

Focus Area	Defined Strategies	Details	Owner	Start	Complete
Community Engagement	<u>Objective: Website Overhaul</u>		CE		
	Action Step 1:	Scope project		Mar 23	
	Action Step 2:	Hire contractor			
	Action Step 3:	Web development			
	Action Step 4:	Launch			30 Mar 24
	Budget Needs?	~\$25K			
	Outcomes:	<i>Improved navigation</i>			
		<i>Improved public access</i>			
		<i>Improved calendar</i>			
		<i>Ability to attach docs</i>			
	<u>Objective: Public Comms Plan</u>		CE		
	Action Step 1:	Website overhaul		Mar 23	Mar 24
	Action Step 2:	Newsletter & podcast			Jan 23
	Action Step 3:	Radio Show			Sep 22
	Action Step 4:	Publish Strat Plan		Oct 23	
	Action Step 5:	Institute Public Hearings		April 24	
	Budget Needs?	N/A			
	Outcomes:	<i>Improved transparency</i>			
<u>Objective: Establish Opioid Committee</u>		CE			
Action Step 1:	Select representative mbrship		Mar 24		
Action Step 2:	Criteria for opioid funds				
Action Step 3:	Begin fund distribution				
Budget Needs?	N/A				
Outcomes:	<i>Constrain opioid epidemic</i>				

Focus Area	Defined Strategies	Details	Owner	Start	Complete
Public Safety	Objective: Leadership Trng		CE - Dept Heads		
	Action Step 1:	Schedule monthly leadership lunch		Oct 23	Recurring
	Budget Needs?	NA			
	Outcomes:	<i>Intentionality in emphasizing leadership & succession</i>			
	Objective: Mental Health/YSO		Judge - YSO		
	Action Step 1:	Improve regional partnerships			Recurring
	Budget Needs?	N/A			
	Outcomes:	<i>Improved YSO services</i>			
	Objective: Improve X-Training		Sheriff - Emg Svcs		
	Action Step 1:	TECC Training & Scenarios			Recurring
	Action Step 2:	EMR Classes			Apr 24
	Action Step 3:	Regularly Scheduled Drills			Recurring
	Budget Needs?	N/A			
Outcomes:	<i>Provide response flexibility & improve readiness</i>				

Public Safety	<u>Objective: Building Security</u>				
	Action Step 1:	Seek grant funding for courthouse upgrades	CE-Sheriff	Fall 23	In Progress
	Action Step 2:	Link courthouse alarms to E911	CE		
	Action Step 3:	Increase internal response drills	OEM	Jun 24	Recurring
	Action Step 4:	Upgrade office door hardware	CE		
	Budget Needs?	Various			
	Outcomes:	<i>Enhance county building security</i>			
	<u>Objective: Improve Radio Comms</u>		CE-OEM		
	Action Step 1:	TACN Contracted			Nov 23
	Action Step 2:	TACN Operational			Fall 24
	Budget Needs?	\$6.6M obligated			Complete
	Outcomes:	Enhance safety/interoperability of public safety personnel			
	<u>Objective: Regularly Scheduled Drills</u>		CE - Sheriff -OEM		
	Action Step 1:	Annex Drills		July 24	
	Action Step 2:	School & UTS Drills		May 24	
	Action Step 3:	Courthouse Drills		TBD	
	Budget Needs?	N/A			Complete
	Outcomes:	Enhance safety/interoperability of public safety response			

Focus Area	Defined Strategies	Details	Owner	Start	Complete
Finance & Admin	<u>Objective: ID Revenue Streams</u>		CE - Fin - Trustee		
	Action Step 1:	Document existing revenue streams		Mar 23	
	Action Step 2:	Assess missing revenue possibilities		Ongoing	
	Budget Needs?	N/A			
	Outcomes:	<i>ID revenue granularity; maximize existing revenue sources</i>			
	<u>Objective: IT & Tech Support</u>		CE - Commission		
	Action Step 1:	Pursue state cybersecurity grant	CE	Feb 24	Ongoing
	Action Step 2:	Move from contracted consultants to full-time IT	CE - Commission	May 24	
	Budget Needs?	TBD			
	Outcomes:	<i>Develop IT protocols and best-practices</i>			
	<u>Objective: Time Shift Software</u>		CE - Fin - Commission		
Action Step 1:	Research time-keeper software options		Aug 23	Nov 23	
Action Step 2:	Fund & Implement		TBD		
Budget Needs?	Approx \$140K to implement; approx \$40K recurring				
Outcomes:	<i>Automation, labor compliance & accuracy of time sheets</i>				

Finance & Admin	<u>Objective: Update Personnel Manual</u>		CE - Commission		
	Action Step 1:	Approval of Draft	Dept Heads		√
	Action Step 2:	CA Review	County Atty		√
	Action Step 3:	Commission Approval			Oct 23
	Budget Needs?	N/A			
	Outcomes:	<i>Clarified personnel policy; statutory compliance</i>			
	<u>Objective: Employee Retention</u>				
	Action Step 1:	Pay & Insurance; Salary study?	CE - Commission	CY 25	
	Action Step 2:	Establish leadership training opportunities		Ongoing	√
	Action Step 3:	Establish SOP to interview outgoing personnel	HR		√
	Action Step 4:	Measure retention across departments	HR	CY 25	
	Budget Needs?	Varies			
	Outcomes:	<i>Improve retention and recruiting</i>			
	<u>Objective: Assess Dept Space Needs</u>		Dept Heads		
	Action Step 1:	BOE space study to determine admin space needs	School Board	Apr 24	
	Action Step 2:	Clerk space needs	Clerk	CY 25	
Action Step 3:	Trustee space needs	Trustee	CY 25		
Budget Needs?	TBD				
Outcomes:	<i>Identify future space needs for potential office moves</i>				

Finance & Admin	<u>Objective: Develop Salary Schedules</u>		CE - Finance - Dept Heads		
	Action Step 1:	Salary schedule for Ambulance Service	Ambulance Chief	Feb 24	
	Action Step 2:	Assess schedule for other departments	CE	CY 25	
	Action Step 3:	Assess widening gap between elected officials & employees	CE - Finance	CY 24	
	Budget Needs?	TBD			
	Outcomes:	<i>Flatten existing salary imbalances; tie-in with retention</i>			
	<u>Objective: Fund Balance Mngmt</u>				
	Action Step 1:	Propose fund balance policy for commission approval			v
	Budget Needs?	N/A			
	Outcomes:	<i>Optimize use/deployment of county resources</i>			
	<u>Objective: Project Prioritization</u>				
	Action Step 1:	Establish policy; FMC serves as POP Board	CE		Jan 24
	Action Step 2:	Hold POP Board to prioritize FY 25 budget requests	CE - Finance	May 24	
Budget Needs?	N/A				
Outcomes:	<i>Minimize "surprise" AC&I projects</i>				

Focus Area	Defined Strategies	Details	Owner	Start	Complete
Citizen Services	<u>Objective: Online Titles/Records</u>		Register		
	Action Step 1:	TBD		CY 27	
	Budget Needs?	TBD			
	Outcomes:	<i>Improved accessibility</i>			
	<u>Objective: Trustee Drop Box</u>		Trustee		
	Action Step 1:	Install drop box			Oct 23
	Budget Needs?	Within dept budget			
	Outcomes:	<i>Improved tax payment accessibility</i>			
	<u>Objective: Fraud Alert Program</u>		Register	CY 26	
	Action Step 1:	TBD			
	Budget Needs?	TBD			
	Outcomes:	<i>Improved public notice</i>			
<u>Objective: Access to Old Documents</u>		Archives	CY 27		
Action Step 1:	TBD				
Budget Needs?	TBD				
Outcomes:	<i>Improved accessibility</i>				

Citizen Services	<u>Objective: Sports Park</u>		Commission	TBD		
	Action Step 1:	Determine recurring cost of County Parks Dept				
	Action Step 2:	Determine cost of land/acquisitions				
	Action Step 3:	ID revenue potential vs community service				
	Action Step 4:	Identify partnerships				
	Budget Needs?	TBD				
	Outcomes:	<i>Opportunities to host youth tournaments</i>				
		<u>Objective: Leadership Succession Plans</u>		Dept Heads	CY 25	
	Action Step 1:	Dept Head meeting to assess status quo				
	Budget Needs?	TBD - potential overlapping positions				
	Outcomes:	<i>Improved leadership redundancy; preparation for future</i>				
		<u>Objective: Preserve Quality of Life</u>		CE -Commission	CY 24	
	Action Step 1:	Commission meeting to draft actionable goals				
Budget Needs?	TBD					
Outcomes:	<i>Pursue progress while sustaining countywide QOL</i>					

Focus Area	Defined Strategies	Details	Owner	Start	Complete	
Infrastructure	<u>Objective: New Ambulance Bldg</u>		CE-Commission			
	Action Step 1:	Site Selection			Feb 24	
	Action Step 2:	A/E Design		Apr 24		
	Action Step 3:	Identify Funding		CY 24		
	Action Step 4:	Commence construction		CY 25		
	Budget Needs?	~\$7M				
	Outcomes:	<i>Upgraded & "hardened" EMS HQ</i>				
	<u>Objective: Courthouse Renovation</u>			CE-Commission		
	Action Step 1:	Schematic Design			Oct 24	
	Action Step 2:	Select Construction Manager at Risk				Apr 24
	Action Step 3:	Identify project phasing			Summer 24	
	Action Step 4:	Identify funding			CY 24	
	Action Step 5:	Commence exterior repairs			CY 25	
	Action Step 6:	Decision: Courthouse Justice Center vs New Justice Center			Fall 24	
	Budget Needs?	>\$10M				
	Outcomes:	<i>Renovation and historical preservation of Courthouse</i>				
<u>Objective: Airport Opportunities</u>			Commission	CY 25		
Action Step 1:	Assess current impacts on local economy					
Action Step 2:	Assess infrastructure/facility improvements					
Action Step 3:	Assess airport's existing goals/objectives					
Budget Needs?	TBD					
Outcomes:	<i>Assess present ROI; improve local economy w/ improved services</i>					

Infrastructure	<u>Objective: Recapitalize Equip</u>				
	Action Step 1:	Develop Needs Assessments for capital equip; submit to POP Board	Highway - Solid Waste	CY 24	
	Budget Needs?	TBD			
	Outcomes:	<i>Get proactive on major capital equipment replacements</i>			
	<u>Objective: School Renovations</u>		CE - BOE - Commission		
	Action Step 1:	Pass bond measure for Bridgeforth repairs			√
	Action Step 2:	Determine funding plan for Pulaski Elementary		TBD	
	Budget Needs?	BOE funded bond out of existing revenue			
	Outcomes:	<i>Complete renovations of GCHS, BMS, PES</i>			
	<u>Objective: New E911 Dispatch</u>		CE - E911 - Commission		
	Action Step 1:	E911 Board assesses construction/renovation options			Mar 24
	Action Step 2:	Identify funding source(s)		Apr 24	
	Action Step 3:	Site Selection		Apr 24	
	Action Step 4:	Commence design		CY 24	
	Action Step 5:	Identify logistics of equipment & console move		CY 24	
Budget Needs?	TBD				
Outcomes:	<i>Upgraded E911 Dispatch Center</i>				

Infrastructure	Objective: BOE Main Office		CE - BOE	
	Action Step 1:	Conduct space study for admin, maintenance, bus garage		Summer 24
	Budget Needs?	TBD		
	Outcomes:	<i>Develop plan for relocating BOE & adjacent facilities</i>		
	Objective: Capital Asset Plan		CE - Commission	
	Action Step 1:	<i>RFP for assessment of all county buildings</i>		CY 25
	Budget Needs?	~\$100K		
	Outcomes:	<i>Long range FY maintenance plan for county buildings</i>		
	Objective: Countywide Utility Planning		CE-Commission	
	Action Step 1:	Resolution to encourage greater water district partnership/coordination		Feb 24
	Action Step 2:	Assist w/ Tarpley Shop & South Giles consolidation		Feb 24 May 24
	Action Step 3:	Annual meetings of Planning Commission with Water Boards		CY 24
	Action Step 3:	Stand up County Water Advisory Board		TBD
	Budget Needs?	N/A		
	Outcomes:	<i>Cultivate project collaboration & cooperative emergency preparedness</i>		

Focus Area	Defined Strategies	Details	Owner	Start	Complete
Economic Development	Objective: Housing Needs		EDC	CY 26	
	Action Step 1:	TBD			
	Budget Needs?				
	Outcomes:	<i>Address housing needs across economic strata</i>			
	Objective: Plan for Growth		CE - EDC - RPC	CY 25	
	Action Step 1:	TBD			
	Budget Needs?				
	Outcomes:	<i>Avoid errors of surrounding counties; preserve rural farmland</i>			
	Objective: County Marketing Plan		EDC - Chamber	CY 25	
	Action Step 1:	TBD			
	Budget Needs?				
	Outcomes:	<i>Strategically market GC for industry/tourism</i>			
Objective: Partnerships			RPC - EDC		
Action Step 1:	Training for RPC members on roles/responsibilities				
Action Step 2:	Collaboration & joint meetings w/ Commission & BOE				
Action Step 3:	Collaboration & joint meetings w/ PES & TVA			√	
Action Step 4:	Attend Rural Rountables; engage w/ SCTDD & SCHRA			√	
Budget Needs?	EDC Funding				
Outcomes:	<i>Closer collaboration w/ partners for strategic regional planning</i>				

Economic Development	<u>Objective: Build Spec Building</u>		EDC		
	Action Step 1:	Contend for state ECD \$5M grant			√
	Budget Needs?	Grant match			
	Outcomes:	<i>Attract high-paying industries that require >100,000sf capacity</i>			
	<u>Objective: Preserve Quality of Life</u>		Commission - RPC	CY 25	
	Action Step 1:	TBD			
	Budget Needs?				
	Outcomes:				
	<u>Objective: Define RPC Mission</u>		CE - RPC		
	Action Step 1:	Add RPC page to website w/ responsibilities & duties			May 24
	Action Step 2:	Vision & Mission statements		Fall 24	
Budget Needs?	N/A				
Outcomes:	A clear mission w/ goals/objectives that serve countywide interests				

Economic Development	<u>Objective: Plan/Map for Growth</u>		RPC - EDC		
	Action Step 1:	Update Subdivision Standards (separate objective)		Oct 24	
	Action Step 2:	Liaise w/ water districts to assess readiness for growth		CY 25	
	Action Step 3:	Liaise w/ TVA & PES; assess utility capacity			Oct 24
	Action Step 4:	Liaise w/ 3 broadband utilities to assess & fill service gaps		Ongoing	
	Budget Needs?	N/A			
	Outcomes:	<i>Strategic plan for growth without burdensome regulation</i>			
	<u>Objective: Revise Subdivision Stds</u>		CE - RPC		
	Action Step 1:	Compare/contrast existing w/ Putnam County (a no-zoned county)			Nov 23
	Action Step 2:	Gather input/counsel; revise existing subdivision standards			Feb 24
	Action Step 3:	RPC approval; schedule Public Hearing			May 24
	Action Step 4:	Commission approval			July 24
	Budget Needs?				
Outcomes:	Improved specificity & communication of subdivision requirements				

Economic Development	<u>Objective: I-65 & Hwy 64 Corridor Study</u>		CE-EDC	CY 25		
	Action Step 1:	Resolution requesting TDOT corridor study				
	Budget Needs?	TBD				
	Outcomes:	<i>Increase revenue potential</i>				
	<u>Objective: Retail, Restaurants, Tourism</u>		EDC - Chamber			
	Action Step 1:	Ongoing recruitment		Ongoing		
	Budget Needs?	TBD				
Outcomes:	Improve service industry options; revenue growth					