

LUMPKIN COUNTY RESOLUTION No. 2008-62

A RESOLUTION TO ADOPT A STRATEGIC PLAN FOR LUMPKIN COUNTY

Whereas, the governing authority of Lumpkin County desires to adopt a strategic plan to establish a methodology for setting goals defining success criteria;

Now therefore, it is hereby resolved that the Strategic Plan attached hereto as Exhibit "A," which is by reference incorporated herein, and which shall be known as Lumpkin County Government's Strategic Plan 2009-2011, is hereby

Resolved, adopted and effective this 18th day of December, 2008.



Stephen W. Gooch, Chairman
Lumpkin County Board of Commissioners

Attest:



Ruth A. Bohac
Clerk, Lumpkin County



**Lumpkin County Government's
Strategic Plan
2009 - 2011**

December 18, 2008

**99 Courthouse Hill
Dahlonega, GA 30533**

www.lumpkincounty.gov

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LUMPKIN COUNTY BOARD OF COMMISSIONERS

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Chairman

Clarence Stowers
District 3

Deborah A. Hutcheson
District 2

Clarence Grindle
District 4



November 4, 2008

To the Board of Commissioners:

We, the strategic planning team, are pleased to present to you the first ever Strategic Plan for Lumpkin County. We were dedicated to the process and had a strong desire to create a plan that would uphold our vision. We worked both individually as well as a team to accomplish this task. Our focus and goal was to have a finished document that addressed the wants/needs of all the citizens of Lumpkin County. Our task was seriously undertaken to help create a Lumpkin County we can all be proud of now and in the future.

As members of the planning team, we met multiple times and worked numerous hours to develop this plan. The team concept has become a cornerstone to our strategic planning process and has become an approach that we use daily; one that has already produced several benefits such as enhancing collaboration, networking, gaining a better understanding of other people's roles and responsibilities, and given us perspective to meet challenges as a team. This process has made us aware of the need to develop innovative solutions to meet our goals and to overcome the challenges we face daily.

We began meeting weekly in February and by following the Strategic Planning Process we were able to formulate vision and mission statements which led to the creation of the following four core strategies:

- 1 Improve and maintain a safe environment
- 2 To create and maintain a higher quality of Life
- 3 Preserve, support and promote the history and heritage of Lumpkin County
- 4 Develop our community by using internal and external resources to plan for the future

Once the core strategies were in place, we developed action items and key success measures for each strategy to keep the plan on track and measure the success of the plan during each stage of implementation. The Elected Officials of Lumpkin County identified the key stakeholders in the plan and we chose a representative sample of each major group and used them to obtain feedback on each step of the plan. This feedback was crucial to make sure our plan was meeting the needs of all citizens in Lumpkin County.

The Strategic Plan for Lumpkin County is a living document, one that will change over time. We support this plan as the start of Strategic Planning in Lumpkin County and encourage its adoption and future modification of action items and key success measures as conditions and financial situations change in and around Lumpkin County.

We wish to thank the reviewers of the plan for their time and thoughtful responses. We also wish to thank the Board of Commissioners and the County Manager for giving us the opportunity to work on this plan and for their leadership and sincere desire to make our County a model local government that works for all citizens.

Respectfully submitted,

Mary Flowers

Frank P. Sellers

Donald L. Hessel

Donald L. Seabolt

Rust Sabac

Paul Monroe

Jim Skipper

Edward M. Eggert

C Allison Martin





LUMPKIN COUNTY BOARD OF COMMISSIONERS

Stanley J. Kelley
County Manager



November 4, 2008

Lumpkin County Board of Commissioners
99 Courthouse Hill, Suite A
Dahlonega, GA 30533

Dear Board of Commissioners:

We are pleased to present the Lumpkin County Strategic Plan to the Board of Commissioners. This Plan will serve as the blueprint to guide and direct our work for the next three years. The Plan is a combination of effort from all facets of the County Government and community. It identifies the long term needs and requirements of the key stakeholders and provides a strategic direction to meet those needs. Additionally, it compliments the County's Comprehensive Plan Short Term Work Program.

The planning process has been long, but at the same time it has been very rewarding. The process began with the Board of Commissioners and County Elected Officials identifying those who have the greatest stake in the Plan's success. Those stakeholders have been consulted throughout the planning process by the planning team and have added value to the Plan.

Four Core Strategies were identified to meet the needs of the key stakeholders of our government and community. Following those core strategies, action items were created along with key success measures to insure successful accomplishment of the strategies. The Core Strategies are:

- 1. To improve and maintain a safe environment.*
- 2. To create and maintain a higher quality of life.*
- 3. To preserve, support and promote the history and heritage of Lumpkin County.*
- 4. To develop our community by using internal and external resources to plan for the future of our community.*

The Lumpkin County Government management team is committed to the execution of this plan. They have devoted many hours to the Plan development and I am sure they will commit the necessary resources at their disposal to insure its success. I want to thank the Board of Commissioners for their leadership in this process and the planning team for their hard work and commitment to the development of this plan. Finally, I would like to thank all of our employees who I am convinced will make this plan a great success.

Sincerely,

Stan Kelley, County Manager

The Strategic Management Process

Strategic Thinking is about clarifying the Direction and Vision of the whole organization – and its success measures and goals. It asks Five Strategic Thinking Questions – in sequence:

PHASE A: Where do we want to be?

PHASE B: How will we know when we get there?

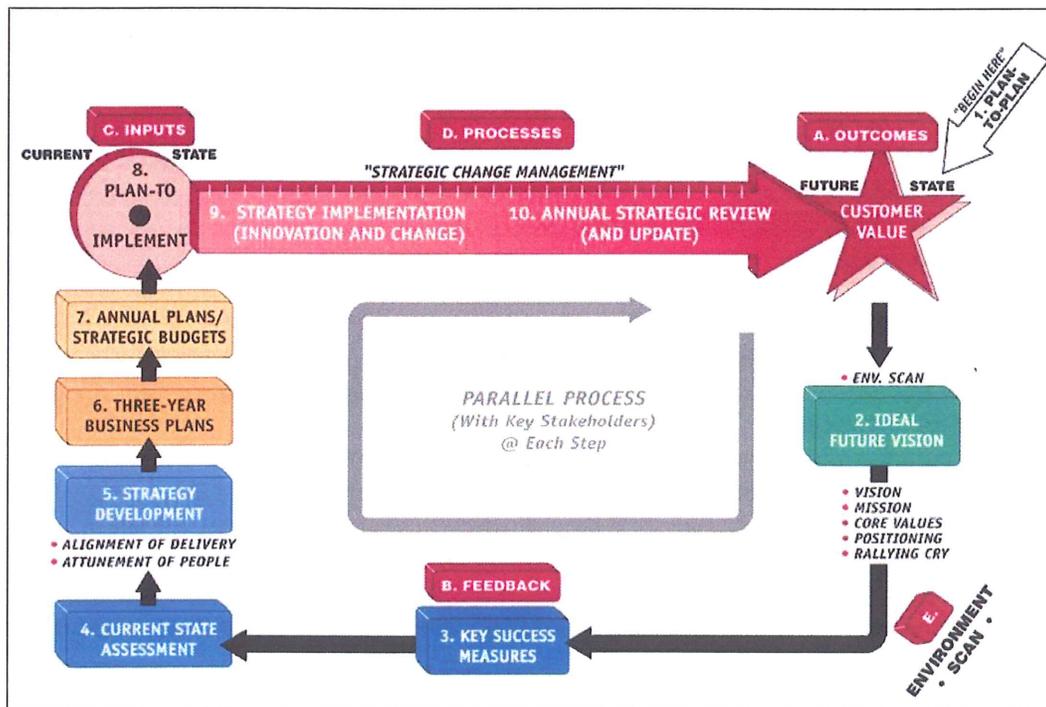
PHASE C: Where are we now?

PHASE D: How do we get there?

PHASE E: Ongoing: What will/may change in your environment in the future?

The County's Core Planning Team gave very thoughtful consideration to each one of the 5 phases of the Strategic Management Process as graphically depicted in the model below:

Strategic Management Process



One of the primary aspects of Strategic Management is that ...

People support what they help create.

Obtaining buy-in and support is critical from those who stand most to gain from the success of the plan, those who have most to lose if it is not successful, and those who are unable to see the value derived from the plan.

The County's Board of Commissioners and Constitutional Officers gave careful consideration to those who might have the greatest stake in their Plan's success. On multiple occasions, the Plan's planning team shared their work-in-progress on the Plan with key stakeholders to get feedback as to whether they were on track and obtained input on the things that would provide the most value to a given stakeholder.

Lumpkin County's Key Stakeholders and their Requirements

STAKEHOLDER – Businesses

- To do business in a safe and peaceful community
- Growth from increased sales
- Lower taxes
- Better Tax Structure
- Less Red Tape

STAKEHOLDER – City of Dahlonega

- To live in a safe and peaceful community
- Same service levels, and commitment as the County
- Better cooperation between the County and the City
- Better communications between the County and the City
- Bring down the silos between the two

STAKEHOLDER – County Employees

- To work and live in a safe and peaceful community
- Employment stability and security
- Good, competitive salaries
- More incentives
- Effective leadership
- Better benefits

STAKEHOLDER – Children of Lumpkin County

- To grow up in a safe and peaceful community
- Good parents
- Entertainment and recreation
- Opportunities
- Better jobs

STAKEHOLDER – Land and Property owners of Lumpkin County

- To live in a safe and peaceful community
- Protect all property rights
- Less restrictions and red tape
- Affordable taxes and relief from, taxes

STAKEHOLDER – Lumpkin County Taxpayers

- To live in a safe and peaceful community
- Good, reliable county services
- Lower taxes
- Fairness in decision making processes
- An efficiently run county government

Phase A

The IDEAL FUTURE: Vision / Mission / Values

"Ideally, what we aspire to be in the future"

The Ideal Future

The Ideal Future or Desired Outcome for the future (vision) gives an indication of how an organization wants to be positioned to achieve that vision (mission), and the principles that will guide its behavior as it tries to achieve that Ideal Future or Desired Outcome.

Lumpkin County Government officials sought input from both internal and external stakeholders to inform the development of their Vision and Mission. That picture of their Ideal Future served as a guide for the rest of their Plan.

Vision Statement

Lumpkin County, Georgia will be a local government grounded in the principals of ethics and dignity with a firm commitment to improve the quality of life for future generations by making responsible decisions today.

Mission Statement

Lumpkin County will provide an environment that is safe and promotes a higher quality of life for those who live, work, and visit our community. We will innovatively manage our resources while preserving our heritage and planning for the future.

Our Values

In support of our Vision and Mission, the following principles will guide our day-to-day behavior and decision-making. We will be:

- Ethical
- Dependable
- Honest
- Committed
- Dedicated
- Known for strong values for service to others
- Good stewards of Lumpkin County government
- Fair
- Unbiased

Phase B

Key Success Measures

"How will we measure our success in achieving our Vision and Mission?"

Key Success Measures

Key Success Measures convert the Desired Outcomes of your Ideal Future to quantifiable reality. They tell you whether you are on track with achieving your Desired Outcomes. Ideally, they measure results, not activities and efforts.

These strategic measures indicate how effectively and efficiently the strategic plan is being implemented, and whether or not it is adding value to its key stakeholders.

Lumpkin County Government keeps track of a significant amount of data. For the purpose of this planning effort, they focused on those that were more strategic.

Key Success Measures

Financial Success Measures:

- Fifty percent ratio of successful grant applications
- Less than 3% deviation (+/-) of budgeted spending levels

Employees Success Measures:

- Average Employee Survey – 50% positive satisfaction score¹
- Reduction in the number of voluntary turnover

Key Stakeholders Success Measures:

- Increase average Citizen Survey satisfaction score¹
- Maintain or increase number of partnerships with organizations that are focused on Lumpkin County's history and heritage¹

Process Improvements Success Measures:

- 75% increase of online Web-Based applications and forms¹
- Number reduction of County:
 - Employee job injuries;
 - Vehicle accidents; and
 - Equipment accidents

¹Data to be collected to establish baseline values.

Phase C

Delivering Value

"Actions that will close the gap between our current state and the future"

Core Strategies

Strategies are the "critical few" things that will bridge the gap between where the organization is today and where it hopes to be in the future. These are the "gap closers". Strategies improve focus, unify departmental efforts, and should drive the budget (not vice versa.) They also make implementation clearer, more executable, and sustainable. Thus, they are also the "glue" and "organizing framework" for all parts of the government.

The Planning Team identified some core Strategies that they believe will "move the needle" towards becoming the government they aspire to be.

Core Strategies

Lumpkin County's Core Strategies that will move us towards our desired outcomes for the year 2011.

Strategy #1:

Improve and maintain a safe environment

Strategy Statement:

All public services will enhance safety through knowledge, teamwork, continuous training, public education and improved infrastructure.

Strategy #2:

To create and maintain a higher quality of life

Strategy Statement:

To improve policies, procedures, facilities and implement quality control measures that will enable staff to provide a higher level of service to the citizens of Lumpkin County.

Strategy #3:

Preserve, support and promote the history and heritage of Lumpkin County

Strategy Statement:

Identify, protect, promote and preserve the buildings, locations, and records that have historical and cultural significance.

Strategy #4:

Develop our community by using internal and external resources to plan for the future

Strategy Statement:

Research, plan, develop, and implement policies that will promote responsible development to ensure a safe environment, a high quality of life, while preserving our history and heritage.

Our Strategies' Alignment with Our Key Measures

The Alignment of Our Strategies

To ensure our strategies are aligned with our Key Success Measures, the following chart maps out the alignment of each of the strategies with the measures. This process ensures we can track the effectiveness, efficiency, and the intended impact of each strategy.

| Improve & Maintain Safe Environment | Create & Maintain Higher Quality of Life | Preserve, Support & Promote History & Heritage | Use Internal & External Resources to Plan for the Future |
|--------------------------------------|------------------------------------------|------------------------------------------------|----------------------------------------------------------|
| Employee Success Measures | Financial Success Measures | Financial Success Measures | Financial Success Measures |
| Key Stakeholders Success Measures | Key Stakeholders Success Measures | Key Stakeholders Success Measures | Employee Success Measures |
| Process Improvement Success Measures | Process Improvement Success Measures | Process Improvement Success Measures | Key Stakeholders Success Measures |
| | | | Process Improvement Success Measures |

Strategy #1:

Improve and maintain a safe environment

Strategy #2:

To create and maintain a higher quality of life

Strategy #3:

Preserve, support and promote the history and heritage of Lumpkin County

Strategy #4:

Develop our community by using internal and external resources to plan for the future.

Phase C
Delivery of Value

Strategic Action Items for the next three years
Identified By Departments

Core Strategy #1

Strategy:

Improve and maintain a safe environment.

Strategy Statement (Definition):

All public services will enhance safety through knowledge, teamwork, continuous training, public education and improved infrastructure.

Strategic Actions Items:

Animal Shelter

- Continue to conduct safety and pro-active cleaning meetings and training
- Go to other animal shelters and websites for information on their latest safety and cleaning methods
- Purchase the necessary materials and tools to do the job correctly
- Provide additional training and education to the staff and volunteers

Election and Voter Registration

- Train poll workers and staff on conflict management/situation diffusion
- Move polling places to public buildings with adequate parking and safe traffic flow into/out of facility
- Ensure Deputies make rounds to polls and are readily available to go to the precincts
- Ensure Deputy coverage of the courthouse/election consolidation area prior to the close of the polls and during consolidation

Emergency Services

911 Center

- Continue to provide training for all employees

- Continue to work with other public safety departments to provide efficient 911 services to all departments as well as the public
- Continue to review and improve policies in the 911 center to improve the operations of the center with other public safety agencies
- Continue to make sure all public safety personal are safe when on a call
- Develop a county wide emergency response and alarm system

Transit System

- Continue vehicle pre-trip inspections
- Continue Passenger Service and Safety training to Drivers
- Continue driver training for drivers

Extension Office

- Provide pesticide training for private and commercial applicators
- Provide training to agricultural producers biological and agricultural security
- Promote "Fire-wise" landscape principles
- Work with Agricultural producers to prevent fire hazards to barns and stack houses
- Maintain a stock of basic equipment for the initial response to a serious animal disease outbreak
- Promote healthy lifestyle choices among youth through the county 4-H program
- Provide opportunities for youngsters to learn safe firearms use through the 4-H Shooting Sports Program

Financial Administration

- Research new revenue sources to lessen tax burden
- Seek grant funding for training and infrastructure
- Encourage citizen involvement in and understanding of government processes through education and informational handouts
- Train employees on safety procedures

Fire / EMS

- Continue to provide quality training for Fire/EMS staff
- Conduct Fire Safety inspections of all Fire/EMS equipment, apparatus and local businesses
- Maintain vehicle safety at NFPA standards
- Provide rapid mitigation of all environmental spills and leaks

Human Resources

- Obtain safety coordinator certification
- Expand safety awards program
- CPR Training for all employees (divided 1/3 per year)
- Arrange appropriate safety training for departments

Parks and Recreation

- Provide safety, CPR and first aid training for all employees, coaches and referees
- Conduct internal monthly safety meetings
- Ensure that all Park and Recreation facilities, fields, etc. are in compliance with the American Disabilities Act

Planning

- Improve Plan review by tasking person as a planner
- Increase project inspections
- Develop enforcement Standard Operation Procedures

Public Library

- Continue to provide safety information and literature to the general public
- Provide additional safety training and education to the staff and volunteers
- Revise current Disaster Plan to include disaster recovery procedures

Public Works

- Conduct safety inspections of equipment
- Insure quality training for staff
- Conduct road and right-a-way safety inspections
- Coordinate with FA DOT to develop a bicycle and pedestrian route plan on County and State roads
- Develop a long range transportation plan

Senior Center

- Conduct bi-weekly in-house training on safety issues (e.g. Fall prevention)
- Use Website for providing senior safety tips
- Initiate facility inspections monthly for safety compliance

- Show safety videos and invite speakers on the subject of senior safety
- Solicit feedback on senior citizens' concerns

Sheriff's Office

- Continue to provide and acquire professional training for all employees
- Continue to review and improve S.O.P. for Sheriff's Office operations
- Conduct safety inspections on all vehicles, equipment and facilities
- Continue to work with other law enforcement and County agencies to provide the public with excellent services

Tax Assessor's Office

- Attend County Safety meetings. Post and distribute safety literature and flyers
- Provide continuous safety training
- Provide adequate safety items in county vehicles and the office environment to include fire extinguishers and first aid kits
- Provide employees with protective equipment and clothing
- Follow scheduled maintenance on county vehicles and office equipment
- Proper Identification worn and displayed by all employees
- Maintain proper organization and cleanliness in the office environment
- Initiate county emergency response phone number for all employees

Core Strategy #2**Strategy:**

To create and maintain a higher quality of life.

Strategy Statement (Definition):

To improve policies and procedures, and implement quality control measures that will enable staff to provide a higher level of service to the citizens of Lumpkin County.

Strategic Actions Items:**Animal Shelter**

- Purchase the most efficient, dependable and money-saving equipment for the shelter

- Maintain and work diligently to keep the shelter clean and environmentally safe for all

Election and Voter Registration

- Purchase adequate number of voting units in order to reduce wait time/lines
- Ensure poll workers and staffs are well trained/informed and able to answer voter questions
- Move polling places to central and convenient locations with heat/air
- Increase ads and public notification of more convenient voting – absentee and advance voting locations and times as well voting by mail instructions
- Change absentee/advance location to a central, modern, convenient area in tandem with election office
- Redesign precinct layout to make flow easier to understand, make voting more private
- Post directional signs at each poll worker station, in numerical order with arrows so that the voters may easily understand where to go and what to do
- Staff and poll worker customer service training
- Increase online services

Emergency Services

911 Center

- Continue to improve response time
- Keep up with new equipment and technology to increase the level of service delivery
- Work with other departments to start a ride along program so dispatchers can actually see what happens in the field. Also other public safety departments send their personnel to dispatch so they will know what the dispatchers are doing
- Implement Phase 2 cell phone service to locate cell phone callers

Transit System

- Stay up to date on new scheduling software
- Work on better scheduling to cut costs
- Make sure that public transportation is available when needed

Extension Office

- Work to enhance sustainability and profitability of Agricultural production
- Provide support to Civic Clubs and Garden Clubs through educational presentations

- Provide educational and recreational opportunities for youth through the 4-H program
- Recruit and train Master Gardener Volunteers to multiply outreach

- Collaborate with other agencies to enhance lifelong learning
- Cooperate with the City of Dahlonega on urban forest management through the Tree Board and Tree City USA Programs
- Begin five year replacement program on office computers.

Financial Administration

- Explore grants to promote industrial growth
- Explore budget saving ideas to keep taxes low
- Encourage citizen involvement in and understanding of government processes through education and informational handouts
- Develop policies to make work flow smoother / more efficient
- Foster an environment that promotes excellent customer service

Fire / EMS

- Review State, National Codes and Standards and adapt the ones that apply to Lumpkin County
- Provide departmental customer service training for all personnel
- Expand current CPR/AED training to other departments
- Provide annual physicals and testing for all departmental personnel

Human Resources

- Stay current on employee regulations and issues
- Collaborate with Department Heads, Elected Officials, Constitutional Officers, as needed, on HR issues
- Explore opportunities to enhance employee benefit package (Survey employees)
- Post selected HR forms on -line

Parks and Recreation

- Staff training in the field of recreation:
 - Georgia Recreation Parks Assoc. Classes
 - Onsite computer training
 - Have successful P&R department representative speak to staff – share innovative ideas
- Develop processes to insure that citizens' concerns are addressed:

- Information improvement
 - Have a website that P&R can update regularly
 - Obtain more advanced signage to include digital marquee at concessions
 - Obtain more user friendly software for citizens/staff
 - Create mass e-mail system
- Conduct Surveys
 - Online Surveys
 - Suggestion Boxes at concessions

Planning

- Revise regulations to minimize ambiguities
- Train inspectors
- Research applicability of Transferable Development Rights in Lumpkin County
- Train builders / developers on regulations
- Develop regulations to allow lower cost housing
- Increase county water and sewer service areas
- Develop and implement a master plan for reservoir property

Public Library

- Provide educational opportunities to the public through Lifelong Learning programs
- Provide educational and recreational opportunities for youth through story time and teen programs
- Offer after-school workshops for school-aged children
- Collaborate with other agencies to enhance Lifelong Learning opportunities

Public Works

- Utilize current technologies on all projects
- Continue to upgrade standards for road paving
- Continue to build new roads and bring gravel roads up to today's standards

Senior Center

- Survey community to determine senior needs

- Research and stay ahead of "Silver Tsunami" (large number of Baby Boomers who are becoming age 60 and over) in order to be better prepared for their entry into the county system
- Expand and promote services/programs to be inclusive of all seniors in the community
- Continue staff education and skill improvements
- Review and update operational plan annually to improve effectiveness

Sheriff's Office

- Continue to improve the response times for emergency and non-emergency calls for service
- Implement up-to-date equipment and technology advancements for better service
- Continue to develop a community-oriented Sheriff's Office

Tax Assessor's Office

- Initiate county emergency response phone number for all employees
- Purchase current software and equipment to remain competitive with today's technology
- Provide adequate training
- Maintain current certifications
- Increase online services utilizing internet access

Core Strategy #3**Strategy:**

Preserve, support and promote the history and heritage of Lumpkin County.

Strategy Statement (Definition):

Identify, protect, promote and preserve the buildings, locations, and records that have historical and cultural significance.

Strategic Actions Items:**Animal Shelter**

- Maintain and preserve accurate information on the animals, coming into and leaving the shelter
- Continue to work with other humane societies in order to create a history of positive service with them

Election and Voter Registration

- Donate all voting rosters past the records retention requirement to the local library for genealogy and other research
- Donate or display old voting district maps
- Create a link on our web page to the old district maps and militia district maps
- Continue to update the web page with election return data, voter statistics and other data

Emergency Services911 Center

- Train personnel to be aware of historical significance of the area
- Keep better record of the history of the county and the public safety departments

Transit System

- Continue good record keeping

Extension Office

- Cooperate with local government and historical society on matters related to landscaping and maintenance of Historical Buildings
- Cooperate with Appalachian Studies Center on special projects such as heirloom gardens and "America by Food"
- Preserve historic files and office records
- Cooperate with Dahlonega on matters related to the preservation and maintenance of historic trees

Financial Administration

- Train workforce in proper record retention methods
- Seek grants and funding for archiving and purchases of historic places
- Offer and encourage citizens in understanding of government processes through education and informational handouts

Fire / EMS

- Train personnel on methods and procedures that will limit damage to historical artifacts and sites

Human Resources

- Follow recommended records retention schedules
- Preserve records and photos of events

Parks and Recreation

- Work with public and private agencies and support groups to include Historical organizations to renovate Capt. MacDonald's House
- Explore having an interpretive Center at the House once it is renovated
- Provide and facilitate classes/guided tours of trails/park and interpret the native plants, gold mines and Capt. MacDonald's House within the Yahoola Creek Park; through help with volunteer groups such as trail conservancy and historical societies/groups

Planning

- Revise Land Use Code to allow credits for preservation of historic places
- Identify historical buildings and locations through Geographical Information Systems (GIS)

Public Library

- Cooperate with Appalachian Studies Center on special projects of historical significance
- Cooperate with the Senior Center to record history of seniors in Lumpkin County
- Develop procedures for the library as a repository including
 - offering a "What not to Throw Away" Workshop
 - digitizing current records/holdings
 - locating, obtaining, cataloging, and digitizing historical maps
 - obtaining record retention schedules for the county
 - gathering photos of local historical sites (buildings, graves, etc.)
 - working in cooperation with the tax assessor's office to make maps available to the public
- Catalog and update family files to make them more accessible to the public
- Partner with schools for local history projects
- Continue to preserve family and historical records currently held by the Lumpkin County Library by:
 - developing procedures – volunteer – control
 - partnering with NGC history interns
 - Investigating new partnerships with Appalachian Studies Center
 - investigate grant opportunities for record preservation

Public Works

- Recommend having roads and facilities named after historically significant people and events

Senior Center

- Promote events quarterly to honor past
- Record history of seniors of Lumpkin County
- Visit historical sites

Sheriff's Office

- Support other agencies within the county by providing security and personnel for functions and festivals
- Train deputies to be aware of buildings with historical significance

Tax Assessor's Office

- Preserve electronic and paper mapping data
- Secure historical aerial Imagery

Core Strategy #4

Strategy:

Develop our community by using internal and external resources to plan for the future.

Strategy Statement (Definition):

Research, plan, develop, and implement policies that will promote responsible development to ensure a safe environment, a high quality of life, while preserving our history and heritage.

Strategic Actions Items:

Animal Shelter

- Build a state-of-the-art facility to keep up with the new guidelines and state laws that are required for an environmentally safe haven

Office of the County Manager

- Reconfigure the county's current organizational structure in order to streamline operations and provide more effective and efficient services to the public

- This would be accomplished by the following:
 - Create a position of Director of Community Services to better monitor and improve the following services and departments: recycling, transportation, Parks and Recreation, Animal Shelter, Elections, Senior Center and the Airport.
 - Increase the Director of Finance Administration duties to include information technology. Current duties include maintaining control of public buildings, finance, and purchasing.
 - Director of Human Resources would remain unchanged.
 - The Director of Planning and Development would monitor code enforcement and inspections, planning and GIS.
 - Remove the responsibility of the airport from The Director of Public Works leaving more time to manage the Road Department and the Transfer Station.
 - Remove public transportation responsibilities from The Director of Emergency Services to better concentrate on 911, Fire and EMS services.
- Appoint county IT team to include a Consultant
- Develop and prioritize a detailed work plan to upgrade the County's IT capabilities
- Website, computer equipment in all County Departments to support a Countywide IT system, plan to include cost of program
- Develop Policies / Procedures for IT program and management of website
- Training for Commissioners, County Manager, Department Heads and Staff
- Create a county-wide replacement schedule for computers.

Election and Voter Registration

- Increase the number of voting units yearly as the voter population increases
- Election office removed from elected official's area to an area large enough to accommodate the increase in equipment
- Inventory scanning system to track and inventory equipment to ensure security of the system
- Security system for the election equipment storage area. (C) 2011

Emergency Services

911 Center

- Continue to look for grant opportunities for new equipment

- Develop a plan to upgrade equipment every three to five years
Transit System
- Develop a plan to add more personnel as needed
- Look at expanding the transit system as needed
- Continue to work with DOT on replacement of vehicles

Extension Office

- Participate in Strategic Planning updates
- Participate in community planning program like "Better Hometown"
- Participate in Leadership Lumpkin County programs and work to build Agricultural awareness levels in the county
- Work with City and County on matters relating to the preservation of green-space
- Communicate emerging issues to residents, Agricultural producers and local government and help address them through educational programs
- Involve local citizens in advisory boards and extension leadership program to provide timely input

Financial Administration

- Train workforce in use of available data for planning purposes
- Explore alternative revenue sources to lessen tax burden
- Offer and encourage citizens in understanding government processes through education and informational handouts
- Provide accurate and timely data to leaders so they can make informed decisions
- Research new financial management software
- Develop facilities maintenance program

Fire / EMS

- Keep the vehicle and equipment replacement program current
- Continue to look for grant opportunities
- Increase staffing levels of paid fire fighters at understaffed stations every three years
- Build additional fire stations as growth allows until all major occupied areas are covered within 5 miles in the county and 2.5 miles in the city

Human Resources

- Locate adequate office space for HR
- Expand HR staff by one full time employee

- Provide department head training on current topics, best practices and services offered
- Update time and attendance system

Parks and Recreation

- Develop and implement the Master Plan for Blackburn Park
- Look at trends in recreational activities, athletics and events. National and local -
 - surveys
 - National Recreation and Park Association

Planning

- Develop transportation Plan to include transportation Center
- Work with other public and private entities on feasibility study of a new regional airport
- Obtain new software to allow Geographical Information Systems information to be available to all departments
- Hire additional Geographical Information Systems (GIS) staff

Public Library

- Build a state-of-the-art facility that encourages lifelong learning opportunities to the public and provides a central repository for Lumpkin County historical information
- Participate in Strategic Planning updates
- Apply for more grants

Public Works

- Implement 20-year road plan
- Apply for DOT funds adhering to funding guidelines
- Develop and implement a rotation or replacement plan for equipment

Senior Center

- Survey successful Senior Centers in fast growing counties to be prepared for growth
- Monitor demographic of Lumpkin County as it changes to reflect growing senior populations
- Monitor adherence to state and federal policies and change as needed
- Apply for more grants

Sheriff's Office

- Continue to obtain grants for equipment and personnel
- Continue steps toward obtaining state certification

Tax Assessor's Office

- Incorporate shared GIS (Geographical Information Systems) data between departments and other county agencies
- Expand office to facilitate a conference room and adequate storage for growing areas

Strategic Action Items for the next three years

Strategy #1: Improve and maintain a safe environment

Strategy Statement: All public services will enhance safety through knowledge, teamwork, continuous training, public education and improved infrastructure.

| Strategic Action Items | Priorities | Office or Department | Implementation Date |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|----------------------------|
| Continue to have safety and pro-active cleaning meetings and training | Critical | Animal Shelter | on-going |
| Go to other animal shelters and websites for information on their latest safety and cleaning methods | Important | Animal Shelter | 2011 |
| Purchase the necessary materials and tools to do the job correctly | Critical | Animal Shelter | 2009 |
| Provide additional training and education to the staff and volunteers | Critical | Animal Shelter | on-going |
| Train poll workers and staff on conflict management/situation diffusion | Important | Election | on-going |
| Move polling places to public buildings with adequate parking and safe traffic flow into/out of facility | Critical | Election | 2009 |
| Ensure Deputies make rounds to polls and are readily available to go to the precincts | Important | Election | on-going |
| Ensure Deputy coverage of the courthouse/election consolidation area prior to the close of the polls and during consolidation | Important | Election | on-going |
| Continue to provide training for all employees | Critical | EMS 911 | on-going |
| Continue to work with other public safety departments to provide efficient 911 services to all departments as well as the public | Critical | EMS 911 | on-going |
| Continue to review and improve policies in the 911 center to improve the operations of the center with other public safety agencies | Critical | EMS 911 | on-going |
| Continue to make sure all public safety personal are safe when on a call | Critical | EMS 911 | on-going |
| Develop a county wide emergency response and alarm system | Critical | EMS 911 | 2010 |
| Continue vehicle pre-trip inspections | Critical | EMS Transit | on-going |
| Continue Passenger Service and Safety training to Drivers | Critical | EMS Transit | on-going |
| Continue driver training for drivers | Critical | EMS Transit | on-going |
| Provide pesticide training for private and commercial applicators | Critical | Extension Office | on-going |
| Provide training to agricultural producers biological and agricultural security | Critical | Extension Office | on-going |
| Promote "Fire-wise" landscape principles | Important | Extension Office | on-going |
| Work with Agricultural producers to prevent fire hazards to barns and stack houses | Critical | Extension Office | on-going |
| Maintain a stock of basic equipment for the initial response to a serious animal disease outbreak | Critical | Extension Office | on-going |
| Promote healthy lifestyle choices among youth through the county 4-H program | Important | Extension Office | on-going |
| Provide opportunities for youngsters to learn safe firearms use through the 4-H Shooting Sports Program | Important | Extension Office | on-going |
| Research new revenue sources to lessen tax burden | Critical | Finance | on-going |
| Seek grant funding for training and infrastructure | Critical | Finance | on-going |

Strategy #1 continued

| | | | |
|------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|-----------|
| Encourage citizen involvement in and understanding of government processes through education and informational handouts | Important | Finance | on-going |
| Train employees on safety procedures | Important | Finance | on-going |
| Continue to provide quality training for Fire/EMS staff | Critical | Fire | on-going |
| Conduct Fire Safety inspections of all Fire/EMS equipment, apparatus and local businesses | Critical | Fire | 2010 |
| Maintain vehicle safety at NFPA standards | Critical | Fire | on-going |
| Provide rapid mitigation of all environmental spills and leaks | Critical | Fire | 2009 |
| Obtain safety coordinator certification | Critical | HR | on-going |
| Expand safety awards program | Critical | HR | on-going |
| CPR Training for all employees (divided 1/3 per year) | Critical | HR | 2009-2011 |
| Arrange appropriate safety training for departments | Critical | HR | on-going |
| Provide safety, CPR and first aid training for all employees, coaches and referees | Show Stopper | P&R | 2009 |
| Conduct internal monthly safety meetings | Critical | P&R | 2009 |
| Ensure that all Park and Recreation facilities, fields, etc. are in compliance with the American Disabilities Act | Critical | P&R | 2011 |
| Improve Plan review by tasking person as a planner | Important | Planning | 2010 |
| Increase project inspections | Critical | Planning | 2009 |
| Develop enforcement Standard Operation Procedures | Critical | Planning | 2009 |
| Continue to provide safety information and literature to the general public | | Public Library | on-going |
| Provide additional safety training and education to the staff and volunteers | | Public Library | |
| Revise current Disaster Plan to include disaster recovery procedures | | Public Library | |
| Conduct safety inspections of equipment | Critical | Public Works | on-going |
| Insure quality training for staff | Important | Public Works | on-going |
| Conduct road and right-a-way safety inspections | Important | Public Works | on-going |
| Conduct bi-weekly in-house training on safety issues (e.g. Fall prevention) | Important | Senior Center | on-going |
| Use Website for providing senior safety tips | Important | Senior Center | on-going |
| Initiate facility inspections monthly for safety compliance | Critical | Senior Center | on-going |
| Show safety videos and invite speakers on the subject of senior safety | Important | Senior Center | on-going |
| Solicit feedback on senior citizens' concerns | Important | Senior Center | on-going |
| Continue to provide and acquire professional training for all employees | Important | Sheriff's Office | on-going |
| Continue to review and improve S.O.P. for Sheriff's Office operations | Important | Sheriff's Office | on-going |
| Conduct safety inspections on all vehicles, equipment and facilities | Important | Sheriff's Office | on-going |
| Continue to work with other law enforcement and County agencies to provide the public with excellent services | Important | Sheriff's Office | on-going |
| Attend County Safety meetings post and distribute safety literature and flyers | Critical | Tax Assessor | on-going |
| Provide continuous safety training | Critical | Tax Assessor | on-going |
| Provide adequate safety items in county vehicles and the office environment to include fire extinguishers and first aid kits | Critical | Tax Assessor | on-going |
| Provide employees with protective equipment and clothing | Critical | Tax Assessor | on-going |

Strategy #1 continued

| | | | |
|------------------------------------------------------------------------|-----------|--------------|----------|
| Follow scheduled maintenance on county vehicles and office equipment | Critical | Tax Assessor | on-going |
| Proper Identification worn and displayed by all employees | Critical | Tax Assessor | on-going |
| Maintain proper organization and cleanliness in the office environment | Critical | Tax Assessor | on-going |
| Initiate county emergency response phone number for all employees | Important | Tax Assessor | 2010 |

Strategic Action Items for the next three years**Strategy #2: To create and maintain a higher quality of life**

Strategy Statement: To improve policies and procedures, and implement quality control measures that will enable staff to provide a higher level of service to the citizens of Lumpkin County.

| Strategic Action Items | Priorities | Office or Department | Implementation Date |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|----------------------------|
| Purchase the most efficient, dependable and money-saving equipment for the shelter | Critical | Animal Shelter | 2009 |
| Maintain and work diligently to keep the shelter clean and environmentally safe for all | Critical | Animal Shelter | 2009 |
| Purchase adequate number of voting units in order to reduce wait time/lines | Show Stopper | Election | 2009 |
| Ensure poll workers and staff are well trained/informed and able to answer voter questions | Show Stopper | Election | on-going |
| Move polling places to central and convenient locations with heat/air | Critical | Election | 2009 |
| Increase ads and public notification for: <ul style="list-style-type: none"> o more convenient early voting o voting locations and times o voting by mail instructions | Important | Election | on-going |
| Change absentee/advance location to a central, modern, convenient area in tandem with election office | Critical | Election | 2009 |
| Redesign precinct layout to make flow easier to understand and make voting more private | Critical | Election | on-going |
| Post directional signs at each poll worker station, in numerical order with arrows so that the voters may easily understand where to go and what to do | Critical | Election | on-going |
| Staff and poll worker customer service training | Critical | Election | on-going |
| Increase online services | Critical | Election | on-going |
| Continue to improve the time from incoming call until the call is dispatched (Receipt to Dispatch by Department) | Critical | EMS 911 | on-going |
| Keep up with new equipment and technology to increase the level of service delivery | Critical | EMS 911 | on-going |

Strategy #2 continued

| | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|--------------|
| Work with other departments to start a ride along program so dispatchers can actual see what happens in the field. Also other public safety departments send their personnel to dispatch so they will know what the dispatchers are doing | Critical | EMS 911 | on-going |
| Implement Phase 2 cell phone service to locate cell phone callers | Critical | EMS 911 | 2009 |
| Stay up to date on new scheduling software | Critical | EMS Transit | on-going |
| Work on better scheduling to cut down costs | Critical | EMS Transit | on-going |
| Make sure that the public transportation is available when needed | Critical | EMS Transit | on-going |
| Work to enhance sustainability and profitability of Agricultural production | Show Stopper | Extension Office | on-going |
| Provide support to Civic Clubs and Garden Clubs through educational presentations | Critical | Extension Office | on-going |
| Provide educational and recreational opportunities for youth through the 4-H program | Show Stopper | Extension Office | on-going |
| Recruit and train Master Gardener Volunteers to multiply outreach | Critical | Extension Office | on-going |
| Collaborate with other agencies to enhance lifelong learning | Important | Extension Office | on-going |
| Cooperate with the City of Dahlonega on urban forest management through the Tree Board and Tree City USA Programs | Important | Extension Office | on-going |
| Increase 4-H Program Assistant position from 19 hrs to full time | Important | Extension Office | 2011 |
| Begin 5 year replacement program on office computers | Important | Extension Office | 2010 |
| Explore grants to promote industrial growth | Critical | Finance | on-going |
| Explore budget saving ideas to keep taxes low | Critical | Finance | on-going |
| Encourage citizen involvement in and of understanding of government processes through education and informational handouts | Important | Finance | on-going |
| Develop policies to make work flow of office smoother / more efficient | Critical | Finance | on-going |
| Foster an environment that promotes excellent customer service | Important | Finance | on-going |
| Research State, National Codes and Standards and enforce the ones that apply to Lumpkin County | Critical | Fire | on-going |
| Provide departmental customer service training for all personnel | Critical | Fire | 2009 |
| Expand current CPR/AED training to other departments | Critical | Fire | on-going |
| Provide annual physicals and testing for all departmental personnel | Show Stopper | Fire | 2010 |
| Stay current on employee regulations and issues | Show Stopper | HR | on-going |
| Collaborate with Department Heads., EO (Elected Officials), Constitutional Officers, as needed, on HR issues | Critical | HR | on-going |
| Explore opportunities to enhance employee benefit package (Survey employees) | Critical | HR | on-going |
| Post selected HR forms on -line | Critical | HR | on-going |
| Staff training in the field of recreation: <ul style="list-style-type: none"> o Georgia Recreation Parks Assoc. Classes o Onsite computer training | Important | P&R | 2009 2010 |

| | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------|----------|
| Strategy #2 continued | | | |
| o Have successful P&R department representative to speak to staff – share innovative ideas | | | 2009 |
| Develop processes to insure that citizens' concerns are addressed: Information improvement o Have a website that P&R can update regularly o Have more advanced signage to include digital marquee at concessions o Have more user friendly software for citizens/staff o Mass e-mail system Conduct Surveys o Online Surveys o Suggestion Boxes at concessions | Critical | P&R | 2009 |
| Revise regulations to minimize ambiguities | Critical | Planning | on-going |
| Train inspectors | Critical | Planning | on-going |
| Research applicability of Transferable Development Rights in Lumpkin County | Important | Planning | 2010 |
| Train builders / developers on regulations | Important | Planning | on-going |
| Develop regulations to allow lower cost housing | Important | Planning | 2010 |
| Increase county water and sewer service areas | Important | Planning | on-going |
| Develop and implement a master plan for reservoir property | Important | Planning | 2010 |
| Provide educational opportunities to the public through Lifelong Learning programs | Important | Public Library | 2009 |
| Provide educational and recreational opportunities for youth through story time and teen programs | Important | Public Library | 2009 |
| Offer after-school workshops for school-aged children | Important | Public Library | 2009 |
| Collaborate with other agencies to enhance Lifelong Learning opportunities | Important | Public Library | 2009 |
| Utilize current technologies on all projects | Important | Public Works | on-going |
| Continue to upgrade standards for road paving | Important | Public Works | on-going |
| Continue to build new roads and bring gravel roads up to today's standards | Important | Public Works | on-going |
| Coordinate with the GA DOT to develop a bicycle and pedestrian route plan on County and State roads | Important | Public Works | 2011 |
| Survey community to determine senior needs | Important | Senior Center | on-going |
| Research and stay ahead of "Silver Tsunami" (large number of Baby Boomers who are becoming age 60 and over) in order to be better prepared for their entry into the county system | Critical | Senior Center | on-going |
| Expand and promote services/programs to be inclusive of all seniors in the community | Critical | Senior Center | on-going |
| Continue staff education and skill improvements | Important | Senior Center | on-going |
| Review and update operational plan annually to improve effectiveness | Important | Senior Center | on-going |
| Continue to improve the response times for emergency and non-emergency calls for service | Important | Sheriff's Office | on-going |
| Implement up to date equipment and technology advancements for better service | Important | Sheriff's Office | on-going |
| Continue to develop a community oriented Sheriff's Office | Important | Sheriff's Office | on-going |
| Initiate county emergency response phone number for all employees | Important | Tax Assessor | 2010 |

Strategy #2 continued

| | | | |
|---------------------------------------------------------------------------------------|----------|--------------|----------|
| Purchase current software and equipment to remain competitive with today's technology | Critical | Tax Assessor | 2010 |
| Provide adequate training | Critical | Tax Assessor | on-going |
| Maintain current certifications | Critical | Tax Assessor | on-going |
| Increase online services utilizing internet access | Critical | Tax Assessor | 2011 |

Strategic Action Items for the next three years**Strategy #3: Preserve, support and promote the history and heritage of Lumpkin County.**

Strategy Statement: Identify, protect, promote and preserve the buildings, locations, and records that have historical and cultural significance.

| Strategic Action Items | Priorities | Office or Department | Implementation Date |
|----------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|----------------------------|
| Maintain and preserve accurate information on the animals, coming into and leaving the shelter | Critical | Animal Shelter | on-going |
| Continue to work with other humane societies in order to create a history of positive service with them | Important | Animal Shelter | 2010 |
| Donate all voting rosters past the records retention requirement to the local library for genealogy research, etc. | Important | Election | on-going |
| Donate or display old voting district maps | Important | Election | on-going |
| Create a link on our web page to the old district maps and militia district maps | Important | Election | on-going |
| Continue to update the web page with election return data, voter statistics data, etc. | Important | Election | on-going |
| Train personal to be aware of historical significance of the community | Critical | EMS 911 | on-going |
| Keep better record of the history of the county and the public safety departments | Critical | EMS 911 | on-going |
| Continue good record keeping | Critical | EMS Transit | on-going |
| Cooperate with local government and historical society on matters related to landscaping and maintenance of Historical Buildings | Important | Extension Office | on-going |
| Cooperate with Appalachian Studies Center on special projects such as heirloom gardens and "America by Food" | Important | Extension Office | on-going |
| Preserve historic files and office records | Important | Extension Office | on-going |
| Cooperate with Dahlonega on matters related to the preservation and maintenance of historic trees | Important | Extension Office | on-going |
| Train workforce in proper record retention methods | Critical | Finance | on-going |
| Seek grants and funding for archiving and purchases of historic places | Important | Finance | on-going |
| Encourage citizen involvement in and understanding of government processes through education and informational handouts | Important | Finance | on-going |
| Train personnel on methods and procedures that will limit damage to historical artifacts and sites | Critical | Fire | on-going |

Strategy #3 continued

| | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|----------|
| Follow recommended records retention schedules | | HR | on-going |
| Preserve records, photos, etc. of events | Important | HR | on-going |
| Work with public and private agencies and support groups to include Historical organizations to renovate Capt. MacDonald's House | Important | P&R | 2009 |
| Explore having an interpretive Center at the House once it is renovated | Important | P&R | 2011 |
| Provide and facilitate classes/guided tours of trails/park and interpret the native plants, gold mines and Capt. MacDonald's House within the Yahoola Creek Park; through help with volunteer groups such as trail conservancy and historical societies/groups | Important | P&R | 2010 |
| Revise Land Use Code to allow credits for preservation of historic places | Important | Planning | 2009 |
| Identify historical buildings and locations through Geographical Information Systems (GIS) | Important | Planning | 2009 |
| Cooperate with Appalachian Studies Center on special projects of historical significance | Important | Public Library | 2009 |
| Cooperate with the Senior Center to record history of seniors in Lumpkin County | Important | Public Library | 2009 |
| Develop procedures for the library as a repository including <ul style="list-style-type: none"> o offering a "What not to Throw Away" Workshop o digitizing current records/holdings o locating, obtaining, cataloging, and digitizing historical maps o obtaining record retention schedules for the county o gathering photos of local historical sites (buildings, graves, etc.) o working in cooperation with the tax assessor's office to make maps available to the public | Important | Public Library | 2009 |
| Catalog and update family files to make them more accessible to the public | Important | Public Library | 2009 |
| Partner with schools for local history projects | Important | Public Library | 2009 |
| Continue to preserve family and historical records currently held by the Lumpkin County Library by: <ul style="list-style-type: none"> o developing procedures – volunteer – control o partnering with NGC history interns o Investigating new partnerships with Appalachian Studies Center o investigate grant opportunities for record preservation | Important | Public Library | 2009 |
| Recommend having roads and facilities named after historically significant people and events | Important | Public Works | on-going |
| Promote events quarterly to honor past | Important | Senior Center | on-going |
| Record history of seniors of Lumpkin County | Important | Senior Center | on-going |
| Visit historical sites | Important | Senior Center | on-going |
| Support other agencies within the county by providing security and personnel for functions and festivals | Important | Sheriff's Office | on-going |
| Train deputies to be aware of buildings with historical significance | Important | Sheriff's Office | on-going |
| Preserve electronic and paper mapping data | Show stopper | Tax Assessor | on-going |
| Secure historical aerial Imagery | Show stopper | Tax Assessor | on-going |

Strategic Action Items for the next three years

Strategy #4: Develop our community by using internal and external resources to plan for the future.

Strategy Statement: Research, plan, develop, and implement policies that will promote responsible development to ensure a safe environment, a high quality of life, while preserving our history and heritage.

| Strategic Action Items | Priorities | Office or Department | Implementation Date |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------|----------------------------|
| Build a state-of-the-art facility to be able to keep up with the new guidelines and state laws that are required for an environmentally safe haven | Critical | Animal Shelter | 2011 |
| Reconfigure the county's current organizational structure in order to streamline operations and provide more effective and efficient services to the public. This would be accomplished by the following: <ul style="list-style-type: none"> o Create a position of Director of Community Services to better monitor and improve the following services and departments: recycling, transportation, Parks and Recreation, Animal Shelter, Elections, Senior Center and the Airport. o Increase the Director of Finance Administration duties to include information technology as well as maintain control of public buildings, finance, and purchasing. o Director of Human Resources would remain unchanged. o The Director of Planning and Development would monitor code enforcement and inspections, planning and GIS. o Remove the responsibility of the airport from The Director of Public Works leaving more time to manage the Road Department and the Transfer Station. o Remove public transportation responsibilities from The Director of Emergency Services in order to better concentrate on 911, Fire and EMS services. | Critical | County Manager | 2010 |
| Appoint county IT team to include a Consultant | Critical | County Manager | 2008 |
| Develop and prioritize a detailed work plan to upgrade the County's IT capabilities | Critical | County Manager | 2009 |
| Website, computer equipment in all County Departments to support a Countywide IT system, plan to include cost of program | Critical | County Manager | 2009 |
| Develop Policies / Procedures for IT program and management of website | Critical | County Manager | 2009 |
| Training for Commissioners, County Manager, Department Heads and Staff | Critical | County Manager | 2009 |
| Install equipment and implement program countywide - all departments | Critical | County Manager | 2010 |
| Increase the number of voting units yearly as the voter population increases | Show Stopper | Election | on-going |
| Election office removed from elected official's area to an area large enough to accommodate the increase in equipment | Critical | Election | 2009 |

Strategy #4 continued

| | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|----------|
| Inventory scanning system to track and inventory equipment to ensure security of the system | Critical | Election | 2011 |
| Security system for the election equipment storage area. | Critical | Election | 2011 |
| Continue to look for grant opportunity for new equipment | Critical | EMS 911 | on-going |
| Develop a plan to upgrade equipment every three to 5 years | Critical | EMS 911 | on-going |
| Develop a plan to add more personnel as needed | Important | EMS Transit | on-going |
| Looking at expanding the transit system as needed | Critical | EMS Transit | on-going |
| Continue to work with DOT on replacement of vehicles | Critical | EMS Transit | on-going |
| Participate in Strategic Planning updates | Important | Extension Office | on-going |
| Participate in community planning program like "Better Hometown" | Important | Extension Office | on-going |
| Participate in Leadership Lumpkin County programs and work to build Agricultural awareness levels in the county | Important | Extension Office | on-going |
| Work with City and County on matters relating to the preservation of green-space | Important | Extension Office | on-going |
| Communicate emerging issues to residents, Agricultural producers and local government and help address them through educational programs | Critical | Extension Office | on-going |
| Involve local citizens in advisory boards and extension leadership program to provide timely input | Critical | Extension Office | on-going |
| Train workforce in use of available data for planning purposes | Critical | Finance | on-going |
| Research new revenue sources to lessen tax burden | Critical | Finance | on-going |
| Encourage citizen involvement in and understanding of government processes through education and informational handouts | Important | Finance | on-going |
| Provide accurate and timely data to leaders so they can make informed decisions | Critical | Finance | on-going |
| Research new financial management software | Show stopper | Finance | 2009 |
| Develop facilities maintenance program | Critical | Finance | on-going |
| Keep the vehicle and equipment replacement program current | Critical | Fire | on-going |
| Continue to look for grant opportunities | Show Stopper | Fire | on-going |
| Increase staffing levels of paid fire fighters at understaffed stations every three years | Critical | Fire | 2011 |
| Build additional fire stations as growth allows until all major occupied areas are covered within 5 miles in the county and 2.5 miles in the city | Critical | Fire | 2011 |
| Locate adequate office space for HR | Critical | HR | 2009 |
| Expand HR staff by one full time employee | Critical | HR | 2010 |
| Provide department head training on current topics, best practices and services offered | Critical | HR | on-going |
| Update time and attendance system | Show stopper | HR | 2009 |
| Develop and implement the Master Plan for Blackburn Park | Critical | P&R | 2009 |
| Look at the trends of the recreational activities, athletics and events, National and local through: o surveys | Important | P&R | 2009 |

| Strategy #4 continued | | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|----------|
| ○ National Recreation and Park Association | | | |
| Develop transportation Plan to include transportation Center | Critical | Planning | 2010 |
| Work with other public and private entities on feasibility study of a new regional airport | Important | Planning | 2010 |
| New software to allow Geographical Information Systems information to be available to all departments | Important | Planning | 2010 |
| Additional Geographical Information Systems (GIS) staff | Critical | Planning | 2010 |
| Build a state-of-the-art facility that encourages lifelong learning opportunities to the public and provides a central repository for Lumpkin County historical information | Critical | Public Library | 2011 |
| Participate in Strategic Planning updates | Important | Public Library | 2009 |
| Apply for more grants | Critical | Public Library | 2009 |
| Implement 20-year road plan | Critical | Public Works | on-going |
| Apply for DOT funds adhering to funding guidelines | Critical | Public Works | on-going |
| Develop and implement a rotation or replacement plan for equipment | Critical | Public Works | 2009 |
| Develop a long range transportation plan | Critical | Public Works | 2010 |
| Survey successful Senior Centers in fast growing counties to be prepared for growth | Important | Senior Center | on-going |
| Monitor demographic of Lumpkin County as it changes to reflect growing senior populations | Critical | Senior Center | on-going |
| Monitor adherence to state and federal policies and change as needed | Show stopper | Senior Center | on-going |
| Apply for more grants | Important | Senior Center | on-going |
| Continue to obtain grants for equipment and personnel | Important | Sheriff's Office | 2009 |
| Continue steps toward obtaining state certification | Important | Sheriff's Office | on-going |
| Incorporate shared GIS (Geographical Information Systems) data between departments and other county agencies | Critical | Tax Assessor | 2010 |
| Expansion of office to facilitate a conference room and adequate storage for growing areas | Important | Tax Assessor | 2009 |

Appendix E: Strategic Action Items for the next five to ten years

| Strategic Action Items | Priority | Core Strategy | Office or Department | Implementation Date |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------|-----------------------------|----------------------------|
| Construct additional kennels to reduce overcrowding | Critical | 4 | Animal Shelter | 2012 |
| Three new office computers, updated at least biannually. | Critical | 3 | Election | |
| Office large enough and removed from elected officials' offices in order to accommodate early/absentee voting in office, as well as separate areas for election equipment storage, election supply storage, voter registration/customer counter and private offices. | Critical | 1,2,3 | Election | 2113 |
| Part-time personnel position going full time during election years. | Critical | 2 & 3 | Election | 2012 |
| Cell Phones for all Poll Managers on election day. | Critical | 2 & 3 | Election | 2012 |
| Copier that can handle thousands of copies, scan, print multiple size envelopes by the hundreds, and produce color copies for producing poll worker training material and voter mail outs. | Important | 2 & 3 | Election | 2012 |
| Complete renovation on Captain McDonald's House. | Critical | 3 | Park & Rec | 2013 |
| Construction of Blackburn Park i.e. Sporting Fields, Concession Buildings, Pavilions, picnic areas, Fishing Pond etc. | Critical | 1 | Park & Rec | 2012 - 2018 |
| Conduct transportation study to determine needs for future roads and improvements | Critical | 1 | Public Works | 2012 |
| Larger facility to accommodate growth in senior population. | Critical | 1 | Senior Center | 2012 |
| New technology to enhance mental alertness and challenges | Important | 2 | Senior Center | 2012 |
| Technology to track home delivered food and food routes (Ex. Bar coding) | Critical | 4 | Senior Center | 2012 |
| Heated swimming pool to prolong ability to exercise without injury | Critical | 1&2 | Senior Center | 2012 |

**Addendum #1: COMPREHENSIVE PLAN SHORT-TERM WORK PROGRAM
2005-2009**

| PLAN ELEMENT | DESCRIPTION | 2 | 2 | 2 | 2 | 2 | DEPT. RESPONSIBLE |
|----------------------|----------------------------------------------------------------------------------------------|---|---|---|---|---|---------------------------|
| | | 0 | 0 | 0 | 0 | 0 | |
| | | 5 | 6 | 7 | 8 | 9 | |
| Community Facilities | Replacement of patrol vehicles. Four per year. | X | X | X | X | X | Sheriff Department |
| Community Facilities | EMS – Update E911 mapping. | | X | X | | | EMS and Planning |
| Community Facilities | EMS Ambulance replacement – two new vehicles. | | X | | | | EMS |
| Community Facilities | Construct new fire station at GA 400 and Chesterra Road. | X | X | | | | Fire Department |
| Community Facilities | Solid Waste; Construct a new recycling center at Red Oak Flats. | X | | | | | Administration |
| Community Facilities | Purchase Fire Engine, pumper truck | X | | | | | Fire Department |
| Community Facilities | Purchase Recycling Truck | X | | | | | Administration |
| Community Facilities | Construct new county shop | | X | X | | | Public Works |
| Community Facilities | Develop Yahoola Creek Park Complex | X | X | X | X | X | Park and Recreation |
| Community Facilities | Park improvements reservoir area; Joint with City. | X | X | X | X | X | Park and Recreation |
| Community Facilities | Water Master Plan Implementation | X | X | X | X | X | Water and Sewer Authority |
| Community Facilities | Sewer Improvements at GA 400 and SR 60. Lines and pump station. | X | X | X | | | Water and Sewer Authority |
| Community Facilities | DOT LARP; 6.5 to 9 miles per year. | X | X | X | X | X | Road Dept |
| Community Facilities | Pave seven additional mile of county roads annually. | X | X | X | X | X | Public Works, Road Dept |
| Community Facilities | Bridge Replacement | X | | | | | |
| Community Facilities | Bicycle and pedestrian trail from Yahoola Creek Park to reservoir. Include in regional plan. | X | X | X | X | X | Park and Recreation |
| Land Use | Update Sign Regulation | X | X | | | | Planning Department |
| Land Use | Develop landscape regulations. | X | X | | | | Planning Department |
| Natural Resources | Develop and Watershed Management Plan for reservoir. | | | | X | X | Planning Department |
| Community Facilities | Locate and construct new library. | | | | X | X | Library Board |
| | | | | | | | |

| COMPREHENSIVE PLAN SHORT-TERM WORK PROGRAM continued | | | | | | |
|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---------------------------------------|
| Community Facilities | Study Courthouse and Administrative facility space needs. | X | X | | | |
| Economic Development | Encourage additional commercial and restaurant development in the 400 corridor | X | X | X | X | X Chamber |
| Economic Development | Work with Dahlonega to continue as the economic center for the county, and downtown as the tourism center. | X | X | X | X | X Chamber |
| Economic Development | Develop a master plan of short-term and long term infrastructure improvement, specifically for water, sewer and roads. | | | X | X | Water and Sewer Authority, Road Dept. |
| Economic Development | Work with surrounding jurisdictions to develop regional efforts to identify and recruit business and industry to Lumpkin County and surrounding community | X | X | X | X | X Administration, Chamber |
| Economic Development | Encourage a job base that allows the greatest level of employment for citizens. | X | X | X | X | X Chamber |
| Housing | Encourage a variety of housing options for a growing population, including affordable housing. | X | X | X | X | X Planning Department, Admin. |
| Housing | Provide housing education opportunities for all citizens in Lumpkin County | | X | X | X | Planning Department, Admin. |
| Housing | Allow for affordable housing by using creative technology incentive programs that allow for the accomplishment of said housing. | | | X | X | X Planning Department, Admin. |
| Population/ Service Delivery | Study and evaluate the growing and diverse population, accentuated by ever changing population groups, to assist in formulation of policy in the delivery of county services, and create efficiency in delivery of services. | | | X | X | Administration |
| Population | Develop a program that will encourage volunteerism in Lumpkin County. | | X | X | | Administration |
| Population/ Community Facilities | Encourage the establishment of a regional post-secondary technical education facility in Lumpkin County, that would support non-traditional scheduling/night school. | | | X | X | X Administration, Chamber |
| Historic | Conduct a Historic resources survey county wide, including a cemetery survey. | | X | X | | Administration |
| Historic | Establish a Lumpkin County Historic Society. | | X | X | | |
| Historic | Encourage the development of a heritage tourism program, including tourism trails. | | | X | X | Chamber |
| Natural Resources | Work with Dahlonega on the development of water resources from the Yahoola Creek Reservoir, including providing funds where necessary. | X | X | X | X | X Administration. |

COMPREHENSIVE PLAN SHORT-TERM WORK PROGRAM continued

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|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|----------------------------|
| Natural Resources | Identify all sources of water in Lumpkin County to possibly consider a well and tank system. | | X | X | | | Water and Sewer Authority. |
| Community Facilities | Develop a Master Recreation Plan | | X | X | | | Park and Recreation |
| Community Facilities | Move some general administration offices into the old library space | | | | | X | |
| Community Facilities | Study and develop a county wide emergency response and alarm system | | X | X | X | X | EMA Director |
| Transportation | Traffic study for all state routes and major county road, including an outer Dahlonega by-pass and alternatives for the Appalachian Scenic Corridor. | | | X | X | | Administration |
| Transportation | Encourage the Appalachian Scenic Corridor to locate in the southern portion of the county, not through Dahlonega. | X | X | X | X | X | Administration Policy |
| Transportation | Continue the Frogtown extension to Turner's Corner. | X | X | X | | | |
| Transportation | Encourage bicycle and pedestrian routes in GA DOT planning (Appropriate state routes and county roads). | | X | X | X | X | Planning Department |
| Land Use | Develop a master plan for Highway 60 from Dahlonega to GA 400 | | X | X | | | Planning Department |
| Land Use | Study and implement an Impact Fee program. | | X | X | | | Planning Department |