

February 26, 2026

Mayor Dalton, Vice Mayor Berry, Commissioner Fairbanks-Harvey, Commissioner Holmes, Commissioner Wilkinson  
City of Red Bank  
3105 Dayton Boulevard  
Red Bank, Tennessee 37415

VIA ELECTRONIC

Dear Red Bank City Commission:

Thank you for allowing MTAS to participate in the Commission's strategic planning process on February 24, 2026. It was a long day, but the results are great and will help Red Bank for years to come.

As you recall, we began the session with an overview of the strategic planning process. The objectives of the process were to review the mission statement, scan the internal and external environments, review the vision statement, and then to devise goals to guide the city in achieving its vision. I believe we successfully fulfilled all the stated objectives.

We discussed the different roles that elected officials and staff perform and the percentages of time that each group should devote to planning. The Commission should spend a greater amount of time planning than any other group in municipal government.

The Commission reviewed the current mission statement. A mission statement should explain the purpose of a city's being and why it exists. The Commission chose to keep the mission statement as previously written:

**The City of Red Bank is a safe and thriving community with an engaging, transparent government that builds on our rich history, provides excellent and efficient services, and welcomes all.**

The Commission studied a variety of statistics about Tennessee, Hamilton County, and Red Bank-specific statistics. Using all this information, the Commission then reviewed its vision statement and chose to keep the vision statement as previously written:

**Red Bank strives for a vibrant, growing and inclusive community by pursuing excellence, enhancing safety, celebrating our neighborhood character and stewarding our natural landscapes.**

A large component of the day was to conduct a SWOT analysis – identify the internal strengths and weaknesses and the external opportunities and threats facing the City of Red Bank. These were not necessarily agreed on by the entire team but were items offered by individual members.

The strengths that were listed include:

- Bold leadership
- Competent staff
- Continued investment in planning
- Parks staff
- Engaged resident committees
- Commitment to service excellence
- Investment in infrastructure
- Ability to be agile

- Employer of choice
- Strong, dynamic, and engaged community
- Awareness of street safety (speeding, signage, patrolling)
- Current and ongoing momentum
- Library card access
- Success with previous goals
- Increasing property values
- Dayton Boulevard unites us
- Election this fall
- Collaboration with other government and community partners with intention
- Government transparency
- National Park Service land conversion nearly fulfilled
- Stormwater Division
- Potential partnership growth with Erlanger North
- Interaction with schools (public and private)
- Strong social media presence
- Unique small businesses that create destinations
- Nonprofit partners
- Compact size and location
- Civic pride
- Blend of generations
- Open to development
- Red Bank Way meetings
- Involvement with schools
- Proximity to assets provided by others
- Continuity of leadership and long-term vision
- Events – Jubilee, Christmas Parade, Food Truck Friday, Art Festival, and more
- Blood donation opportunities and collaboration with Parks Department
- Role model for other cities
- Reliable, efficient, and responsive service delivery
- Generally positive reception of Red Bank
- Grant readiness and application strength
- Community engagement
- Capital improvement plan to help pace financial growth
- Attractive park spaces
- EV charging stations
- Digitization and modernization of technology
- Physically active community
- Caring Commission
- High-functioning Commission
- Stringers Branch
- Sales tax base is growing

- Work with what we have and who we have (seek to do better and work within our means)
- Look to Chattanooga with intention – be aware of what Chattanooga is doing around our city
- Public art
- Recycling center
- Execution of ARPA funds
- Development of Hixson parcel
- ADA improvements
- Godsey Ridge
- TN Downtowns application
- Repaving and restriping SR 8
- New bike lanes on SR 8
- Safe Streets 4 All – temporary roundabouts at specific locations on Dayton Blvd
- Property tax relief match
- Steep slope ordinance
- CARTA caravan
- In-house auto shop
- Great support from MTAS

The weaknesses identified were:

- Constrained resources
- Deferred maintenance
- Public Works facility
- Limited staff capacity in Public Works and Community Development
- Lack of communication with faith-based community
- No capital improvement plan yet
- Lack of inviting entrances to city
- Limited visibility of results in planning
- Unified Development Code (but in progress)
- Anticipated increase in Red Bank property taxes
- Focus on property tax vs purpose of revenue
- Major roads in Red Bank are overbuilt (Dayton Boulevard, Ashland Terrace, Morrison Springs Road)
- Need more low-cost activation
- No library in city limits
- Reliance on outside funding for projects
- Stringers Branch being an impaired stream
- Making up for lost time
- No curbside recycling
- Partisan politics in elections
- Aging pool
- Lack of relationship with state or county stakeholders
- Lack of multi-modal infrastructure
- ADA improvements still needed
- High school area feels disconnected

- Lacking variety of housing types
- Fire staffing increase needed
- Aging facilities
- Lack of centrally located recreation facilities
- Lack of centrally located park and event area
- No general public transit
- Little to no recreation programming for under 55
- No linear parks (greenbelt, greenway)
- No Tree Board
- No mature tree ordinance
- Sewer availability
- Underutilized surface parking
- No basketball facility
- Automated License Plate Recognition (ALPR) – federal access to local system
- Parental leave could be improved
- Outdated short-term rental policy
- Restrictive parking minimums
- Restrictive residential square footage minimums
- Restrictive lot size minimums

The opportunities in the area include:

- Morrison Springs development (Midgate Commons)
- Regional passenger rail
- Small business development and support (city grants)
- Younger demographic trend
- Grant funding (i.e. conversion agreement)
- Private residential and commercial development future investments
- Retirement condos for 55+
- Development infill
- EV charging expansion
- Public / private / nonprofit partnerships
- Future opportunities with Erlanger, YMCA, and micro-grant recipients
- Expand the community center
- State Route 8 – Cherokee Tunnel
- Public transit (CARTA?)
- Bike/pedestrian connectivity on Mountain Creek, Red Bank High, and Waldens Ridge
- Tree City USA
- Purchase Alpine Crest Elementary School grounds
- Lean Into Community Grant – Hamilton County
- Growth in Chattanooga
- Lift sewer moratorium
- Resource sharing with churches (parking lot, gyms, basketball court)
- Stringers Branch economic development from Memorial to downstream

- Development on Hixson property and former Red Bank Middle School property (including revenue generators)
- Safe Streets for All
- Trust for Public Land partnership (The Field, greenway, connector trail, and urban playground)
- Future collaboration with the City of Chattanooga in multi-modal transportation
- Additional Hamilton County Water Quality investment
- Being grant-ready
- Philanthropic investment in parks and public art
- Red Bank Community Fridge
- White Oak Elementary site
- Artificial Intelligence
- Red Bank Antiquing District
- Redevelopment of under-utilized surface parking (asphalt)

And finally, the threats are:

- Property tax cap
- Sales tax reduction (state shared taxes)
- Political rhetoric and agendas
- Inflation and rising costs
- Health insurance and care costs increases
- Legislative actions
- Loss of elementary school in city limits
- Chattanooga's growth
- Chattanooga's salary increases and competition
- ICE and Federal government overreach
- Potential unknowns
- Rising housing cost
- Sale of Alpine Crest Elementary School
- Lack of sales taxes
- Rising county fees
- State preemption laws
- Integrity of Duck Pond
- Hamilton County Assessor's Office
- Wildfires
- Elections
- Flood events
- Sewer moratorium
- Sewer expansion needed
- Hamilton County Water and Wastewater Treatment Authority
- Weather events
- Inaction by TDEC in delisting Stringer's Branch from impaired waters list
- Continued inactivation of Hixson site and former Red Bank Middle School site
- Cherokee Tunnel's multi-modal access
- Norfolk Southern
- High rise fire
- Inadequate resources
- No storm shelter in Hamilton County
- Absentee landlords

- Low home ownership
- Artificial Intelligence
- ARPA funds ending
- Imbalance between CBD stores and other retail (like restaurants)

Next, each Commission member worked individually to identify goals that: address the key issues, meet the mission of the city and help the city to achieve its vision. Each member took a turn listing a goal until all goals everyone had were listed. Each member then turned in their top five choices. number of votes originally received is in parenthesis beside each goal listed:

- 1) Develop safe streets for all (a comprehensive and safe multi-modal transportation network for all users). (4)
- 2) Finalize capital improvement plan and prioritize projects. (4)
- 3) Explore sewer expansion options following adoption of Unified Development Code. (3)
- 4) Implementation of Parks and Recreation Master Plan, including activation of the former Red Bank Middle School site and National Park Service compliance through development of Hixson site. (3)
- 5) Pursue removal of Stringers Branch from the state's impaired water list. (2)
- 6) Adopt Unified Development Code with planned land development and support quality growth, connectivity, and neighborhood compatibility. (2)
- 7) Groundbreaking and development of the Red Bank bicycle boulevard. (1)
- 8) Discover and pursue philanthropic investments in parks and public arts. (1)
- 9) Pursue Hamilton County Department of Education concerning the options for Alpine Crest (future property plans). (1)
- 10) Remain an employer of choice. (1)
- 11) Revamp entrances to the city. (1)
- 12) Share our story to receive buy-in and support from the community. (Develop a communications plan) (1)
- 13) Continue planning for a new public works facility. (1)
- 14) Expand sidewalk network north of Browntown Road.
- 15) Lean into partnerships with all stakeholders to enhance support and growth.
- 16) Create city branding to attract business and economic development.
- 17) Develop expanded recreation programming to include all ages.
- 18) Build a library within the city limits.
- 19) Provide strategies for residents to acquire home ownership.
- 20) Implement curbside recycling.
- 21) Continue to pursue applications for grants to support and strengthen programming.
- 22) Seek new alternate sources of revenue.
- 23) Apply for Tree City USA status.

After the first round of voting, there were four goals selected and there were two goals with two votes each and seven goals with one vote each. After an additional vote, the decision was made to move forward with an additional goal. The Commission also assigned a board member to each goal and that name is in parenthesis beside the goal. The final goals are:

- 1) Develop safe streets for all (a comprehensive and safe multi-modal transportation network for all users). (Commissioner Fairbanks-Harvey)
- 2) Finalize capital improvement plan and prioritize projects. (Commissioner Holmes)
- 3) Explore sewer expansion options following adoption of Unified Development Code. (Vice Mayor Berry)

- 4) Implementation of Parks and Recreation Master Plan, including activation of the former Red Bank Middle School site and National Park Service compliance through development of Hixson site. (Commissioners Wilkinson)
- 5) Pursue removal of Stringers Branch from the state's impaired water list. (Mayor Dalton)

The final step in the process of strategic planning is to create a list of steps that will help the city achieve its goals. I am happy to assist you with this step as needed.

It is important to note that in addition to the Commission, City Manager Martin Granum also participated fully in the day. He contributed to all steps except for the goals section. Mr. Granum also made several presentations to the Commission throughout the day to review economic conditions affecting future years, a strategic outcome article, and staff-recommended initiatives. Also in attendance was Director Tracey Perry, who provided great assistance to me in planning the day and writing on charts.

In closing, this is an ambitious plan and one that should be a living document. The Commission should examine it regularly and adjust as needed but always keep the vision in mind when doing so. I encourage you to set a time now for review, whether that is three, six, or twelve months away.

Giving up a full day, especially during the work week, was a big sacrifice on the part of the elected officials. You are all to be commended for your active participation and tenacity throughout the process.

I look forward to completing the process with you. Please contact MTAS if we can be of any assistance to the city in achieving its goals and vision.

Sincerely,



Honna Rogers  
Municipal Management Consultant