

PUTNAM COUNTY STRATEGIC PLAN

VISION

Putnam County, located along the majestic St. Johns River, where you will experience abundant natural resources, a rich history, and a diverse, high-quality way of life...truly a gem of Florida you thought was lost.

ORGANIZATIONAL VALUES

OF

PUTNAM COUNTY

In order to provide a government that operates at the highest level, the Putnam County Board of County Commissioners has adopted the following organizational values:

- We value integrity and believe it guides us to do what is right at all times for the community we serve. Integrity is the quality of being honest and principled.
- We value accountability, both personal and fiscal, knowing that it starts with the individual and is a way of life that applies to all. Success will come when we hold each other responsible for our actions and words.
- We value respect and promise to treat both citizens and employees with courtesy, while encouraging and appreciating their ideas and input.
- We value innovation and believe in thinking big. We encourage shared creativity and community involvement.
- We value transparency in our government. An honest, open government is our first responsibility. Transparency encourages competence because it subjects our actions to public observation and examination.
- We value team work and commit to fostering internal and external partnerships to make a meaningful difference in the lives of those we serve.
- We value diversity and encourage the inclusion of a variety of people, cultures, beliefs, values, and ideas while celebrating our shared resources and history.

We pledge to abide by and incorporate these values in all the decisions we make and actions we take.

MISSION

The mission of Putnam County is to enhance the quality of life for our citizens, businesses, and visitors by providing premier quality programs and services that reflect our commitment to excellence and integrity.

PUTNAM COUNTY GOAL STATEMENTS

1. To provide and maintain quality infrastructure to meet the needs of current and future residents, businesses, and visitors.
2. To create a financially feasible capital program that addresses the equipment, building, and vehicle requirements of the county.
3. To assure a high level of public safety in Putnam County including fire/rescue, communication services, emergency operations, code enforcement, building services, and animal services.
4. To address the health and social service needs of the residents of Putnam County through appropriate partnerships and programs.
5. To develop and implement policies that promote and provide for managed growth while maintaining the rural quality of life and protecting environmental resources in the county.
6. To identify, secure, and manage fiscal resources in a thoughtful, transparent, and ethical manner.
7. To create a professional and supportive work environment for county employees by investing in their well-being.
8. To provide and encourage open communication and engagement, both internally and externally, with residents, staff, and community partners.



PUTNAM COUNTY STRATEGIC PLANNING REPORT

Final Draft 11/3/2020

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INTRODUCTION

The Putnam County Board of County Commissioners held a two-day strategic planning workshop on December 16-17, 2019 to develop a vision, organizational values, a mission statement, and to identify goals, objectives, and priorities for implementation in the next few years. Ms. Marilyn Crotty, a consultant with the John Scott Dailey Florida Institute of Government at the University of Central Florida, facilitated both days of the workshop.

The workshop was preceded by three community visioning sessions and a report of each of these workshops was sent to each of the participants in the strategic planning workshop to provide citizen input to the process.

The five County Commissioners and senior staff participated in the session which was noticed and open to the public. During the first day, the elected officials described their aspirations for the future of the county which resulted in a vision statement. This was followed by the identification of organizational values that should underlie all of the actions and decisions made by the county's elected and appointed officials. The final activity of the day was the creation of a mission statement for the county.

During the second day, the group reviewed, modified, and approved the vision, values, and mission that had been developed. This was followed by an environmental scan examining trends and issues that may occur in the next few years. The participants conducted an analysis of the county's strengths, weaknesses, opportunities, and strengths. The remainder of the workshop focused on the establishment of goals and objectives, with selection of priorities for implementation.

This report is a summary of the outcomes of the workshop.

VISION FOR THE COUNTY 2030

The Facilitator/Consultant, Ms. Crotty, asked the elected officials to imagine that it is 2030 and that Putnam County has prospered over the past 10 years. She asked them to describe their ideal image of the county at that time. The following comments were made:

Vision 2030

- Retain rural appearance (mentioned by 3 commissioners)
- Managed growth – maintain rural quality (mentioned by 2 commissioners)
- Public safety fully staffed (fire/EMS). Mental health treatment. Substance abuse.
- Trained work force
- Workforce housing – appropriate places near businesses
- Better paying jobs – light industrial
- Broader tax base
- More local roads
- More water
- Small businesses in outlying areas
- More healthcare – greater access
- Training local people to get higher paying jobs that are here
- Infrastructure – all parts of county – water, sewer
- Access to river
- Tourist development – marketing
- Image/perception of county improved – external and internal
- Cultural identity as a county

Based on these qualities and characteristics, the group crafted the following statement as a vision for the county:

VISION

Putnam County, located along the majestic St. Johns River, where you will experience abundant natural resources, a rich history, and a diverse, high-quality way of life...truly a gem of Florida you thought was lost.

ORGANIZATIONAL VALUES

The facilitator asked the group to identify values or guiding principles they felt were important for the county to use in its decision-making and to follow in its actions. The following were listed with the numbers indicating how many people in the group supported each.

Integrity (20)
Accountability (18)
Respect (18)
Innovation (15)
Transparency (12)
Honesty (11)
Teamwork (11)
Diversity (10)
Fiscal responsibility (10)
Dedication (9)
Compassion (8)
Loyalty (8)
Openness (8) – communication/listening
Responsive (7)
Commitment (7)
Service (6)
Due diligence (3) – put forth needed effort
Love (3)
Conservative (2)
Recognition (1)

Further discussion resulted in the combination of like values and the selection of the seven that were most significant. The group then wrote statements for each of the selected values.

PUTNAM COUNTY ORGANIZATIONAL VALUES

Integrity is a core value that guides us to do what is right at all times for the community we serve. Integrity is the quality of being honest and principled.

Accountability both personal and fiscal, starts with the individual and is a way of life that applies to all. Success will come when we hold each other responsible for our actions and words.

Respect. We value both citizens and employees and appreciate their ideas and input and will treat all with courtesy and respect.

We value **innovation** and believe in thinking big. We encourage shared creativity and community involvement.

We value **transparency** in our government. An honest, open government is our first responsibility. Transparency encourages competence because it subjects our actions to public observation and examination.

Team Work. We commit to fostering internal and external partnerships to make a meaningful difference in the lives of those we serve.

We value **diversity**. We encourage the inclusion of a variety of people, cultures, beliefs, values, and ideas, while celebrating our shared resources and history.

MISSION

In order to develop a mission statement, Ms. Crotty began by posing a series of questions to the participants. The responses led to the creation of the statement below.

What do you do?

Serve the public:

Public safety – police, fire, EMS,

Emergency (EOC)

Preparedness

Recovery

Code enforcement

Animal control

Physical environment:

Infrastructure

Transportation (roads, bridges)

Water, sewer, storm drainage,

Communication

Landfill

Educational resources

Libraries, Agriculture Extension

Parks and Recreation programs

Health Department – prevention

Port authority

Building Department – permitting

Planning –

Growth management, comprehensive plan, land development regulations, etc.

General government

Administration, purchasing, budget, fleet management

Solid waste collection and recycling

Veteran's services

Provision of social services – hub with nonprofits, S.H.I.P.

Legislation

Ordinances

Set policies

Mosquito control

Technology provision

Economic development – Tourist Development Council

Protection of natural resources

Staff citizen boards

Wayfinding – signage

Who do we serve?

Residents – children, elderly, homeless, inmates, etc.
Businesses - Chamber of Commerce
Tourists
Visitors
Snowbirds
Animals, pets and wild
Commuters
College students
Other local governments
Non-profits – Boys Ranch, 4H, arts and culture, etc.
Churches
Constitutional officers
Public school system
Non-residents

What do you want to be known for?

Great customer service
Accessible
Responsible
Low taxes
Fiscally responsible
Proactive
Safe environment
Good environmental stewards
Supporting recreational activities leading to health and welfare
Innovation
Ethical
Education
Friendly

The participants developed several mission statements based on the above information and agreed on the following as the mission statement for the County:

MISSION

The mission of Putnam County is to enhance the quality of life for our citizens, businesses, and visitors by providing premier quality programs and services that reflect our commitment to excellence and integrity.

The second day of the strategic planning workshop began with a review and finalization of the vision, values, and mission that had been created the first day. The Commissioners and staff continued the discussions that are summarized below.

EXTERNAL ISSUES & TRENDS

The group discussed trends and issues that are occurring in the international, national, and state environment that may have an impact on the county in the near future. The following external forces were identified as significant for Putnam County:

- Positive trade agreements - China, North America
- Funding for purchase of environmental lands – Amendment 1 potential \$ available
- Opioid crisis - mandates without funding
- Unfunded mandates - federal and state
- Water resources – quantity/quality, potable
- Adverse effects of property tax reform
- Diminishing personnel available for trades – construction, plumbing, etc.
- Data security
- U.S. presidential election
- Regulations – increase/decrease – effects economy
- Brexit
- Climate change – regulations, sea level rise
- Energy – gas prices, solar, wind, electric cars
- Solid waste – landfills, recycling (China – no longer a market)
- Food resources (global issue) – cost, availability
- Impact of pesticides
- War
- Family size – diminishing
- Aging population – baby boomers; people living longer
- Generational diversity – people want experiences, not things
- Technology – homes built for sustainability, Artificial Intelligence, self-driving vehicles, 3D printing, lack of social skills, instant communication, cost of technology
- Majority/minorities – “Browning of America”
- Surrounding counties increasing impact fees
- Cost of incarceration is going up
- Lower prison populations – move populations to county jails
- Intervention vs incarceration – mental health, substance abuse

INTERNAL ISSUES & TRENDS

The participants analyzed internal trends and issues that may have an impact on the county. The following items were identified:

- Need for increased revenues
- Increased traffic
- Infrastructure expansion/maintenance – water, sewer, DOT – US 17
- Update of comprehensive plan
- Aging equipment
- Need for updated software
- Aging workforce
- Competition for employees – high turnover
- Aging population
- Minimum wage going up - hard to increase
- Need for services to keep up with growth of population
- Development in adjoining counties

SWOT ANALYSIS

The Commission and staff then identified what they perceive as strengths and weaknesses of the county and its government. They also identified opportunities and threats that the county faces. The following chart is a compilation of these ideas. The number in parentheses () next to each comment indicates how many participants made this comment.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Employees/Staff/Administration (13) – strength of staff; abilities; loyalty; competent; quality; knowledgeable; experienced workers; great; dedicated; skilled; quality of administration	Money (7) – insufficient funding; financial resources; lack of money for infrastructure; insufficient resources to properly fund all necessary needs	Growth (3) –build new communities with proper infrastructure; personal housing; business; continued; expansion	Surrounding counties (4) – growth increases high turnover of staff; grow to the point that they can cut us out of planning; taking our trained workforce
Community (4) – our people; size of community; sense of community; caring citizens	Pay (4) – low income; salary scale; low pay scale for vacant positions; wages;	Do your part to help make the county favorable	Change in government (elections)
Leadership	Taxes (4) – tax revenue to fund necessary services; low base; people drawing tax-based services but not contributing	Business (2) - Ripe with opportunity for new businesses; have a better business environment	Online hackers
Team	Lack of resources to offer outside residents something they can't get somewhere else	Employees (2) - Invest in our employees to keep the quality; retain valuable talent, staff	Location, location, location
Location (4) – tournaments gatherings; central location	Slow hiring process (2)- vacancy posting in a proper time frame	Natural resources (2) – beautiful; attractive that could be a form of eco-tourism;	Staff (2) – loss of exp work force; cost of training
Natural resources (3) – trails; ecotourism; rivers	Staffing (3) – levels; short; level numbers low;	Assist with recruiting for job vacancies	Budget not knowing from one year to the next
Service – give your best service of all time	Infrastructure (4) -not enough; lack of; age and maintenance;	Grant funding for infrastructure	Better job opportunities
Communication	Un-unified Commission	New bridge will help shipyards	Reliance on few key employers (GP, Seminole, school board)
Current knowledge base	Fire/EMS system as it is currently staffed/managed	Larger tax base	Loss of historic knowledge (staff)
Most departments work really well together and are very supportive of each other	Unproductive conflict	Improved state roads	Rate of poverty in county
Artistic community	Slow to change - stagnant growth	Solid waste market	Proliferation of mobile homes
	Differences in communication styles	Median income wage earners from surrounding counties	Adverse legislation

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	Antique “software”	Growth of State	Generational change
	Lack central service hub	Managed growth (3) – plan for controlled growth; the opportunity to manage growth	Changes in wage standards could negatively affect our acquiring new talent
		Grow the departments	Not consistent
		Growth in surrounding counties (4) -drives residents to us; we can offer the rural old Florida lifestyle	Perception of education system
			Funding (3) – lack of funding (diminishing grants); unfunded mandates from Washington and Tallahassee; lack of revenue causes loss of services, staff, talent, etc.
			Overcoming our economic and social issues
			Public opposition to move the county forward
			Solid waste market
			Lack of housing for younger professional families
			Continual left turn of country
			Economic downturn

STRATEGIC ISSUES

The Commission and staff identified strategic issues and organized them into like categories:

Infrastructure

- New infrastructure - water, sewer, stormwater
- Repair and maintenance

Capital Improvements

- Equipment, vehicles, facilities (animal services)
- Solid waste
- Technology – broad band
- Libraries – space

Public Safety

- Fire and EMS
- Communications
- Animal services

Health and Social Services

- Mental health in county – substance abuse, court programs, drugs, veterans
- Healthcare access
- Public transportation
- Senior/adult daycare

Growth Management

- Comprehensive plan
- Land Development Regulations
- Natural resources – trails, waterways, open space, access
- Housing – location
- Attract businesses – entertainment, restaurants, shopping
- Appearance – beautification, clean up

Fiscal

- Increase revenues/options
- Lower millage rate/increase services

Employee Investment

- Living wage for employees
- Employee training
- Incentives
- Recruitment
- Retention

Internal and External Communication

- Image - marketing and merchandizing
- Increase opportunities for community engagement
- Education - vocational/tech, increased school rating

The Commission confirmed that the eight strategic issues listed above were appropriate goals for the county. The Commission then identified objectives under each goal. They then selected priorities. Any objective that received support from three or more Commissioners (identified by number in () in front of each objective) is considered a priority. The rest of the objectives are listed as other. There is no significance to the order in which the goals and objectives are listed.

GOALS AND OBJECTIVES

GOAL – INFRASTRUCTURE

Priority Objectives

- (4) Expand water and sewer system – self sustained
- (4) Develop plan for replacement/repair of bridges
- (4) Create a 3-year plan for repaving/maintenance of roads

Other Objective

- (0) Revisit stormwater study and prioritize implementation

GOAL – CAPITAL

Priority Objectives

- (4) Develop a master plan for current and future technology needs – hardware and software
- (3) Develop plan for vehicle and equipment replacement

Other Objectives

- (1) Develop plan for recreational field repair/maintenance/replacement - lighting, etc.
- (1) Increase library space and make ADA compliant
- (0) Create plan for maintenance and repair of existing facilities
- (0) Conduct needs assessment for new facilities
- (0) Create welcoming entry ways into the county

GOAL – PUBLIC SAFETY

Priority Objective

- (4) Identify appropriate agency for management of animal services and level of service

Other Objectives

- (2) Continue to migrate to a digital system for public safety communication
- (2) Development and implementation of a fire service master plan
- (0) Develop capital out key plan for fire/rescue equipment, vehicles, etc.

GOAL – HEALTH/SOCIAL SERVICES

Priority Objectives

- (5) Encourage and support problem solving alternative court programs – present in county at some time; drug, veterans, mental health, etc.
- (3) Encourage and support improved public transportation

Other Objectives

- (1) Work with private sector entities to enhance availability to healthcare services and facilities (ER, Ortho, OB, etc.)
- (0) Create a hub for social service information and referral

GOAL – GROWTH MANAGEMENT

Priority Objectives

- (5) Continue update of comprehensive plan and revision of Land Development Regulations (LDRs)
- (5) Develop policy of managed growth to maintain rural atmosphere and environmental resources

Other Objectives

- (0) Create an attractive environment for business and housing development - entertainment, shopping, restaurants, small bus, subdivision, etc.
- (0) Update property maintenance code

GOAL - FISCAL

Priority Objectives

- (3) Lower millage rate
- (3) Comprehensive review of existing and potential revenues available to county – taxes, fees, charges, etc.

Other Objectives

- (0) Continue to explore available grant opportunities
- (0) Conduct an educational campaign for citizens regarding fiscal responsibilities for funding county services and programs
- (0) Begin budget process with Commission earlier in the year

GOAL – EMPLOYEE INVESTMENT

Priority Objective

- (5) Conduct wage, benefit, and classification survey

Other Objectives

- (0) Provide appropriate training opportunities for employees with necessary requirements
- (0) Explore housing assistance programs for employees and potential employees

GOAL – EXTERNAL AND INTERNAL COMMUNICATION

Priority Objective

- (4) Support and encourage vocational training opportunities through local educational partners

Other Objectives

- (2) Encourage and support participation in the LOGIC effort
- (0) Increase community engagement through a variety of methods - business, intergovernmental, homeowners, civic organizations, etc.

PRIORITY OBJECTIVES

- (5) Encourage and support problem solving alternative court programs – present in county at some time: drug, veterans, mental health, etc.
- (5) Continue update of comprehensive plan and revision of Land Development Regulations (LDRs)
- (5) Develop policy of managed growth to maintain rural atmosphere and environmental resources
- (5) Conduct wage, benefit, and classification survey
- (4) Expand water and sewer system – self sustained
- (4) Develop plan for replacement/repair of bridges
- (4) Create a 3-year plan for repaving/maintenance of roads
- (4) Develop a master plan for current and future technology needs – hardware and software
- (4) Identify appropriate agency for management of animal services and level of service
- (4) Support and encourage vocational training opportunities through local educational partners
- (3) Develop plan for vehicle and equipment replacement
- (3) Encourage and support improved public transportation
- (3) Lower millage rate
- (3) Comprehensive review of existing and potential revenues available to county – taxes, fees, charges, etc.

Putnam County
Strategic Plan Implementation Chart 2020

Goal	Objective	Action	Responsibility	Timeline	Status
1.To provide and maintain quality infrastructure to meet the needs of current and future residents, businesses, and visitors	1.1 Dept. of Public Works will plan on increasing the capacity of the water and sewer systems by August 31, 2021	1.1.a. Identify programmatic phases in the septic to sewer program for the next 3 years.	Utilities Superintendent	October 31, 2020	%
		1.1.b. Develop plan to upgrade Barge-port System for turnover to the city	Utilities Superintendent	March 31, 2021	%
		1.1.c. Identify water and sewer expansions along East River Road, 207A and 207	Utilities Superintendent	August 31, 2021	%
	1.2. Dept. of Public Works will develop a plan for replacement/repair of all county bridges and look for grant assistance by March 31, 2021	1.2.a. Prepare accurate listing of all bridges in the county	Assistant Public Works Director	August 31, 2020	Completed
		1.2.b. Prioritize bridges based on the last bridge assessment	Assistant Public Works Director	December 31, 2020	%
		1.2.c. Prepare listing by FY of bridge repair/replacements	Assistant Public Works Director	January 31, 2021	%
		1.2.d. Review grants and other avenues of funding for repair/replacement	Executive Director of Public Works	March 31, 2021	%
	1.3. Dept. of Public Works will create a 5 year plan for repaving/ maintenance of roads by October 31, 2020	1.3.a.Consolidate listing of all MSBUs with expiration dates	MSBU Coordinator	July 31, 2020	Completed
		1.3.a.1. Within each MSBU, assist with formation of priorities for repairs	Public Works Project Manager	October 31, 2020	%
		1.3.b. Provide listing of all dirt to pave projects listed in the county by highest score	Public Works Project Manager	August 31, 2020	Completed
		1.3.b.1.Breakout this listing based on approximately \$2 million/yr.	Public Works Project Manager	August 31, 2020	Completed
		1.3.c. Provide a listing by FY for proposed mill and pave projects	Public Works Project Engineer	July 31, 2020	Completed

Putnam County
Strategic Plan Implementation Chart 2020

Goal	Objective	Action	Responsibility	Timeline	Status
2. To create a financially feasible capital program that addresses the equipment, building, and vehicle requirements of the county	2.1. By September 30, 2021, Dept. of Public Works will develop a short term and long term vehicle and equipment replacement plan (5 yr. and 20 yr.)	1.3.c.1. Breakout this listing based on approx. \$2 million/yr.	Public Works Project Engineer	October 31, 2020	Completed
		2.1.a. Identify accurate listing of assets	Director of Fleet Operations	December 31, 2020	%
		2.1.b. Create a cost analysis report for these replacement assets	Director of Fleet Operations	March 31, 2021	%
		2.1.c. Develop replacement criteria (purchase vs. lease)	Director of Fleet Operations	May 31, 2021	%
		2.1.d. Create a priority schedule based on the criteria established	Director of Fleet Operations	June 30, 2021	%
	2.2. The IT Director will develop a Strategic Plan for current and future technology needs including hardware and software by June 30, 2021	2.2.a. Hire a consultant to conduct an assessment of the IT Department	IT Director	January 30, 2021	In process
		2.2.b. Produce current state of IT hardware report	IT staff/consultant	August 30, 2020	Completed
		2.2.c. Produce current state of IT software report	IT staff/consultant	August 30, 2020	Completed
		2.2.d. Develop IT guiding principles and IT governance	Executive Director of Human Resources/IT Staff	April 30, 2021	%
		2.2.e. Annually determine IT needs among various departments and elected officials	IT staff/partners	April 30, 2021	%
2.2.f. Develop IT goals, objectives and strategies		Executive Director of Human Resources/IT Staff	June 30, 2021	%	
3. To assure a high level of public safety in Putnam County including fire/rescue, communication services, emergency operations, code enforcement, building services, and animal services	3.1. Animal Services will identify appropriate agency for management of animal services and level of service by January 31, 2021	3.1.a. Continue discussions with external partners and BOCC to identify the appropriate agency for management of Animal Services	Dir. Of Animal Services	January 31, 2021	%

Putnam County
Strategic Plan Implementation Chart 2020

Goal	Objective	Action	Responsibility	Timeline	Status
4. To address the health and social service needs of the residents of Putnam County through appropriate partnerships and programs.	4.1. The BOCC will encourage and support the availability of alternative court programs in the county: drug, veteran's, mental health, etc.	3.1.b. Continue discussion to determine level of service for Animal Services	Dir. Of Animal Services	January 31, 2021	%
		4.1.a. Identify what services and programs are currently available or not available in Putnam County	Executive Director of HR/Administrative Services	January 31, 2021	%
	4.2. Dept. of Public Works will encourage and support improved public transportation by proposing a minimum of two potential ride share lots throughout the county by December 31, 2020	4.1.b. Advocate with external providers/services to establish a presence within the county	Executive Director of HR/Administrative Services/BOCC	Ongoing	%
		4.2.a. Provide potential locations for ride share lots/public transportation stops throughout the county	Public Works Admin Coordinator	August 31, 2021	Completed
5. To develop and implement policies that promote and provide for managed growth while maintaining the rural quality of life and protecting environmental resources in the county	5.1. The Department of Planning and Development Services will complete an update of the Comprehensive Plan, the Land Development Code, and Zoning Map by February 28, 2022	4.2.b. Provide programmatic cost estimate for each location based on number of parking spots	Public Works Project Engineer	December 30, 2020	%
		5.1.a. Update background data and analysis for Comp Plan	Planning Manager & Consultant Kimley Horn	October 31, 2020	90% completed
		5.1.b. Hold a minimum of 5 community workshops for public input on the Comp Plan	Planning staff	September 30, 2020	Completed
		5.1.c. Update Future Land Use Map	Planning staff and planning commission	October 31, 2020	%
		5.1.d. Update the Goals, Objectives, and Policies of the Comp Plan	Planning staff and planning commission	October 31, 2020	%
		5.1.e. Adopt Goals, Objectives, and Policies of the Comp Plan and Future Land Use Map	Planning staff and Board of County Commissioners	February 28, 2021	%

Putnam County
Strategic Plan Implementation Chart 2020

Goal	Objective	Action	Responsibility	Timeline	Status
		5.1.f. Draft update of Articles 2 & 3 (zoning districts and development criteria) of Land Development Code	Planning staff and planning commission	July 31, 2021	%
		5.1.g. Draft update of Articles 4 & 5 (overlay district and concurrency) of Land Development Code	Planning staff and planning commission	September 30, 2021	%
		5.1.h. Draft update of Article 6 (environmental) of Land Development Code	Planning staff and planning commission	December 31, 2021	%
		5.1.i. Draft update of Article 7 (development standards) of Land Development Code	Planning staff, public works, and planning commission	January 31, 2022	%
		5.1.j. Draft update of Article 8 (signs) of Land Development Code	Planning staff, legal dept. and planning commission	November 30, 2021	%
		5.1.k. Draft update of Articles 9 & 10 (non-conforming issues & agreements) of Land Development Code	Planning staff and planning commission	Oct. 31, 2021	%
		5.1.l. Draft update of Articles 11 & 12 (development review and enforcement boards and administration) of Land Development Code	Planning staff and planning commission	February 28, 2022	%
		5.1.m. Adoption of Land Development Code	Board of County Commissioners	February 28, 2022	%
		5.1.n. Identify conflicts between existing uses, Future Land Use Map designation, and zoning	Planning staff and GIS staff	November 30, 2021	%
		5.1.o. Draft new zoning map	Planning staff, GIS staff, and planning commission	January 31, 2022	%
		5.1.p. Adoption of new zoning map	Board of County Commissioners	February 28, 2022	%

Putnam County
Strategic Plan Implementation Chart 2020

Goal	Objective	Action	Responsibility	Timeline	Status
6. To identify, secure, and manage fiscal resources in a thoughtful, transparent, and ethical manner	5.2. The Planning and Development Department will develop policies and implementation strategies that maintain the rural atmosphere of the county and protect environmental resources by January 31, 2022	5.2.a. Adoption of Goals, Objectives, and Priorities in the Comprehensive Plan that will help maintain the rural atmosphere and protect environmental resources, while managing growth	Planning staff and Board of County Commissioners	December 31, 2020	%
		5.2.b. Implementation of Policies by Adoption of Future Land Use Map	Planning staff and Board of County Commissioners	December 31, 2020	%
		5.2.c. Implementation of Policies by Adoption of Articles 6 & 7 of Land Development Code	Planning staff and Board of County Commissioners	January 31, 2022	%
	6.1. The BOCC will attempt to lower the millage rate during the next 5 years	6.1.a. Identify 3 year (FY2022-23) and 5 year (FY2024-25) goal for millage rate	Board of County Commissioners	Dec. 31, 2020	%
		6.1.b. Develop cost of providing various reduced levels of services for each department in order to reduce overall operating costs to meet 3 year millage rate goal	County Administrator, Budget Officer & Department Heads	September 30, 2021	%
		6.1.c. Present Board of County Commissioners with various level of service reduction options or alternative revenue sources in order to meet the millage rate goal	County Administrator & Budget Officer	October 31, 2021	%
		6.1.d. Board of County Commissioners give direction on what combination of reductions or alternative revenue sources identified in 6.2.b. to implement in order to meet goal	Board of County Commissioners	February 28, 2022	%
		6.1.e. Board of County Commissioners sets maximum millage rate at 3 year goal identified in 6.1.a.	Board of County Commissioners	July 31, 2022	%

Putnam County
Strategic Plan Implementation Chart 2020

Goal	Objective	Action	Responsibility	Timeline	Status
		6.1.f. Board of County Commissioners adopts FY2022-23 budget which meets 3 year millage rate goal	Board of County Commissioners	September 30, 2022	%
		6.1.g. Develop cost of providing further reduced levels of services for each department in order to meet the 5 year millage rate goal	County Administrator, Budget Officer & Department Heads	September 30, 2023	%
		6.1.h. Present Board of County Commissioners with various level of service reduction options or alternative revenue sources in order to meet the millage rate goal	County Administrator & Budget Officer	October 31, 2023	%
		6.1.i. Board of County Commissioners give direction on what combination of reductions or alternative revenue sources identified in 6.2.b. to implement in order to meet goal	Board of County Commissioners	February 28, 2024	%
		6.1.j. Board of County Commissioners sets maximum millage rate at 5 year goal identified in 6.1.a.	Board of County Commissioners	July 31, 2024	%
		6.1.k. Board of County Commissioners adopts FY2024-25 budget which meets 5 year millage rate goal	Board of County Commissioners	September 30, 2024	%
	6.2. The Budget Officer will conduct a comprehensive review of existing and potential revenues available to County and present to the BOCC by October 31, 2021	6.2.a. Research and compile all information related to all legally available revenues that could be implemented by the Board of County Commissioners	Budget Officer	June 30, 2021	%
		6.2.b. Present the information to the Board of County Commissioners via multiple workshops	County Administrator & Budget Officer	October 31, 2021	%

Putnam County
Strategic Plan Implementation Chart 2020

Goal	Objective	Action	Responsibility	Timeline	Status
7. To create a professional and supportive work environment for county employees by investing in their well-being	7.1. HR Department will conduct wage, benefit, and classification surveys by September 30, 2021	6.2.c. Board of County Commissioners decides whether or not to take action to implement any potential alternative revenue sources for the upcoming fiscal year(s)	Board of County Commissioners	March 31, 2022, 2023, 2024, 2025	%
		7.1.a. Develop an updated organizational chart for all departments/divisions under the BOCC	Executive Director of HR/Administrative Services, County Administrator & Department Heads	December 31, 2020	%
		7.1.b. Have a classification and compensation survey performed on all positions	Executive Director of HR/Administrative Services	September 30, 2021	%
		7.1.c. Perform a benefit survey and prepare a matrix showing how Putnam County benefits compare to surrounding counties	Executive Director of HR/Administrative Services	September 30, 2021	%
		7.1.d. Calculate cost of implementing the findings of the classification and compensation survey	Executive Director of HR/Administrative Services, Budget Officer & County Admin.	February 28, 2022	%
8. To provide and encourage open communication and engagement, both internally and externally with educational partners, residents, and staff	8.1. The County will support and encourage vocational training opportunities offered by local educational partners	7.1.e. Present findings to Board of County Commissioners at Budget Workshops	County Administrator	June 30, 2022	%
		8.1.a. Communicate with providers of vocational training for Putnam County to identify current opportunities	Executive Director of Development Services	March 31, 2021	%
		8.1.b. Collaborate with Chamber of Commerce and Small Business Development Center to match workforce needs with training	Executive Director of Development Services	May 31, 2021	%
		8.1.c. Create links on county website to vocational education partner programs	Executive Director of Development Services	July 31, 2021	%