

City of Bartlett

Bartlett Vision 2030

A great place to live, work, play, raise a family, and retire!

BARTLETT CITY HALL

6400



Bartlett
T E N N E S S E E
HOMETOWN PROUD

David Parsons, Mayor

A MESSAGE FROM THE MAYOR

The City of Bartlett's Strategic Plan identifies the most significant measures to achieve the Vision, Mission, Values and Goals established from community surveys and recommendations from all City Directors and our elected officials.

To set the standard for public service in Tennessee, the City of Bartlett compiled this information to create the Bartlett Vision 2030 Plan. These goals established the performance targets for the City to reach these objectives and continually deliver exceptional service to our community.

You can help by reviewing the document and contributing to the successful actions that are necessary to achieve the desired results. We will track our progress in a transparent and accountable way on the Goal-Measures Dashboard located on the City's website. I want to thank our employees, the University of Memphis, and our city officials for aiding in the development of this plan and their efforts to accomplish it for our residents and visitors.

Sincerely,



David Parsons
Mayor



VISION | MISSION | VALUES | GOALS



Vision Statement

Our vision of Bartlett is for a progressive, well-balanced and growing community with a strong, diversified economy and a high quality of life from childhood through retirement.

Mission Statement

Our mission is to continuously improve the services, amenities, and opportunities we provide citizens to enhance the quality of life in our hometown today, making tomorrow better and the future brighter.

Core Values

Inspire our employees to create a community that everyone wants to call home.

Implement action to improve the quality of life for our citizens, employees, and visitors.

Innovate to build a foundation to make the future brighter for this generation and the next.

Action Goals

Economic Vitality - Advance the financial well-being of the community

Growth & Infrastructure - Preserve a reliable foundation to promote economic growth and development

Vibrant Workforce - Attract, retain, and develop employees for continued success

Community Engagement - Deliver community experiences to bring our citizens together

Health & Public Safety - Provide a safe and healthy environment for our citizens to enjoy all Bartlett offers

PERFORMANCE EVALUATION METHODOLOGY

To set the standard for public service in Tennessee, the City of Bartlett must first know where we are, where we plan to go, how we are going to arrive there, and when we reach our destination. The performance guidance within this document is intended to provide the essential information necessary to evaluate performance and guide achievement. For each goal measure, a status summarizes the comparison of recent performance against the target objective and is utilized to determine if the City of Bartlett is moving in the right direction.

STATUS DEFINITIONS

ON TARGET

status indicator means the performance result is on target.

CLOSE TO TARGET

status indicator means the performance result is close to the target.

TARGET PENDING

status indicator means the performance result is pending, and the objective has not begun.

BELOW TARGET

status indicator means the performance result is below its target and needs improvement.

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ON	ON	ON

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ECONOMIC VITALITY



ECONOMIC VITALITY



GOVERNMENT DEBT

GOAL: Maintain financial stability by having a low government debt-to-assessed value ratio.

DEFINITION: Debt to assessed valuation is a financial ratio that measures a government entity's debt level in relation to its property value. Along with other key fiscal metrics, debt to assessed values can provide a useful indication of a government's debt burden and highlight its current fiscal condition.

ANALYSIS: The government debt to assessed values ratios varies by state and municipality. The University of Tennessee Institute for Public Service suggests that the overall net debt should not exceed 10 percent of the assessed value. Consequently, the less debt as a percentage of municipal debt to assessed values, the better positioned a community is to repay its debts. The City of Bartlett desires to remain below the recommended amount and exceed that mark by remaining under 6%. The City was below that mark in 2022 and 2023. In addition, the City did not issue any debt in FY24 or FY25, and as additional debt fell off, this ratio dropped to 5.10% by year-end.

Status:

On Target

ECONOMIC VITALITY



BALANCED BUDGET

GOAL: Maintain a balanced budget annually.

DEFINITION: This metric covers differences between anticipated (budgeted) and actual revenue. This evaluation ensures that the City has forecasted expenses and revenue accordingly and can provide residents with the services they expect while remaining financially healthy throughout the year.

ANALYSIS: The City of Bartlett had a 1.83% surplus in Fiscal Year 2024. Therefore, the City was able to produce a balanced budget in Fiscal Year 2024 and allocated a small portion of the City's existing fund balance for large-scale projects to avoid issuing debt in Fiscal Year 2025.

Status:

On Target

ECONOMIC VITALITY



ELASTIC REVENUE

GOAL: Exceed elastic tax revenue benchmark of 45% annually.

DEFINITION: Sales tax is an excellent example of elastic tax revenue. This form of revenue can fluctuate drastically based on market patterns. Those instabilities can significantly impact budget forecasts in declining markets and enhance financial stability during thriving economic times. The City of Bartlett strives to remain financially stable. Therefore, monitoring this economic pattern and seeking to expand quality retail offerings in the community is vitally important to the City's financial future.

ANALYSIS: As described, sales tax revenue is elastic and fluctuates based on economic changes. Over the last several years, this revenue has been around 45% at year-end. In Fiscal Year 2023, over 44.55% of total revenue was accounted for as elastic tax revenue, a moderate decrease compared to Fiscal Year 2022. Sales tax revenue is approximately 3.5 percent above last year's totals. However, the fiscal year 2024 elastic tax revenue is 44.21%. As the City of Bartlett seeks to attract new businesses, this revenue source is anticipated to grow in the near future.

Status

Close to Target

ECONOMIC VITALITY



MEDIAN HOME PRICE

GOAL: Monitor median home price annually.

DEFINITION: This measure is intended to track residential home prices in the City of Bartlett. The median home price provides the City with a metric to ensure homes in Bartlett are holding their value or rising and that the housing supply continually meets consumer demand.

ANALYSIS: In December 2024, Bartlett home prices were up just over 9% compared to last year, selling for a median price of \$351K. On average, homes in Bartlett sell after 72 days on the market compared to 64 days last year. There were 70 homes sold in December of this year, up from 49 last year.

Status:

On Target

GROWTH & INFRASTRUCTURE



GROWTH & INFRASTRUCTURE



COMMUNITY IMPROVEMENT PLAN

GOAL: Strengthen the overall appearance of residential, commercial, and industrial properties.

DEFINITION: The Community Improvement Program is a holistic effort to improve the appearance of residential, commercial, and industrial properties. The initiative will begin with a centralized focus on commercial businesses. The City will be divided into compliance zones, identified by commercial density, the volume of previous code violations, and the division of major thoroughfares. Each zone will be assigned a specific compliance liaison. This liaison is meant to serve as a resource for the respective businesses to provide direction on code compliance matters and a steering reference toward available incentives and other opportunities to overcome obstacles or improve the facade. This endeavor will be evaluated by the percentage of businesses visited per quarter and the percentage of businesses brought into compliance through this effort.

ANALYSIS: The Code Enforcement Department has conducted over 4,000 visits to businesses in the City of Bartlett since the initiation of the Community Improvement Program (CIP). During this period, several businesses were cited for violations, but all have since been brought into compliance. The Code Department will continue to carry out regular business visits with the goal of evaluating 175 businesses each month. To date, the CIP has significantly improved code compliance by fostering a culture of understanding and responsibility, promoting proactive measures, and providing resources to help business owners achieve compliance.

Status:

On Target

GROWTH & INFRASTRUCTURE



DIGITIZE CITY COURT CLERK CASES

GOAL: Digitize all qualifying court cases by 2028.

DEFINITION: Court digitization provides the practical benefit of improved data management, accessibility, visibility, and control. This process is critical to improving efficiency within the Bartlett City Court system.

ANALYSIS: The City of Bartlett has court cases dating back to 1978, and the digitization of these files and future cases is required to better prepare the Court Clerk's Office for the justice system's ever-increasing demands. To digitize these records most efficiently, the Court Clerk's Office consulted with Avenu Insights and, utilizing the recommendations of the Municipal Technical Advisory Service (MTAS), developed an internal digitization process. The Court Clerks' Office is now digitizing all new cases and intends to electronically scan those cases originating in 2022 and 2023 by year's end. The Court Clerk's Office will continue working in this manner to digitize all eligible cases by 2028.

Status:

Below Target

GROWTH & INFRASTRUCTURE



ANNUAL PAVING PROGRESS

GOAL: Execute a data-driven paving plan to improve roadway conditions across the City.

DEFINITION: The City of Bartlett is responsible for the maintenance and repair of 302.5 centerline miles (700 lane miles) of roadways. Therefore, the City recently employed Pavement Management Group (PMG) to provide a data-driven pavement management solution to support this responsibility better. This innovative solution leverages high-definition video to deliver the insight and analytics necessary to construct an effective annual paving plan. This solution will allow the City of Bartlett to maximize its yearly paving budget, extend pavement service life, and optimize roadway network conditions.

ANALYSIS: The paving, milling, and chip and fog seal work has been awarded to Lehman-Roberts. The police station was the first part of this project to be paved in October of 2024 before the temperatures dropped. Additional paving, milling, and chip and fog seal work will continue in the spring of 2025 as temperatures rise. The HA5 and rejuvenator will be added following the state bid in the spring as well. Crack sealing for all these products was completed in the fall of 2025.

Status:

Close to Target

GROWTH & INFRASTRUCTURE



PUMP STATION REPLACEMENT

GOAL: Replace the identified Sewer Pump Stations by 2026.

DEFINITION: The City of Bartlett is responsible for maintaining 28 pump stations and 341 miles of sewer pipe within the City limits. This collection system transports sewer to treatment plants within the City as well as to the City of Memphis.

ANALYSIS: The City contracted with Allen & Hoshall Engineering to produce construction plans to replace the City's four largest sewer pump stations, which are approaching the end of life. The construction contract was awarded to Chris Hill Construction in January 2025. Work on this project will begin mid-April of 2025 with an expected completion date of July 2026.

Status:

On Target

GROWTH & INFRASTRUCTURE



MOSS VALLEY SEWER

GOAL: Complete construction of the Moss Valley Sewer line by 2025.

DEFINITION: The City of Bartlett, currently discharges a portion of the Fletcher Creek Sewer Basin to Memphis via the Moss Valley Sewer Line. As a part of the City of Memphis Sewer Study, it was discovered that the Moss Valley Sewer line is currently undersized. The City of Bartlett contracted with Barge Design Solutions to produce a set of Construction plans for the installation of a larger sewer replacement line. This upsized line installation will allow the City of Bartlett to spur development within this sewer sub-basin.

ANALYSIS: The City of Bartlett has assessed sewer flows, developed a construction plan, acquired the necessary easements, completed the formal bidding process, and awarded the project to Encor. Although the City has faced a few unexpected challenges in starting construction, plans are in place to begin in early spring, with the goal of completing the project by July 2025. This critical project will unlock over 38 acres of prime real estate adjacent to the Union Depot development.

Status:

Below Target

GROWTH & INFRASTRUCTURE



FLETCHER CREEK SEWER BASIN

GOAL: Expand capacity in the Fletcher Creek Sewer Basin.

DEFINITION: The City of Bartlett currently discharges a portion of the Fletcher Creek Sewer Basin to Memphis via the Santa Valley Sewer Line. As a part of the City of Memphis Sewer Study, this area will require a six-million-gallon Sewer Equalization Tank. The City of Bartlett has contracted with Barge Design Solutions to conduct a Sewer Flow Monitoring Study. This Study will allow the City to size the required tank, phase the tank construction, and ultimately spur development within this sewer basin.

ANALYSIS: Barge Design Solutions has completed the flow monitoring and modeling for the MF18 Fletcher Creek Sewer Basin. They have determined that the equalization (EQ) tank should be sized at 1.5 million gallons (MG). These findings have been reported to the City of Memphis, which is currently reviewing the data. Before the design phase of the project can begin, the City of Memphis must agree with the proposed solution.

Additionally, the City of Bartlett has applied for federal funding through the FY25 Community Project Funding, supported by Congressman Kustoff, and is currently awaiting a decision. This funding would be directly applied to the design phase of the project, which is estimated to cost \$5 million and will take approximately one year to complete.

Status: **Close to Target**

GROWTH & INFRASTRUCTURE



TDOT PROJECTS

GOAL: Complete existing TDOT projects before the end of Fiscal Year 2026.

DEFINITION: The Tennessee Department of Transportation (TDOT) historically offers grant funding for municipalities for street paving, ADA improvements, road improvements, and walking trails. The City of Bartlett has approved funding for multiple projects to be completed in The Quali-fying Period (TIP) funding cycle, extending through 2026. These projects provide an 80% match to be paid by TDOT, with the City covering the re-maining 20%.

ANALYSIS: The following projects are currently approved for funding:

1. Fletcher Creek Walking Trail Phase 3
2. Fletcher Creek Walking Trail Phase 4
3. Repaving Brunswick Road, Elmore Park Road, and Elmore Road
4. Repaving of St. Elmo, Billy Maher, and Old Brownsville Road

The City has completed the design for Fletcher Creek Walking Trail Phase 3 and is currently awaiting approval from TDOT on the proposed bidding procedures. Once approved, the City plans to initiate the formal bidding process in late spring, aiming to start construction by mid-summer 2025.

The City is also currently in the design process for Fletcher Creek Walking Trail Phase 4.

Status:

Below Target

GROWTH & INFRASTRUCTURE



EPA INVENTORY

GOAL: Complete the EPA's Lead and Copper inventory and compliance audit in FY25.

DEFINITION: The City of Bartlett currently maintains approximately 21,906 water taps. The Environmental Protection Agency (EPA) has decreed that each municipality do a full inventory of all municipal water taps in their system to determine if any are composed of lead. The City of Bartlett has contracted with Cannon & Cannon for oversight in website education development, inventory of water taps, and EPA compliance.

ANALYSIS: The City of Bartlett, in partnership with Cannon & Cannon, has audited and confirmed that 14,306 water taps are in compliance with the EPA's Lead and Copper Rule. The City expects to complete the remainder of the audit in the Fall of 2024.

Status:

On Target

GROWTH & INFRASTRUCTURE



WATER DISTRIBUTION UPGRADE

GOAL: Complete water distribution system upgrade by 2026.

DEFINITION: The City of Bartlett is responsible for maintaining the 3,703 fire hydrants, 7,776 valves, and 375 miles of water mains within the City limits. There is continual communication between Public Works, which maintains the system, and the Engineering Department, which designs the system. Currently, 3-5 miles of waterline within the City of Bartlett's water system need to be upgraded.

ANALYSIS: The City is currently developing a model to upgrade the identified water lines. The goal is to complete this model, prepare a formal bid, obtain proposals, and select a contractor by FY2026, with the aim of finishing construction by FY2027.

Status:

Close to Target

GROWTH & INFRASTRUCTURE



Develop Stand-alone Telecommunications Ordinance

Definition:

The Engineering Department and the City Court Clerk will work together to create a stand-alone telecommunications ordinance. This ordinance will regulate access to public rights-of-way for telecommunications providers, ensuring public safety and welfare while maintaining reasonable oversight. The primary goals are to promote competition and ensure affordable communication access for City of Bartlett residents.

Analysis:

The Engineering Department and City Court Clerk are reviewing local ordinances to ensure they align with current industry best practices. The goal is to complete the listed steps by the dates provided.

Ordinance Development - 5/1/25 (20%)

Ordinance Legal Review - 5/16/25 (40%)

Administrative Approval - 5/23/25 (60%)

Ordinance Submitted to BMA for Approval - 5/27/25, 6/10/25 & 6/24/25 (80%)

Adoption 7/1/25 (100%)

Status:

Close to Target

GROWTH & INFRASTRUCTURE



WATER & WASTEWATER PLAN

GOAL: Construct and complete a rehabilitation plan for all Water & Wastewater Treatment Plants by 2026.

DEFINITION: The City of Bartlett currently maintains four (4) Water Plants and two (2) Wastewater Plants. The City's Water Treatment Plants collect, treat, and distribute water supplies to residents, businesses, and industrial users. The City's Wastewater Treatment Plants incur the additional responsibility of removing contaminants and suspended solids from wastewater. These plants are aging, and persistent measures are needed to ensure they continue operating at an optimum level.

ANALYSIS: The City of Bartlett Water Treatment Facilities are performing admirably but are in dire need of upgrades because of old infrastructure. Old infrastructure includes valves, high service pumps, electrical motor control centers, filtration remediation, and various electrical controls.

Recently we received proposals from several consultants and awarded a A2H a contract for the complete design of upgrades for all four Water Treatment Plants.

Beginning in July of 2025 (FY2026) the City plans to start a four-year construction plan to modernize all four Water Treatment Plants. The City will start by completing over \$1M in upgrades to Water Treatment Plant (WTP) #1 and WTP#4.

Status:

Close to Target

GROWTH & INFRASTRUCTURE



CYBERSECURITY

GOAL: Improve our National Institute of Standards and Technology (NIST) adoption by 20%.

DEFINITION: Cybersecurity is a day-to-day concern for every business and government. These threats are incredibly diverse and constantly evolving. Therefore, the City of Bartlett wants to implement measures to improve its cybersecurity posture. The National Institute of Standards and Technology (NIST) framework has been widely used to reduce cybersecurity risks since its initial publication in 2014. It remains an effective supporting structure to address current and future cybersecurity challenges. The NIST framework will allow the City to measure stability using an established national benchmark, address current and anticipated future cybersecurity challenges, and align itself with leading practices.

ANALYSIS: The NIST framework evaluates an organization's cybersecurity and its ability to Identify, Protect, Detect, Respond, and Recover data. The City of Bartlett adopted the NIST framework after an independent audit of its cybersecurity in 2023. Improvements in 2024 include a grant equivalent to \$10k used to implement CrowdStrike as our main MDR (Managed Detection and Response). At current, the estimated adoption rate is approximately 75%. The City will seek to implement the suggested measures to reach an adoption rate of 90% by 2027. The City will conduct an independent audit in 2025 to evaluate improvement.

Status:

Close to Target

GROWTH & INFRASTRUCTURE



UPDATE LAND USE PLAN

GOAL: Complete a comprehensive update of the existing Land Use Plan to guide the future actions of the City of Bartlett by the end of 2024.

DEFINITION: The land-use plan represents a vision for the future, with long-term goals and objectives for development activities that will affect the City of Bartlett. The comprehensive strategy provides continuity across time, balances competing demands, creates development patterns, protects valued resources, guides the community's appearance, promotes economic development, justifies decisions, and expresses a collective image for the future. These long-term plans can include but are not limited to public and private land development proposals, the expenditure of public funds, the availability of tax incentives, cooperative efforts, and pressing issues, such as the rehabilitation of older commercial properties or neighborhoods.

ANALYSIS:

The land-use plan is designed to guide the development and management of land resources by identifying current and future land use patterns, assessing their suitability for different purposes, and recommending policies that align with community goals. This process involves extensive research, which took most of 2024.

Currently, the City of Bartlett Planning Department is collaborating with the University of Memphis to develop and distribute a land-use survey to the public. This phase of the initiative is expected to be completed by May 2025. Afterward, the Planning Department will host a joint work session with the Planning Commission (PC) and the Board of Mayor and Aldermen (BMA) to gather their feedback on the proposal. Following this input, a final draft will be compiled for presentation to the PC and, upon approval, to the BMA. The goal is to have the plan adopted by the end of 2026.

Status:

Close to Target

GROWTH & INFRASTRUCTURE



REVISE SUBDIVISION ORDINANCE

GOAL: Revise the Subdivision Ordinance to help streamline development.

DEFINITION: The Subdivision Ordinance provides regulations that guide the legal subdivision of land according to the State of Tennessee. The ordinance further describes application procedures, infrastructure requirements, vested rights and ensures an orderly design or pattern of land division to align with the bulk regulations of the zoning ordinance. As subdivision laws change, the City of Bartlett must update corresponding ordinances to reflect those changes. In addition, the City can aid in the development process by embedding certain administrative approvals for minor subdivisions to facilitate growth.

ANALYSIS: In the first quarter of 2024, the Planning Department will evaluate recent law changes to subdivision requirements and begin drafting the necessary adjustments to accommodate those changes. The department will also review internally to expedite minor subdivision approvals.

Status: **Close to Target**

GROWTH & INFRASTRUCTURE



Develop Bartlett Innovation Park

Definition:

On February 13th, 2024, the City of Bartlett annexed approximately 350 acres with the consent of the property owner. The site is adjacent to the recently widened U.S. Highway 14 and includes over 200 acres of buildable "green" field property. This property presents an opportunity for the City to replicate the success it has experienced with the current Industrial Park, which generates a Gross Regional Product (GRP) of roughly \$8.3 billion.

However, this green field space will need all necessary infrastructure to be developed and will require several environmental studies. Therefore, the City will work to secure grant funding, primarily through the Tennessee Department of Economic and Community Development and TVA Invest Prep, to begin laying the foundation for our future.

In the interim, the City of Bartlett will actively market the property with the assistance of the Bartlett Area Chamber of Commerce, the Memphis Area Chamber of Commerce, Jones Aur Realty, and Cushman & Wakefield, which represents one of the property owners.

Analysis:

Since acquiring the property and finalizing the option, the City of Bartlett has submitted the site for consideration in thirteen separate projects through the Tennessee Economic and Community Development (ECD), the Tennessee Valley Authority (TVA), and various third-party site selectors. Additionally, the City has completed Step 1 of the Select Tennessee Certified Site Program with the State of Tennessee. With this approval, the City will now pursue the Select Tennessee Site Development grant to help fund due diligence. The City has also submitted a Letter of Intent for TVA Invest Prep funding.

On February 6, 2025, the City of Bartlett's Industrial Development Board approved a Phase 1 environmental study for the property, with results expected to be returned on March 14, 2025. This initial study will enhance future project responses and support the referenced grant pursuits. The TVA Invest Prep grant application was submitted on February 27, 2025 and the Select Tennessee Site Development grant application will be submitted on March 27, 2025.

Status:

Close to Target

GROWTH & INFRASTRUCTURE



INCREASE RECYCLING

GOAL: Recycle 35% or more of Municipal Solid Waste (MSW) each fiscal year.

DEFINITION: The 2015 - 2025 Solid Waste and Materials Management Plan for the State of Tennessee was created to serve as a framework to direct solid waste and material management programs and policies across the state. Those guidelines also established a recycling goal of 30% by 2025. The City of Bartlett recognizes the importance of recycling to preserve the environment, reduce air pollution, conserve natural resources, and save landfill space. Therefore, the City seeks to implement proactive measures to increase recycling efforts and exceed the state's goal by recycling 35% of Municipal Solid Waste annually.

ANALYSIS: The State of Tennessee's recycling goal is currently 30% by 2025. The City of Bartlett seeks to surpass that objective and has set a benchmark of 35% annually. The totals in FY22 and FY23 exceeded that mark, partially due to severe storms that produced significant debris. Currently, the City is sitting around 37% for 2025. The City's previous recycling efforts are as follows:

2017-TOTAL	RECYCLED	TONS	40%
2018-TOTAL	RECYCLED	TONS	37%
2019-TOTAL	RECYCLED	TONS	33%
2020-TOTAL	RECYCLED	TONS	34%
2021-TOTAL	RECYCLED	TONS	32%
2022-TOTAL	RECYCLED	TONS	47%
2023-TOTAL	RECYCLED	TONS	61%
2024-TOTAL	RECYCLED	TONS	19%

Status:

Below Target

GROWTH & INFRASTRUCTURE



REDUCE CITY BUILDING ENERGY USE

GOAL: Install measures to reduce energy consumption by 25% all in City-owned buildings by 2026.

DEFINITION: The City of Bartlett seeks to install energy-efficient programs and policies to minimize energy usage in all facilities. Energy-efficient buildings cost less to heat, cool, and operate. Moreover, these efforts can greatly benefit the environment, enhance resilience and reliability, and reduce utility costs.

ANALYSIS: The City of Bartlett is actively working to reduce energy costs by evaluating its facilities and implementing various efficiency measures, including the conversion of lighting in city buildings to LED fixtures. Currently, about 60% of the existing light fixtures have been replaced, and this initiative is expected to decrease energy consumption by 15 to 20%. As of now, 16 out of the city's 18 buildings have undergone this conversion.

By the end of 2024, the overall energy reduction from this initiative reached 14%. The city plans to complete the conversion of the remaining buildings by July 1, 2025, further enhancing energy efficiency across its facilities.

Status:

Below Target

GROWTH & INFRASTRUCTURE



REPLACE UNDERGROUND TANKS

GOAL: Replace all underground storage tanks operated by the City of Bartlett by 2027.

DEFINITION: The City of Bartlett is responsible for maintaining a fleet of government vehicles to provide police, fire, utility, and maintenance services. To reduce the cost necessary to fuel these vehicles, the City operates its own fuel tanks. These underground fiberglass storage tanks power the fleet daily and are continually monitored by TDEC to ensure they safely store standard petroleum fluids, biofuels, biodiesels, and ethanol.

ANALYSIS: The underground fiberglass tanks are all nearing the end of their life expectancy. The City of Bartlett is currently evaluating the tanks to begin the permanent closure and replacement cycle and will seek to replace two per year. Public Works has obtained approval from TDEC to permanently close these tanks and has begun the removal process in a staggered manner with the guidance of a third-party engineering firm to ensure compliance with all applicable federal, state, and local requirements.

The two underground fuel tanks at Public Works have been removed and backfilled. The new tanks are in place. All wiring and plumbing are in the process of being completed. These should be completed by the spring of 2025.

The project is expected to be complete by 2027.

Status:

Below Target

VIBRANT WORKFORCE

BARTLETT CITY HALL

6400

CITY OF BARTLETT
HOURS
Monday - Friday
8:00 AM - 5:00 PM
Except Holidays

VIBRANT WORKFORCE



EMPLOYEE TRAINING

GOAL: Construct an employee training program to boost engagement, expand knowledge, and foster innovation in the workplace.

DEFINITION: The City of Bartlett values every employee and is actively interested in their success. Research confirms that a quality employee training program will increase career longevity, reduce on-the-job injuries, and enhance community interaction. Consequently, the City of Bartlett is committed to producing a training and development program that will enrich employee engagement, increase job satisfaction and morale, and subsequently improve productivity.

ANALYSIS: The Human Resource Department has recently introduced a recurring leadership course in collaboration with our partners at the University of Tennessee Municipal Technical Advisory Service (MTAS). They are also working to expand the course content to address several key needs identified by different divisions. The curriculum is being shaped by the city's most recent employee survey results, and the department plans to implement these training courses at the beginning of FY26. In the meantime, each department is focused on increasing the training offered to their staff. The provided outline details the efforts of all departments, excluding the police and fire departments, which consistently exceed established training standards.

Status:

On Target

VIBRANT WORKFORCE



EMPLOYEE RETENTION

GOAL: Implement a talent acquisition plan to recruit, hire, and retain employees.

DEFINITION: Attracting, hiring, and retaining quality employees is vital to any organization. However, without a continued focus on those tenets, the pool of applicants may diminish, or service-minded people may pursue other career alternatives. Therefore, the City of Bartlett aspires to establish a continuous and evolving recruitment and retention effort for the next generation of employees.

ANALYSIS: According to recent research, approximately 76% of employees separate within the first year of employment. However, if employees can complete that initial year on the job, that retention rate rises to roughly 90%. The City of Bartlett has traditionally exceeded the industry standard for retention, and the current tenure for a full-time employee is approximately 10 years. Through 2024, 78.3% of full-time employees completed their initial year. These results are below the target goal of 90%, and continued efforts will be made to ensure related measures are continually implemented to maintain this standard.

Status: **Below Target**

VIBRANT WORKFORCE



EMPLOYEE SURVEY

GOAL: Conduct an employee survey to measure engagement, satisfaction, and overall organizational performance.

DEFINITION: The City of Bartlett is committed to establishing an ideal environment for our employees to thrive. Employee surveys can play a critical role in obtaining employee input to gauge the City's success at maintaining a positive culture, retaining and maximizing talent to drive better results, and improving the citizen experience.

ANALYSIS: In collaboration with the University of Memphis, the City of Bartlett conducted an employee survey to gather feedback aimed at enhancing the work environment, identifying training needs, and strengthening relationships among employees. The University of Memphis completed the survey and compiled the findings into a final report, which was presented to the Board of Mayor and Aldermen, as well as all employees, during the third quarter of 2024.

The survey covered several categories: job engagement, perspective on benefits, job retention, and career aspirations, yielding significantly positive results and identifying areas for improvement.

Some of the most positive takeaways focused on job engagement, employee satisfaction with health benefits, the establishment of positive working relationships, and position alignment with career goals. However, the survey also identified areas where the City of Bartlett could improve as an employer. These areas included enhancing the current retirement plan, exploring additional leave options, advancing city-wide training programs, and increasing employee recognition efforts.

Overall, 81% of employees identified the City of Bartlett as a good place to work. This figure, along with the other specified areas for improvement, will be evaluated to gauge progress as the City seeks to achieve a 90% employee satisfaction score. Another employee survey will be conducted in 2026 to evaluate progress.

Status:

Close to Target

HEALTH & PUBLIC SAFETY



HEALTH & PUBLIC SAFETY



IMPROVE ISO RATING

GOAL: Obtain an Insurance Services Office (ISO) Class 1 rating by the end of 2026.

DEFINITION: An ISO fire rating is a score provided to fire departments and insurance companies by the Insurance Services Office (ISO). This rating follows detailed research and analysis over many months regarding the City of Bartlett's Fire Suppression Rating Schedule (FSRS), which measures the capabilities of a community to fight fires and can impact insurance premiums for every homeowner. Municipalities are given a numerical grading on a scale from 1 to 10, with 1 representing the best fire protection capability.

ANALYSIS:

The City of Bartlett has been evaluated under this metric system since 1986. The provided ratings detail previous scores and display the progress that has been made:

1986 - ISO Class 3 (Score = 76.12)
2004 - ISO Class 3 (Score = 71.44)
2012 - ISO Class 4 (Score = 65.27)
2013 - ISO Class 3 (Score = 70.27)
2017 - ISO Class 3 (Score = 75.18)
2023 - ISO Class 2 (Score = 86.25)

The City of Bartlett is currently rated in ISO Class 2 and the department will implement proactive measures to increase its overall score from 86.25 to above 90 to obtain the ISO Class 1 rating by 2026.

Status: **Close to Target**

HEALTH & PUBLIC SAFETY



PARAMEDIC CERTIFICATIONS

GOAL: Increase education opportunities to encourage current and new firefighters to obtain their paramedic certifications with the aim of certifying 50% of the total workforce complement by 2026.

DEFINITION: Medical calls account for over 80% of fire service calls. The Bartlett Fire Department is focused on continually improving citizens' health outcomes; therefore, the City seeks to expand its complement of certified paramedics to strengthen the services it provides to the community and ensure the department continually exceeds citizens' needs.

ANALYSIS: The Bartlett Fire Department currently has 41 certified paramedics, which account for 39% of its staff. The department aspires to increase that percentage to 50% by 2025 and 75% by 2030. The Bartlett Fire Department had three (3) employees begin paramedic school in 2024. Additionally, one (1) has begun the EMT process and another firefighter has started the AEMT curriculum this semester.

Status:

Close to Target

HEALTH & PUBLIC SAFETY



EXPAND FIRE RESERVE PROGRAM

GOAL: Double the number of reserve Firefighters by the end of 2025 and triple the current compliment by the end of 2026.

DEFINITION: The Bartlett Fire Department Reserve Program provides volunteer firefighters an excellent opportunity to make a tangible contribution to their community. Reserve firefighters experience life in the fire service first-hand and are rewarded with a sense of accomplishment, achievement, and pride. Moreover, reserve firefighters interested in a career in the fire service are also provided with an incredible introduction to the firefighting community and the opportunity to gain invaluable on-the-job experience. A healthy reserve program also allows the Bartlett Fire Department to continually deliver the quality and timely services our community has grown to expect. Therefore, the department will significantly increase that complement in the coming years.

ANALYSIS: The Bartlett Fire Department began a restructuring effort of the reserve program in November of 2023 and currently has seven (14) members. The department added seven (7) members at the early part of 2024 and aims to increase that number to twenty-one (21) members by the end of 2025.

Status: **Close to Target**

HEALTH & PUBLIC SAFETY



SATISFACTION WITH FIRE SERVICES

GOAL: Maintain a citizen satisfaction rate above 90%.

DEFINITION: Based on the City's annual community survey, this metric monitors the percentage of respondents who indicated that they were satisfied or very satisfied with fire services.

ANALYSIS: The City of Bartlett recently obtained community in-put from a survey compiled by the University of Memphis. The City will administer this survey annually to evaluate the community's view of fire services. In 2023, fire services achieved a 98% satisfaction score and exceeded the department standard of 90%. The City will use these results to determine opportunities for improvement.

Status:

On Target

HEALTH & PUBLIC SAFETY



TOTAL PERSON CRIME INDEX

GOAL: Maintain a lower crime rate than comparable cities nationally.

DEFINITION: The Bartlett Police Department has participated in the FBI UCR Program since 1999. This report provides specific details regarding a department's crime index compared to other national and state averages. The UCR Program is a valuable barometer for measuring reporting rates of similarly sized cities and can aid in evaluating safety across communities. The department strives to maintain a total Person Crime Index that is significantly lower than the national average for similar-sized municipalities.

ANALYSIS: The Bartlett Police Department is committed to providing the utmost safety for our citizens by incorporating a multi-dimensional approach to address the issues that affect our community. This approach includes implementing various community-oriented policing measures alongside highly visible and proactive policing practices to ensure the community's overall safety remains at the forefront.

In 2024, the Department's Person Crime Index was over 63% lower than the national average for similar-sized cities and nearly 43% lower than the number of incidents reported in Bartlett per 1,000 residents in 2023. The Department's approach to law enforcement has yielded impressive results, and it remains committed to ensuring that our community is one of the safest cities in America.

Status:

On Target

HEALTH & PUBLIC SAFETY



TOTAL PROPERTY CRIME INDEX

GOAL: Maintain a lower property crime rate than comparable cities nationally.

DEFINITION: The Bartlett Police Department has participated in the FBI UCR Program since 1999. This report provides specific details regarding a department's crime index compared to other national and state averages. The UCR Program is a valuable barometer for measuring reporting rates of similarly sized cities and can aid in evaluating safety across communities. The department strives to maintain a Property Crime Index significantly lower than the national average for similar-sized municipalities.

ANALYSIS: The Bartlett Police Department's mission is to provide the utmost safety for our citizens by incorporating a multi-dimensional approach to address the issues that affect our community. For the previous seven years, from 2018 – 2024, the City of Bartlett's Property Crime Index has been lower than the State of Tennessee's and the United States average indexes.

Although the Mid-South community has observed an increase in Motor Vehicle Thefts and Thefts from Motor Vehicles, our department has remained committed to addressing such issues and developing innovative ways to combat this criminal activity. This commitment is shown through high visibility, proactive patrols, vigorous investigations, targeted enforcement measures, and an emphasis on community education and collaboration. As a result, the City of Bartlett's 2023 Property Crime Index was 36% lower than similar-sized cities nationally and dropped more than 30% compared to the previous year.

Status:

On Target

HEALTH & PUBLIC SAFETY



SATISFACTION WITH POLICE SERVICES

GOAL: Maintain a citizen satisfaction rate above 90%.

DEFINITION: This metric monitors the percentage of respondents who indicated that they were satisfied or very satisfied with police services based on the City's annual community survey.

ANALYSIS: The City of Bartlett recently obtained community input from a survey compiled by the University of Memphis. The City will administer this survey annually to evaluate the community's view of police services. In 2023, police services achieved a 91% satisfaction score and exceeded the department standard of 90%. The City will use these results to determine opportunities for improvement.

Status:

On Target

HEALTH & PUBLIC SAFETY



UPDATE PARKS MASTER PLAN

GOAL: Complete the Parks & Recreation Master Plan by May 1, 2024.

DEFINITION: The Parks & Recreation Comprehensive Master Plan was last updated in 2007. This strategic plan is supported by community feedback to ensure the City of Bartlett's parks, facilities, programs, and amenities align with the needs and wants of our residents. This living, breathing document will help establish the long-range vision for the department, prioritize budgeting of desired projects, reduce redundancy in programming, improve community engagement, and open doors to state and federal funding.

ANALYSIS: The Bartlett Parks and Recreation Department's Master Plan was adopted and approved by the Board of Mayor and Aldermen on May 14, 2024. This plan prioritizes future investment by addressing existing infrastructure, balanced with the addition of new amenities.

In an effort to enhance the first impression for visitors to our parks, the condition of the park benches, picnic tables, fencing, bench swings, and trash cans in our parks is the initial area being addressed in Fiscal Year 2025 (FY25), which encompasses July 1, 2024 - June 30, 2025. New wood will be installed on all existing picnic tables, park benches, and bench swings while all existing trash cans will be repainted and/or replaced. Additional seating and picnic tables will be procured and installed in 2025. Once complete, approximately 30% of the Parks Master Plan will have been achieved.

Status:

Close to Target

HEALTH & PUBLIC SAFETY



CAPRA ACCREDITATION

GOAL: Obtain CAPRA Accreditation by December 31, 2026.

DEFINITION: NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA) delivers quality assurance and improvement to accredited park and recreation departments throughout the United States by helping them build a comprehensive management system of operational best practices. This system improves their infrastructures; increases efficiency in all activities; and demonstrates accountability within their communities. Implementation of this system strengthens teamwork among department staff, imbeds all aspects of CAPRA into their department's internal culture, and establishes a continuous improvement mindset for all department activities.

CAPRA is the only national accreditation of park and recreation departments and is a valuable measure of a department's overall quality of operation, management, and service to the community. Achieving CAPRA accreditation is the best way to demonstrate that your department and your staff provide your community with the highest level of service.

ANALYSIS: CAPRA represents the achievement of one of the highest distinctions available for a parks and recreation agency among its peers. Preparing for accreditation will require a coordinated effort across all levels of the department for 18-24 months of lead time to work through the detailed list of 154 standards that exist in order to meet the minimum of 142 standards for initial accreditation and then 148 standards upon re-accreditation. The Parks and Recreation Department began this pursuit in July 2024.

Status:

Close to Target

HEALTH & PUBLIC SAFETY



SATISFACTION WITH PARK SERVICES

GOAL: Maintain a citizen satisfaction rate above 90%.

DEFINITION: Percent of respondents indicating somewhat satisfied/very satisfied with parks and recreation services based on the City's annual community survey.

ANALYSIS: The City of Bartlett recently obtained community input from a survey compiled by the University of Memphis. The City will administer this survey biennially to evaluate the community's view of parks and recreation services. In 2023, parks and recreation services achieved an 85% satisfaction score, which is below the department standard of 90%. The City will use these results to determine opportunities for improvement.

Status: **Close to Target**

COMMUNITY ENGAGEMENT



COMMUNITY ENGAGEMENT



INCREASE COMMUNITY EVENTS

GOAL: Increase the number of community-focused events annually.

DEFINITION: The City of Bartlett recently obtained community input from a survey compiled by the University of Memphis. When asked about community events, nearly 60% of respondents expressed a strong desire for more festivals, music, and outdoor concerts. The City strives to provide the community with year-round, top-quality, inclusive events focused on engagement and a variety of entertainment offerings to meet the needs of every citizen.

ANALYSIS: In previous years, the City of Bartlett typically hosted around fifty (50) events annually. However, in response to community feedback and the city's desire to showcase all that our community has to offer, the City aimed to double that number in 2024. This ambition led to many creative ideas, such as the "Solar Eclipse in the Park" on April 8th, which attracted approximately 2,000 people to Freeman Park.

Additionally, the City launched Food Truck Fridays, initiated the popular Bartlett LIVE concert series, incorporated a fitness component into the Fall Festival with the Legends Never Die Competition, and introduced the wildly successful Fire Pit Friday event in November.

With these large-scale events, along with numerous activities organized by our Parks Department—such as the neighborhood Rec Rover, Park Palette, Paws in the Park, and even Goat Yoga—the City concluded the year by hosting a total of 295 events. Moving forward, we aim to exceed our goal of 250 events annually.

Status:

On Target

COMMUNITY ENGAGEMENT



INCREASE SOCIAL MEDIA ENGAGEMENT

GOAL: Increase Social Media Engagement.

DEFINITION: The City of Bartlett recognizes the importance of citizen engagement and the cumulative strategies needed to communicate effectively through social media, messaging, and outreach. Consequently, the City aspires to improve and increase social media engagement through an expansion of shared information and the elevated delivery of communication services.

ANALYSIS: In 2023, communication services achieved a 78% satisfaction score, which is below the established benchmark of 90%. The score conveys that the City of Bartlett must improve communication efforts to engage residents effectively. The City will use these results to determine opportunities for improvement. Progress will be measured by the number of social media followers across all City-sponsored sites and the biennial results of community surveys. In 2023, the City of Bartlett had nearly 85,000 social media followers, and the City sought to expand that reach to 100,000 total followers in 2024.

To support this initiative, the City hired a Chief Communication Officer who is responsible for overseeing both internal and external communications, shaping the public image, and enhancing stakeholder engagement. As a result of these efforts, the City grew its follower base to 210,483 in 2024 and is now reaching over 7 million screens each month.

Status:

On Target

COMMUNITY ENGAGEMENT



Satisfaction with City Services - Community Survey Score

DEFINITION: Percent of respondents indicating somewhat satisfied/very satisfied with city services based on the City's annual community survey.

ANALYSIS: The City of Bartlett recently obtained community input from a survey compiled by the University of Memphis. The City will re-administer this survey in 2025 to evaluate the community's view of city services. In 2023, city services achieved an 87% satisfaction score, which was below the established standard of 90%. The City will use these results to determine opportunities for improvement.

Status: **Close to Target**

COMMUNITY ENGAGEMENT



GREAT PLACE TO LIVE

GOAL: Maintain a community satisfaction rate above 90%.

DEFINITION: Percent of respondents identified Bartlett as a good or excellent place to live based on results from the City's annual community survey.

ANALYSIS: In 2023, the City of Bartlett obtained community input from a survey compiled by the University of Memphis. The results concluded that 94% of Bartlett residents believed the City was an excellent or good place to live. This indicates that residents who participated in the citizen survey feel that Bartlett has produced the quality of life its citizens desire, and the results exceeded the City's benchmark of 90%. Respondents indicated that the five most essential focus areas moving forward were safety, city infrastructure, economic health, parks, and improved retail offerings. Therefore, the City will continue to employ measures to maintain the quality of life that citizens have come to expect in Bartlett and will re-administer this survey biennially to evaluate progress.

Status:

On Target



Bartlett
T E N N E S S E E
HOMETOWN PROUD