

**Anderson County Board of Commissioners**  
**OPERATIONS COMMITTEE**  
**AGENDA**

**May 13, 2024**  
**6:00 p.m. Room 312**

- 1. Call to Order**
- 2. Prayer / Pledge of Allegiance**
- 3. Approval of Agenda**
- 4. Appearance of Citizens**
- 5. Shayla Wilson, Executive Director of ASAP –**
  - Update on ASAP
  - Discuss Zoning/Options for vape shops
- 6. Resolution No. 24-01-1150 – To Create the Veterans’ Service Office, Position of Director and Veterans’ Services Advisory Committee**
- 7. Mayor – Update on Library**
- 8. Strategic Planning Report**

**Unfinished Business**

**New Business**

**Adjourn**

# **Anderson County, Tennessee**

## **Board of Commissioners**

### **RESOLUTION NO. 24-01-1150**

#### **RESOLUTION TO CREATE THE VETERANS' SERVICE OFFICE, POSITION OF DIRECTOR OF VETERANS' SERVICES AND THE VETERANS' SERVICES ADVISORY COMMITTEE**

**WHEREAS**, the care and assistance to our Nation's Veterans is a paramount duty of all Americans; and

**WHEREAS**, these brave men and women have defended our Nation's Constitution, our flag and the freedoms enjoyed by all Americans; and

**WHEREAS**, assistance and access to the benefits afforded to veterans and their family members are critical concerns of the Anderson County Board of Commissioners; and

**WHEREAS**, the need exist to have a Director of Veterans' Services to facilitate accessibility to these programs and benefits; and

**WHEREAS**, the creation of a Veterans' Services Advisory Committee to monitor and assist the Director of Veterans' Services is a coexisting need in order to achieve compliance with local, state and federal law.

**NOW, THEREFORE BE IT RESOLVED** by the Anderson County Board of Commissioners meeting in regular session this 16<sup>th</sup> day of January 2024 that we hereby establish the Anderson County Office of Veterans' Services, the position of Anderson County Director of Veterans' Services and the Veterans' Services Advisory Committee to provide and deliver critical services and programs to veterans and their families within the following legal parameters and requirements:

#### **Section 1: Creation of the Veterans' Service Office**

*Tennessee Code Annotated §58-3-109* provides legal authority for the Board of Commissioners to create the Anderson County Veterans' Service Office. That statute reads in relevant part as follows:

The county legislative bodies of the several counties of this state and the governing bodies of each municipal corporation in this state are authorized, jointly or severally, to establish service offices for the purpose of advising veterans of the United States armed forces, and their dependents, of all rights, privileges, immunities and benefits to which they may be

entitled under any law, state or federal, and which may be made available to them by private institutions, organizations or individuals and of assisting them in every way possible in obtaining such rights, immunities and benefits. The service offices shall be staffed by accredited veterans' service officers.

## **Section 2: Mission Statement**

The stated mission of the Veterans' Service Office will at all times be compliant with the following directive approved by the Board of Commissioners on March 19, 2007, to wit:

The County Veterans' Service Office has a solemn, unwavering mission to assist veterans and their dependents in obtaining the entitlements they justly deserve. We will work to ease the anxiety and confusion of those who seek our assistance.

## **Section 3: Necessary Funding to Support the Veterans' Service Office and Personnel**

*Tennessee Code Annotated §58-3-110* provides legal authority for the appropriation of necessary funds to operate the Veterans' Service Office and the payment of salaries, expenses and benefits for the Director and staff. That statute reads as follows:

(a) The several county legislative bodies of the counties of this state and the several governing bodies of incorporated municipalities in this state are authorized to appropriate such funds as may be deemed necessary for the operation of such service offices; provided, however, that where such offices be established by appropriate agreement as hereinabove provided, the necessary funds for the operation thereof may be appropriated by the several political subdivisions participating therein in such proportion as may be agreed upon between themselves.

(b) (1) The senior accredited officer serving in a county veterans' service office may receive compensation commensurate to the compensation paid to heads of county government departments of comparable size in the county in which the officer is employed. Such compensation may be prorated to reflect the number of hours that the officer actually works during a specific pay period.

(2) Staff personnel employed by the respective veterans' service offices may receive compensation commensurate to the compensation paid to county government employees in comparable positions.

## **Section 4: Creation of the Position of Director of Veterans' Services**

*Tennessee Code Annotated §58-3-111* permits the Board of Commissioners to select the Director of Veterans' Service. That statute reads in relevant part as follows:

- (a) A veterans' service officer shall be chosen by the governing body or bodies of the political subdivision or subdivisions creating the veterans' service office by which the officer is to be employed.
- (b) If a veterans' service office is created by contract between two (2) or more political subdivisions, the veterans' service officer shall be approved by the governing body of each subdivision participating in the establishment of the office. If the political subdivisions are unable to agree upon a veterans' service officer, then the officer shall be chosen by the commissioner of veterans services from among the candidates proposed by the political subdivisions.
- (c) All veterans' service officers shall be honorably discharged veterans of the United States armed forces. Veterans' service officers shall have the authority to administer oaths and to take acknowledgments related to any matter falling within the scope of authority of their office, including the presentation of claims and other functions incident to obtaining benefits for discharged veterans. No veteran or dependent of a veteran shall be charged any fee for services rendered by a veterans' service officer.
- (d) All veterans' service officers shall successfully complete training and be issued accreditation by the department of veterans services within one (1) year from the date of appointment. Any veterans' service officer who does not complete the required training and receive accreditation within one (1) year of appointment shall be removed from office by the governing body or bodies of the political subdivisions creating the veterans' service office by which the officer is employed.

#### **Section 5: Job Qualifications for the Director of Veterans' Services**

- (A) Must be a High School graduate.
- (B) Must be able to understand, interpret and apply Department of Veterans' Affairs policies, procedures and regulations.
- (C) Must be able to express themselves reasonably well in writing.
- (D) Must have workable computer skills.
- (E) Must complete the required certification program conducted by the Tennessee Department of Veterans Affairs within one (1) year from date of appointment.
- (F) The Director of Veterans' Services shall be an honorably discharged veteran of the United States armed forces. Veterans' service officers shall have the authority to administer oaths and to take acknowledgments related to any matter falling within the scope of authority of their office, including the presentation of claims and other functions incident to obtaining benefits for discharged veterans. No veteran or dependent of a veteran shall be charged any fee for services rendered by a veterans' service officer.



## **Section 6: Job Duties for the Director of Veterans' Services**

- (A) Interview and counsel veterans and their dependents concerning benefits such as pensions, compensation, education, hospitalization, insurance, home loans, discharge services, medical care, veterans preference and other miscellaneous benefits.
- (B) Prepare formal claims and compile appropriate supporting documents and evidence in support of claims for appropriate agency, reviewed denied claims and assist veterans and their dependents in preparing rebuttals to adverse benefits/decisions for presentation to the claims service for processing.
- (C) Visit veterans and their dependents in hospitals, nursing homes, and residences to counsel and file claims as necessary.
- (D) Maintain a standard file system to provide follow-up on claims as necessary.
- (E) Consult with doctors, lawyers, hospital administrators and other service professionals regarding benefits and services for claimants.
- (F) Keep abreast of changes to veterans' benefits, laws, and regulations and obtain current information on changes.
- (G) Maintain contact with all county veterans' service organization and train Post Service Officers.
- (H) Maintain contact governmental organizations such as Employment Security, Human Services and the Social Security Administration in providing services to county veterans and their dependents.
- (I) Be the lead contact on all veterans' activities in the county.

## **Section 7: Creation of the Veterans' Service Advisory Committee**

In order to monitor oversight of the Office of Veterans' Service and its Director and staff personnel the Veterans' Service Advisory Committee has previously been established by the Board of Commissioners on November 20, 2006 consisting of seven (7) members appointed by the Board of Commissioners and the Director of Veterans' Services serving in an *ex officio* role to the Advisory Committee. The Advisory Committee shall assist the Director and staff with policy and budget recommendations and directives concerning the delivery of service to veterans. The Advisory Committee shall assist the Board of Commissioners with the termination and hiring of the Director and any other duties requested by the Board of Commissioners. The County Mayor shall assist the Director and Advisory Committee as requested by the Board of Commissioners. Notwithstanding any provision herein interpreted to the contrary, the Director and staff positions will not be affected by the passage of this Resolution.

**Section 8: Hiring, Termination and Budget Approval**

The Board of Commissioners shall be the sole entity with the authority to hire and fire the Director of Veterans' Services and approve any and all budget requests. The Board of Commissioners may enlist the assistance of the Advisory Committee and County Mayor when needed.

**Section 9: Conflicting Resolutions**

Any Resolution or Motion previously approved by the Board of Commissioners in conflict with this Resolution is repealed as to those provisions in conflict.

**DULY PASSED, APPROVED AND EFFECTIVE THIS 16<sup>th</sup> day of January 2024.** The public welfare requiring same.

\_\_\_\_\_  
H. Tyler Mayes, Chair, AC Commission

\_\_\_\_\_  
Terry Frank, County Mayor

ATTEST:

\_\_\_\_\_  
Jeff Cole, County Clerk

**Anderson County Commission Planning Retreat**  
**AGENDA**  
**October 26-27, 2023**

**Thursday, October 26, 2023**

- 3:00 p.m.      Welcome, Agenda Overview and Ice Breaker
- Facilitator Review of Pre-retreat Departmental Surey
- Mission and Vision Statements for County Government
- SWOT Analysis (Group Exercise)
- Strengths of Anderson County Government
- Weaknesses of Anderson County Government
- Opportunities of Anderson County Government
- Threats of Anderson County Government
- Rank Weaknesses, Opportunities and Threats
- 7:00 p.m.      Wrap Up Day

**Friday, October 27, 2023**

- 8:00 a.m.      Welcome Back and Recap from Wednesday
- Review of SWOT Analysis Rankings
- Team Building Exercise
- What are SMART Goals?
- Develop 5-Year Priorities for Anderson County Government (Group Exercise)
- Lunch
- Goal Setting
- Responsibilities and Timelines
- Next Steps
- 4:00 p.m.      Adjourn

Anderson County Board of Commissioners  
Strategic Planning Workshop  
October 26-27, 2023  
Anderson County Department of Health  
Conference Room  
710 N. Main Street, Clinton TN

**Members Present (October 26):** Commissioners Tyler Mayes, Aaron Wells, Phil Yager, Anthony Allen, Josh Anderson, Steve Verran, Shelley Vandergriff, Michael Foster, Shain Vowell, and Denise Palmer

**Members Present (October 27):** Commissioners Tyler Mayes, Aaron Wells, Phil Yager, Anthony Allen, Tracy Wandell, Steve Verran, Shelley Vandergriff, Michael Foster, Shain Vowell, and Denise Palmer

**Members Absent (October 26):** Tracy Wandell, Tim Isbel, Bob Smallridge Sabra Beauchamp, Jerry White and Robert McKamey

**Members Absent (October 26):** Josh Anderson, Tim Isbel, Bob Smallridge Sabra Beauchamp, Jerry White, and Robert McKamey

**Others Present (October 26):** Randy Waters, Robby Holbrook Nathan Sweet, and Terry Frank

**Others Present (October 26):** Randy Waters, Robby Holbrook Nathan Sweet, and Terry Frank

The Anderson County Board of Commissioners hosted a Strategic Planning Workshop with Kathy Price Consulting on Thursday, October 26 from 3p-7p and continued on Friday, October 27 from 8a-4P.

Kathy Price served as a facilitator of discussion based on the Agenda (see attached)

Notes of the input from commissioners, discussion, visioning and planning are reflected in the document formatted as "Anderson County, Tennessee 5-year Strategic Plan, FY 2024- FY 2029"

Following the discussion of agenda items, there was no other discussion and the workshop adjourned at approximately 4:00p on Friday, October 27. Several items on the agenda scheduled for Friday afternoon were not completed. Kathy Price suggested a follow-up workshop to complete goal-setting and next steps.

## **Tentative Agenda**

**Anderson County Commission  
Strategic Planning Follow-Up  
March 27, 2024**

- 8:30 a.m. Welcome and Goals of Retreat Follow-Up**
- 8:45 a.m. Discuss and Set Goals for Priority #8: Engage Citizens in a Strategic Growth Plan**
- 9:45 a.m. Discuss, Prioritize, Set Goals and Potential Funding Opportunities for Priority #4: Build New Public Facilities (Capital Expenditures)**
- EMA
  - EOC
  - EMS 2 Oak Ridge Facilities (evaluate upgrades versus new buildings)
  - EMS Claxton Facility (need to go 24 hours – currently 12 hours)
  - Justice Center
  - New Parks and Amenities
  - Other New Requests Since Planning Retreat
- Discuss and Set Goals for Priority #3: Update/Renovate Existing Public Facilities**
- Develop a Maintenance Plan
  - Assess Facilities
  - Review ESG Project
  - Develop a Facilities Use Plan (Life Cycle)
- Discuss and Set Goals for Priority #2: Balance the Needs of the Schools Versus Priorities of Entire County System**
- Determine What Needs are and What We are Balancing Against
  - Asking Different Questions of School System – Where are We at on Capital Needs Checklist
  - Instead of Just Reporting Good News Request Schools Regularly to Give Capital Updates
  - Request Plan for Schools
  - Report Results of Retreat to Commission
  - Obtain Written Project/Priority List from School System
  - Obtain Capital Outlay Plan from School System
- 12:00 p.m. Lunch**

- 12:45 p.m. Discuss Progress and Identify Any Other Goals that May Need Added to Priority #1: Improve Public Safety Interagency Communications
- Identify Stakeholders
  - Purchase New Radios
  - Identify Funding Sources
- 1:15 p.m. Discuss, Report on Progress and Identify Any Other Goals for Priority #5: Evaluate the Structure of the Human Resources and Legal Departments
- Legal Services Committee to Review Public Act to See Options Related to Law Director
  - Review Who Human Resources, IT, etc. are Accountable to
  - Request a Tourism Opinion from Law Director – Are they Allowed to Be an Autonomous Organization
  - Review Law Director Structure and Loss of Revenue – How Does He Collect Oak Ridge Delinquent Taxes
  - Study Having Full-Time Law Director versus Retaining a Private Attorney
- 2:30 p.m. Discuss, Report on Progress and Identify Any Other Goals for Priority #6: Consolidation of Committees with Overlapping Responsibilities
- Create Easy to Understand Organizational Chart and Amend Resolutions, if needed (how were committees created/structured – private act/matrix)
- 3:00 p.m. Discuss, Report on Progress and Identify Any Other Goals for Priority #7: Better Communications with Citizens and Internally
- Hire Communication Director (Mayor has current open position that will have some communication duties as part of their job description)
  - Reevaluate Existing Positions
  - Better User-Friendly Website
  - Better Use of Social Media
- 3:15 p.m. Discuss and Set Goals for Priority #9: Improve Employee Retention and Attraction
- 4:00 p.m. Additional Discussion and Next Steps
- 4:30 p.m. Adjourn

Anderson County Board of Commissioners  
Strategic Planning Workshop  
March 27, 2024  
Anderson County Department of Health  
Conference Room  
710 N. Main Street, Clinton TN

Members Present: Commissioners Tyler Mayes, Aaron Wells, Phil Yager, Anthony Allen, Steve Verran, Shelley Vandergriff, Michael Foster, Josh Anderson, Bob Smallridge, Tim Isbel, and Denise Palmer

Members Absent: Tracy Wandell, Shain Vowell, Sabra Beauchamp, Jerry White, and Robert McKamey

Others Present: Mitch Loomis (ETDD), Joe Barrett (ETDD), Tim Parrott, John Prince, Randy Waters, Jay Yeager, Nathan Sweet, Brice Kidwell and Terry Frank

The Anderson County Board of Commissioners hosted a follow-up workshop (continuation of the workshop on October 26-27, 2023) with Kathy Price Consulting.

At approximately 8:30a, prior to the discussion items on the Agenda, County Law Director, Jay Yeager verbally advised commissioners in attendance that a quorum was needed for a workshop. Commissioners awaited the arrival of additional commissioners until a quorum was present. Meeting began approximately 8:45a.

Kathy Price served as a facilitator of discussion based on the Agenda (see attached)

Notes of the input from commissioners, discussion, visioning and planning are reflected in the document formatted as "Anderson County, Tennessee 5-year Strategic Plan, FY 2024- FY 2029"

Following the discussion of agenda items, there was no other discussion and the workshop adjourned at approximately 3:30p



Anderson County, Tennessee

5-Year Strategic Plan

FY 2024 – FY 2029



Kathy Price  
CONSULTING



## Foreword

The County Commission of the Anderson County, Tennessee Government met for a one and one-half (1 ½) day planning session on October 26-27, 2023, and a follow-up workshop on March 27, 2024. The goals of the retreat were to set 5-year priorities in an effort to guide their decision-making, identify any shortcomings of the government structure, and plan for capital expenditures.

Attendees for the retreat and follow-up session included:

October 26, 2023 – Commissioners Tyler Mayes, Aaron Wells, Phil Yager, Anthony Allen, Josh Anderson, Steve Verran, Shelley Vandergriff, Michael Foster, Shain Vowell, and Denise Palmer. Also present were Nathan Sweet, Robby Holbrook, Randy Waters, and Terry Frank.

October 27, 2023 – Commissioners Tyler Mayes, Aaron Wells, Phil Yager, Anthony Allen, Tracy Wandell, Steve Verran, Shelley Vandergriff, Michael Foster, Shain Vowell, and Denise Palmer. Also present were Nathan Sweet, Robby Holbrook, Randy Waters, and Terry Frank.

March 27, 2024 – Commissioners Tyler Mayes, Aaron Wells, Phil Yager, Anthony Allen, Steve Verran, Shelley Vandergriff, Michael Foster, Josh Anderson, Bob Smallridge, Tim Isbel, and Denise Palmer. Also present were Mitch Loomis (ETDD), Joe Barrett (ETDD), Tim Parrott, John Prince, Randy Waters, Jay Yeager, Nathan Sweet, Brice Kidwell, and Terry Frank.

Kathy Price, Kathy Price Consulting, facilitated the retreat for Commission. She began the retreat by presenting Anderson County economic indicators and results from department surveys gathered prior to the retreat. Department heads and office holders were asked the following questions as part of the survey: 1) Please list successes your department has realized over the past 5 years; 2) Please explain challenges your department has realized over the past 5 years; 3) Please describe any foreseen challenges for your department over the next 5 years; and 4) Please list your projected departmental needs over the next 5 years. The presentation is included as Appendix A to this plan.

Although a mission and vision statement were not identified as part of this retreat due to time constraints, Kathy Price emphasized the importance of Commissioners to understand who Anderson County government is including their missions (why they do what they do), their vision (who they want to be), and understanding the services they provide to their citizens.

Results of the retreat and strategic priorities follow.

## SWOT Analysis

Commissioners identified the following Strengths, Weaknesses, Opportunities and Threats of Anderson County and the Anderson County government.

### **Strengths**

- Financial Management
- Current Financial Position
- Good Leaders
- Location and Landscape
- Proximity to Knoxville, Chattanooga, Nashville, and Southeast Region
- Diverse Industry Focus and Workforce
- Outdoor Recreation
- Relationship with State and Federal Officials
- Good Schools
- Federal Funding
- Rich History
- Wages
- Diverse Community
- Utilities

### **Weaknesses**

- Not Enough Commissioners Doing Homework Before Meetings
- Apathy
- Public Transportation
- Afraid of Change
- Silos of County Government
- Affordable Housing (not subsidized)
- Number of Workers
- Mobile Home Parks
- Lack of Sewer Access
- Controlled Growth
- Lack of Industrial Properties
- Development of Comprehensive Plan – Infrastructure
- Meddling – Not Staying in Own Lane – Causes Divide Between Commission and Office Holders
- County Website Needs to Be More User Friendly
- Citizen Engagement – Lack of Easy Avenues to Engage Citizens
- Intergovernmental Communication
- Satellite Offices (con-cost to county; pro-convenient to citizens)
- Aging Staff Close to Retirement
- Broadband
- Addiction

- Lack of Planning
- Lack of Self Assessments
- Fail to Look at Data
- Structure of Government
- Project Management Process

### **Opportunities**

- Opiate Funding
- Strategic Controlled Growth
- DOE for Funding Opportunities
- New Leadership – Fresh Start
- Bull Run Cleanup Activities and Others
- Enhancing Quality of Life for Citizens
- Building New Schools
- Building New EMS
- Buildings Upgraded
- Disposition of Properties
- Build Capital Fund
- Comprehensive Park Plan
- Building Partnerships
- Evaluate Financial Relationship with Cities
- Volunteer Fire Department Contributions/Rescue Squad

### **Threats**

- Natural Disasters
- Cost of Living Increases
- Inflation
- Unfunded Mandates (State)
- Domestic Migration (Raising Costs)
- Addiction and Homelessness Stress on Services
- Apathy
- Lawsuits
- Radicalism
- If Downturn in Economy
- Prisoner Medical Costs
- Competition – Loss of Employees to Higher Paying Positions – Retention
- Climate
- Mental Health
- Size of Government
- Changing Expectations of Rising Workforce
- War, Social Conflict, Terrorism, Cyber Attacks
- Energy

- Relaxed/Loose Work Ethic
- Uncontrolled Costs
- China
- Criminal Justice Reform
- Loss of Healthcare Access
- Pollution of Waterways
- Pandemic
- Property Taxes

Commission ranked the identified weaknesses, opportunities, and threats by importance:

1. Lack of Planning
2. Tied for second:
  - a. Strategic Controlled Growth
  - b. Enhancing Quality of Life for Citizens
  - c. Building New EMS
  - d. Unfunded Mandates (State)
3. Tied for third:
  - a. Not Enough Commissioners Doing Homework Before Meeting
  - b. Property Taxes

## **Mission & Vision**

Although mission and vision statements were not developed during the retreat, Commissioners identified what they felt County Government's purpose was and what a good vision would look like.

### **Mission**

- Conduit Between People and Government
- Oversee the Purse (taxpayer money)
- Quality of Life
- Brother's Keeper
- Safety and Welfare of Citizens
- Do All Without Infringing on Constitutional Rights
- Promote Economic Growth
- Embracing Diversity/Cultural Opportunities
- Represent Constituents Interests

### **Vision**

- Best Place to Work, Live, and Play
- Low-tax County

## County Services

---

Commissioners identified the services that the county affords its citizens as the following:

- Public Education
- Public Safety
- Health Services
- Recreation
- Roads
- Solid Waste and Recycling
- Tourism and Economic Development
- Animal Control and Shelter
- Libraries
- Veteran Services
- Social Services including Senior Services
- Agricultural Services
- Records Retrieval/Archives
- Elections

The facilitator identified five (5) categories of services and partnerships based on the discussion, and recommended that Commission begin thinking of and communicating their services in these categories:

- Operations
- Public Safety
- Social Services
- Planning and Development
- Infrastructure
- Partnerships

County Commissioners identified services offered under each bucket:

### **Operations:**

- Human Resources (benefits, compensation, and payroll)
- Fleet
- Records Management
- Finance
- IT/Security
- Legal
- Maintenance

**Public Safety:**

- Police
- EMS
- EMA
- Fire
- Dispatch
- Animal Control

**Social Services:**

- Public Education
- Health Services
- Libraries
- Veteran's Services
- Senior Services
- Elections
- Courts
- Animal Shelter

**Planning and Development**

- Zoning
- Land Use
- Codes Enforcement
- Economic Development
- Building Inspections
- Stormwater

**Partnerships**

- Chamber of Commerce
- Agricultural
- Soil Conservation
- State Public Defender and District Attorney
- Anderson County Economic Development Agency
- Drug Court
- Tourism

**Service Category Needs**

---

Commissioners identified needs for each of the service categories:

**Operations:**

1. Finance
  - Cost Control/Plans for Funding New Projects

2. Human Resources
  - Consolidation of Committees that Handle Personnel
  - Add two (2) Commissioners to Human Resources Committee
3. Legal
  - Reevaluate and Look at Process (Private Act, Costs and Burden) of Having In-House Legal
  - Fairly Large Budget and Want More Accountability
4. IT/Security
  - Need to Stay Up to Date on Tools to Combat Cyber Threats

**Public Safety:**

1. Staffing and Employee Retention
2. Centralized Communications – Interagency
3. Equipment Upgrades

**Planning and Development:**

1. Strategic Planning and Growth
  - How We Communicate and Engage Stakeholders (citizens)
2. Economic Development
  - How Do We Maintain a Workforce that Lives in the County
3. Zoning
  - Influx of Domestic Migration as Shown in the Economic Indicators Presentation
  - Protection of Landowners' Rights
4. Codes Enforcement
  - Stronger Stance
  - Focus on Dilapidated Buildings
  - Better Communications

**Infrastructure**

1. Roads
  - Paving
  - More People and More Traffic the More Maintenance Needed
2. Solid Waste
  - Cost Escalation
  - Expand Long-Term Thinking
3. Facilities
  - Update/Renovate Buildings or Build New Buildings
  - Liquidation of Excess Public Buildings

### **Social Services**

1. Animal Shelter
  - Prioritize Financial Burden and How to Fund New Building
2. Public Education
  - How to Balance Prioritizing Financial Burdens of School Needs Versus Across the Board Needs of Other Departments and Services
3. Health Services
  - Communicating What Health Services We Have Available and Communicating that Effectively to the Citizens
  - Poor Health Affects Everything
  - How Do We Draw in New Services While Being Fiscally Responsible
  - Medical, Dental, and Mental (not proactive – TennCare expansion on adult dental could be a strain on our services)
4. Consolidated Communications
  - How Do We Get the Word Out About the Services We Have
  - Public Relations Campaign



## 5- Year Strategic Priorities

A good strategic plan includes SMART Goals (specific, measurable, attainable, relevant, and timely). Commissioners ranked the following nine (9) strategic priorities and goals from the needs listed in the section above:

### Priority #1: Improve Public Safety Interagency Communications

<b>Goals:</b>
Identify Stakeholders.
Purchase New Radios.
Identify Funding Sources.
Evaluate Creating a Public Safety Task Force or Commission (Fire, EMA, EMS, Constables, 911, etc.) to Collaborate How We are Addressing Response Time, Cost of Calls, etc.
Add Stakeholders/Agencies as Voting Members to Fire Commission and Change the Name to Public Safety Commission.

### Priority #2: Balance the Needs of the Schools Versus Priorities of Entire County System

<b>Goals:</b>
Determine What Needs are and What We are Balancing Against.
Asking Different Questions of School System – Where are We at on Capital Needs Checklist.
Instead of Just Reporting Good News Request Schools Regularly Give Capital Updates.
Request Plan for Schools.
Report Results of Retreat to Commission.
Obtain Written Project/Priority List from School System.
Obtain Capital Outlay Plan from School System.

### Priority #3: Update/Renovate Existing Public Facilities

<b>Goals:</b>
Develop a Maintenance Plan.
Assess Facilities.
Review ESG Project.
Develop a Facilities Use Plan (Life Cycle).

#### Priority #4: Build New Public Facilities

<b>Goals:</b>
EMA and EOC funded through EOC grant of \$2.9 million.
EMS 2 Oak Ridge Facilities <ul style="list-style-type: none"><li>• Need 0.5-0.75 acres for a new facility.</li><li>• One current facility provided by the City is the worst facility in inventory and in wrong location. Identify land or other facility in correct location.</li><li>• Review joint agreement with Oak Ridge.</li><li>• Oak Ridge current station near Home Depot is being vacated and could possibly be a good County EMS facility – some upgrades needed but should be less expensive than a new build.</li><li>• Oak Ridge County Commissioners to take lead on discussions with the City of Oak Ridge and others.</li></ul>
EMS Claxton Facility (need to go 24 hours – currently 12 hours) <ul style="list-style-type: none"><li>• East Tennessee Regional Health Coalition wants a building in Claxton and would like the County to be a part of that facility.</li><li>• EMS to identify land and present to County Commission.</li></ul>
Consider Applying for an Appalachian Regional Commission POWER grant for EMS Facilities.
Justice Center <ul style="list-style-type: none"><li>• Update needs assessment.</li><li>• Long-term plan needed that includes consolidation of facilities.</li><li>• Study costs of fragmented facilities.</li></ul>
New Parks and Amenities <ul style="list-style-type: none"><li>• Revisit Blockhouse Valley Park (old landfill). Update master plan.</li><li>• Consider applying for a TDEC Recreation grant (max \$500,000 and land can be matched) to help with the improvements to the Blockhouse Valley Park.</li><li>• Meet with TVA about possible relocation of Claxton Kid's Palace.</li></ul>
Develop Animal Shelter Business and Funding Plan

#### Priority 5: Evaluate the Structure of the Human Resources and Legal Departments

<b>Goals:</b>
Legal Services Committee to Review Public Act to See Options Related to Law Director
Review Who Human Resources, IT, etc. are Accountable to
Request a Tourism Opinion from Law Director – Are they Allowed to Be an Autonomous Organization
Review Law Director Structure and Loss of Revenue – How Does He Collect Oak Ridge Delinquent Taxes <ul style="list-style-type: none"><li>• Review 10–20-year trend of income/expenses.</li><li>• Research why County Trustee chooses to contract the collection of delinquent taxes in county out to a third-party firm instead of using Law Director.</li></ul>

**Study Having Full-Time Law Director Versus Retaining a Private Attorney**

- Review other county models and survey pros and cons of each model.
- Law Director to obtain study that has already been completed by CTAS and share with Commission.
- Develop succession plan for current law director as he faces retirement.
- Request Law Director to provide outline of services and job responsibilities to assist with succession plan.

**Priority #6: Consolidation of Committees with Overlapping Responsibilities****Goals:**

Create Easy to Understand Organizational Chart and Amend Resolutions, if needed (how were committees created/structured – private act/matrix)

**Priority #7: Better Communications with Citizens and Internally****Goals:**

Hire Communication Director (Mayor has current open position that will have some communication duties as part of their job description)

Reevaluate Existing Positions

Better User-Friendly Website with ADA Capabilities

Better Use of Social Media

Develop County-Wide App for Messaging Public

Provide Better Orientation for Elected Officials

**Priority #8: Engage Citizens in a Strategic Growth Plan****Goals:**

Host a joint workshop with the Planning Commission to:

- Review the 30 plus recent amendments to the Zoning Ordinance that the Planning Commission will be presenting to County Commission for consideration.
- Better understand what uses are allowed in certain zones.

Revisit Land Use Plan and Gather Citizen Input to the Plan (last 10-year plan was developed in 2018).

Develop a Community Facilities Plan that Inventory Existing Infrastructure (roads, utilities, etc.)

- Include condition of the infrastructure.
- Add lifespan, ranking of critical improvement/replacement needs, provide GIS inventory of assets, etc. (Cannon & Cannon currently inventorying water lines, and Gary Long just received grant to inventory roads).
- The East Tennessee Development District representatives offered to assist in developing a Community Facilities Plan.

--

**Priority #9: Improve Employee Retention and Attraction**

<b>Goals:</b>
Finance Department Surveying Department on Longevity Pay and Raises.
Ask Fee Offices if They Can Absorb Longevity Pay in Department Budgets.
Consider the Possibility of Including County Employees as Members into the Boys/Girls Club as a Childcare Incentive.

**Recommendations**

It is important that all county employees and elected officials understand the values that Anderson County Government stands for and wants of those representing it. It is further recommended that County Commission annually review and update their strategic plan in a retreat setting and to bring in their department heads and office holders to present to them to better understand their departmental current and projected needs. Planning and communication are key to better government operations and relationships both internally and with stakeholders (citizens). Building trust internally and externally helps to accomplish your priorities and goals successfully.

County Commission should also consider and prioritize how they build their capital fund for future capital project needs. With the ninth (9<sup>th</sup>) highest property tax rate in Tennessee, out of 95 counties, it is important to find ways to reduce the tax burden on citizens and be more competitive in the economic development arena. Lack of available industrial properties and the high property tax rate makes Anderson County less competitive than some of their neighboring communities. It is important to find ways to grow your business base for a healthy economy. Balancing the needs of government and burden on taxpayers is often a difficult task. Starting to plan strategically is a first step to accomplishing these goals.

# APPENDIX A

# FY 2024 Anderson County Commission Planning Retreat

October 26-27, 2023  
Anderson County Health Department



Kathy Price Consulting

1

## Agenda – Day 1



Welcome, Agenda  
Overview and Ice  
Breaker



Facilitator Review of  
Pre-retreat  
Departmental Survey



Mission and Vision  
Statements for County  
Government



SWOT Analysis (Group  
Exercise)



Rank Weaknesses,  
Opportunities and  
Threats



Wrap Up Day

2

## Goals for Retreat



- Open Communication and Participation – Respect for One Another – Only One Person at a Time Speaks
- Facilitator Offers Background Info to Help Stimulate Ideas
- Facilitator Keep Discussion Moving
- Commission Defines Short- and Long-Term Goals
- Commission Prioritization of Goals
- Other?

Think County-Wide and Not District Specific  
Although at Times a Priority May End Up Focused in a Particular District

3

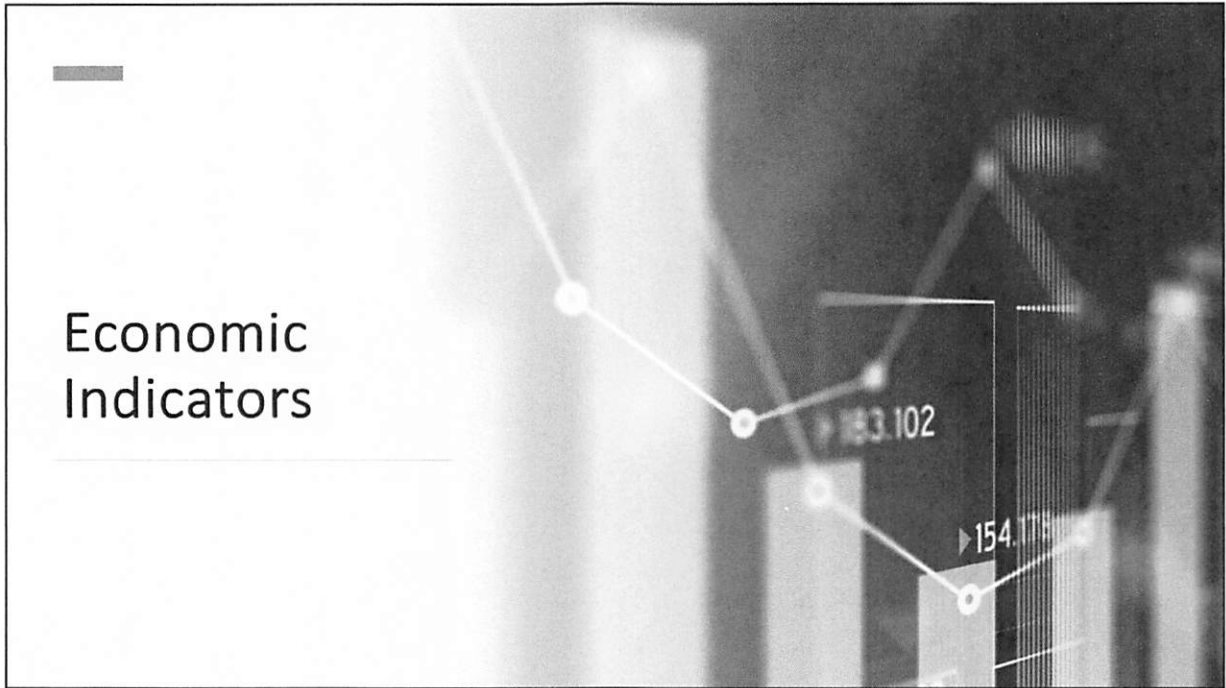
## Introductions & Ice Breaker

### What's In Your Wallet or Purse?

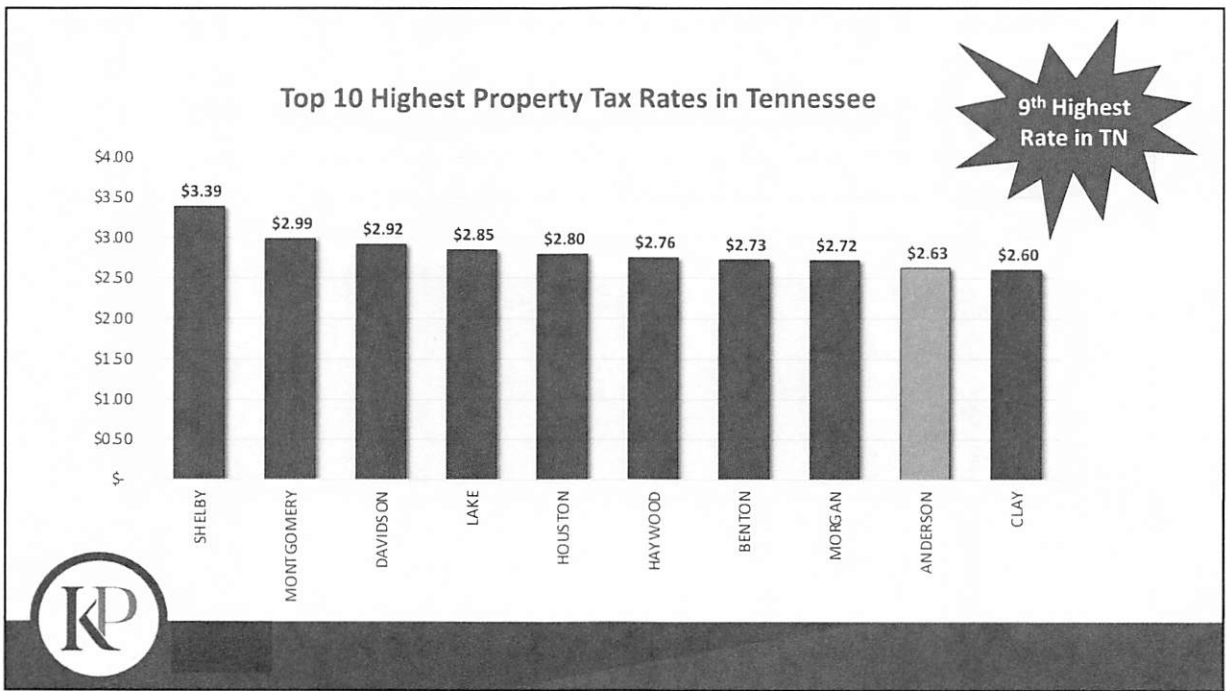
Take out your wallet or purse and find the **ONE** item that **BEST** represents what is important to you ... Tell Us Why This Particular Item is Important to You



4

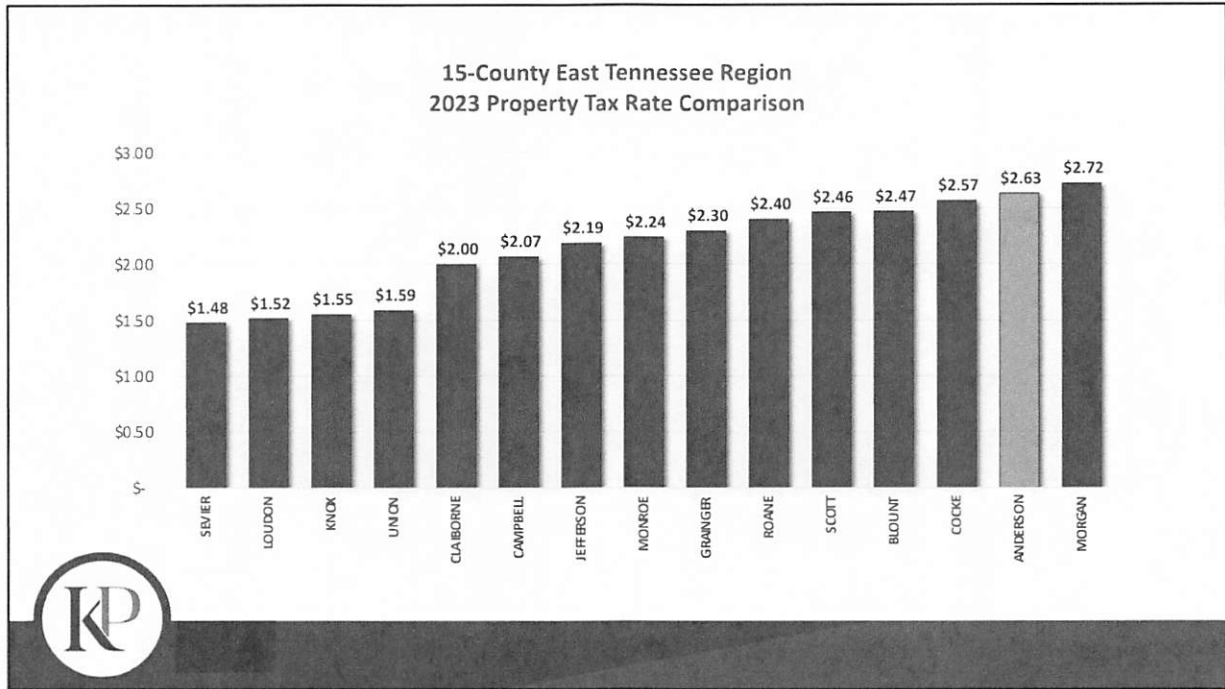


5

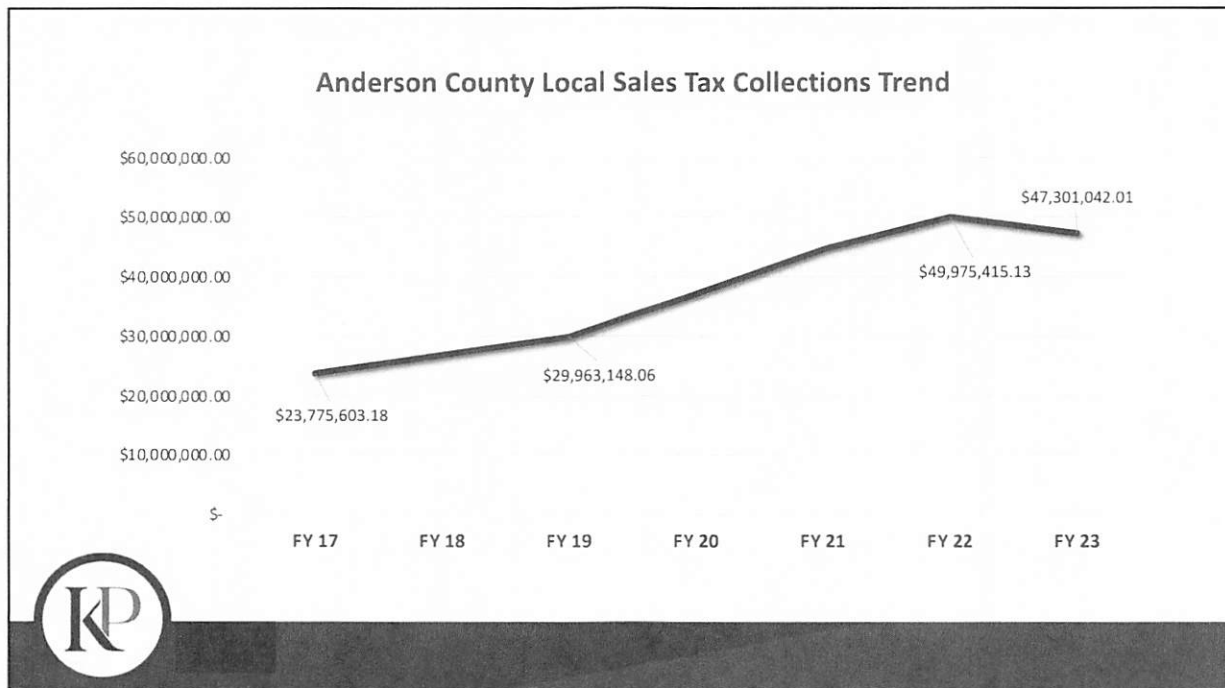


6

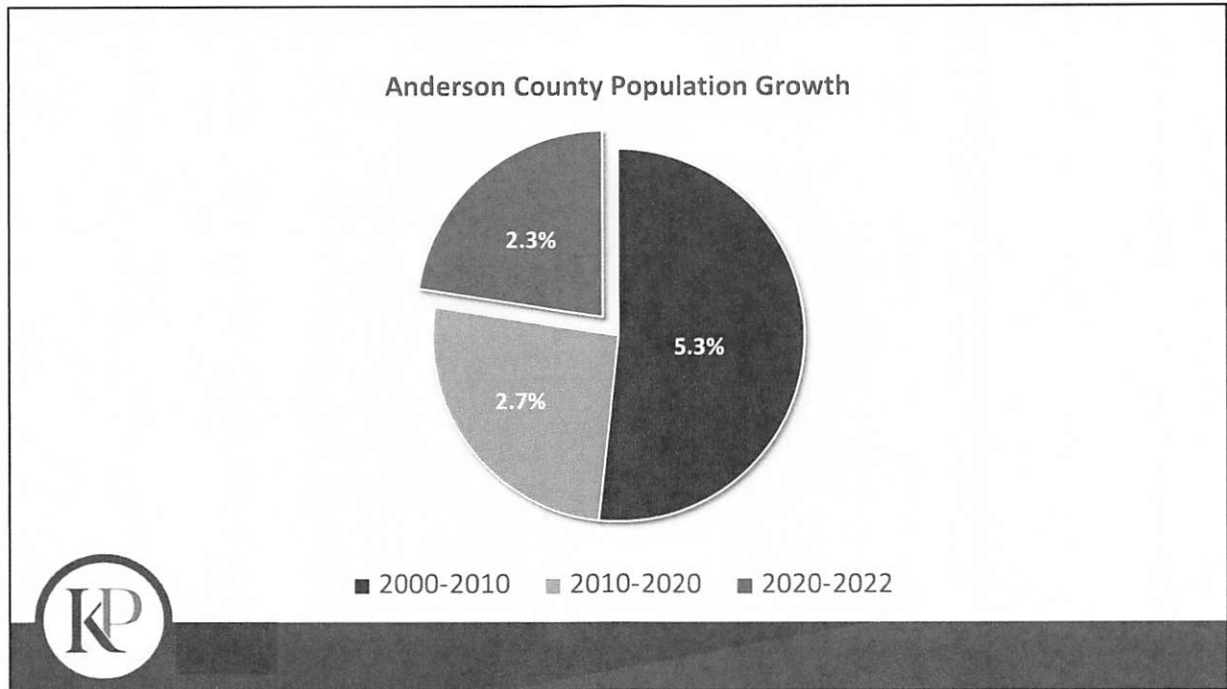




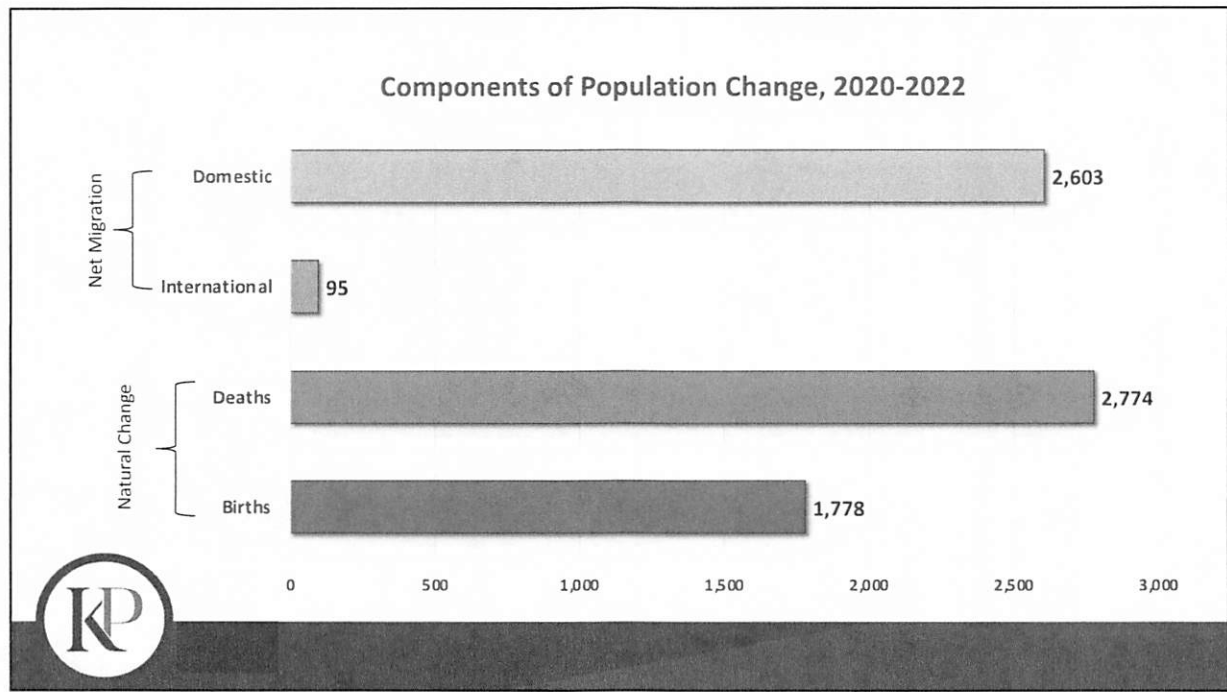
7



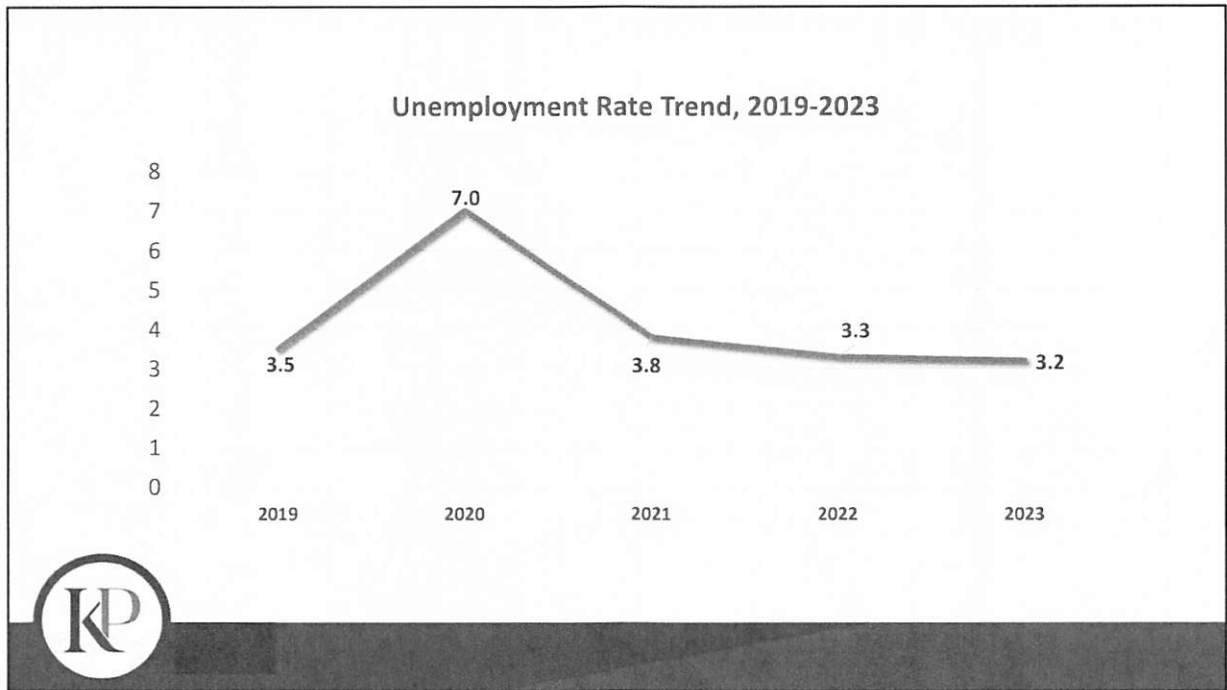
8



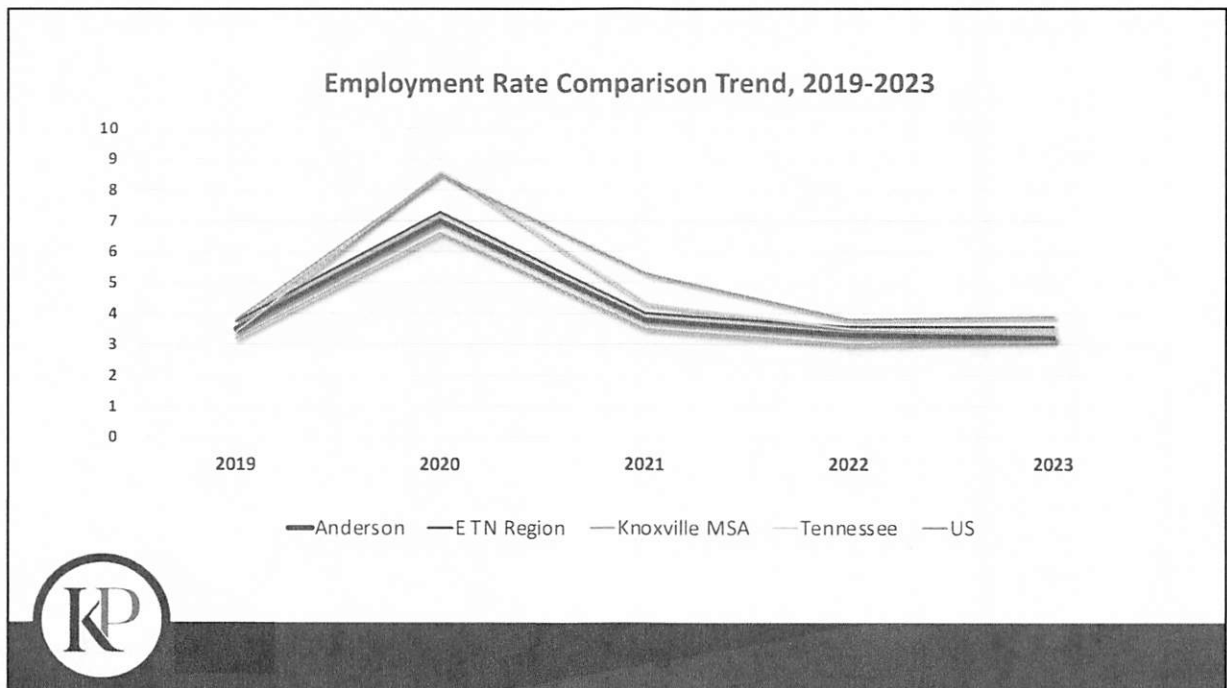
9



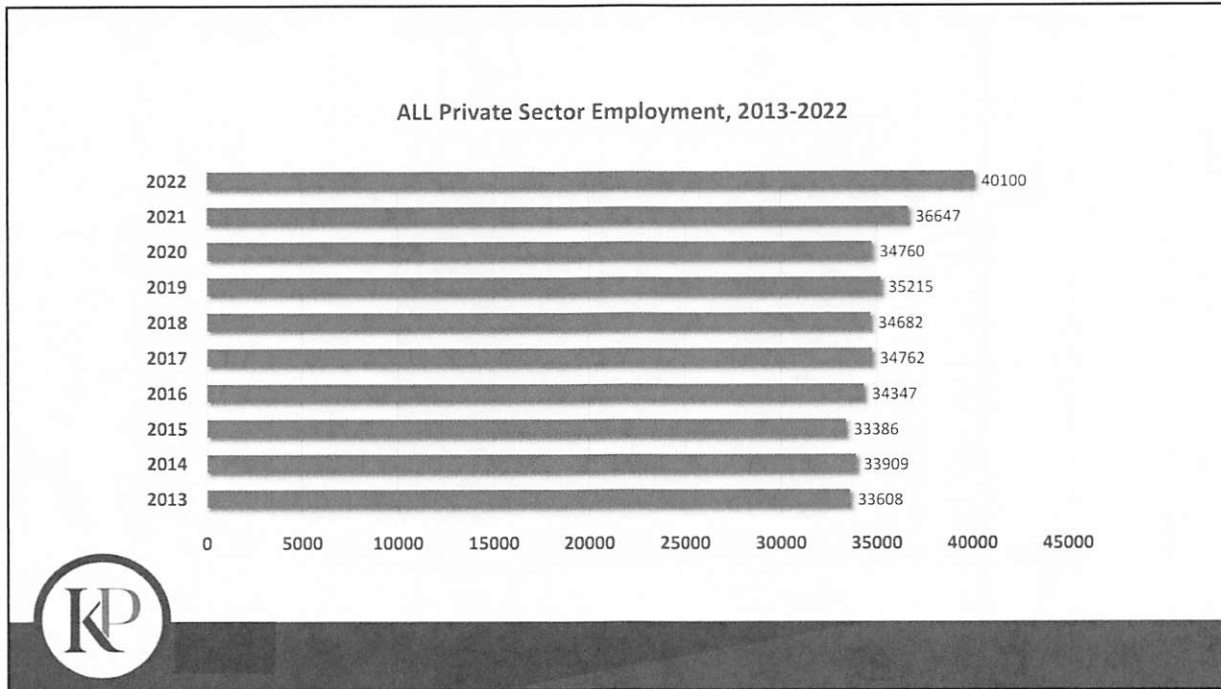
10



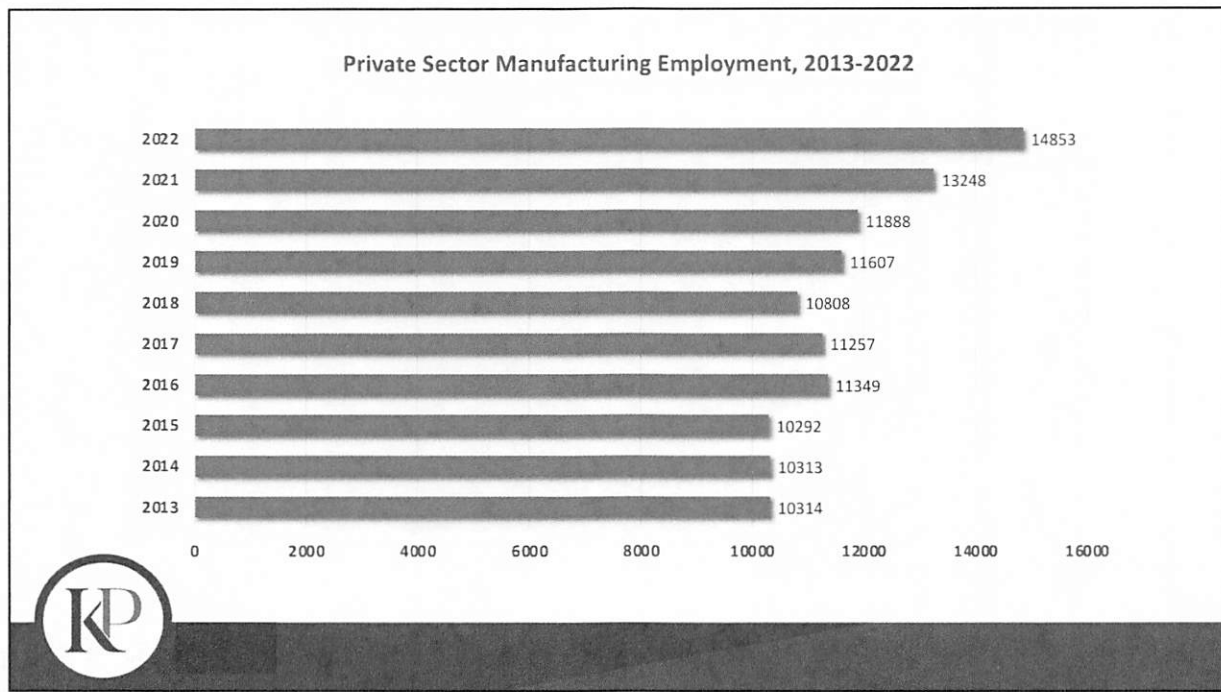
11



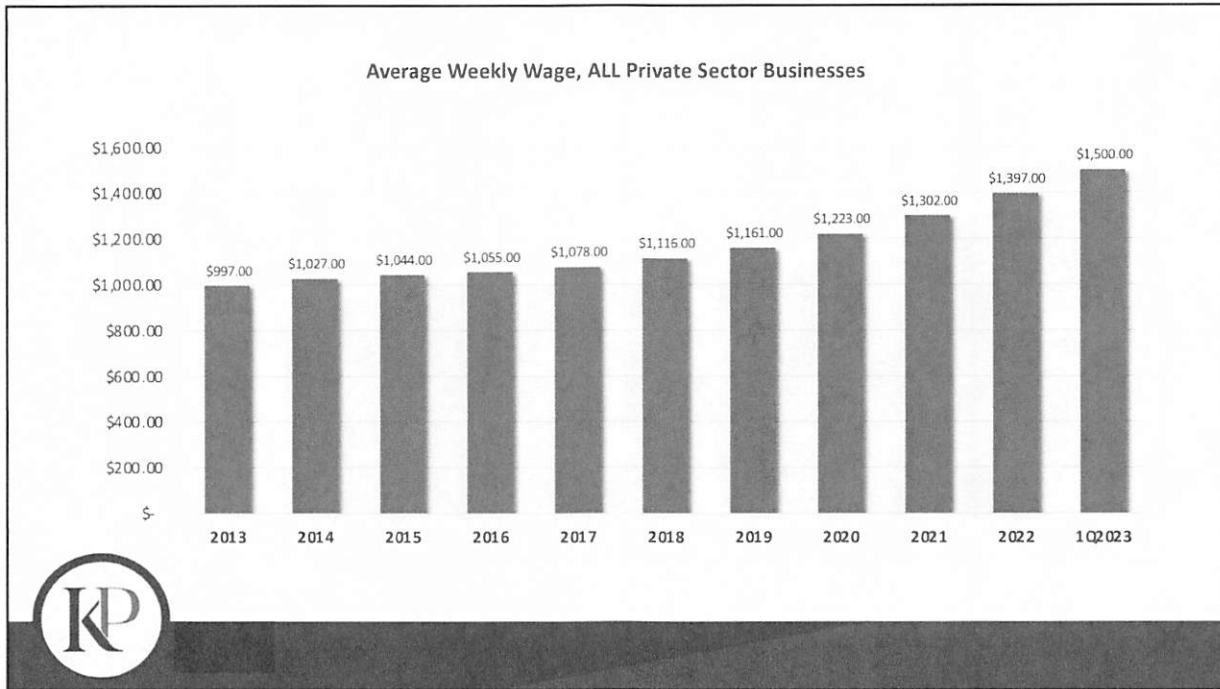
12



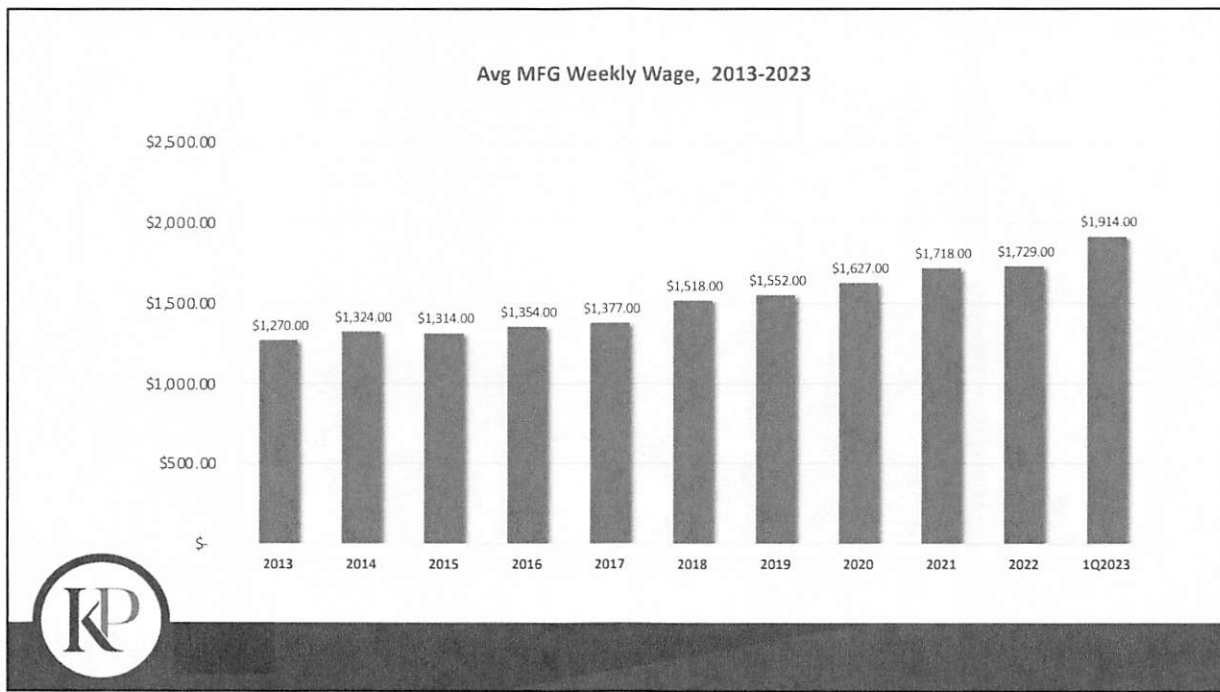
13



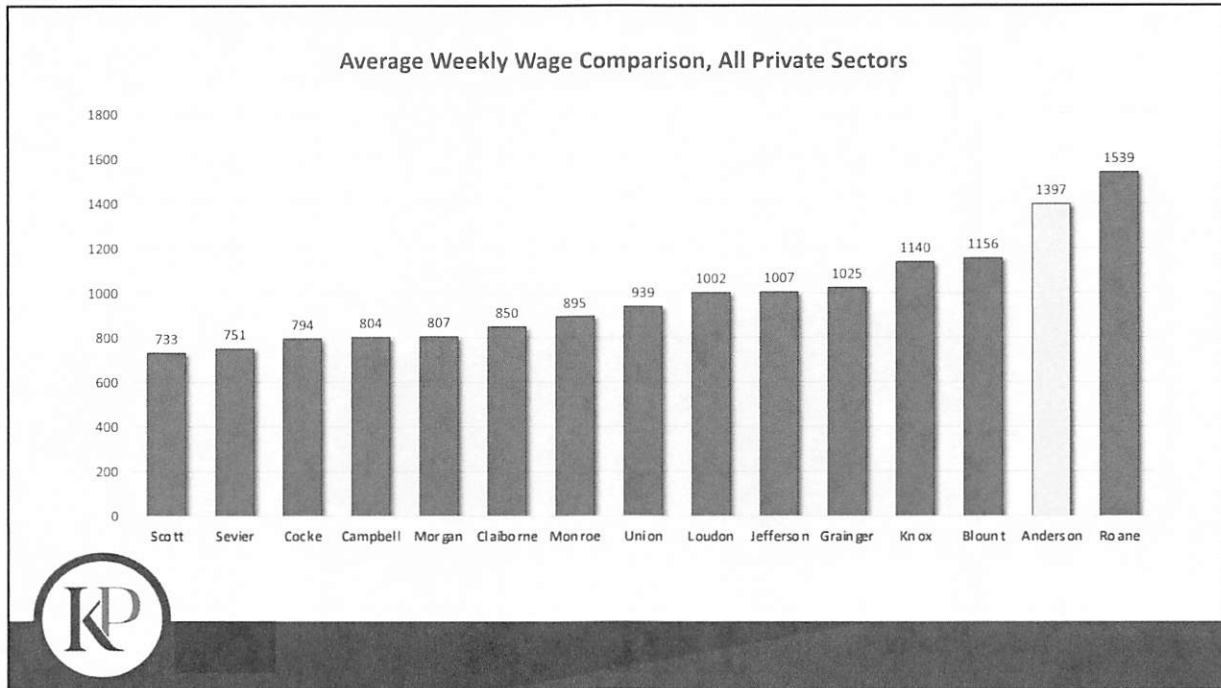
14



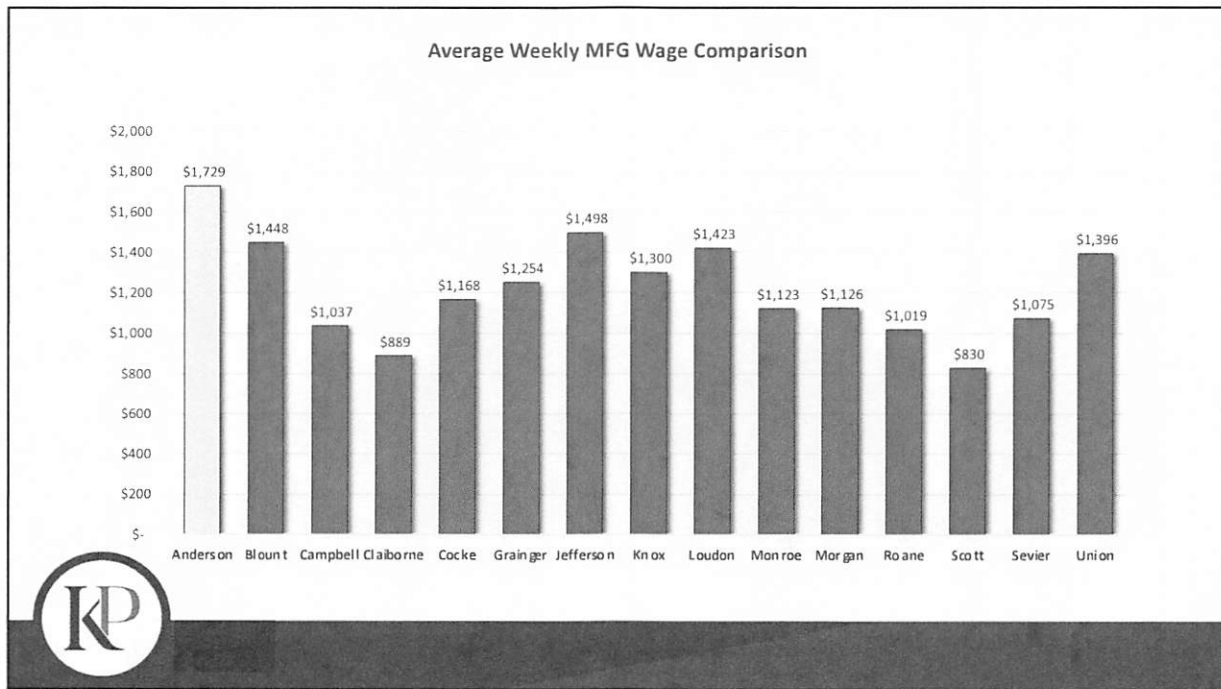
15



16



17



18




19

## Economic Disruptions/Trends

**DISRUPTIONS**

- COVID Pandemic
- Supply Chain Issues
- Labor Shortages
- Inflation
- Energy Prices
- Global Uncertainty
- Recession?
- Strikes
- Natural Disasters
- Others?



**TRENDS**

- Electrification of Vehicles
- On-Shoring
- Reduction of Work-From-Home Jobs
- More Automation to Combat Labor Shortages
- Cooling Housing Market
- Normalization of Supply Chain – Will We See Overstock of Inventory in the Future?
- Rising Interest Rates
- Increased Earnings
- Others?

**KP**

20

## Department Surveys



Please list successes your department has realized over the past 5 years.



Please explain challenges your department has realized over the past 5 years



Please describe any foreseen challenges for your department over the next 5 years.



Please list your projected departmental needs over the next 5 years.

21

## Anderson County Schools

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>• Graduation rate over 98%</li> <li>• Students received over 15 million in scholarships over the last three years.</li> <li>• Schools have been recognized as top schools in the state and at the national level.</li> <li>• ESG - The Energy savings program has saved the district over \$13M million in last eight years and has allowed the district to upgrade all lighting, HVAC systems, water, and sewer systems. The savings have offset the cost of the upgrades with no funds required from the County.</li> <li>• Fund balance at 10 million</li> <li>• Implemented new Math Curriculum at all levels</li> <li>• Awarded multiple grants that help to support students and teachers</li> <li>• Received the Epidemiology and Laboratory Capacity grant that provided COVID testing in schools for any student or staff member in the past 3 years. Grant also allowed updates to all school clinics with a new clinic bed, medication cart, cabinets, desk area, flooring, and a sink to better serve our students. Grant allowed us to expand staffing and put a nurse in every school with no financial impact on the district during the term of the grant.</li> <li>• 2 ACS Principals have made the top 9 Principals in the state of TN</li> </ul>	<ul style="list-style-type: none"> <li>• Student enrollment has decreased over the last five years</li> <li>• Teacher retention</li> <li>• Keep teacher Salaries in line with other districts.</li> <li>• Cost of Maintenance</li> <li>• Social Media</li> <li>• Chronic Absenteeism/Truancy</li> <li>• Increased medical and mental health needs for students and staff post-COVID.</li> </ul>

22



## Anderson County Schools

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>• The cost of everything keeps going up as well as salaries</li> <li>• The state privatizing education with vouchers</li> </ul>	<ul style="list-style-type: none"> <li>• New school in the Claxton community.</li> <li>• Building maintenance.</li> </ul>

23

## Anderson County Economic Development

Successes Past 4 Years	Challenges Past 4 Years
<ul style="list-style-type: none"> <li>• <b>3M expansion</b> - \$585 million and 500+ jobs in the next 5 years. This is the largest expansion ever in 3M's history anywhere in the world.</li> <li>• <b>Ace World Companies</b> – relocated to Clinton/Anderson County. They purchased an old industrial property and now build/ship cranes all over the US.</li> <li>• <b>Aisin</b> – Built an internal clean room to house the manufacture of electronic fuel injectors from California.</li> <li>• <b>MagUSA</b> – Expanded their operations by building a new 40K sqft building containing warehousing/shipping.</li> <li>• Secured funding from <b>TNECD (\$1,000,000)</b> and <b>TVA (\$300,000)</b> to start the process of <b>Environmental Studies, Clearing, and Leveling a 30-acre site in the David Jones Industrial Park</b>. This site has laid dormant since the park was purchased and developed in the late 1980s.</li> <li>• The new website is currently being finished.</li> <li>• Forming relationships with regional and international partners to help build Anderson County's brand as a place to grow industry.</li> <li>• Visiting Japan to further strengthened ACEDA's place with our industrial partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Covid 19 shutdown</li> <li>• Lack of Property, site ready sites</li> <li>• Lack of Buildings</li> <li>• Lack of Housing that the industrial workforce can afford.</li> <li>• Lack of Trained employees</li> </ul>

24

## Anderson County Economic Development

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>• Lack of Property, site ready sites</li> <li>• Lack of Buildings</li> <li>• Lack of Housing that the industrial workforce can afford.</li> <li>• Lack of Trained employees</li> </ul>	<p>I would like to add one extra staff person to my operation. Currently, I am a "one man" operation. ACEDA has over its life (Formed in 1964, Melton Hill Development) and has functioned as a one- and two-person organization. This would allow for more research on projects, documentation, filing, and adding to the overall organization of the department.</p>

25

## Parks & Recreation

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>• Assisted with construction of new camping sites within Anderson County Park. Continue to monitor and maintain these sites.</li> <li>• Installed storm drains and culverts in campground.</li> <li>• Maintain all county parks with minimal staff.</li> <li>• Implemented the change from a park director residence to a rental property, gaining revenue for Anderson County Government.</li> <li>• Implemented online reservation for campground.</li> </ul>	<p>Hiring for the extensive labor positions at the hourly budgeted rate has been a concern. Potential applicants can earn a higher wage working in a number of growing professions for far less strenuous work.</p>
Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>• Repairs to park facilities occur each year due to vandalism.</li> <li>• Aging park equipment and vehicles</li> <li>• Consistent inflation of goods and services that are required to maintain Anderson County Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Increased budget due to inflation of goods and services required to maintain Anderson County Parks.</li> <li>• Likelihood for and additional employee or increase hours of part time employee to keep up with growing demand to maintain Anderson County Parks.</li> </ul>

26

## County Clerk

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>Made the Norris/Andersonville office</li> <li>Made a full-service Driver License office</li> <li>Added a Kiosk for the Oak Ridge office</li> <li>Added Passport service in Clinton office</li> </ul>	<ul style="list-style-type: none"> <li>Covid</li> <li>Staffing</li> <li>Retaining employees</li> </ul>
Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>Staffing</li> <li>Retaining employees</li> <li>Training</li> </ul>	<ul style="list-style-type: none"> <li>Add new services like Fingerprinting</li> <li>Expanding our services on our website and rolling out more kiosks</li> </ul>

27

## Property Assessor

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>2020 Reappraisal</li> <li>E TN Assessor of year 2019</li> <li>TN Assessor of Year 2022</li> <li>Very few appeals</li> <li>Overall complaints down</li> </ul>	<ul style="list-style-type: none"> <li>Counties same size as Anderson has approx. 15 employees and 14-15 vehicles Compared to Andersons' 9 employees and 2 vehicles</li> <li>Employee retention because of pay</li> <li>No radios to call for help and protection for employees in the field</li> </ul>
Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>State may mandate a 2-, 3- or 4-year reappraisal cycle</li> <li>Lost 28% in revenue last year because the real property assessment vs what property sold for</li> <li>Gone from avg. 30-35 deeds a day down to 5-10 a day</li> </ul>	<ul style="list-style-type: none"> <li>Need 1-2 employees without going to a shorter reappraisal cycle.</li> <li>Need 4-5 employees if go to a 2-3-year reappraisal cycle.</li> <li>New vehicles – been 9 years since the purchase of vehicles for assessor's office</li> </ul>

28

## Senior Center – Office on Aging

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>• Obtained a new building that has more bathrooms, more space.</li> <li>• Being able to offer new and exciting programs to seniors that we were not able to do in the past due to space constraints.</li> <li>• Consistently adding new seniors each month, averaging 25-50 new seniors each month. WOW!</li> <li>• Being able to add new programs and activities, educational programs, history class, Mandolin and Guitar Classes. Evidence Based programs.</li> <li>• Hired health Educator for Anderson County, painting classes, Chat with Cherie which is a time that seniors tell me their problems and we work together to find a way to fix them.</li> <li>• More entertainment, field trips, being able to bring more information and assistance.</li> <li>• Health fairs, bringing in collaborating agencies like EMS, EMA, UT to inform and engage seniors.</li> <li>• Health checks, exercise equipment purchased with state grant, fun exercise classes, yoga.</li> </ul>	<ul style="list-style-type: none"> <li>• Not having enough of space for activities</li> <li>• No storage areas More work for Cherie.</li> <li>• Needing help for the added activities.</li> <li>• No building maintenance help, help with preparing for activities etc.</li> <li>• Commission has funded additional part-time activity personnel, but tough to keep them and we have gaps in assistance.</li> </ul>

29

## Senior Center – Office on Aging

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>• A lot of the foreseen challenges are being solved with the current construction project that is opening up the space, dedicating storage areas, putting sink where we need them, creating a confidential space for the health educator.</li> <li>• Other foreseen are what we will encounter as our community continues to age with the baby boomer generation.</li> <li>• Also, being able to meet needs of seniors as the population in Anderson County grows.</li> <li>• Concerns about future Funding.</li> <li>• Being able to stay competitive with larger and better funded Senior Centers .</li> </ul>	<ul style="list-style-type: none"> <li>• Replacement of our much-used older van. Also, a van or small bus for day trips or transportation for seniors. (Right now we are carpooling) which can be a challenge.</li> <li>• There is a need for some type of volunteer transportation program for seniors in our county like the Blount County SMILES program. Our center could be a partner somehow.</li> <li>• Senior Center will most likely need a roof within the next five years.</li> <li>• We also have a committed volunteer who has been doing required data entry for state and federal programs. At some point, we will need an employee for data entry. As population ages, and as more people come to Anderson County, we will need staff to maintain the work.</li> </ul>

30

## Veterans Service Office

Successes Past 5 Years	Challenges Past 5 Years
In the past 5 years VA benefits paid to veterans and surviving spouse have continued to grow, from \$40,934,000 in FY2018 to \$59,963,000 in FY2022 and are expected to continue to increase due to improved VA Regulations & laws.	Getting the information to the veterans and surviving spouses. Attend multiple meetings and community events, but many still don't know what could be available to them.
Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
None known at this time	None known at this time

31

## Archives

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>We have preserved and continue to preserve our most vulnerable books to ensure that the next generation and beyond can enjoy them and use them for research purposes.</li> <li>We are currently turning Archives into a space where citizens can come and research their family history in a controlled environment and still get that hands on experience. After all, it is one thing to look at a scan of these documents or even to have a copy made for your records, but to see the originals and hold them in hand really closes the gap between you and history.</li> <li>I'm very honored to have helped oversee Archives move from the third floor of the courthouse to the first floor and into a bigger space which will allow for future additions and also be a welcoming atmosphere for our patrons.</li> <li>And I am personally proud of the positive feedback I have received on the customer service aspect of Archives. I truly delight in talking with folks one on one and looking into their requests. I don't always have what they are looking for but I do all I can to make sure their requests are heard and that they know I value them taking time to come to our Archives for research.</li> </ul>	<ul style="list-style-type: none"> <li>Some challenges in the past have been people wandering into the Archives and attempting to freely move about our records (this happened only on the third floor). With no way to prevent the general public from coming in, the cramped space and with multiple people having access to the Archives it could sometimes create a situation where it was difficult to determine who was coming and going from Archives, as well as be a bit chaotic. (This has since been corrected by our move to the first floor) so now our Archives are more secure than ever before.</li> <li>We have also had miscommunications about what records are kept in Archives, aside from our court records, marriage records, etc. This is just a general misunderstanding and something that can be addressed one on one with patrons. (I bring this up because many folks assume that the Anderson County Archives carries old newspapers, death certificates, yearbooks, photographs, etc, and while we do have some of these things, it is not a guarantee). I'm working to expand on some of these requests (of course, others we simply cannot accommodate, but each time a patron requests certain information, I like to seriously consider how we could (or if we should) make that a part of the Archives .</li> </ul>

32



## Archives

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<p>I think the biggest challenges Archives will face in the next 5 years is going to two things. The first will be coming to an understanding with other departments on where Archives fits into the courthouse now. I think there will be growing pains as old methods are reintroduced alongside new measures, all aimed to protect the County records and break away from "how we've always done things in the past". The second issue I think is the preservation of our books. There are dozens of books in the Archives currently that are in need of repair, some more so than others, but with the high cost of preservation it can seem daunting, to say the least. I think this is the number one issue when looking ahead for Archives and putting in place some plan to help this preservation process continue smoothly would be a huge help.</p>	<p>Over the next five years, the biggest needs for my department would be the following. Establishing a plan to continue our preservation of books, having video cameras set up for monitoring the day-to-day comings and goings of Archives and creating a reliable schedule for calling meetings of the Records Committee so that the purging of records can occur on a more consistent routine and help clear up space in our vault for incoming records. I think these three things, once addressed, would be a huge benefit to Anderson County as a whole.</p>

33

## Office of Emergency Management

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>• Hiring a full-time director</li> <li>• Adding part time personnel</li> <li>• Adding ReadyOps to our EOC – enabling EMA to have direct communication/notification with Fire Departments, Law Enforcement, County Government, and Anderson County Schools.</li> <li>• Upgrading SCBA's and air bottles on the HazMat truck.</li> <li>• Mobile ID software – EMA is now able to respond to the volunteer departments to create ID tags for them. This software will also allow EMA to create ID tags out in the field during an emergency and/or disaster.</li> <li>• The purchase of a rapid deployment mobile video surveillance system – this system was utilized during the Anderson County Fair and in Norris Day.</li> <li>• Purchase of a Mobile Repeater – this repeater can be deployed to any area within Anderson County where radio service is weak.</li> <li>• Assembled an Emergency Response Trailer – this trailer can be deployed to a receiving and distribution point in Anderson County during an emergency and/or disaster.</li> </ul>	<ul style="list-style-type: none"> <li>• Outdated Emergency Operations Center with not enough seats to fill every position in the BEOP.</li> <li>• Hazardous Materials detection and monitoring equipment that is roughly 20+ years old, and unable to be serviced or repaired.</li> <li>• Small part time budget to adequately pay and retain part time employees to respond to the EOC or Hazardous Materials calls.</li> <li>• Emergency Operations Center that is non-ADA compliant.</li> <li>• Lack of interoperable radio communications inside of Anderson County.</li> </ul>

34

## Office of Emergency Management

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>Increasing cost of Hazardous Materials supplies rising.</li> <li>More prominent natural weather disasters occurring in our area that will require the EOC to be activated more often.</li> <li>Competitive pay for full time and part time employees to promote retention.</li> <li>Outdated Hazardous Materials response vehicles coming up on 20 years old with extensive repairs and maintenance cost.</li> </ul>	<ul style="list-style-type: none"> <li>New Emergency Operations Center to better aid in preparedness, response, and recovery from any man-made or natural disaster that affects our community.</li> <li>Potentially hiring additional full time personnel for planning and/or operations to assist the director in better preparing our community.</li> <li>Looking in to replacing Hazardous Materials monitoring and detection equipment as well as replacing the Hazardous Materials Response vehicles.</li> <li>County wide interoperable radio communications on the TVRCS/TACN 800mHz trunked system.</li> </ul>

35

## Fleet Service

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>Fleet service has successfully maintained a no increase budget.</li> <li>Managed to obtain a parts supply during COVID-19 shut down and keep our ems and sheriff's department on the road every day.</li> <li>Expanded our customer base. ( which has been a great help on maintaining our budget)</li> <li>When fleet was flooded we were able to maintain the same high level of service/repairs throughout the year long process with two vehicle lifts and 4 pieces of key equipment out of service for 5 months (we were able to reach out to local shops and borrow, the key equipment from them when we need it, until our replacements came in) and an office that had to be moved two times our team was able to do most of the work to make this happen. (Mechanics, carpenters, electricians, etc.)</li> <li>The biggest success has been the way our team has grown to make fleet what it is.</li> </ul>	<ul style="list-style-type: none"> <li>Employee retention with the workforce decrease since 2020 other industry competitors have made offers for our team members to leave Anderson County and come work for them.</li> <li>The need for a new Facility with 370 pieces of rolling stock the parking lot can only handle 8 vehicles including team parking, we have 4 working bays (standard is 2.5 bays per tech with 4 techs that = 10 bays) with longer repair times on some jobs it is very challenging to do the work and maintain the same service/repair times with 2 or 3 bays.</li> <li>Since the storm Dominos has flooded one room two times by letting their mop sink overflow.</li> </ul>
Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
Same as Above	Same as Above

36

## Fleet Service



37

## Buildings & Grounds

Successes Past 5 Years	Challenges Past 5 Years
My team as a whole has done very well with COVID-19, construction projects, and various other things that happen every day including regular job duties. We learned to divide and conquer, and filled in to help where it was needed	COVID-19 and various construction projects, plus everyday job duties, have been challenged by illnesses among staff members in the last few years. However, we have all worked together to get things done and ensure county buildings are clean and grounds well-kept for the citizens we serve.
Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
With a combined 45 and a half years of experience, my team has done well. But we have to face the fact that, at some point, one or two people may retire. It has been a real challenge for years to hire any people who are willing to work for the pay rates we offer. Yes, county benefits are good. But good pay rates are also important to draw people in and keep them here.	<ul style="list-style-type: none"> <li>• With continuing increases in cost-of-living, my department will need regular salary increases.</li> <li>• Additionally, we will need more money in our budget for supplies, contracted services, and capital outlay projects, as higher costs continue to be passed down to us from suppliers and vendors.</li> </ul>

38



## Health Department

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>• Adaptable staff that rise to the challenge.</li> <li>• We have an excellent team for responding to a pandemic (COVID). Staff met, planned, and implemented testing and vaccinations that was very successful.</li> <li>• Utilizing partnerships in the pandemic.</li> <li>• Building community partners – especially during the pandemic.</li> <li>• Offering health care to adults who are uninsured.</li> <li>• Offering some adult vaccinations.</li> <li>• Hepatitis C treatment to the uninsured.</li> <li>• Other medication assistance programs which help those uninsured.</li> <li>• Able to meet and or exceed productivity goals set.</li> <li>• Implemented new technology successfully.</li> <li>• Received Immunization and ARP funding for projected renovations.</li> <li>• Good working relationship with Mayor and County Government.</li> </ul>	<ul style="list-style-type: none"> <li>• Covid19 and maintain services and responding to pandemic.</li> <li>• Social media misinformation/disinformation.</li> <li>• Attracting and retaining qualified staff.</li> <li>• Changes in revenue generating services such as EPSDTs (well child checks)- Moved from all to only uninsured.</li> <li>• Shift in level of provider that can conduct EPSDTs.</li> <li>• Effects of the loss of Federal funding for Family Planning with SAVE act implications.</li> <li>• Drug misuse prevalence</li> <li>• Tobacco use</li> <li>• Mental health's impact on overall health and wellbeing.</li> <li>• Adjusting to more regional and state staff working from home.</li> <li>• Implementing new technology including electronic medical records and new TNWIC record.</li> <li>• Having to use multiple data bases to serve our population.</li> </ul>

39

## Health Department

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>• Remaining competitive in pay and benefits to attract, retain qualified staff.</li> <li>• The types of services offered. An example is we offer basic primary care. As our population ages, and before they reach Medicare age, there's a need for specialty services such as cardiac, GI, dermatology, vision, that we don't have the capability to offer at a reduced fee.</li> <li>• Providing care to a more challenging population (age, drug use, more health issues.)</li> <li>• Emerging Infectious Diseases</li> <li>• Unforeseen funding changes</li> <li>• Service utilization</li> <li>• Implementation of new electronic medical record.</li> <li>• Navigating the requirements of ARP grant</li> </ul>	<ul style="list-style-type: none"> <li>• Remaining competitive in pay and benefits to attract, retain qualified staff.</li> <li>• Continue primary prevention promotion including tobacco prevention, physical activity, and health eating.</li> <li>• Maintain emergency preparedness readiness for response to public health emergencies.</li> <li>• Maintenance to building including roof painting, etc., and sidewalk repairs.</li> <li>• Space – with the goal for growth and offer more services.</li> </ul>

40

## Anderson County Dental Clinic

### Successes Past 5 Years

Secured a part time Director for the dental program. No longer needing the Health Dept staff to provide administrative duties i.e. billing, timekeeping, staffing. We hired a new dentist in 2020 who was very energetic and saw lots of patients. We survived Covid and saw emergency patients through the pandemic. We kept our employees working and opened all services as soon as allowed. We bought special filtering equipment to help protect the staff. We have increased our revenues back to what they were and more since Covid. In January 2023 we began receiving Tenn Care coverage for adults which has made a big impact on our clinic. In April this year we hired a new Public Health Dentist, Dr. Lacy Hudson, who has come to us with over 10 years of Public Health Dentistry. She works 30 hours a week. We have hired a 30-hour dental hygienist who starts Oct 30. This is greatly needed in our clinic due to the adult patients especially who need extensive cleaning and scaling's and allows the dentist to provide other services care to patients. We have continued to do exams, cleaning and treatment to Clinton City, Anderson County Head Start and selected County elementary schools and have added Oak Ridge Schools recently. Dr. Tim Bible has been a life saver for this program by continuing to work every Friday and every other Thursday. He was instrumental in keeping the clinic open during the 8-month time period that we did not have a full-time dentist. We secured two new dental chairs and a new larger compressor for the clinic in 2022. This improvement helps with productivity as the new chairs offer better assistance to the dentists and support staff. The Compressor is more efficient and allows for chair expansion. The expansion and moving into a larger space in the near future will allow for a 4th operator and larger lab and more stand-alone clinic. Continued to secure Tennessee Dept of Health Safety Net Grants along with a new Quality Improvement benefit. We used the texting of patient appointment reminders from a phone. These grants have increased over the years and provide up to \$40,000 in funding for our clinic.

41

## Anderson County Dental Clinic

### Challenges Past 5 Years

Hiring and maintaining a full-time dentist, we lost two dentists during the past 5 years, salary and number of patients expected to see were an issue for the few candidates we talked to. (we see more patients in a PH setting) We also have lost dental assistants due to the low pay that we offer. Staff not having the time to take online classes for continued education requirements. Not enough funding to provide staff to attend all day classes to get the CEs. The older dental van has had some issues and needs painting and inside interior work. Not enough space in the van to take equipment and staff. We have had issues with working in the County Schools as they now have contracts with private dentists to do their screenings. This is a loss of revenue for the Clinic. Space has been an issue for some time in the clinic and are looking forward to moving into a larger space. The reception and office area have been a problem along with the small lab and tight quarters for the pan x. Salaries are low for the support staff and clinic manager. Cleaning and maintenance support for building has been a challenge.

42

## Anderson County Dental Clinic

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>Sustaining the recruitment and retention of qualified dentists and dental assistants due to competitive salaries and job market demands. This will include replacing the dental director and possibly clinic manager.</li> <li>Managing the increasing demand for dental services with the expansion of TennCare coverage for adults, which may result in longer wait times for appointments.</li> <li>Adapting to changes in dental technology and advancements in dental procedures, which may require ongoing staff training and investment in updated equipment.</li> <li>Addressing the limited availability of dental specialists who accept TennCare, which may pose challenges in providing specialized care to patients with complex dental needs.</li> <li>Managing the transition to a larger space and ensuring a smooth relocation process without disrupting the continuity of patient care.</li> </ul>	<ul style="list-style-type: none"> <li>Updating dental software looking at expanding the software to send automated text to the patients for appointment</li> <li>Hiring and retaining qualified dentists and dental assistants, potentially by offering competitive salaries and benefits.</li> <li>Investing in updated dental equipment and technology to enhance productivity and improve patient care.</li> <li>Providing ongoing staff training and professional development opportunities to stay updated with the latest dental practices.</li> <li>Addressing the need for dental specialists who accept TennCare by exploring partnerships or collaborations with other dental practices or organizations.</li> <li>Continuously applying for and securing Tennessee Department of Health Grants to supplement revenue and support the clinic's operations and services.</li> </ul>

43

## Emory Valley Dental Clinic

Successes Past 5 Years	Challenges Past 5 Years
<p>The volunteer clinic has gone through some challenges, but we were also able to continue to provide extractions and emergency care once a month through Covid. We increased our Safety Net Grants through increased patients and implementing the Quality Improvement segment of the grant. We receive \$18,000 in grants from the Tennessee Dept of Health. We were able to upgrade two of our dental chairs with a donation of two better chairs from the Anderson County Tech School. The Dental Director is located at the clinic and is there one to three days a week depending on the clinic. Dr. Lee and Barton have continued to provide 6 to 7 restorative clinics a year but see only about 4 - 6 patients a day. The UT Resident Dentist program has also continued to work at two of our clinics a year for dental extractions. We have had up to 5 local dentists to provide volunteer times to work once or twice a year monthly extraction clinic. Revenues from fees have increased until the Adult TennCare Dental coverage began.</p>	<ul style="list-style-type: none"> <li>We have not been able to recruit many local dentists to volunteer to work one day a year.</li> <li>We need someone to answer the phone when dental director is not there especially around clinic times. Equipment is all donated and is a challenge to maintain at times.</li> <li>We do not have an electronic medial record system at this clinic. Difficult to do other services such as cleanings and fillings at this clinic.</li> <li>We do not have digital x rays available so we can not send the Xray to another provider without sending the developed x ray. Our x ray developer is very old and slow. Parts and service are hard to find.</li> <li>We lost out office staff and assistant volunteers during Covid and they have not come back.</li> <li>Losing patients now that adults have TennCare coverage. We are seeing those over 64 and they do not qualify for safety net program funding.</li> </ul>

44

## Emory Valley Dental Clinic

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>We will continue to see a reduction in patients using our volunteer clinic due to TennCare.</li> <li>We see that Dentist are not volunteering at the clinic putting more pressure on our AC dental staff to cover the clinic.</li> <li>Replacing equipment and computers for this low budget clinic.</li> <li>Again, providing more specialized and preventive services to this population.</li> <li>With other free clinics and RAM events plus TennCare will this clinic be needed.</li> </ul>	<ul style="list-style-type: none"> <li>Updating or replacing dental chairs and x ray equipment with digital processors.</li> <li>An electronic medical record system with texting and recall system.</li> <li>Two newer dental chairs and some new doctor's and assistant stools are needed.</li> <li>A clerk or administrative person to work on the grants and answer phone to make appointments.</li> <li>Cleaning person to clean once a week.</li> <li>New compressor for this clinic may be needed.</li> <li>Review of fees and payments being made.</li> </ul>

45

## Pre-Trial

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>Lowering the jail population while maintaining safety for our community saving the County money</li> <li>Drug testing defendants that are being placed on Pre-Trial Supervision</li> <li>Warrants issued for defendants placed on Pre-Trial Supervision that have reoffended, failed to comply with the Pre-Trial agreement, in a very timely manner</li> <li>Learning and understanding the process of the Judicial system in order to help defendants being placed on Pre-Trial Supervision</li> <li>Patience, compassion but discipline for the defendants being placed on Pre-Trial Supervision</li> </ul>	<p>When the Covid outbreak occurred, our numbers went up for releasing defendants. Maintained until both employees got sick with Covid and office was basically shut down</p>
Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>Judges adding new programs with staff of only two. (Current emergent need: electronic monitoring that may require more on-call response after hours for a new judicial grant)</li> <li>Limited amount of office space for staff and files</li> </ul>	<ul style="list-style-type: none"> <li>Staffing</li> <li>Pay</li> <li>Upgrading printer/fax</li> <li>Additional file cabinets</li> </ul>

46



## Animal Care & Control

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>Established and maintained partnership with Planned PetHood, transporting unaltered cats and dogs weekly to be spayed and neutered, thus curbing the animal overpopulation problem to the best of our ability.</li> <li>Established and maintaining a partnership with PetSmart Oak Ridge, allowing our adoptable cats a better path towards adoption.</li> <li>Increased our vaccine protocol, benefitting the safety of our community and the animals themselves.</li> <li>Built up desperately needed staff, allowing us to take better care of the animals, increasing pathways to adoption and rescue, responding to general public concerns in a more timely manner.</li> <li>Last year, started partnership Lincoln Memorial University, allowing us to bring animals to their Veterinary facility for spaying, neutering, and full health work ups.</li> </ul>	<ul style="list-style-type: none"> <li>Keeping up with public demand, the needs of our community exceed what we are capable of providing</li> <li>Somedays, the inevitable feeling of always feeling like you are behind, especially when we have to turn someone away because we have very little room at our shelter or having to put them on the waiting list.</li> <li>Retainment, this line of work can be hard on staff, particularly on an emotional level. We have to perform Euthanasia sometimes, which can be a heavy burden on the heart and mind, on top of negative feedback from the public.</li> <li>Rate of pay, more than ever, the cost of living is greatly outpacing the rate of pay, as we move forward, it will be important to keep up as much as possible in order to retain quality personnel.</li> </ul>

47

## Animal Care & Control

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<p>Paramount, this county desperately needs an appropriate shelter, until this is achieved, we will keep having the same problems compounding.</p>	<ul style="list-style-type: none"> <li>Depending on size/capacity and function of new shelter, we would require appropriate personnel to staff it.</li> <li>Would be beneficial to have on staff veterinary services, for basic triage, initial health evaluations, as well as spaying and neutering.</li> </ul>

48

## Emergency Medical Services

### Successes Past 5 Years

- EMT and AEMT in-house training. We have incredible staff who can teach these courses. Developed a program that is top notch, and provides more training. This aids in making all of our graduates "street" ready for the job. We have hired multiple people from our classes. These classes provide an opportunity for our staff to develop and grow and become a higher-level provider, with greater skills, abilities, and knowledge to better serve our community.
- Seen an improvement in staff leaving for the right reasons. Last 2 years we have seen only 4 full-time employees leave for a job with another ambulance service, of those 4 two of them returned in less than 2 months, 1 of those who left went from being a paramedic for Anderson County, to being a regional director for a private ambulance service.
- Added a Critical Care scope of practice, developing new protocols, procedures, and skills that are provided out in the field for our community. Additionally, with the national scope of care advancing for AEMTs, we have implemented many changes here, allowing our AEMTs to provide a higher level of care.
- Seen an incredible number of cardiac arrest saves over the past year.
- Developed a career development pathway for our personnel to pick a tract for advancement and growth. This was in direct response from our crews on our lack of advancement opportunities. We have 4 tracts with 3 levels in each tract, Supervisory, Training Specialist, Clinical Specialist, and Rescue Specialist. We hope to create more tracts in the future as we grow as a service.
- Drafted new mission statement and values, with engagement and involvement from all levels in the organization.
- Bobbi Jo Henderson, Deputy Director of Education was recognized at the Region II EMS Director's Association conference in 2022. Receiving the President's award for her hard work and efforts with training and education, both inside our service and outside

49

## Emergency Medical Services

### Successes Past 5 Years Continued

- Shift Commander Devin Gilliam was recognized as the 2022 EMT of the Year by the VFW at both the regional and State level. Commander Gilliam has since left our organization to take an overseas contractor job.
- Decreased the number of times we are using a 911 ambulance to attend on convalescent calls. This has a positive impact and improves our 911 response and readiness capabilities.
- The transition to a new schedule for our clinical providers has reaped tremendous benefits. Instead of working 56 hours a week on average, they are now at 42 hours per week. We have found this to be extremely attractive to prospective employees, and the feedback from current staff is positive. Since our move to this schedule, we have seen a trend of other agencies in the region and across the state switching to this schedule as well.
- Medical Director, Dr. Meredith Reddington, left to take a job in New Zealand. She was replaced with Dr. Daren Cox, originally from Oliver Springs, Dr. Cox works at MMC ER. With this change, we have implemented some new practices, where Dr. Cox is now more engaged and on site at EMS than any Medical Director has been in 20+ years. This will bring great opportunities for our continued growth and advancement in patient care.
- In the past five (5) years we performed an internal SWOT analysis, made improvement to our Quality Assurance program, conducted a station location study, and developed a new Field Training Evaluation Program. We also launched an online application platform, drawing attending from all over the country, hiring people from Washington, Florida, North Carolina, Missouri, Ohio, Illinois, California, Oregon, Virginia, and Texas. Some people looking to move to Tennessee and finding us before they move, others finding us and then moving here.
- We just collaboratively with Y-12 FD, put on an EMS Expo that was free to all attendees. This expo offered training hours to the 80+ attendees, over two days. There were multiple classes offered, with three classes to choose from each hour. This is a dream come true for our service, one we have thought of for a long time. Very appreciative of the Y-12 partnership to make this happen.
- County Commission has graciously supported EMS with capital needs, replacing all cardiac monitors, purchase of several ambulances, addition of enough stretchers to fully equip all ambulances, authorize the purchase of equipment such as our Lucas chest compression devices, and most recently the purchase of AEDs for all of Anderson County! This is an incredible message to our providers and our community that County Commission cares for us, for our community, and for the work that we do. Thank you!!!

50

## Emergency Medical Services

### Challenges Past 5 Years

- COVID had a multifaceted impact on our organization. Like the rest of the population, we had multiple staff become sick with COVID, some were sick multiple times. One of our employees and their spouse died from COVID (not contracted while at work). Call volume exploded and has remained elevated, we are seeing sicker people since COVID, and hear the same from other healthcare entities. Healthcare staffing has declined since COVID, with more people leaving, and less people entering the profession.
- Supply chains have become permanently disrupted, from medical supplies, and uniforms, to ambulances. We are seeing lengthy backorder status on various medical supplies and medications. This is random, and unpredictable in length and item. We spend quite a bit of time having to look for supplies from various vendors to find what we need and get it when we need it. Ambulances once took 4-6 months for delivery from order, now it is two to three years after order.
- Insurance reimbursement is volatile and has not kept up with inflation. The expectation that EMS should be making money is unrealistic, especially for 911 services. We do not get to choose who calls 911 and what, if any, insurance they have. We also do not get to choose what is paid by insurance and what is not. Most people who call 911 have Medicare/Medicaid, and reimbursement rates are set by Federal and State Governments. We have seen an increase in the number of uninsured patients, with most of these people not paying for the services they were provided.
- Volunteer fire departments have experienced a decline in people volunteering, especially for those wanting to respond on EMS calls. We know each department is doing what they can to get people involved, the response has been less than it once was. Even for some paid departments, the ability to staff medically trained personnel has fallen way off from where it had been.
- Increase in requests for mutual aid. This year alone we have seen almost 350 requests for mutual aid from neighboring agencies, Knox County comprising more than 260 of those. As other agencies struggle with similar issues we are encountering, we are being asked more now than ever, to assist with responses outside of our coverage area.
- Increased wait times at hospitals. In the past several months we have started to see an improvement with this at most facilities, but still encounter destination times that are longer than they were. I am optimistic that we will see this continue to improve, but not sure if we will ever realize the turnaround of 15+ years ago.

51

## Emergency Medical Services

### Foreseen Challenges Next 5 Years

- We have seen an increase in mental health issues related to the job. For the first time that I know of, we had an employee on workers comp for PTSD. In the past 12 months we have had three employees leave for mental health reasons related to the job.
- There are less and less people getting into the healthcare industry, which includes EMS. In particular for EMS, paramedics are lower volume of availability. It takes two (2) or more years of training to become a paramedic. The career span for an EMS provider is five (5) years. This means turnover will continue to be a challenge, an unfortunate "normal" without a consistent way to address it. We may need to consider a tiered EMS system, where we staff ambulances with AEMTs, and place paramedics in fly cars. This decreases the number of paramedics we need, but increases the number of AEMTs. It is not cheaper per budget, but may help with staffing challenges at the paramedic level, and possibly decrease the cost attributed to turnover.
- The increased number of healthcare strikes throughout our nation, and the world, is creating greater tension in all aspects of healthcare. The strikes are increasing attention to healthcare struggles, but not to EMS. We will see an increase focus on nursing, physicians, and hospitals, but less to EMS. I believe this will have a tremendous impact on our service and EMS as a whole.
- We will continue to see issues with supply chains, and revenues like we are seeing now. There is federal committee currently reviewing EMS funding, with the possibility of adding EMS to the balance billing act, that would further decrease EMS revenues for all EMS agencies.
- If we continue to see a low level of first response, we may need to address this through alternate staffing methods, or joint efforts between agencies. First response has incredible value to our citizens, and we would like to develop ways to improve their ability to respond to all calls, including medical calls.
- Lack of attention at both the State and Federal level in regards to EMS is concerning. In my discussions with both State Legislatures (not specifically Anderson County Legislatures) and Federal Legislatures (both our legislatures and others) it is very obvious that EMS is not on their radar. For an industry that is already struggling, this is extremely concerning for our industry as a whole.

52

## Emergency Medical Services

### Projected Needs Next 5 Years

- Multiple capital outlay needs, from replacing equipment (medical equipment, office equipment, training equipment, etc.), and radios, to replacing facilities. All of our current facilities are inadequate for what we need for best operations. Some of our facilities are deplorable with consistent issues with mold, and inadequate bathrooms. Some facilities are not in the ideal location for response capabilities. We also do not have a replacement plan for our major capital needs, such as cardiac monitors, radios, vehicles, hot water heaters, hvac units, etc. We typically purchase when emergencies happen, which is not ideal for a 24-hour operation. None of our facilities have generator back up power, when we experience a loss of power it impacts our response capabilities.
- The need for another roaming supervisor (we currently have one) to assist with responses, issues, system management is needed. This would take four (4) additional staff to accomplish.
- Addition of a full-time instructor to continue to provide classes we currently teach, and other classes we want to teach is needed. This will allow for better coordination of our classes, and development of a regular annual schedule, benefiting not only our service, but our first responders as well. We lack the training space needed for the multiple classes we teach all year. Our ability to teach EMT and AEMT is determined by class space, instructor availability, and student pass rate. A poor pass rate can lead to the State EMS Board removing our ability to teach these courses. We are leaning on our ability to teach these classes to help maintain EMT and AEMT level staffing now and going forward.
- Resilience training for our staff. I have yet to identify this type of training, but the need for equipping our staff to deal with stress and stressors is imperative to not only their longevity in the profession, but their life after EMS.
- Continued attention on pay and benefits will be necessary.

53

## Solid Waste

### Successes Past 5 Years

- The successes of the Solid Waste Department over the past 5 years are mainly in the disposal and recycling of problem waste that does not fall into the category of general household garbage and recycling collected at County Convenience Centers. The department successfully disposes of the following materials each year:
  - Tires – 970 tons per year average
  - Scrap metal – 114 tons per year average
  - Electronics – 5 tons per year average
  - Batteries – 1 ton per year average
  - Oil-based paint – 1.5 tons per year average
  - Cardboard (baled) – 10 tons per year average (from County buildings and Schools)
  - Mixed paper (baled) – 16 tons per year average (from County buildings and Schools)
  - Aluminum Cans (baled) - .5 tons per year average (picked up by inmates at County Convenience Centers)
  - **Total (All materials) – 1118 tons per year average** - County's combined average recycling/diversion from the Landfill has averaged 1588 tons per year for the last 5 years from all County facilities and Convenience Centers, as reported in the Annual Progress Report to the State of Tennessee Department of Environment and Conservation. The Solid Waste Department is directly responsible for an average of 70% of the material that is diverted away from the Landfill.
- The Solid Waste Department worked with the Mayor's Office to negotiate a "No Increase" Landfill Contract with Waste Management after a 20 year contract, at a fee rate which is half of the State average for Landfill disposal.
- Additionally, the Solid Waste Department works directly with the inmate Litter crew that has picked up an average of 38,000 lbs. of roadside litter from an average of 318 miles of county roads per year over the last 5 years.
- The Solid Waste Department has successfully run an annual Household Hazardous Waste Collection Event for residents, with the Tennessee Department of Environment and Conservation, every year for the last 5 years with an average participation rate of 200 households per year, and collecting an average of 2 tons of hazardous waste items per year.

54



## Solid Waste

### Challenges Past 5 Years

The main challenge for the Solid Waste Department over the past 5 years has been attempting to turn in a requested "no increase" Budget, while costs for supplies and materials, and disposal costs for vendors increase by 3 to 5% (or more) on an annual basis. This has created a scenario in which the useful Budget for supplies and materials, and codes for small vendors outside the larger contracts, needed for daily operation, have been trimmed year after year to the absolute limit, and in some cases to the point where if any major issue occurs, the Department is forced to ask for an Appropriation to address the problem. The issue with this is that, generally, issues that arise need to be corrected immediately, and can't wait a month to go thru Budget Committee and County Commission to be able to address the problem. We have been fortunate lately, in that no major issues have arisen, and the Department has been able to use other Budget codes to address immediate concerns, and then replaced funds at a later time. The Department is now at the point that this may not be possible. Examples would be problems with Fencing, Concrete and Gravel especially, which have an annual Budget of \$2000.00 each, and General Construction materials, which has a Budget of \$500.00, so if a fence or building at a Convenience Center is damaged, or we need to repair concrete or replace gravel at a Center one occurrence uses the entire Budget for those codes, as costs have increased dramatically for materials in the past few years.

55

## Solid Waste

### Foreseen Challenges Next 5 Years

The above Budgetary concerns will continue to be a challenge over the next five years as costs will continue to increase.

### Projected Needs Next 5 Years

The Department's "lifeblood", a 2002 Case 70XT skid steer (which was purchased used in 2009/2010) will need a major overhaul, or need to be replaced in the next two years. The machine is used on a daily basis, and even with regular lubrication of fittings, and replacement of seals and hoses, it has over 3000 hrs. of use and needs constant attention. The hydraulic pumps on both sides of the machine have been replaced in the last 4 years, and will need to be replaced again in the next year. Cost for overhaul \$12,000.00, cost to replace \$30,000-60,000.

56

## Zoning & Public Works

Successes Past 5 Years	Challenges Past 5 Years
<ul style="list-style-type: none"> <li>We have created and sustained a work environment/culture that is friendly, positive, helpful, drama free and as a result very productive. We have had several comments and compliments from surveyors, contractors and developers that our Planning Office is the best it has been in years.</li> <li>We have created a more streamlined approach to the review of plats, site plans and other items needing to go to our BZA and Planning Commission.</li> <li>We hired a great full-time clerk who is a hardworking, intelligent and is able to take care of the office and clerical needs efficiently.</li> <li>We hired a fully certified Building Inspector who in time has become a great Building Commissioner.</li> <li>We recently hired a full-time codes enforcement officer who is working on property maintenance complaints. He is also working to better streamline that process, which in return will make our county cleaner and safer.</li> <li>Danny became certified in Level one Storm Water and as a 8-1 Building inspector and continuing his education and pursuance of more certifications.</li> <li>We have grown our Storm Water program to comply with TDEC's MS4 requirements.</li> <li>We adopted newer codes (2018 ICC Codes) to comply with the States requirements.</li> <li>Adding amendments to our Zoning Resolution, that better suits our present-day developments and construction activities. Through regularly scheduled works shops our Planning Commission members and others are meeting to continue to "revamp" our Zoning Resolution.</li> </ul>	<ul style="list-style-type: none"> <li>Navigating gray areas in our Zoning Resolution, such as living in "Rv's/ Travel Trailers/ Campers.</li> <li>Not enough staff to meet the needs of Planning, building inspections and codes enforcement. For now, this has been remedied by hiring a full-time clerk and Codes Enforcement Officer. Depending on the growth of our county, the need for more employees in these areas may be needed.</li> </ul>

57

## Zoning & Public Works

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<ul style="list-style-type: none"> <li>A lack of cooperation with utility providers to produce maps highlighting current and projected infrastructure in the county.</li> <li>A lack of resources to fund needs, such as upgrading equipment, vehicles and software for building inspections, Planning Commission and BZA activities.</li> <li>Depending on the amount of growth and development, Storm Water may be a problem.</li> </ul>	<ul style="list-style-type: none"> <li>Equipment upgrades such as a few new computers and scanner for larger plats and plans.</li> <li>Potential replacement of two vehicles. Two of our vehicles are old with high mileage.</li> <li>Programming and software for Building permit program giving the ability to do more electronically out in the field.</li> <li>Considering the current growth of our county, more time and attention needs to be given towards strategic Planning. This meeting is a great step in the right direction. We appreciate the County Commission doing this.</li> <li>Update and reconfigure office space</li> </ul>

58

## Sheriff's Office

Successes Past 5 Years	Challenges Past 5 Years
<p>We have seen tremendous success in the last five years. Most recently, the pay increases, and the new pay plan. Additionally, we have achieved parity in pay for our correction staff, which has made a difference in recruiting and retention for that role. It's the hardest job we have. We have seen lots of improvements in technology and with our fleet. This has been achieved through aggressively pursuing grants and with support from county commission. I know we are seeing a higher caliber of applicants as a result of all of these things combined.</p>	<p>Most of our challenges have been funding as it pertains to equipment, training and pay. Commission and grants have helped considerably; however, this industry is not attractive to most people nor are most suitable for this line of work. Pay and culture are always at the top of any LE agency's list of challenges. Over the last 5 years we have worked hard to impact both, yet it is fluid and seems to continue to change. Local, regional and national events have real impact on us. I know these challenges will continue for as long as we have LE services. I understand and appreciate commission having to balance all employees needs, yet as I have argued many times, the Sheriff's Office and its employees are simply different do to what we ask of our men and women. The number of horrific things we are continually exposed to is unimaginable unless you live it. Additionally, litigation is a constant threat that most county employees do not have to worry about, yet it is something we live with each shift. Add to that, a patrol or corrections deputy has to make a split-second decision and if wrong can face criminal charges as well. It is way, pay, training and equipment are so critical. We have to have the best people, who are professionals and have the equipment needed and the knowledge to use it.</p>

59

## Sheriff's Office

Foreseen Challenges Next 5 Years	Projected Needs Next 5 Years
<p>Same as above</p>	<p>There are two critical needs that I believe we should look at moving forward. First, pay will always have to be reviewed and looked at as agencies around us continue to pay more to attract and retain. I don't believe we have to be the highest paid, but we have to be competitive. As a result of our most recent salary changes, police departments in our area responded with pay increases of their own. Second, from a cultural, logistical and financial place, the Sheriff's Office needed to centralize in a single location (at the jail). I think this is needed regardless if it's a justice center or not.</p>

60

## Who Are You As a County Government?



**What Is Your Mission?**  
(why you do what you do)



**What Is Your Vision?**  
(who you want to be; are there barriers that keep you from this?)



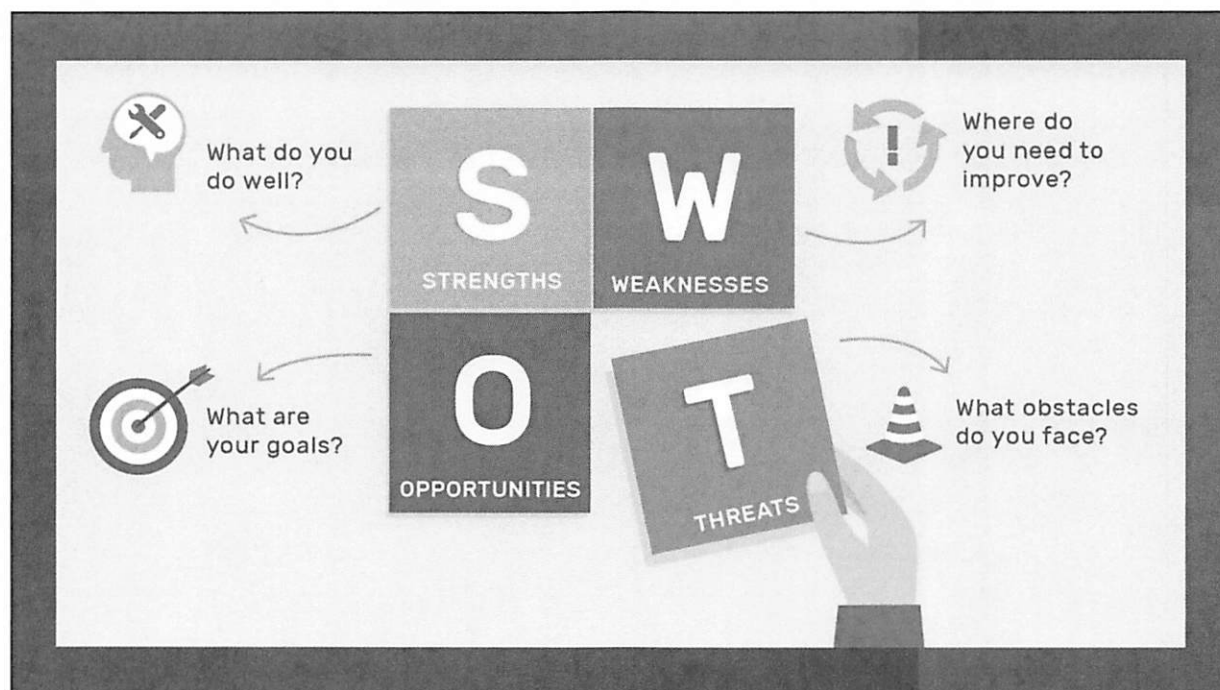
**Does Your Mission and Vision Truly Represent Who You Are as a County Government?**



**What Services Do You Provide?**



61



62

## SWOT Ranking



RANKING

Choose .....  
**Biggest Weakness**  
**Best Opportunity**  
**Biggest Threat**

63

## Agenda – Day 2



Welcome Back and Recap  
from Thursday



Review of SWOT Analysis  
Rankings



Team Building Exercise



What are SMART Goals?



Develop 5-Year Priorities



Lunch



Goal Setting



Responsibilities and  
Timelines



Next Steps



Adjourn

64



## Team Building Exercise



65



You have chartered a yacht with three friends, for the holiday trip of a lifetime across the Atlantic Ocean. Because none of you have any previous sailing experience, you have hired an experienced skipper and two-person crew. Unfortunately, in mid Atlantic a fierce fire breaks out in the ship's galley and the skipper and crew have been lost whilst trying to fight the blaze. Much of the yacht is destroyed and is slowly sinking.

Your location is unclear because vital navigational and radio equipment have been damaged in the fire. Your best estimate is that you are many hundreds of miles from the nearest landfall. You and your friends have managed to save 15 items, undamaged and intact after the fire. In addition, you have salvaged a four-man rubber life craft and a box of matches.

Your task is to rank the 15 items in terms of their importance for you, as you wait to be rescued. Place the number 1 by the most important item, the number 2 by the second most important and so forth until you have ranked all 15 items.

66

Item	Coast Guard Ranking	Coastguard Reasoning
A sextant	15	Useless without the relevant tables and a chronometer.
A shaving mirror	1	Of all the items, the mirror is absolutely critical. It is the most powerful tool you have for communicating your presence. In sunlight, a simple mirror can generate five to seven million candlepower of light. The reflected sunbeam can even be seen beyond the horizon.
A quantity of mosquito netting	14	There are NO mosquitoes in the middle of the Atlantic Ocean and the netting is useless for anything else.
A 25 liter container of water	3	Vital to restore fluids lost through perspiration. 25 liters will supply water rations for your group for several days.
A case of army rations	4	This is your basic food intake
Maps of the Atlantic Ocean	13	Worthless without navigation equipment.
A floating seat cushion	9	Useful as a life preserver if someone fell overboard.
A 10 liter can of oil/gasoline mixture	2	The second most critical item for signaling. The mixture will float on water and can be ignited using the matches.
A small transistor radio	12	You would be out of range of any radio station.
20 square feet of Opaque plastic sheeting	5	Can be used to collect rainwater and shelter from the wind and waves.
A can of shark repellent	10	To repel sharks, of course!

67

Item	Coast Guard Ranking	Coastguard Reasoning
One bottle of 160% proof rum	11	Contains 80% alcohol, which means it can be used as an antiseptic for any injuries, otherwise of little value. Very dangerous if drunk, as it would cause the body to dehydrate, the opposite of what you need to survive.
15ft nylon rope	8	Could be used to lash people or equipment together to prevent being washed overboard. There are a variety of other uses, but none high on the list for survival.
2 boxes of chocolate bars	6	Your reserve food supply
An ocean fishing kit with pole.	7	Ranked lower than the chocolate as there is no guarantee you will catch any

68

## What Are SMART Goals?

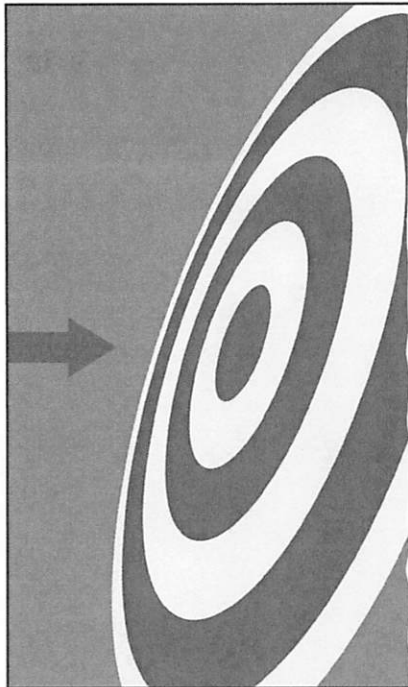


69

## Define Priorities

70





## Goal Setting Group Exercise

---

- Define Goals to Priorities
- Assign Responsibilities
- Develop Timeline

71

Mission?

72

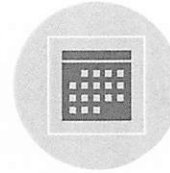
## Next Steps



FACILITATOR WILL PULL  
INFORMATION GATHERED  
INTO A PLAN



FACILITATOR WILL PRESENT  
TO COUNTY COMMISSION



RECOMMEND COMMISSION HAVE AT  
LEAST A ONE-DAY RETREAT ANNUALLY TO  
FOLLOW-UP ON WHERE YOU ARE AT AND  
MODIFY PLAN AS NEEDED



73

## MOVING FORWARD >>



However beautiful the strategy, you should  
occasionally look at the results.


(Winston Churchill)



74

## **Kathy Price, CEcD**

 865.271.8228

 Kathy@KPriceConsult.com

 <https://KPriceConsult.com>



Kathy Price Consulting

# APPENDIX B

### Anderson County, TN Strategic Plan Worksheet

<b>Priority 1: Improve Public Safety Interagency Communications</b>		
<b>Goals</b>	<b>Responsible Party</b>	<b>Timeline to Accomplish Goal</b>
Identify Stakeholders	Commission, Kidwell & 911 Director	60 days
Purchase New Radios	Commission	180 days
Identify Funding Sources	Commission, EMA & EMS	60 days
<b>Priority 2: Balance the Needs of the Schools Versus Priorities of Entire County System</b>		
<b>Goals</b>	<b>Responsible Party</b>	<b>Timeline to Accomplish Goal</b>
Determine What Needs are and What We are Balancing Against		
Asking Different Questions of School System – Where are We at on Capital Needs Checklist		
Instead of Just Reporting Good News Request Schools Regularly Give Capital Updates		
Request Plan for Schools		
Report Results of Retreat to Commission		
Obtain Written Project/Priority List from School System		
Obtain Capital Outlay Plan from School System		
<b>Priority 3: Update/Renovate Existing Public Facilities</b>		
<b>Goals</b>	<b>Responsible Party</b>	<b>Timeline to Accomplish Goal</b>
Develop a Maintenance Plan		
Assess Facilities		
Review ESG Project		
Develop a Facilities Use Plan (Life Cycle)		

<b>Priority 4: Build New Public Facilities</b>		
<b>Goals</b>	<b>Responsible Party</b>	<b>Timeline to Accomplish Goal</b>
EMA		
EOC (possibility for grants)		
EMS 2 Oak Ridge Facilities (evaluate upgrades versus new buildings)		
EMS Claxton Facility (need to go 24 hours – currently 12 hours)		
Justice Center		
New Parks and Amenities		
Animal Shelter Business and Funding Plan		
<b>Priority 5: Evaluate the Structure of the Human Resources and Legal Departments</b>		
<b>Goals</b>	<b>Responsible Party</b>	<b>Timeline to Accomplish Goal</b>
Legal Services Committee to Review Public Act to See Options Related to Law Director		
Review Who Human Resources, IT, etc. are Accountable to		
Request a Tourism Opinion from Law Director – Are they Allowed to Be an Autonomous Organization		
Review Law Director Structure and Loss of Revenue – How Does He Collect Oak Ridge Delinquent Taxes		
Study Having Full-Time Law Director versus Retaining a Private Attorney		
<b>Priority 6: Consolidation of Committees with Overlapping Responsibilities</b>		
<b>Goals</b>	<b>Responsible Party</b>	<b>Timeline to Accomplish Goal</b>
Create Easy to Understand Organizational Chart and Amend Resolutions, if needed (how were committees created/structured – private act/matrix)		

<b>Priority 7: Better Communications with Citizens and Internally</b>		
Goals	Responsible Party	Timeline to Accomplish Goal
Hire Communication Director (Mayor has current open position that will have some communication duties as part of their job description)		
Reevaluate Existing Positions		
Better User-Friendly Website		
Better Use of Social Media		
<b>Priority 8: Engage Citizens in a Strategic Growth Plan</b>		
Goals	Responsible Party	Timeline to Accomplish Goal
<b>Priority 9: Improve Employee Retention and Attraction</b>		
Goals	Responsible Party	Timeline to Accomplish Goal