Municipal Technical Advisory Service (MTAS).

Mission Statement

During the 2024 Strategic Plan Work Session, the Board of Commissioners prepared the following mission statement for the municipal corporation that provides the organizations purpose.

Mission Statement

In partnership with the community, the City of Mount Pleasant delivers essential services to make our city a great place to live, work, and play.



During the 2026 Strategic Plan Update work session, the Board of Commissioners reviewed the City's Mission Statement to ensure it accurately reflects the organization's purpose and priorities. In evaluating the statement, Commissioners considered the following questions:

1. Does the statement capture the City's fundamental purpose?
2. Is the statement community-focused rather than internally oriented?
3. Does the statement serve as a stable foundation for long-term planning?
4. Does the statement emphasize desired outcomes rather than specific activities?

Following the discussion, the Board of Commissioners updated the Mission Statement. The goals, objectives, projects, programs, and initiatives identified through the strategic planning process are intended to align with and advance the City's Mission.

The mission of the City of Mount Pleasant is to deliver dependable services, protect public safety, and support a community where people are proud to live, work, and grow.

2024 Strategic Plan – Implementation Status

During the original 2017 Strategic Plan Work Session, the Board of Commissioners established three broad strategic goals to support the City’s Mission Statement at that time: “In partnership with the community, the City of Mount Pleasant will deliver essential services to make our city a great place to live, work, and play.”

Although the City’s Mission Statement has since been updated, these strategic goals remain relevant and continue to align with the City’s purpose and priorities. The goals have served as a consistent foundation for the development of objectives and initiatives during the 2021 and 2024 strategic planning cycles and continue to guide decision-making moving forward into 2026.

The following overarching Strategic Goals, originally developed in 2017, remain in effect:

- **Protect Health and Safety / Ensure the Delivery of Basic Services**
- **Enhance City Attractiveness and the Quality of Community Life**
- **Maintain the Fiscal Integrity of the City**

The 2024 Strategic Plan was structured to closely align with the City’s departmental organization. The plan grouped goals, objectives, and initiatives by major functional areas, including Finance and Administration, Parks and Recreation, Public Safety, Utilities, and Community Services. In addition, a broader focus area for Economic and Community Development was included to address community-wide objectives and initiatives that extend beyond individual departments. The strategic focus areas included:

- **Finance & Administration**
- **Public Safety (Fire and Police)**
- **Parks & Recreation**
- **Community Services**
- **Utilities**
- **Economic & Community Development**

During the 2024 Strategic Plan Work Session, the Board of Commissioners identified as their top priorities in each category the following:

1. Employee professional development.
2. Expand and support Community-Oriented Police programs to improve community outreach and public engagement.
3. Develop comprehensive parks maintenance program for all City parks and facilities.
4. Design and construct Water Loop at Industrial Park .
5. Develop City-wide Pavement Management Program .
6. Complete downtown revitalization project with minimal disruption to downtown businesses.

Each objective, project, program, and initiative identified in the 2024 Strategic Plan included a designation of responsibility corresponding with the City department (unless otherwise designated) and a Target Date for completion to achieve a SMART approach. The Board of Commissioners identified objectives, projects, programs, and initiatives with equal priority that were placed in each functional area of the plan.

During the 2026 Strategic Plan Work Session, Phillip Grooms, City Manager, presented the following summary on the implementation status for each of the items contained in the 2024 Strategic Plan. Progress in the completion of objectives were noted (see green highlighted items)

CITY OF MOUNT PLEASANT, TENNESSEE
2024 Strategic Plan

Finance and Administration

Responsibility (Finance & Administration unless otherwise noted)	Priority	Objectives	Target Date
	1	Employee professional development (education, certificates)	Ongoing
	2	Prepare Staffing Plan (3-5 Year)	June 30, 2025
	3	Complete ADA compliance improvements in all city facilities	June 30, 2026
		Design and construct building improvement projects at City Hall (Restroom/ADA)	June 30, 2025
		Purchase Budget Software	June 30, 2025
		Develop and complete city-wide Equipment Replacement Program	June 30, 2025

Public Safety (Police and Fire)

Responsibility (Public Safety unless otherwise noted)	Priority	Objectives	Target Date
Police Department	1	Expand and support Community-oriented Police programs to improve community outreach and public engagement (Citizens Academy, education programs)	Ongoing
Police Department	2	Complete Police Department Accreditation	June 30, 2026
Police/Fire Departments	3	Upgrade first-responder equipment to meet local, state and national standards	Ongoing
Shared Responsibility with Utilities	3	Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing
Police Department		Police Special Response Team	June 30, 2025
Police/Fire Departments		Implement Department Strategic Plans	Ongoing
Police Department		Develop and implement Police Department Reserve Program	June 30, 2025
Police/Community Services		Pedestrian Safety	Ongoing

Community Services (Streets, Sanitation, Stormwater)

Responsibility (Community Services unless otherwise noted)	Priority	Objectives	Target Date
	1	Develop a city-wide Pavement Management Program	June 30, 2025
	2	Develop a city-wide Stormwater Management Program	June 30, 2025
	3	Address Commercial Solid Waste Collection	June 30, 2025
		Pedestrian Safety	Ongoing
		Develop a Street Marking Program (Striping/Signage)	June 30, 2026
		Sidewalk Program - School Areas	Ongoing
		equipment	June 30, 2026

Economic and Community Development

Responsibility (City Manager unless otherwise noted)	Priority	Objectives	Target Date
City Manager	1	Complete downtown revitalization project with minimal disruption to downtown businesses	June 30, 2026
City Manager	2	Bicentennial Celebration - Community Event	June 30, 2025
Maury Alliance & Main Street	3	Attract and retain retail development	Removed 2026
Update Zoning Ordinance		Identify and promote residential development opportunities	Removed 2026
City Manager		Prepare and implement Downtown Parking Plan to be completed in conjunction with downtown revitalization project	June 30, 2026
City Manager		Maintain Relationship with Maury Alliance	Ongoing
City Manager		Develop and expand community partnerships including public schools, parks and recreation, and vocational training	Ongoing
City Manager		Expand vocational training opportunities including municipal services	Ongoing

Parks and Recreation			
Responsibility (Parks & Recreation unless otherwise noted)	Priority	Objectives	Target Date
	1	Develop comprehensive parks maintenance program for all City parks and facilities (staffing, equipment, resource scheduling, etc.)	June 30, 2026
	2	Expand city-wide recreation programs including partnerships, youth programs, and transportation services to enhance access to programs	Ongoing
	3	Hire Full-Time Parks & Recreation Director (w/ Grant Expertise)	June 30, 2025
		Design, fund and construct park facility improvements:	
	3	Playground facilities (All Parks)	June 30, 2025
		Design, fund and construct park facility improvements:	
		Parking facility enhancements at City parks and facilities	June 30, 2030
		Restroom facilities (Arrow Mines and Hay Long/Wall)	June 30, 2027
		Walking Trails (Hay Long/Wall)	July 1, 2026

Utilities (Water, Sewer, Gas)			
Responsibility (Utilities unless otherwise noted)	Priority	Objectives	Target Date
Remove 2026 update	1	Design and Construct Water Loop at Industrial Park	June 30, 2026
	2	Locate new water source(s) to expand City water supply	June 30, 2026
	3	Complete utility asset mapping in City GIS	June 30, 2025
		Construct High-Pressure Gas Line to support industry south of tile plant	June 30, 2026
		Invest sufficient capital resources to support I&I Program to reduce sewer inflow and infiltration in City sewer system	Ongoing
		Purchase Land Adjoining Utility Facility	June 30, 2025
		Complete Sheep Neck Lift Station	June 30, 2026
		Complete sewer plant upgrades	June 30, 2025
		Complete decommissioning of Spray Fields	June 30, 2025
Removed 2026 update		Complete design and construction of 166-N Water Line Extension	June 30, 2025
		Complete rehabilitation of City water springs	June 30, 2027
		Reduce water loss in water distribution system by 10% through leakage control and other water loss reduction strategies	Ongoing
Shared responsibility with Fire Department		Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing
		Fund and Implement Water Meter Replacement Program (10-year)	Ongoing
		Manhole Repair/Replacement Program	Ongoing
		Expand Water Plant - New Filter System	June 30, 2026
		Ultraviolet Disinfection System	June 30, 2026

SWOT Analysis

In 2024, the Board of Commissioners undertook a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis to identify indicators to support change and growth, issues that may hinder future initiatives, future opportunities, and unresolved problems. The resulting 2024 SWOT Analysis is summarized below

Strengths:

- City Staff
- Places of Worship
- Jobs/Employment Opportunities
- Parks and Amenities
- Airport
- Schools
- Strong Volunteer Base
- Availability of Residential Lots/Development Opportunities
- Welcoming Town
- Industry/Employment Base
- Utility Availability/Capacity
- Public Safety - Response Time
- Low Crime Rate
- Capital Improvement Plan
- Major Transportation - Highway/Arterial

Opportunities:

- Growth
- Cherry Glen
- Residential Growth
- Grants
- New Perspectives w/ New Residents
- Schools - Public/Private/TCAT/Columbia State
- Tourism
- Downtown
- Historic Preservation
- Public/Private Partnerships
- Major Transportation

Weaknesses:

- Sufficiency of Fiscal Resources
- Insufficient Retail Offerings
- Resistance to Change
- Lack of Cohesiveness
- Downtown
- Aging Public Infrastructure
- Cost of Utilities - Rates
- Lack of Public Transportation
- Internet/Broadband
- Communication - To Understand
- Youth Activities

Threats:

- Economy
- Social Media
- Weather
- Growth - Increase in Crime Rate
- Environment - Pollution
- Workforce
 - Availability
 - Education/Training
- Fiscal Resources
- Growth
 - Traffic
 - Infrastructure
 - Demand for Services

During the 2026 Strategic Plan Work Session, the Board of Commissioners undertook a SWOT Analysis to identify current Strengths, Weaknesses, Opportunities and Threats, the results of which are as follows:

<h1>S</h1> Strengths	<h1>W</h1> Weaknesses	<h1>O</h1> Opportunities	<h1>T</h1> Threats
<ul style="list-style-type: none"> • Growing Industrial Base • Skilled Work Force • School System • Small Welcoming Town • Regional Airport / Life Flight • Regional Location • Community Population Diversity • Grant Competitiveness • Access to Health Care Services • Safe Community • Municipal Debt Levels • City Staff Knowledge • Diversity of Industries 	<ul style="list-style-type: none"> • Affordability of Homes • Public Transportation System • Availability of Residential Lots • Commercial Development Opportunities • Insufficient Retail Offerings • Low Median Family Income • High Sewer Rates • City Staff Workload • Youth Activities • Senior Activities 	<ul style="list-style-type: none"> • Strong Volunteer Base • Community Outreach • Decrease Water System Loss • Limited Tax Base • Social Media • Cherry Glen / Industrial Sites • Regional Airport • Higher Education Opportunities • Grant Competitiveness 	<ul style="list-style-type: none"> • Parking for General Sessions Court • Natural Disasters • Storm Water • Public Infrastructure

SWOT Summary

The City of Mount Pleasant possesses numerous strengths that support continued stability and growth, including a growing and diverse industrial base, a skilled workforce, strong educational institutions, and a safe, welcoming small-town environment. The City’s regional location, access to healthcare, regional airport and Life Flight services, diverse population, and knowledgeable municipal staff further enhance its competitiveness and capacity to deliver quality services.

At the same time, the City faces several internal challenges, including housing affordability, limited residential and commercial development opportunities, high sewer rates, staffing workload pressures, and gaps in youth and senior programming. Transportation limitations and lower median household income also present ongoing concerns.

Mount Pleasant has significant opportunities to build upon its strengths through strong volunteer engagement, expanded community outreach, strategic use of social media, continued grant competitiveness, infrastructure improvements such as reducing water system loss, and economic development potential at Cherry Glen, industrial sites, and the regional airport. Partnerships with higher education institutions also offer opportunities to strengthen workforce development.

External threats include vulnerabilities related to public infrastructure, stormwater management, natural disasters, and parking limitations associated with General Sessions Court. Addressing these risks will require proactive planning, investment, and coordination to ensure long-term resilience and sustainability.

Department Priorities

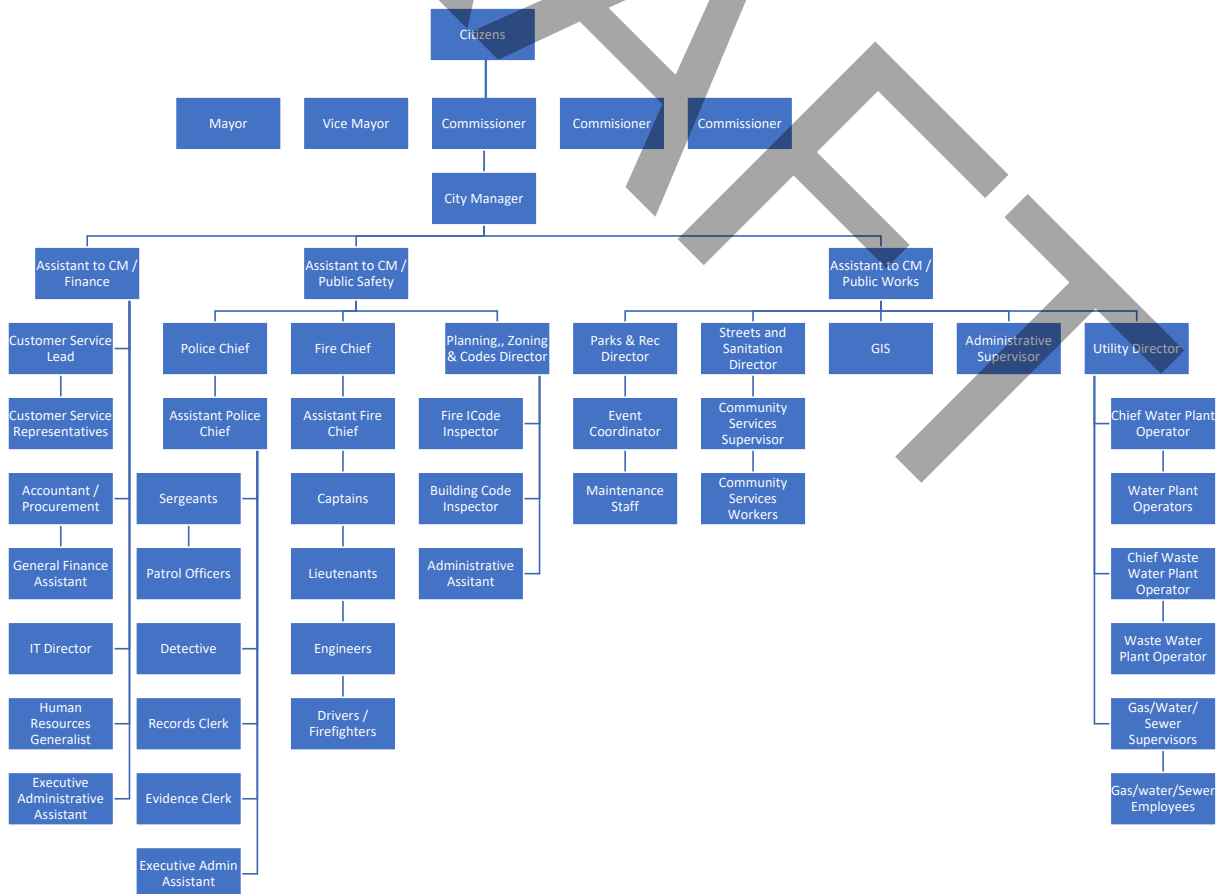
In preparation for the Strategic Plan Work Session, Phillip Grooms, City Manager, with detailed input from City departments prepared a summary of department priorities.

The 2026 Strategic Plan Work Session organized Objectives following the framework created for the 2024 Strategic Plan to provide for continuity and cohesiveness between each of the strategic plans. The plan was structured to include Finance and Administration, Parks and Recreation, Public Safety, Utilities, Community Services, and a more generalized element to address Economic and Community Development for broader community-based objectives and initiatives.

During the strategic planning work session, several topics related to employee recruitment and retention were discussed. While the Board of Commissioners has taken proactive steps to enhance employee benefits, such as educational incentives and City-paid health, dental, and vision insurance, data indicates the City experiences higher employee turnover between the two- and five-year marks.

To address this trend, staff is developing a comprehensive compensation plan that includes annual cost-of-living adjustments in addition to structured step increases. The goal of this plan is to allow employees to reach the top of their pay range within five years, strengthening retention efforts, improving workforce stability, and maintaining a competitive position in the labor market.

A summary of Department Priorities is provided below. Some of the priorities identified within the Department Priorities were also included in the strategic plan by the Board of Commissioners during their identification of objectives, projects, programs, and initiatives.



Stormwater

Finance and Administration

The City of Mount Pleasant began formally addressing stormwater challenges in 2021 with a field assessment conducted by the Municipal Technical Advisory Service (MTAS). That evaluation documented recurring flooding and roadway overtopping in multiple neighborhoods, confirming that drainage issues were widespread and systemic rather than isolated incidents. Following the MTAS Drainage Report, the City utilized General Fund resources to implement targeted improvements, including culvert replacements and engineering analyses, while continuing to assess additional problem areas. Recognizing the need for a comprehensive, long-term solution, the City engaged Civil & Environmental Consultants, Inc. (CEC) in 2022 to conduct a watershed analysis of an unnamed tributary to Sugar Creek. Completed in early 2024, the study identified priority stormwater improvement projects.

While these efforts have addressed immediate and high-priority stormwater concerns, reliance on the General Fund has limited the City’s ability to proactively manage stormwater infrastructure on a system-wide basis. Updated cost projections indicate that total stormwater improvements are estimated to exceed \$14 million, reflecting a multi-phased implementation timeline and significant increases in construction and material costs due to inflation.

As a result, the City is evaluating the establishment of a dedicated stormwater utility as a sustainable, long-term funding mechanism. This approach would support phased capital investments, address deferred maintenance, and improve the City’s overall financial stability and resilience in managing stormwater infrastructure needs.

Project Name				
Stormwater Utility Study	2025/2026	\$55,000		City General Fund
Wall Street Improvements	2027/2028		\$1,421,750	No funding multi-phased timeline
Walnut Street	2027/2028		\$509,080	No funding multi-phased timeline
N Main @ Laundromat	2027/2028		\$1,843,600	No funding multi-phased timeline
Florida Avenue	2027/2028		\$4,056,352	No funding multi-phased timeline
Haylong Avenue	2027/2028		\$4,478,610	No funding multi-phased timeline
Edgewood @ First Avenue	2027/2028		\$951,352	No funding multi-phased timeline
Goodloe Street	2027/2028		\$1,471,272	No funding multi-phased timeline
SUBTOTAL		\$55,000	\$14,732,016	

Information Technology

Finance and Administration

The Information Technology and Communications Capital Improvement Plan provide for consistent, planned investments to support reliable operations, cybersecurity, and effective communication. The plan includes an annual desktop computer replacement program to ensure that administrative, police, and fire departments maintain up-to-date and secure technology. Funding is also allocated each year for replacement of uninterruptible power supply (UPS) battery backups to protect critical systems and minimize downtime.

In addition, the plan includes ongoing support for marketing and communications consulting to enhance public outreach, transparency, and community engagement. Annual funding is programmed across the planning period, reflecting a approach to technology management and strategic communications support.

Project Name	26-27	27-28	28-29	29-30	30-31	Notes
Desktop computer replacement	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	Replace computers in Admin, Police and Fire
UPS Battery Backups	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	Battery Back-up
Marketing Communication Consulting	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Marketing Communication Consulting
SUBTOTAL	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	

Street Paving Initiative

Utilities

The Street Paving Program outlines planned roadway, sidewalk, and equipment investments across fiscal years 2025–26 through 2028–29 to support ongoing infrastructure maintenance and mobility improvements. The program prioritizes pavement resurfacing on multiple local streets funded primarily through the City’s General Fund, while leveraging external funding where available to maximize impact.

A major component of the program is a sidewalk project supported by a multimodal sidewalk grant and state street aid, totaling \$1.35 million in grant funding, with a \$150,000 local contribution. Additional paving projects include Gray Lane, Canaan Road, Mount Joy, Polk Lane, Zion Road, Hill Street, Howard Street, Locust Street, Third Avenue, Apple Tree Street, and South Walnut, all funded through General Fund.

The program also includes design work for Haylong Avenue. Overall, the Street Paving Program represents a multi-year investment in roadway condition and pedestrian infrastructure

Project Name	25-26	26-27	27-28	28-29	Notes
Sidewalk Project	\$150,000				Multimodal Sidewalk Grant & State Street Aid (\$1,350,000 Grant Funds)
Gray Ln	\$110,694				City General Fund Cash
Canaan Rd	\$176,914				City General Fund Cash
Mount Joy	\$121,000				City General Fund Cash
Polk Lane	\$340,000				City General Fund Cash
Zion Road	\$56,000				City General Fund Cash
Hill Street		\$15,000			City General Fund Cash
Howard Street		\$25,000			City General Fund Cash
Haylong - Design Work		\$100,000			City General Fund Cash towards Design Work Split with Utilities
Locust Street		\$120,000			City General Fund Cash
Bluegrass Avenue		\$150,000			City General Fund Cash
Apple Tree Street		\$25,000			City General Fund Cash
South Walnut		\$50,000			City General Fund Cash

Water Department Utilities

The Utilities Capital Improvement Plan outlines a multi-year approach to maintaining and upgrading the City's water and utility infrastructure to ensure reliability, efficiency, and regulatory compliance. Major investments include replacement and upgrades to the Sheepneck Pump Station, identified as a critical water booster facility, and substantial improvements at the Water Treatment Plant funded through a USDA grant and loan program totaling approximately \$5.36 million.

The plan also emphasizes proactive system maintenance through ongoing water leak detection and system improvements, with annual funding dedicated to leak surveys, service line repairs, and main replacements. Fleet and equipment reliability is addressed through scheduled replacement of utility vehicles and shared equipment, including trailers, skid steers, tractors, excavators, and specialty equipment used across Water/Sewer, Gas, Streets, and Sanitation departments.

Project Name	26-27	27-28	28-29	29-30	30-31	Notes
Sheepneck Pump Station	\$100,000					Replace and upgrade water booster station (1,500,000)
Water Treatment Plant Upgrades						USDA Grant & Loan (\$5,360,000)
Equipment Trailer	\$2,500		\$2,500			Equipment Replacement with W/S, Gas & Streets
Vehicle Replacement	\$18,750	\$17,500	\$17,500	\$17,500	\$17,500	Replace existing utility trucks
Water Leaks System Improvments	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	Leak Survey , Service Lines , and Mains
Dingo with Attachments	\$8,340					Equipment Replacement with W/S, Gas & Streets
Knuckle Boom	\$28,750					Equipment Replacement with W/S, Gas, Sanitation &
Dump Trailer P&J	\$2,100					Equipment Replacement with W/S, Gas & Streets
SkidSteer		\$20,000				Equipment Replacement with W/S, Gas & Streets
John Deere Tractor			\$20,000			Equipment Replacement with W/S, Gas & Streets
John Deere Side by Side			\$4,200			Equipment Replacement with W/S, Gas & Streets
Mini Excavater			\$18,750			Equipment Replacement with W/S, Gas & Streets
Boring Machine					\$37,500	Boring Machine
TDOT Utility Relocation Arrow		\$250,000				bridge replacement 243
SUBTOTAL	\$260,440	\$387,500	\$162,950	\$117,500	\$155,000	

Waste Water Department

Utilities

The Sewer System Capital Improvement Plan outlines a multi-year strategy focused on maintaining system reliability, reducing risk of failures, and supporting efficient operations. A key priority of the plan is the ongoing rehabilitation and replacement of sewer infrastructure, with \$100,000 allocated annually for system repairs, replacements, and preventative maintenance.

The plan also includes scheduled replacement of utility vehicles and essential equipment shared across Water/Sewer, Gas, Streets, and Sanitation departments, promoting cost efficiency and operational readiness. Investments include heavy equipment such as skid steers, excavators, tractors, knuckle booms, and trailers necessary for daily maintenance and emergency response.

In addition, the plan provides funding for a sewer line camera inspection system to improve condition assessment and support data-driven maintenance decisions, as well as a boring machine to assist with infrastructure installation and repair.

Project Name	26-27	27-28	28-29	29-30	30-31	Notes
Equipment Trailer	\$2,500		\$2,500			Equipment Replacement with W/S, Gas & Streets
Vehicle Replacement	\$18,750	\$17,500	\$17,500	\$17,500	\$17,500	Replace existing utility trucks
Rehab/Replace Sewer	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	Rehab and Repair/Replace Sewer system
Knuckle Boom	\$28,750					Equipment Replacement with W/S, Gas, Sanitation & Streets
Dingo with Attachments	\$8,340					Equipment Replacement with W/S, Gas & Streets
Dump Trailer P&J	\$2,100					Equipment Replacement with W/S, Gas & Streets
John Deere Tractor			\$20,000			Equipment Replacement with W/S, Gas & Streets
John Deere Side by Side			\$4,200			Equipment Replacement with W/S, Gas & Streets
Mini Excavater			\$18,750			Equipment Replacement with W/S, Gas & Streets
SkidSteer		\$20,000				Equipment Replacement with W/S, Gas & Streets
Sewer Lines Camera System					\$200,000	Equipment to inspect lines
Boring Machine					\$37,500	Boring Machine
SUBTOTAL	\$160,440	\$137,500	\$162,950	\$117,500	\$355,000	

Gas Department Utilities

The Gas System Capital Improvement Plan outlines a multi-year investment strategy to maintain system safety, reliability, and capacity while supporting future growth. A core component of the plan is the ongoing gas meter replacement program, funded annually to ensure accurate measurement, regulatory compliance, and system efficiency. Scheduled replacement of utility vehicles and shared equipment further supports safe and reliable daily operations.

A major capital project included in the plan is the Cherry Glen Gate Station, a critical infrastructure investment to expand system capacity and support industrial and economic development. This project is supported through a combination of grant funding, including an Economic Development Administration (EDA) grant, a Tennessee Department of Economic and Community Development (TNECD) grant, and Gas Fund resources.

The plan also includes phased replacement of essential heavy equipment, such as knuckle booms, skid steers, excavators, tractors, trailers, and a boring machine, shared across Water/Sewer, Gas, Streets, and Sanitation departments. to maximize efficiency and control costs.

Project Name	26-27	27-28	28-29	29-30	30-31	Notes
Meters	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	Gas Meter Replacement Program
Vehicle Replacement	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	Replace existing utility trucks
Cherry Glenn Gate Station		\$1,000,000				\$4Million EDA Grant-\$1 TNECD Grant-\$1M Gas Fund
Knuckle Boom	\$57,500					Equipment Replacement with W/S, Gas, Sanitation &
Dump Trailer P&J	\$4,200					Equipment Replacement with W/S, Gas & Streets
Dingo with Attachments	\$16,667					Equipment Replacement with W/S, Gas & Streets
Equipment Trailer	\$5,000					Equipment Replacement with W/S, Gas & Streets
SkidSteer		\$40,000				Equipment Replacement with W/S, Gas & Streets
John Deere Tractor	\$40,000					Equipment Replacement with W/S, Gas & Streets
John Deere Side by Side	\$4,200		\$8,400			Equipment Replacement with W/S, Gas & Streets
Mini Excavater			\$37,500			Equipment Replacement with W/S, Gas
Boring Machine					\$75,000	Equipment Replacement with W/S, Gas
SUBTOTAL	\$205,067	\$1,117,500	\$123,400	\$77,500	\$77,500	

Fire Department Public Safety

The Fire Department Capital Improvement Plan outlines a multi-year strategy to replace aging apparatus, critical safety equipment, and support vehicles between fiscal years 2026–27 and 2031–32. The plan prioritizes life-safety needs, regulatory compliance, and operational readiness while spreading major expenditures over multiple years to reduce financial impact.

Key projects include phased fire engine replacement beginning in FY 2026–27, with anticipated funding support through USDA grants and loans to replace a 2012 fire engine. The plan also includes replacement of self-contained breathing apparatus (SCBA) and air packs in accordance with NFPA standards, as well as replacement of a 40-year-old compressed breathing air cascade system to ensure firefighter safety.

Additional investments include scheduled 10-year replacement of the Fire Chief’s staff vehicle and a support brush truck. A future ladder truck replacement is identified as a long-term need, with an estimated cost of \$1.5 million; however, no funding source has been identified at this time.

Project Name	26-27	27-28	28-29	29-30	31-32	
Engine Replacement	\$100,000	\$100,000	\$100,000	\$100,000		Replace 2012 Engine USDA grant and loan
SCBA/Airpack						Replace airpacks per NFPA 1582 standards tied to Engine USDA
Staff Vehicle / Chief			\$50,000			10-yr replacement of existing codes truck
Chief			\$50,000			10-yr replacement of codes truck/fire (#3)
Support 82 brush truck				\$75,000		10-yr replacement
Replace Cascade System					\$125,000	Replace 40 year old compressed breathing air filling station
Ladder Truck						No funding source (1,500,000 estimated)
SUBTOTAL	\$100,000	\$100,000	\$200,000	\$175,000	\$125,000	

Police Department

Public Safety

The Police Department Capital Improvement Plan focuses on maintaining reliable facilities and fleet readiness through phased, predictable investments. A patrol car replacement program is funded at \$75,000 annually through a lease program, ensuring the regular turnover of vehicles and minimizing maintenance costs while supporting effective police operations.

The plan also includes funding for development of a Police Administration Building concept plan, with \$20,000 allocated initially and an additional \$50,000 to advance planning and design efforts.

Project Name	26-27	27-28	28-29	29-30	30-31	Notes
Patrol Car Replacement Program	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	Lease program
Police Administration Building	\$20,000	\$50,000				Administration Concept Plan
SUBTOTAL	\$95,000	\$125,000	\$75,000	\$75,000	\$75,000	

Parks and Community Center

Parks and Recreation

The Parks and Recreation Capital Improvement Plan outlines phased investments to enhance recreational facilities and amenities across multiple fiscal years. Planned projects include the ongoing replacement and upgrade of playground equipment at multiple parks, with \$50,000 allocated annually to maintain safe and modern play areas. A new shelter at Clark Mini Park, recommended by the Parks Board, is also included to expand park usability and community gathering space.

In addition, the plan identifies significant upgrades to the Community Center, funded through a Community Facilities (CCF) grant with required local matching funds. Overall planned expenditures total \$220,000 in FY 2025–26. Additional investments will be guided by and incorporated into an updated, community-driven Parks Master Plan to ensure alignment with public input, long-term needs, and strategic priorities.

Project Name	25-26	26-27	27-28	28-29	29-30	30-31	Notes
Playground equipment - Multiple Parks		\$50,000	\$50,000	\$50,000	\$50,000		Playground equipment
Clark Mini Park Shelter		\$50,000					Parks Board recommend shelter
Community Center Upgrades	\$220,000						CCF Grant & Matching Funds
SUBTOTAL	\$220,000	\$100,000	\$50,000	\$50,000	\$50,000		

Sanatation

Community Services

The Sanitation Capital Improvement Plan outlines scheduled investments to maintain reliable solid waste services, replace aging equipment, and support daily operations over the six-year planning period. Annual funding is included for the replacement of trash cans and dumpsters, which are budgeted within the operating budget to ensure consistent service delivery and system upkeep.

The plan also provides for routine replacement of essential maintenance equipment, including the annual purchase of knuckle boom and service truck, with costs shared across Streets and Sanitation where appropriate. Larger capital investments are planned for the replacement of major collection vehicles, including a side-arm trash truck and a rear dump trash truck, funded through depreciation reserves and fund balance.

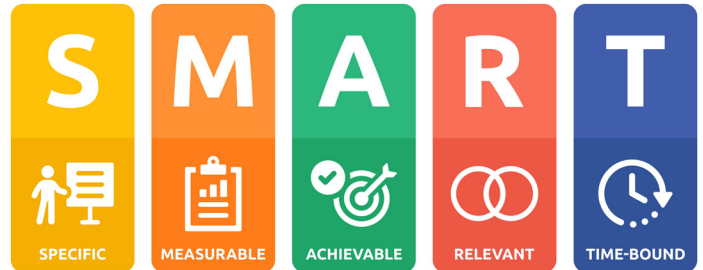
Project Name	25-26	26-27	27-28	28-29	29-30	30-31	Notes
Trash Cans & Dumpsters	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	Replace cans and dumpsters. (budget in operating)
Knuckle Boom		\$57,500					Equipment Replacement with W/S, Gas, Sanitation & Streets
Commercial Lawn Mower		\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	Commercial mower purchase 1 every year
F350 Service Truck		\$37,500					Replacement split with Streets/Sanitation
Side Arm Trash Truck				\$240,000			Replace Equipment (depreciation and fund balance)
Rear Dump Trash Truck						\$250,000	Replace Equipment
SUBTOTAL	\$30,000	\$140,000	\$45,000	\$285,000	\$45,000	\$295,000	

2026 Strategic Plan

A municipality’s strategic plan typically includes multiple objectives designed to advance its mission and long-term goals. These objectives should follow the SMART framework—Specific, Measurable, Achievable, Realistic, and Time-based—to ensure clarity, accountability, and successful implementation. Many objectives require more than one fiscal year to complete and may be carried forward from year to year. As conditions, resources, and community needs evolve, objectives may also require periodic refinement to maintain alignment with available fiscal resources and desired outcomes.

During the 2026 Strategic Plan Work Session, the Board of Commissioners identified the following priorities as the City’s top strategic objectives across all focus areas:

1. **Reduce water system loss**
2. **Develop and implement a comprehensive stormwater plan**
3. **Expand and maintain a City-wide street paving and resurfacing program**
4. **Strengthen community-oriented programs**
5. **Expand volunteer and citizen engagement programs**
6. **Update the zoning ordinance with an emphasis on attainable and affordable housing**
7. **Support trade-based learning and workforce development initiatives**



Implementation

The Strategic Plan provides a clear and formalized statement of direction for the community. The goals and initiatives identified in the Strategic Plan provide prioritization and measurable means for evaluating progress and attainment of objectives, projects, programs, and initiatives.

The 2026 Strategic Plan as well as future updates should be reviewed and adopted by the Board of Commissioners as an integral part of the City’s annual budget and capital improvement plan process. The Strategic Plan will serve as a cornerstone for the annual budget and capital improvement plan process by establishing priorities for fiscal resources to ensure the necessary means for advancing the objectives, projects, programs, and initiatives set forth in the plan in a comprehensive, orderly, and cohesive manner.

Once adopted, it is recommended the Strategic Plan be evaluated on an annual basis as part of the fiscal budget and capital improvement plan process. The annual review of the Strategic Plan will provide the opportunity to evaluate progress and to also identify where amendments may be necessary to address a change in condition or priority or perhaps a fiscal limitation within the organization or community that necessitates a refinement to the plan. At the end of three years, it is recommended the City undertake an overall update to the Strategic Plan to provide the opportunity to review the City’s mission statement and core goals as well as objectives, projects, programs, and initiatives to ensure alignment with the desired direction for the community (MTAS).

Mission Statement

The mission of the City of Mount Pleasant is to deliver dependable services, protect public safety, and support a community where people are proud to live, work, and grow.

References

City of Mount Pleasant, Tennessee. (2017, March). 2017 Board of Commissioners strategic planning retreat. Municipal Technical Advisory Service, Institute for Public Service.

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