

# STRATEGIC ACTION PLAN



**December 6, 2007**

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To: Citizens of Jefferson County

The outlook for Jefferson County looks bright! As you know, 2007 was a year of planning for the future of our county. Government and civic leaders joined together earlier this year to review how we could be better positioned for the next 20 years. A leading consultant, Henry Luke, was hired, and he led us through a series of meetings to develop a Strategic Action Plan that is now ready for implementation. Almost 2,000 Jefferson County residents participated in this process and with their input this Plan was finalized.

The “Case for Change” at the beginning of this document briefly outlines the importance of why we need to be more proactive in our efforts to move our county forward as it continues to grow. Our individual property taxes are increasing at a fairly rapid rate. We do not have a large enough business base to help alleviate these tax needs nor do we have the retail base to increase our sales tax revenues adequately. Surrounding counties are being more effective than we are in these areas. These taxes directly affect the quality of our educational and infrastructure systems whose costs will continue to grow as our population increases. This Plan is designed to slow the increase in individual property taxes while at the same time making Jefferson County a better place to live.

Out of all the citizen meetings where many ideas were discussed and priorities established, six key Foundations were designated to serve as a basis for developing strategies to achieve the goal of “Building a Better Future”. The Foundations are:

- Economic/Business Development Foundation
- Education Foundation
- Quality of Life Foundation
- Infrastructure Foundation
- Environment Foundation
- Leadership – Private and Public Foundation

As you read about each of these Foundations, you will see a listing of many strategies that will need to be addressed. Foundation teams are in the process of being formed with a different Chairman for each one. These teams will then be going out into the community to get Action Partners to start working on the individual strategies. Each of the Foundation Chairmen will be reporting back to the Steering Committee on a periodic time frame to insure progress is being made and assistance provided where needed.

We want to thank all of you who participated in this process and the development of this Strategic Action Plan. We encourage everyone to be an active supporter in helping to make it become a reality.

Sincerely,

Bill Black  
Chairman

Dale Gentry  
Co-Chairman

Don Cason  
Director

Lisa Caldwell  
Assistant Director

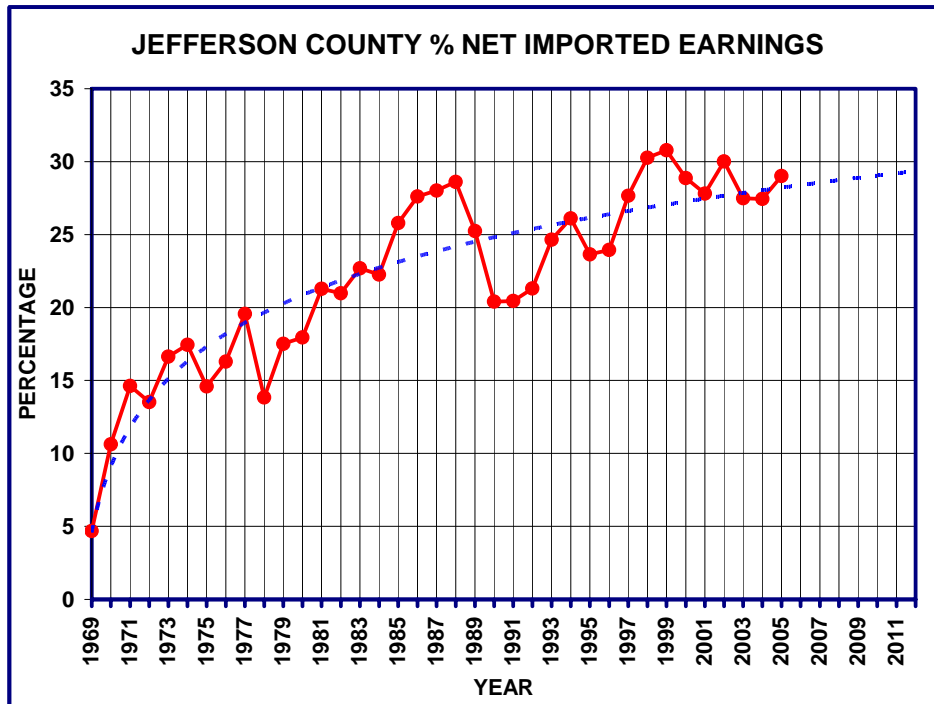
# CASE FOR CHANGE

## 1. Business Tax Base

Since 1977, the Jefferson County resident's percentage of net imported earnings increased at 0.3% per year. Net imported earnings is the difference in the total earnings from people who live in the county and commute out of the county to work (out-commuters) and the total earnings of people who live outside Jefferson County and commute into the county to work (in-commuters).

Jefferson County is a bedroom community where the out-commuters exceed the in-commuters. This results from insufficient job creation in Jefferson County.

Chart #1



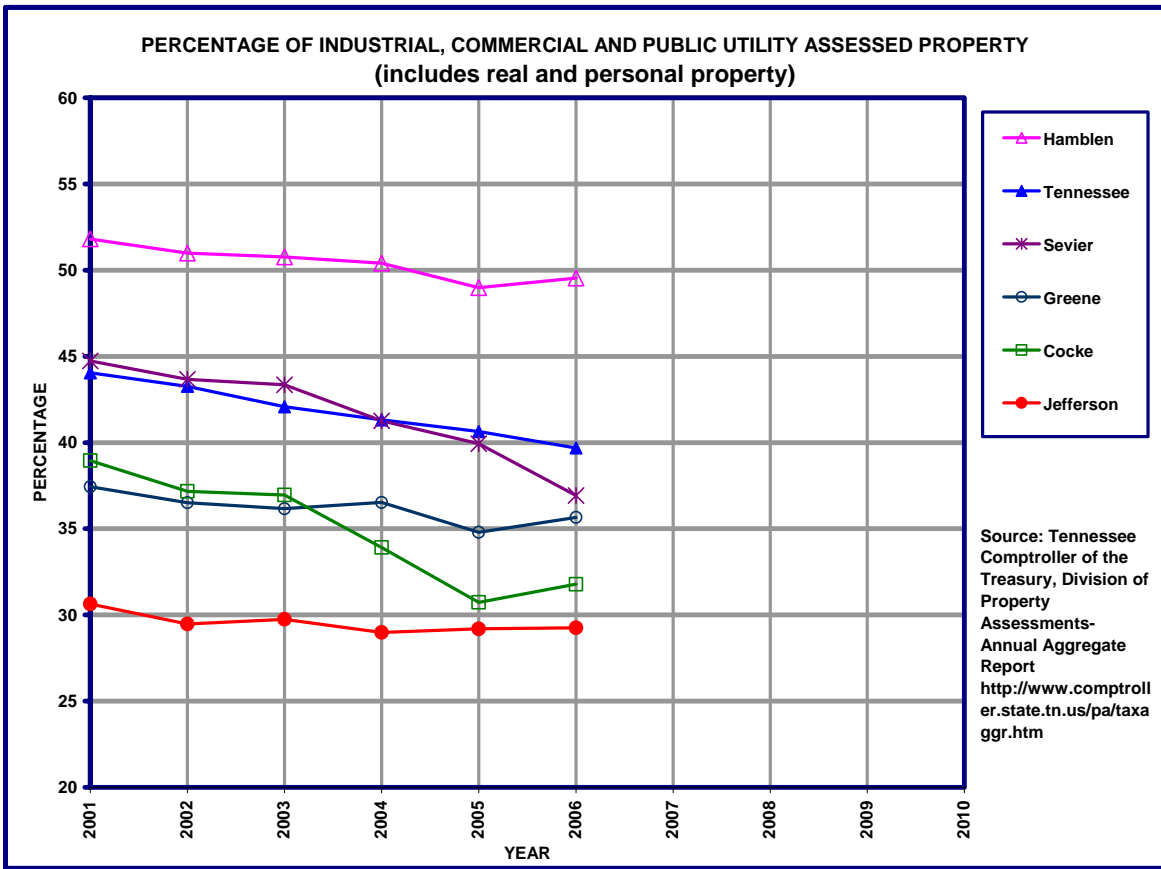
In 28 years there have been approximately 300-400<sup>1</sup> new-out-commuters per year. During this period, 253 net new jobs per year were created in Jefferson County. Most, if not all of these jobs, were service jobs created as a result of the out-commuters and new retirees. For 30 years, Jefferson County has not had a competitive economic development program, relying instead on expansion as a bedroom and retiree community.

As a result of not having a competitive economic development program, Jefferson County has less than 30% of its assessed value in Industrial, Commercial, and Public Utility Real and Personal Property. Cocke, Greene, Sevier, Tennessee and Hamblen Counties all have higher percentages.

See Chart #2 on next page.

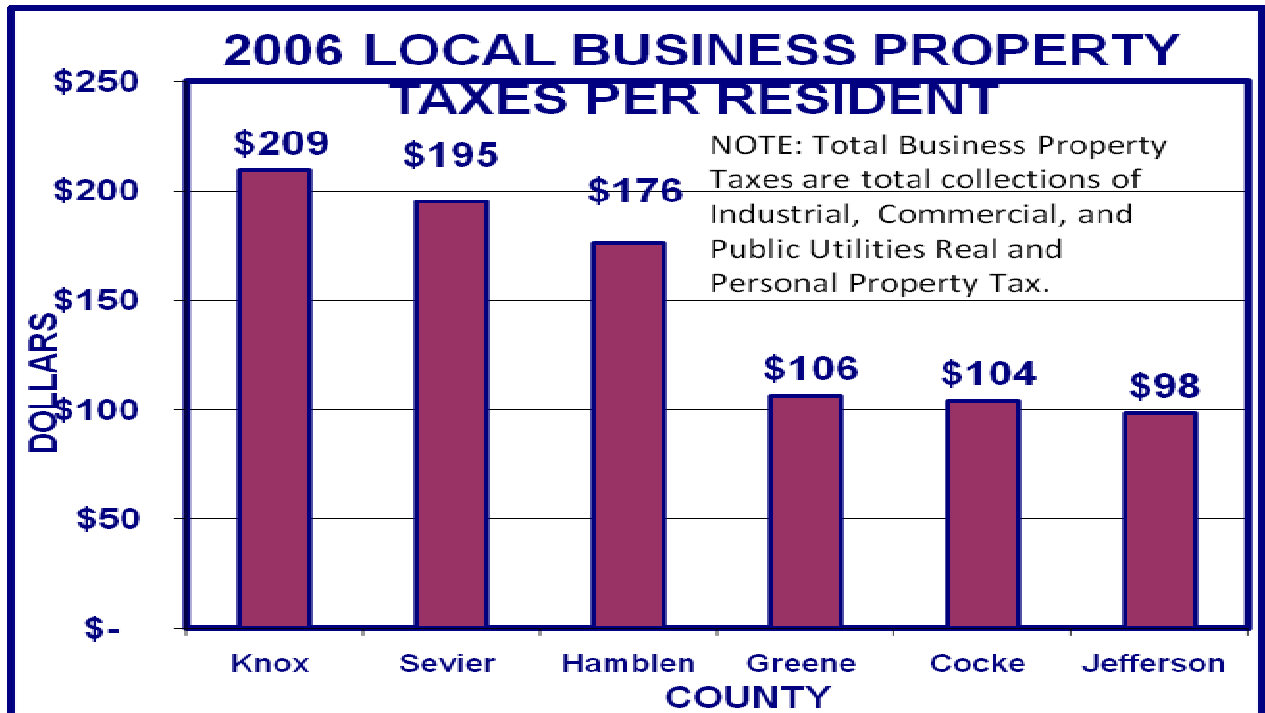
<sup>1</sup> US Census Bureau  
Final Plan

**CHART #2**



Because of its low Industrial, Commercial and Public Utility total assessed property tax base, the Jefferson County Total Business Property Tax collected is very low compared to surrounding counties. See Chart #2A for Business Property Taxes per resident.

**Chart #2A**

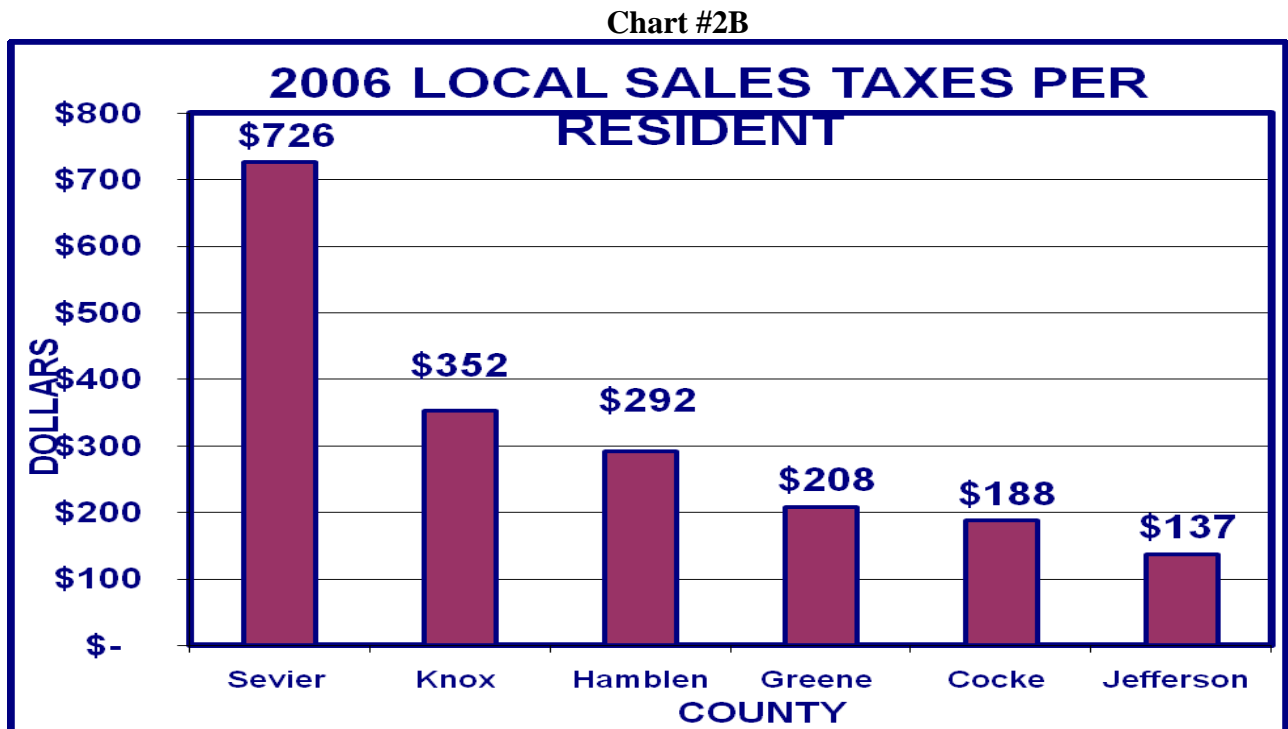


Tennessee relies heavily on sales tax collection for local and state funding. Local communities receive between 2¼¢ and 2¾ ¢ per dollar in sales tax. Jefferson County currently collects 2¼ ¢, but could increase to 2¾ ¢. In Jefferson County, ½ of city sales taxes and all of county sales taxes currently go to the school system.

Increased tourism and visitors diversify the tax base and result in increased collections of total business property taxes and sales tax.

In 2006, there was an estimated \$285 million<sup>2</sup> retail opportunity gap in Jefferson County... This is \$6.4 million lost in local sales taxes. The opportunity gap is the difference between estimated demand for retail sales from Jefferson County residents and the amount spent in Jefferson County. This gap was spent in adjacent counties.

Limited tourism, visitors and the lost opportunity for residents retail sales result in low sales tax collection per resident in Jefferson County. **See Chart #2B.**



A “value-added” job brings cash into the community from the sale of products or services outside the county. Tourism would be an example of a “value-added” service job. Each “value-added” job created results in approximately one additional job that circulates the new outside money within the county. For example, 100 new manufacturing jobs will result in the creation of jobs in retail, finance, government, healthcare, etc. Tourism, new retirees, and out-commuters bring in money from outside the county and result in service job creation.

<sup>2</sup> TVA report on retail sales in Jefferson County  
**Final Plan**

As noted above, Jefferson County has developed few or no net new value-added jobs since 1977 except out-commuters and retirees. These two sectors have common characteristics of a) not directly requiring any Jefferson County facilities that produce Business Real and Personal Property Taxes and b) they require service jobs such as government, healthcare, public safety, social services, education, etc. Even a relocating retiree creates a requirement for education because most of these service jobs are all held by people with children. As a result of Jefferson County's business mix, there is a major shift of taxation to the residential sector.

In a more normal job mix, the business taxes produce more income than the businesses require in services. The excess taxes are then used to offset the residential taxes of houses valued below the break-even point. In every county, there is a house value that is the break-even point....Above the combined value of real estate and sales taxes and is more than the cost of services consumed on average and below it, the taxes are less than the cost of services.

## 2. Economic Development History

A. Change in Jobs-Between 2000 and 2005, Jefferson County created an average of 13<sup>3</sup> net new jobs per year or a 0.1% per year increase. This included a recession in 2001; however Sevier at 2.1%, Knox at 1.5%, Greene at 0.7%, Hamblen at 0.3%, the US at 0.9%, and Tennessee at 0.7% had more positive annual job growth. It is estimated that Jefferson County produced 700 net new working age residents per year during this period. Net new jobs were available for 2% of these new working age residents. Using the same methodology, the US produced jobs for 117% of the new working age residents and Tennessee 62%.

B. Change in Earnings per Job-Between 2000 and 2005, average earnings per job increased 4.2%<sup>4</sup> per year and \$1,115 per job to \$30,105 in 2005. This includes benefits. Greene increased 6.5%, Sevier at 5.3%, Hamblen at 4.4%, and the US at 3.3%.

## 3. Education

A. Funding -- The 2006-2007 total funding gap between Jefferson County and the Tennessee average was \$818<sup>5</sup> per student (ADA).

See Chart #3 on next page.

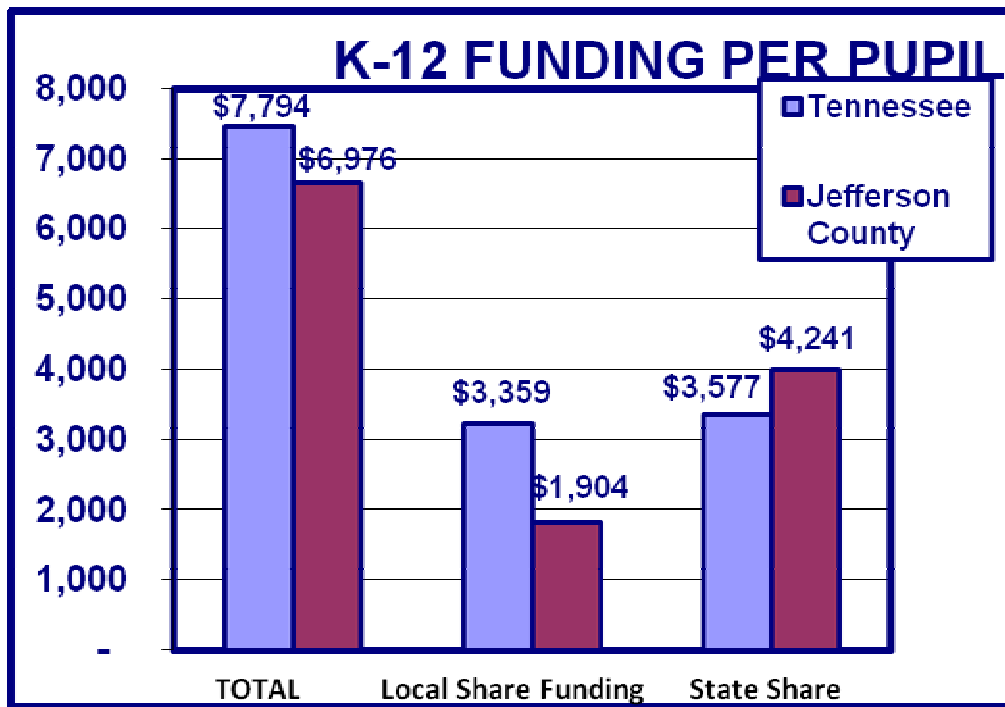
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<sup>3</sup> US Department of Commerce, Bureau of Economic Analysis, April 2007 release <http://www.bea.gov/region/reis/default.cfm?catable=CA1-3>

<sup>4</sup> US Department of Commerce, Bureau of Economic Analysis, April 2007 release <http://www.bea.gov/region/reis/default.cfm?catable=CA1-3>

<sup>5</sup> Tennessee Department of Education Website <http://www.k-12.state.tn.us/rptcrd06/>

CHART #3



B. Academic Achievement -- Despite the huge funding gap, the ACT composite scores (3-year average) are very close to the state and US. A major factor in the ACT score is the percentage of graduates tested. In 2006, the percentage tested for the US was 40%, Tennessee -- 93%, and Jefferson County -- 63%.<sup>6</sup> More student tested results in lower scores. A lower graduation rate will result in higher scores.

See ACT Table on next page.

<sup>6</sup> Tennessee Department of Education website <http://www.k-12.state.tn.us/rptcrd06/>

## ACT TABLE

School District	County	2006 Grades 9-12: ACT Composite Score (3-Year Average)	2007 Grades 9 – 12: ACT Composite Score (3-Year Average)	2007 Rank
Oak Ridge	Anderson	24.4	24.1	1
Maryville	Blount	23.6	23.6	2
<b>Greeneville</b>	<b>Greene</b>	22.8	22.6	3
Kingsport	Sullivan	22.2	22.3	4
Alcoa	Blount	21.9	22.3	5
Johnson City	Washington	21.9	22.1	6
<b>Knox</b>	<b>Knox</b>	21.8	22.0	7
Bristol	Sullivan	21.4	21.6	8
Elizabethton	Carter	21.1	21.1	9
	<b>US</b>	21.0	21.1	
<b>Hamblen</b>	<b>Hamblen</b>	20.9	21.0	10
<b>Sevier</b>	<b>Sevier</b>	20.7	20.8	11
Washington	Washington	20.7	20.8	12
Sullivan	Sullivan	20.6	20.7	13
Blount	Bount	20.7	20.6	14
	<b>Tennessee</b>	19.3	20.6	
Dickson	Dickson	20.3	20.4	15
<b>Jefferson</b>	<b>Jefferson</b>	20.3	20.4	16
Anderson	Anderson	20.5	20.3	17
Lenoir City	Loudon	20.2	20.3	18
Tipton	Tipton	20.0	20.1	19
Hawkins	Hawkins	20.1	20.0	20
<b>Greene</b>	<b>Greene</b>	19.9	19.9	21
Robertson	Robertson	19.8	19.8	22
<b>Cocke</b>	<b>Cocke</b>	19.8	19.7	23
Loudon	Loudon	19.8	19.7	24
Carter	Carter	19.3	19.2	25
Grainger	Grainger	19.1	18.8	26
Fayette	Fayette	16.4	16.3	27

**Note:** The composite score is an average of English, Math, Reading and Science Scores with a range from 1 (low) to 36 (high). High schools use the results in evaluating the effectiveness of instruction and other ways. Colleges use the results in admission and scholarship decisions.

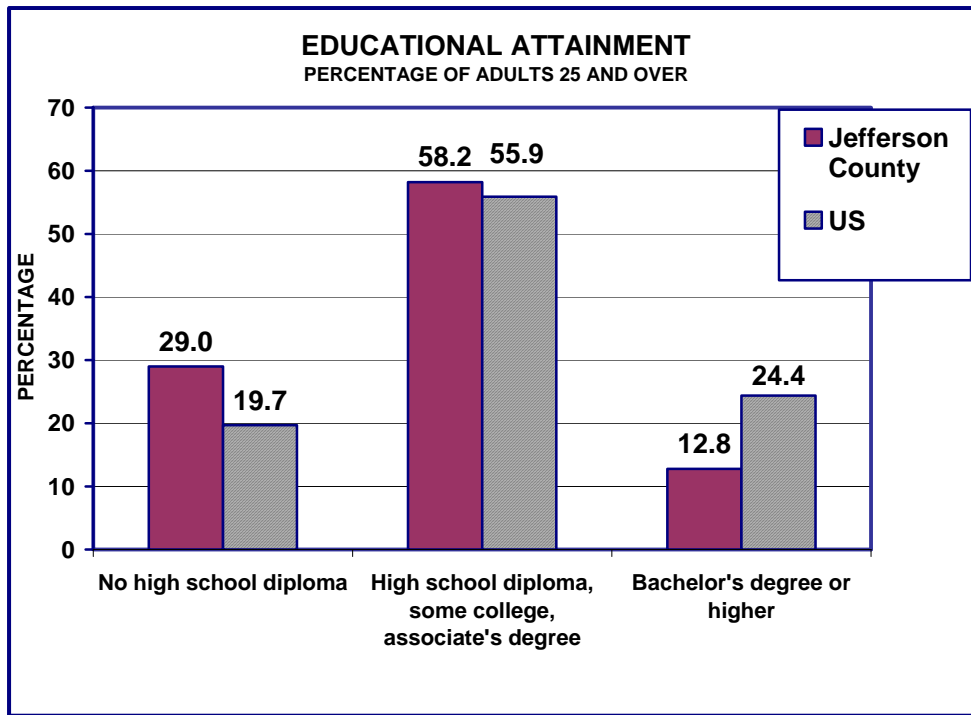
C. Higher Education -The Jefferson County population with a Bachelor's degree or higher is 12.8%<sup>7</sup> compared to 24.4% for the US. This results because many Jefferson County students with a college degree are leaving the County for various reasons, including lack of high paying jobs.

See Chart #4 on next page.

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<sup>7</sup> US Census Bureau  
Final Plan

**CHART #4**



The percentage of residents with "High School Diploma, some college; no degree and AA degree" is 58.2%.

	<u>Jefferson County</u>	<u>US</u>
High School Diploma	35.7%	28.6%
Some College, No degree	17.9%	21.0%
Associates Degree	<u>4.6%</u>	<u>6.3%</u>
	58.2%	55.9%

**4. Deferred Infrastructure Cost**

From 1977 to 2006, the Jefferson County population increased from 29,877 to 49,372.<sup>8</sup> This is a 19,495 population increase or 672 per year or 270 new households per year. In order to maintain the quality of life, each of these new residences require an investment in infrastructure for transportation, water, fire suppression, sewage, solid waste, parks and recreation, schools, libraries, public safety, cultural activities, green spaces and open space, environment, drainage, government facilities, historic preservation, downtowns, agriculture and economic development.

Based on experience, this investment could be \$15,000 to \$20,000 per household. From discussions and input, it would seem much of this required investment has been consistently deferred until a crisis occurs, such as with the \$65 million for schools and \$15 million for the jail.

<sup>8</sup> US Census Bureau  
Final Plan

5. Environmental

A. Air Quality-Jefferson County and Sevier County are in 8-hour Ozone non-attainment zones, Knox County is in a 1-hour Ozone maintenance zone.<sup>9</sup>

The Air Quality Index measures the number of days air pollution (Ozone and particle pollutions) exceeds critical levels.

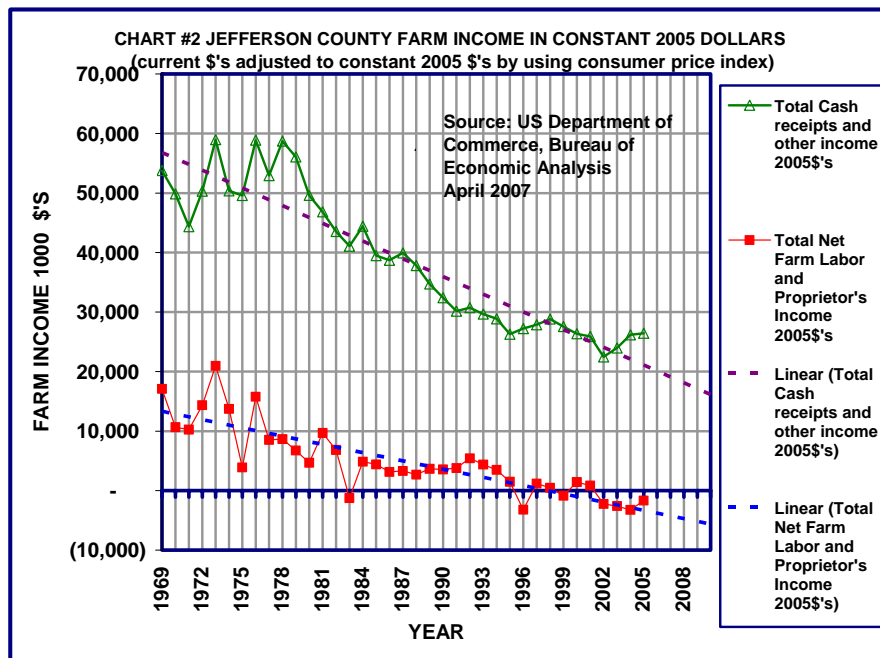
B. Water Quality-River Watersheds are assessed and divided into five categories from good-1 to "not meeting one or more water quality standards-5. Three watersheds include Jefferson County and have the following category percentages throughout each watershed:<sup>10</sup>

Category	Lower French Broad River WS (including Douglas Reservoir)	Holston River WS (including Cherokee Reservoir)	Nolichucky River WS (including Davy Crockett 1 Reservoir)
1	25.9%	24.1%	5.6%
2	22.1%	8.5%	27.9%
3	42.0%	42.5%	23.8%
4	3.7%		
5	6.3%	25.0%	42.7%
	100%	100%	100%

C. Open Space is being lost as farmers sell their land either because their heirs do not want to continue farming, because of the continuing decline in farm income, or to provide for health issues and retirement.

See Chart #5 below.

CHART # 5



<sup>9</sup> Source: [http://www.fhwa.dot.gov/environment/conformity/nonattain/8hrozonepages/pages/tn\\_knoxville.htm](http://www.fhwa.dot.gov/environment/conformity/nonattain/8hrozonepages/pages/tn_knoxville.htm)

<sup>10</sup> Source: Tennessee Department of Environment and Conservation website 2006 205(b) Report The Status of Water Quality in Tennessee <http://tennessee.gov/environment/wpc/publications/>

6. Two Scenarios for the future of Jefferson County were considered by the Planning Task Force in August-September 2007 to help determine the measurements for the Key Benchmarks that are the focus of “Building a Better Future”: a) a continuation of the past.... "A Perfect Storm" or b) investment in balanced economic development, education, infrastructure, environment, and quality of life...."A Better Future".

**A PERFECT STORM = ECONOMIC DISASTER**

*On Halloween of 1991, the worst fears were realized at sea when courageous men and women are confronted by three raging weather fronts, which collide to produce the greatest, fiercest and most destructive storm in modern history. This collision is described in a book and movie called A Perfect Storm. Over the last 30 years events have converged to create A Perfect Storm in Jefferson County:*

- a) Economic Development dependent on out-commuting and retiree growth. This has produced a tax base heavily dependent on residential and farm property
- b) Between 2000 and 2005 almost no net new job growth.
- c) Operational Funding for the Jefferson County School System at \$818 per student below the Tennessee Average.
- d) Massive amounts of deferred infrastructure cost from past growth must now be paid for by current and future residents – examples are the \$65 million school bond to be issued in 2007-2008 and the Justice Center financed from a \$15 million bond issue with initial repayment beginning 2007-2008.
- e) Limited water, fire suppression, sewage utilities
- f) Limited preservation of open spaces
- g) Decreasing protection of water quality and air quality
- h) Erosion of the county’s general reserve fund--The County’s General Reserve Fund had a deficit in the first part of the 2006-2007 budget year.
- i) Six-laning of I-40 and the growth momentum out of Sevier and Knox County that will only accelerate unmanaged growth in Jefferson County.
- j) Continued increase in age 65 and over population that will ultimately require more services.
- k) Increasing Global Competition.

Our community’s decision over the years to maintain the county as a rural and bedroom economy has resulted in our current impending calamity. We cannot change the past. The decisions of the past were well intended, but Jefferson County is now in the midst of the perfect storm.

“The Perfect Storm” Scenario has a huge increase in the Tax Rate in 2008-2009 to cover the following:

- a) Make up \$2.1 million deficit budgeted in 2007-2008
- b) Begin making payments on the \$65 million school bond issue. The first \$2 million from the bond issue will be used to refund a loan from a reserve fund. The projections include estimates for the school bond:
 

- 2008-2009	\$1,900,000
- 2009-2010	\$3,000,000
- 2010-2011	\$4,500,000
-2011-2040	\$4,500,000

This will increase the County Tax Rate about 50 cents.

The school property tax will be increased about 30 cents in 2009-2010 to pay for operating the new schools. If for some reason, the school bond issue is deferred, all of these payments would be deferred.

- c) \$1,000,000 contingency for each year until 2022-2023, \$500,000 per year for capital projects.
- d) \$75,000 services and safety net for disabled and growing elderly population and increasing \$75,000 per year thereafter
- e) Annual inflation increase in revenues and expenses of 3%
- f) Increase revenue and expenses for growth of 1,000 residents per year.

“The Perfect Storm” projection assumes that infrastructure cost will continue to be deferred as in the past. A new \$40 million bond for deferred infrastructure begins repayment in 2017-2018.

### **A BETTER FUTURE**

“A Better Future” results in several benefits:

- a) Balanced economic development with increased job growth and diversified tax base
- b) Eliminating the school funding gap
- c) Eliminating the infrastructure gap
- d) Improving the environment
- e) Rebuilding the county’s financial reserves.

“A Better Future” used the “A Perfect Storm” as a base and adds \$1 million per year in Economic Development investment. The funding would be used to pursue balanced economic development in the targeted job sectors.

The Total Jefferson County Business Assessed Property Value is not assumed to begin increasing until 2011-2012 when the annual % increase is 4%, then increases 1% per year until 9% in 2016-2017, then continues at 9%.

The Sales Tax revenue increased from 5% to 6% in 2011-2012, then increased until 9% is reached in 2014-2015, then continues at 9% thereafter.

The projected return on the Economic Development Investment is as follows:

	<b>Total Increase Above A Perfect Storm 2008-2023</b>
Economic Development Investment	\$15,000,000 (\$1,000,000 per year for 15 yrs.)
Schools Property Tax with same rate as “A Perfect Storm”	\$9,802,315
Schools Systems part of the Local Option Sales Tax	<u>\$23,047,909</u>
Total New Money from local Economic Growth for K-12 Schools	\$32,850,224
Net County Government Excess new money available for schools, recreation or other infrastructure, and the environment	<u>\$19,732,210</u>
Increase in cities’ Total Business Property Tax and Sales Tax Collections	?
Net return on Economic Development Investment	\$52,582,434

There will be significant income for the cities that invest and participate in “A Better Future” strategies. The cities receive ½ of the local sales tax and any increase in property tax from increased business valuations.

The \$1 million per year Economic Development Investment requires the following initial increase in Tax Rate:

2008-2009	.11
2009-2010	.11
2010-2011	.10
2011-2012	.09
2012-2013	.08
2013-2014	.05
2014-2015	.03

The annual tax rates are the rates required to raise \$1 million per year. The rates decline eventually to zero because of the increase in taxable assessed value increasing. The rate goes to zero when the same tax rate as “Perfect Storm” produces net government income of \$1 million or more (without schools).

“A Better Future” also assumes new residential growth will immediately be required to fund all its infrastructure cost. With this change, the \$40 million bond issue in 2017-2018 and part of the \$19.7 million excess, the infrastructure gap should be eliminated before 2028. The schools Total Funding Gap should be eliminated before 2028. There should also be funding available for protection of the environment and to rebuild reserves.

In addition to the good return on investment from “A Better Future”, the county will be better positioned for the future for our children and grandchildren.

<p><b>THE JEFFERSON COUNTY "BUILDING A BETTER FUTURE" Strategic Action Plan is based on the "BETTER FUTURE" Scenario</b></p>
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# OUR STRATEGIC ACTION PLAN

## **OUR LONG-TERM VISION**

### **Before 2028, Jefferson County:**

- will have comprehensive, strategic economic development with a balanced economy, increased local employment, diversified local tax base, and a better quality of life.
- will have an emphasis on life-long education focusing on academic excellence, workplace readiness, and cultural appreciation.
- will be a vibrant, healthy, and safe community with a quality of life that sets the standards as a desirable place to live, work, worship and play.
- will have a land-use plan supported by infrastructure that results in high-quality economic development, education, quality of life and environment.
- will preserve and continuously improve its environment.
- will have leadership that represents a diverse group of informed citizens who lead by example and make decisions based on the short-term and long-term goals of the entire community.

## **OUR CORE VALUES**

Core values are character traits that guide in daily decisions. These five Core Values were identified through a series of balloting among all members of the Planning Task Force and were selected from an initial list of 69 possible core values:

Faith in God	Responsibility
Integrity	Ethics
Family Values	

## **OUR KEY BENCHMARKS**

The Key Benchmarks for Jefferson County will be the driving force for the “Building a Better Future” process and will be used to measure our progress annually. To achieve these Benchmarks, residents of Jefferson County will need to work together in unprecedented ways on the strategies in each of the six interdependent foundational areas:

- Economic/Business Development
- Education
- Quality of Life
- Infrastructure
- Environment
- Leadership--Private and Public

The Benchmarks below will provide us with a way to measure our success. Each year when we are successful, we can celebrate. Or, when we fall short of the Benchmarks, the Action Partners will review, revise and refocus their action steps to achieve the Benchmarks the following year.

**1. Business Tax Base**

**A. Total Business real and personal property tax assessed value.** Increase the total business tax assessed value percentage to an annual increase of 4% by 2011 – 2012. Increasing to 9% by 2016-2017 and continually thereafter remain at 9% per year.

**B. Sales tax revenue collected** as a result of retail, tourism and visitor growth. Achieve an annual increase of 6% by 2011-2012 then to 9% by 2015-2016 and continually thereafter at 9% per year.

**2. Balanced Economic Development** -- Create a balanced economic development program that reverses the 30-year trend in our community. This will be accomplished by a combination of net new jobs created and earnings per job change.

**A. Change in jobs** – increase the number of jobs annually equal to the approximate number of net new working age residents.

**B. Change in earnings per job** – increase each year at the Tennessee average or higher.

**3. Education**

**A. Total Funding** – Reduce the total funding gap per student (ADA) between Jefferson County School System and the Tennessee average every year and to zero before 2028.

**B. Academic Achievement** – The ACT composite score and the percentage of graduates taking the test will increase each year for Jefferson County High School.

**C. Higher Education** - The percentage of Jefferson County residents age 25 and older with a Bachelor's Degree or higher will be at the US average by 2020.

**4. Infrastructure**

Eliminate existing infrastructure gaps over a 20-year period, provide infrastructure for growth as it occurs and develop a debt repayment plan. The measurement will be the total unfunded infrastructure capital improvements being reduced to zero by 2028.

Infrastructure types will include transportation, water, fire suppression, sewage, solid waste, parks and recreation, schools, libraries, public safety, cultural activities, green spaces and open space, environment, voice and data communications, drainage,

government facilities, historic preservation, downtowns, agriculture and economic development.

Total new residential growth each year will be expected to pay for the incremental costs associated with infrastructure and annual operation cost of such growth. The measurement will be determined as a by-product of a land-use planning model that identifies infrastructure cost, future operation cost and income associated with each land use. This model will lead to a sustainable and balanced comprehensive land-use plan where residential growth's infrastructure and annual operation cost is paid for on a current basis.

5. **Environment** – Gather data on the environment and take a “snapshot” of where Jefferson County is now environmentally. Commit to not allowing the environment to get any worse than this snapshot indicates and to incrementally improve the environment each year.

## **PRIORITY ISSUES IN AUGUST 2007**

The 170 participants in the August 9, 2007 Community Meeting selected their Top Ten Priority issues to be addressed in the Strategic Action Plan Process.

### **Priority Issues**

1. Education
2. Economic/Business Development
3. Quality of Life
4. Infrastructure
5. Government
6. Environment
7. Social Issues
8. Tourism
9. Cultural/Arts Development
10. Health/Safety Environment

### **Addressed In Foundation**

- Education  
Economic Development  
Quality of Life  
Infrastructure  
Leadership--Private & Public  
Environment  
Quality of Life  
Economic Development  
Quality of Life  
Quality of Life

At the August 9, 2007 Community Meeting, the participants identified 381 issues to be considered by the Planning Task Force. The 381 issues were summarized and ranked by the ten breakout groups and were then combined to form the Top Ten Issues.

The 381 issues were assigned to one of the six foundations and were provided to the Planning Task Force as input during the discussion on each foundation in August and September 2007. The Planning Task Force also considered input from over 242 focus groups participants. The Planning Task Force distilled the issues into 95 strategies contained in this Draft Strategic Action Plan. Many of the issues discussed but not included in the Draft Plan will become “Action Steps” during the implementation process which will begin in January 2008.

# OUR MID-TERM STRATEGIES

## STRATEGIES—The Building Blocks that Support Our Long-Term Plan

### I.

#### Economic/Business Development Foundation

### II.

#### Education Foundation

### III.

#### Quality of Life Foundation

### IV.

#### Infrastructure Foundation

### V.

#### Environment Foundation

### VI.

#### Leadership—Private and Public Foundation

#### I. ECONOMIC DEVELOPMENT

#### VISION

Jefferson County will have comprehensive, strategic economic development with a balanced economy, increased local employment, diversified local tax base, and a better quality of life.

#### STRATEGIES

1. Implement <sup>11</sup> an aggressive economic development and marketing program for creating value-added jobs that result from products and/or services that bring new money into Jefferson County. These jobs will be created from the expansion and retention of existing businesses, relocation of businesses to Jefferson County<sup>12</sup> and creation of new businesses. The program will include:
  - a. Long term funding support, professional staff, and marketing.
  - b. Quality marketing materials that best positions Jefferson County to meet the needs of targeted industrial and commercial business.
  - c. Comprehensive website and database development to allow timely response to prospect inquiries.
  - d. Prepare to supply information about individual plant sites in the area, point out the unique advantages of each and be able to make on-the-spot commitments to prospects.

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<sup>11</sup> The highest priority strategies resulting from balloting by the Planning Task Force are in bold

<sup>12</sup> Everywhere Jefferson County is mentioned we mean County & Cities, all government entities and all not-for-profit and for profit organizations.

- e. Competitive incentive program approved by county and cities that considers requirements for recipients: growth potential, average earnings per job, environmental impact, etc.
- f. Maintain active partnerships with all educational, regional, state and federal agencies that could assist Jefferson County in job creation.
- g. Continually evaluate Jefferson County local resources and the economic development program to determine the best way to meet the needs of potential industrial and commercial business.
- h. Maintain a regular contact program with existing industry to determine any potential opportunities or threats. Have a mechanism for an immediate response.
- i. Restructure the Industrial Development Board including securing the active involvement of the cities and providing staff support.

**Pursue targeted job sectors that help achieve balanced economic development and “Building a Better Future” Key Benchmarks in a competitive global job market. (There is no priority order to these 8 sectors)**

- a. Manufacturing
- b. Technology
- c. Logistics--warehouse and distribution
- d. Headquarters
- e. Shared services
- f. Tourism
- g. Retail
- h. High Income Retirees

2. Select, rezone and develop one or two large tracts of land for industrial use, business use, and/or retail. Sites from 5 to 40 acres should be available with all infrastructure in place ready to begin facility construction. The parks should be flexible enough to put together one large contiguous site should the opportunity arise. Consider providing speculative buildings for occupancy.

3. Develop a positive community attitude to encourage new business growth. Help our citizens understand the costs, benefits, and opportunities for our children and grand-children 10 to 25 years from now. This should include an awareness of the possibilities resulting from inaction. Use every opportunity to speak to local civic clubs, other citizen groups, and governmental organizations.

4. Consider working with Morristown to develop the part of their third Industrial park that is in Jefferson County. Also be open to working with other surrounding counties to produce an industrial park that creates a win/win option.

5. Aggressively develop Jefferson County as a tourist destination. Create the “Big Idea” that can be uniquely developed and marketed.

6. Aggressively develop retail establishments to take advantage of the local sales tax and to provide opportunities for our citizens. This should include opportunities for young people.
7. Implement a “Shop in Jefferson County” Campaign.
  - a. loan support program
  - b. assistance in downtown relocation
  - c. Provide micro-credit programs and a small business credit union.
8. Support and encourage the development of the greater Knoxville regional research capacity that will allow the region to surge to a more technologically vibrant and creative center that services more nationally and globally focused customers.
9. Encourage green industry.
10. Attract and retain creative young people.
11. Provide assistance for small business development, including considering a technology and business incubator.
12. Ensure global competitive voice and data communications.
13. Encourage practices that would return small farms to profitability, thereby protecting our open space. (Item #13 moved from Environment)

## **II. EDUCATION**

### **VISION**

Jefferson County Education system will have an emphasis on life-long education focusing on academic excellence, workplace readiness, and cultural appreciation.

### **STRATEGIES**

#### **A. K-12**

1. Develop a supportive relationship between the County Commission, School Board and School Administration that provides these qualities:
  - a) Accountability at all levels
  - b) Sustainable funding required for the Jefferson County School System to achieve excellence in education outcomes
  - c) Well maintained, safe and state-of-the-art facilities for learning at the highest level
  - d) Student teacher and support personnel ratios appropriate for the best learning environment
  - e) Classroom teacher pay that is highly competitive in northeast Tennessee
  - f) Competitive technology
  - g) Assurance for the residents of the counties’ strong support for education .

2. Expect all students to graduate from High School prepared either to go immediately to work to pursue technical education or to attend college or university. Ensure that all graduates achieves academically at a level commensurate with their ability, but in every case graduates will meet minimal requirements in reading, writing and math.
3. Encourage parents to be involved with their student’s education and to provide a home environment that motivates the student to understand the critical importance of education. Help the parents acquire the skills to help their students in an education environment that is more rigorous than in the past and with increasing demands for academic advancement.
4. Expect parents to be their students’ mentor. When parents do not fulfill this role, community organizations will provide a mentor. Community organizations will include businesses, churches, government organizations, other for-profit and not-for-profit organizations and retirees.
5. Enhance the guidance counselor program that encourages students to vigorously pursue either technical education or college/university education. The guidance counselors will help students increase the scholarship dollars per student.
6. Implement a county advisory committee to help develop future curriculums to expand and develop the curriculum. Committee would be comprised of educators representing all grade levels, parents, PTO and community volunteers.
7. Ensure that arts and cultural programs are a part of the core curriculum.
8. Enhance the gifted-student program in all grades with more teachers and more time committed to the gifted program.
9. Create a 501c3 Education Foundation that supports and provides funding to assist the school system and students.
10. Increase the amount of grant funding obtained from governmental, 501C3 foundations and individual resources.
11. Promote the Youth Leadership Program.
12. Enhance the education workforce through proper use of retired people and through bringing individuals into the school system with specific backgrounds to provide encouragement and motivation for students.
13. Take advantage of existing government grants available for farm-to-school programs that provide healthier meals for kids, save the schools money, and support local farmers.
14. Expand and promote the articulation agreement between Jefferson County School System, Walters State Community College, and Carson-Newman College whereby students receive High School and College credit for courses.
15. Help students to complete community college courses where the credits are transferrable to UT and other colleges or universities.
16. Promote community service for all High School Students.

17. Implement a plan with the school system, county, cities and private sector that makes school facilities and sports facilities available for community use when not being actively used by the school system.
18. Expand and encourage the job-shadowing program at the High School.
19. Maintain smaller neighborhood elementary schools.
20. Consider placing text books on the internet through proper licensing agreements.

**B. SKILLS TRAINING AND LIFE LONG LEARNING**

1. Increase productivity potential of young people and adults through education and skills training that aligns with employer and market needs. Ensure competitive skills training is available to provide workers for businesses that are relocating, expanding or start-ups. Employers will help educators and employees understand and respond to skill sets required for advancement. Consider offering incentives to employers and/or employees for productivity-enhancement programs.
2. Build a life-long educational system that encourages our residents to never stop learning regardless of their age.
3. Provide parenting classes, community arts and cultural classes and technology classes for the community.

**C. HIGHER EDUCATION**

Enhance partnerships between Jefferson County School System, Carson-Newman, Walters State Community College and other higher education systems to offer a diverse set of academic opportunities. These opportunities will be promoted to our residents and will help county businesses attract employees who want to advance whether at the technical education, associate degree, bachelors degree or higher degree level.

**D. GENERAL**

Encourage the use of Green Building Design. Use government grants available.

**E. PRE-K**

Expect students to come to kindergarten ready to learn at the appropriate level.

### III. QUALITY OF LIFE

#### VISION

Jefferson County will be a vibrant, healthy, and safe community with a quality of life that sets the standards as a desirable place to live, work, worship and play.

#### STRATEGIES

##### A. RECREATION, ARTS, CULTURE, ENTERTAINMENT

1. Implement cities, county and school system comprehensive recreation, arts, culture and entertainment master plan. The master plan will include a broad array of activities and have a level of service approved by the community for each activity. When a level of service is developed, the existing gap in service will be identified for each activity. This gap will be eliminated and future needs required by growth will be implemented on a regular basis so that growth doesn't result in a future gap. Funding will be equitably distributed between the cities and county. The master plan should include a capital improvement budget and operational budget to eliminate any gap in current facilities and provide for projected growth, maintenance and staffing. The activities will include geographically diverse opportunities for Jefferson County residents and visitors of all ages. The activities or facilities for activities could include but not be limited to the following:

- a) Fine Arts Facility for youth and adults
- b) Community Centers
- c) Walking and Bicycle network throughout the county along greenspace and blueways to the greatest extent possible
- d) Sports Facilities (Tennis, Soccer, Basketball, Volleyball, Football, etc.)
- e) Movie Theater
- f) Amusement Park
- g) Entertainment Theater
- h) Museums
- i) County passive-use parks.

##### B. HEALTHCARE

1. Provide accessible, affordable, quality healthcare for all Jefferson County residents, including the following:

- a) Wellness and Prevention programs for all ages
- b) Expanded Mental Health Services
- c) Competitive advantage in business and economic development because of below average healthcare costs

- d) Opportunity for individuals and small businesses to receive the benefits of a group insurance plan.

### **C. PUBLIC SAFETY**

1. Ensure complete coordination and communication between the cities and county providers of police, fire suppression and emergency services. Develop a city and county-wide comprehensive plan for the growth of these services and an equitable distribution of all costs. Ensure that volunteer fire departments meet accreditation requirements.
2. Develop city- and county-wide fire codes.
3. Consider the decrease in fire insurance costs as a way to finance improved county-wide fire protection.

### **D. LIBRARIES**

Jefferson County will have a state-of-the-art Public Library system that exceeds state standards to meet the informational, recreational, cultural and educational needs and interests of county residents and visitors.

### **E. FAMILY & YOUTH**

1. Make Jefferson County a young-person, friendly community with abundant age-specific activities, an attractive lifestyle and living environment and high paying job opportunities.
2. Provide additional opportunities for recreation and other activities during the summer for students.

### **F. FAITH-BASED**

1. Establish a network of all faith-based organizations whose purpose will include these tasks:
  - a) Identify the needs of those hurting in the county
  - b) Communicate those needs to their members
  - c) Recruit volunteers to invest their time, money and energy to meet those needs
  - d) Research other communities to determine best practices for anchoring or centering their strategies on faith-based principles. From this research, develop a decision-making model that includes divine principles.
  - e) Build relationships in the community based on humility, guidance from God and obedience to authority.
  - f) Produce a heart transformation to serve each other and a sincere prayer to God for Godly guidance and wisdom. Truly seek God's will for Jefferson County.

## **G. SOCIAL SERVICES**

1. Promote Jefferson County Social Services through a multi-disciplinary network with more collaboration, avoidance of duplication of services, a spiritual component and accountability for results. Provide one place where information can be obtained about all social services.
2. Commit to a vigorous program to prevent and reduce substance abuse. Help parents to know how to deal with substance abuse and its side affects before they become an issue.
  - a) Commitment of the community to the prevention and eradication of substance abuse
  - b) Commitment of the community to whole-person rehabilitation of users including: health, education, employment, residence, and rehabilitation facilities.
  - c) Commitment of the community to an aggressive program by law enforcement and the justice system to identify and to imprison long-term the dealers and producers on the supply side. Reeducate drug dealers during their prison terms so they can return to productive lives in free society.
3. Build a Safe-house for victims of child and spouse abuse. Provide free legal aid services in case of domestic violence.
4. Expect every individual to plan for their retirement years with appropriate savings, life insurance, nursing home insurance, etc. Provide a basic safety net for those individuals who have not been able to provide such a provision.

## **H. ELDERLY**

1. Consider an elderly contact system.
2. Develop an organized and sustained network of social services such as meal delivery, housekeeping and chore help, respite care, home health and business management services that enable the elderly to remain in their homes independently. Nursing home care should be a last resort.
3. Expand transportation for elderly.

## **I. GENERAL**

Enhance the provision of animal control and adoption.

## IV. INFRASTRUCTURE

### VISION

Jefferson County will have a land-use plan supported by infrastructure that results in high quality economic development, education, quality of life, and environment.

### STRATEGIES

#### A. Growth Management

1. Coordinate a cities and county comprehensive land-use plan supported by city/countywide infrastructure plans.
  - a) The land use and infrastructure plans will provide the capacity required to meet the “Building a Better Future” Benchmarks and Strategies. The cities/county comprehensive land-use plan will be used to control zoning.
  - b) The city/countywide plan will include a land-use plan and infrastructure master plan for the following elements: transportation (including all modes – roadway, air, rail, pedestrian, bikeways, sidewalks, and waterways), water, fire suppression, sewage, solid waste, parks and recreation, schools, libraries, public safety, cultural activities, greenspaces, open space, environment, voice and data communications, drainage, government facilities, historic preservation, downtowns, agriculture, and economic development. Each physical infrastructure element will have required levels of service.
  - c) The cities/countywide plans will be coordinated, developed and implemented to enhance our citizens’ total quality of life.
  - d) The plan should consider actions that will result in higher densities concentrated in smaller areas with the surrounding areas being used as open space. This will result in the same or lower total density but should decrease infrastructure costs.
  - e) Enforce and maintain consistent zoning and building code requirements.
  - f) All new residential growth each year will be required to pay the incremental costs associated with infrastructure and annual operating costs of such growth.
  - g) All of the master plans will be coordinated and build-out phased for the most efficient and effective construction of the infrastructure elements. Incentives and disincentives will be available to encourage the best sequencing of development. Decisions will be based more on markets, engineering, science and fact rather than emotion.
  - h) The cities/countywide plan will include a Capital Improvement Plan (CIP) that uses innovative funding for all infrastructural development required to eliminate the gap in each infrastructural master plan and provide for growth. The countywide CIP will include in one document and spreadsheet all infrastructures whether financed by Federal, State, Cities, County, School Board or other governmental authorities or entities. All projects required to meet the service level for each type of infrastructure will be included whether funds for construction are currently available or not. The CIP will be used as an instrument to initiate dialogue on establishing project priority and trade-offs and finding the best way over time to finance each required project.

2. Consider an adequate facilities tax to pay for required Infrastructure for new residential construction.
3. Partner with city and county leadership to institute Green Building codes that will encourage all development, industrial, residential, municipal, and commercial, to take advantage of the energy-savings, quality of life, and economic benefits of sustainable building.
4. Encourage cities to only provide water service outside city boundaries when simultaneously providing central sewer service and annexing the area. Encourage Jefferson County to require out-of-county utilities to provide sewer service when providing water service in Jefferson County or alternatively provide both services by Jefferson County.
5. Consider establishing a joint county/cities professional planning staff with equitable distribution of costs.
6. Research the tax structure of mobile home parks to ensure payment of fair share taxes.

#### **B. Transportation**

1. Develop a comprehensive transportation plan for Jefferson County and its cities. The plan will include all modes – roadway, air, rail, pedestrian, bikeways, sidewalks and waterways, including transportation for the needy.
2. Make a decision on the new Douglas Lake Bridge and build it.
3. Ensure that T.D.O.T. maintains the state bridges that impact Jefferson County.
4. Complete Highway 411 as a four-lane highway from Newport to Sevierville.

#### **C. Downtowns**

Revitalize our downtowns.

#### **D. Historical**

1. Recognize and conserve our historical resources as an essential part of the economic core of Jefferson County.
2. Identify, inventory, preserve, and protect Jefferson County’s historical sites and properties.

#### **E. Housing**

1. Research & consider requiring sprinkler systems for new houses.
2. Provide incentives to continue availability of workforce housing.

## V. ENVIRONMENT

### VISION

Jefferson County will preserve and continuously improve its environment.

### STRATEGIES

1. Protect groundwater resources, lakes and streams, and total Jefferson County water quality:
  - a) Prohibit use of natural sinkholes for disposing of deceased livestock, household and/or business trash, pesticide containers and construction materials.
  - b) Regulate “fill and build” development in areas that periodically flood.
  - c) Establish safe zone boundaries between free-flowing streams and ongoing developments to prevent undesirable runoff from entering the streams.
  - d) Clean up lakes and streams.
  - e) Implement and enforce a storm water ordinance as strict as Knox County’s.
  - f) Partner with TVA to limit the pollution that occurs upstream from Cherokee and Douglas Lake.
  - g) Remove Jefferson County streams from the state list of impaired waters.
  - h) Ensure that septic tanks do not contribute to groundwater pollution.
2. Encourage use of ISO 14001<sup>13</sup> air, water, and solid waste management regulation standards with yearly reporting. ISO refers to the International Organization of Standardization.
3. Help our citizens understand the need to preserve and enhance the environment, value of green spaces, green buildings, reuse, sustainability, conservation of our resources, etc.
4. Clean up and beautify highways and the landscape. Enforce ordinances that regulate junk cars, etc.

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<sup>13</sup> The ISO 14001 standard requires that a community or organization implement practices and procedures that, when taken together, result in an environmental management system (EMS). ISO 14001 is not a technical standard and as such does not in any way replace technical requirements embodied in statutes or regulations. It also does not set prescribed standards of performance for organizations. The major requirements of an EMS under ISO 14001 include: a policy statement committing to prevention of pollution, continual improvement of the EMS leading to improvements in overall environmental performance, and compliance with all applicable statutory and regulatory requirements, setting benchmarks for measurements, establishing action steps to meet the benchmarks, and annually reviewing the results.  
[www.epa.gov/owm/iso14001/isofaq.htm](http://www.epa.gov/owm/iso14001/isofaq.htm)

5. Complete and implement a comprehensive green space plan for the county and cities. (This will be accomplished under Infrastructure Strategy A1.)
6. Enhance air quality.
7. Encourage the county, cities and conservation foundations to purchase land for open space. Use the land for parks and passive space open to the public. (Develop in coordination with the comprehensive land-use plan and Infrastructure Strategy A1).
8. Encourage LEED certification for all new government buildings. This is a requirement for Green and sustainable construction. Consider the long-term operating costs for new buildings instead of just the short-term construction costs.
9. Increased the use of recycling.
11. Pursue all energy sources available in Jefferson County, including the opportunity for a grassohol plant in Jefferson County.
12. Use all the help available in enhancing our environment from the EPA, other federal agencies, and state and regional government.
13. Regulate land-clearing operations to avoid wasting marketable timber and to reduce the amount of burning necessary to eliminate debris.

## **VI. LEADERSHIP-- PRIVATE AND PUBLIC**

### **VISION**

Jefferson County's leadership will represent a diverse group of informed citizens who lead by example and make decisions based on the short-term and long-term goals of the entire community.

### **STRATEGIES**

1. Expect government entities and units, for-profit organizations and not-for-profit organizations to endorse Jefferson County Building a Better Future and to commit to assist with effective implementation. All types of organizations including (but not limited to) faith-based institutions, civic clubs, school systems, neighborhood associations, private businesses, non-profit organizations, all government entities and units, etc. will need to embrace the Strategic Action Plan and assist in implementation. Each organization that volunteers will become an Action Partner and should adopt for implementation the strategy/strategies that interest it or that uniquely fit its mission and scope of operation. Jefferson County Building a Better Future will serve as an umbrella that ultimately brings together a network of 50 to 100 Action Partners in alignment to achieve our interdependent Key Benchmarks and strategies.
2. Provide greater transparency or openness about all county and city governmental meetings. This could include but not be limited to a broad dissemination of agendas and minutes of all meetings through newspaper, libraries, websites and an email list; provide cable TV coverage for county commission and school board meetings, etc; enforce all City and County entities to discuss and conduct all business in public, conforming to the requirements of state open-meeting laws.

3. Increase citizens’ understanding the costs to run government, a predict the needs and alternatives available for future budget development, and help them understand the need for long-term investment. This should include an expanded opportunity for citizen dialogue about government budgets and the programs in the budgets, both short term and long term.
4. Increase trust, respect and civility among elected officials and throughout all organizations in the county. Work together to implement “Building a Better Future” instead of having “my way.”
5. Encourage citizens to be more involved in the governmental decision process with input at appropriate times. This will require governmental bodies to be sensitive in providing these opportunities and listening to the input.
6. Provide a forum that helps all candidates for public office understand for “Building a Better Future” and provide an opportunity for their commitment of strong support of the Strategic Action Plan when elected.
7. Expect elected officials to focus on the big picture and strategic issues rather than micro-managing the small details. This will require governmental staff to be proficient in managing, organizing, and implementing policy and strategic directions.
8. Increase the opportunity for leadership training and development and training programs for candidates for public office and public officials. This could include retreat and/or team building exercises with professional facilitation.
9. Maintain regular meetings of appropriate city and county officials and staff to help in coordinating the implementation "Building a Better Future."

## **STRATEGIC ACTION PLAN GLOSSARY**

### **Our Long-term Vision (20 years)**

- Visions for each of the interdependent foundations for a comprehensive Strategic Plan
  - \* Economic Development                      \* Quality of Life
  - \* Education    \* Infrastructure
  - \* Environment    \* Leadership--Private and Public
- Core Values
- Key Benchmarks

### **Our Mid-term Vision (5 to 10 years)**

- Priority Issues
- Strategies for each of the six foundations
- Priority Strategies

## **Our Short-term Implementation Plan (1-5 years)**

Developed and implemented by Strategic Alliances and Action Partners for individual strategies beginning in January 2008

- Strategy Benchmarks
- Action Steps

## **DEFINITIONS OF ABOVE TERMS:**

### **Foundations**

Basic framework that will provide a comprehensive Strategic Action Plan for the community in the following interdependent areas: Economic Development, Education, Quality of Life, Infrastructure, Environment and Leadership--Private and Public.

### **Vision**

Defines what the community wants to be in the future in each of the six Foundation areas.

### **Core Values**

Character traits that guide daily decision-making.

### **Key Benchmarks**

The driving force for Strategic Action Plan. Five annual measurements of the community's progress towards achieving its long-term vision. This will require positive results from the six **interdependent** Foundations and provide accountability for the process.

### **Priority Issues**

Ten priority issues as identified at the August 9, 2007 Community Meeting

### **Long Term Vision**

Includes the vision for the six Foundations, Core Values, and Key Benchmarks.

### **Strategies**

A verbal picture of the future in a specific part of a particular Foundation. Twenty to thirty Strategies in each Foundation will provide a more detailed definition of each Foundation Vision. There are Priority Strategies for each Foundation. The strategies were ranked by the Vision Task Force within Foundations and sub-sections of Foundations. An example of a Strategy is *"Increase the graduation rate."*

### **Action Partner**

Any organization, business, civic group, government entity, church, etc. that volunteers to collaborate with other community members to implement the Strategic Action Plan. Action Partners are the organizations who take responsibility for achieving individual strategies.

### **Strategic Alliance**

Two or more Action Partners who work together to implement a specific Strategy given their experience, strengths, and/or synergy from combined efforts. The Action Partners in the Alliance will elect a chair to be responsible for providing leadership. Alliance Benchmarks and Action Steps will be developed for the Strategic Alliance. The Action Partners will then assume responsibility for the Action Steps that fall within their own scope of operations.

### **Strategy Benchmarks**

Annual measurement of the progress of a specific strategy that provides accountability on an annual basis for 3 to 10 years. *Example: Increase the graduation rate 2% per year for 10 years. The Strategy Benchmark should be developed by the Action Partner before the Action Steps.*

### **Action Steps**

What the Action Partner proposes to do to implement a strategy; it typically involves a series of projects or events developed by the Action Partner to meet the Strategy Benchmark for that Strategy.

## **PHASE I—DEVELOPING *JEFFERSON COUNTY "BUILDING A BETTER FUTURE"***

- A. The Jefferson County Chamber of Commerce formed an 18-person Focus Group to determine how to pursue the right future for Jefferson County. After deliberation, the Focus Group unanimously decided to develop and implement a Strategic Action Plan. The Focus Group sent out an RFP and had two rounds of interviews. After these interviews, Luke Planning, Inc and NCDS, Inc were hired in May, 2007 to facilitate ***JEFFERSON COUNTY "BUILDING A BETTER FUTURE."*** Funding is being provided by Founding Partners. (See page 33).
- B. A diverse 32-person Steering Committee, representative of the community, was selected to guide the process.
- C. Henry Luke interviewed 242 individuals in Focus Groups during June, 2007.
- D. Over 170 people attended the Community Meeting on August 9, 2007. Ten groups identified 381 unique issues for consideration by the Planning Task Force. The issues were summarized and ranked by the groups, then combined to produce the top ten priority issues. The participants also selected ten additional members for the Planning Task Force.
- E. The Steering Committee selected a diverse Planning Task Force from all sectors and geographic areas of Jefferson County from persons nominated by the Steering Committee, Focus Group interviewees, Community Meeting participants, self-nomination, and the ten individuals selected at the Community Meeting.
- F. The 146-member Planning Task Force met during August and September 2007 and distilled the Focus Groups and Community Meeting issues and Scenarios into the draft ***JEFFERSON COUNTY "BUILDING A BETTER FUTURE."*** This draft was edited at a joint Steering Committee meeting on October 9, 2007. They reached consensus on the draft Strategic Action Plan with 87 strategies, which was widely distributed October 10 - November 26, 2007 for public input and comments. The draft was presented for input by Planning Task Force Members to groups with 1,795 in attendance. 7,000 copies of the draft were circulated in the Standard Banner on November 6, 2007.
- G. After considering all the input received, the Steering Committee approved the final Strategic Action Plan document on December 6, 2007 and distribution began immediately.

## **PHASE II—COLLABORATIVE IMPLEMENTATION**

- A. ***JEFFERSON COUNTY "BUILDING A BETTER FUTURE"*** Steering Committee will continue to be diverse and community-based to provide leadership, accountability and communication during the implementation process.
- B. Private and public sector organizations of all kinds and individuals will be asked to endorse the Strategic Action Plan and become Action Partners. (Begin January 2008).
- C. Action Partners who endorse the Strategic Action Plan will be asked to identify those Strategies they can incorporate and effectively implement within their normal mission, purpose and scope of operations or in strategic alliances with other organizations. Each Action Partner or Strategic Alliance will establish Strategy Benchmarks to facilitate annual measurement of progress and develop Action Steps for the specific Strategies they adopt. The Steering Committee will approve all Strategy Benchmarks before their adoption as official ***JEFFERSON COUNTY "BUILDING A BETTER FUTURE"*** Benchmarks.

- D. Strategy identification and acceptance by Action Partners will be reviewed by the Steering Committee to ensure that the Priority Strategies are being implemented on a timely basis. Progress on every Strategy cannot begin immediately, but they will be phased in over a 5-to-10-year period as applicable.
- E. Progress on Strategies will be communicated on a regular basis.
- F. There will be an annual update of the Key Benchmarks measuring progress for the strategies adopted by Action Partners and Strategic Alliances.
- G. The Jefferson County Chamber of Commerce will provide ***JEFFERSON COUNTY "BUILDING A BETTER FUTURE"*** staff, management support, communication and coordination for at least five years during implementation.

**JEFFERSON COUNTY” BUILDING A BETTER FUTURE”**

**Invitation to become an ACTION PARTNER**

**What is an ACTION PARTNER?**

Any organization, business, civic group, government entity, church, etc. that has volunteered to collaborate with other community members to make the Strategic Action Plan reality.

**Action Partners are the organizations responsible for making individual strategies real.**

What are the Action Partners' responsibilities?

Become a supporter of the Strategic Action Plan process by endorsing **JEFFERSON COUNTY "BUILDING A BETTER FUTURE."** An Action Partner will:

- Adopt Strategies
- Set a Strategy Benchmark, develop Action Steps with realistic deadlines to accomplish the strategy and meet the Strategy Benchmark
- Provide resources to implement Action Steps
- Form Strategic Alliances where appropriate
- Generate progress reports
- Include affiliation with **JEFFERSON COUNTY “BUILDING A BETTER FUTURE”** in printed and advertising material and create links to the **JEFFERSON COUNTY "FOR A BETTER FUTURE"** website.
- Review, revise and refocus Action Steps when progress reports are negative

*(Foundation Teams and a staff will be available for assistance.)*

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Yes, please include us as a Action Partner of **JEFFERSON COUNTY “BUILDING A BETTER FUTURE.”**

Organization/ Business/Agency/ Club/ Church:

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Representative:

---

Address:

---

Zip code: \_\_\_\_\_

Telephone:

Day: \_\_\_\_\_ Evening: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

**JEFFERSON COUNTY “BUILDING A BETTER FUTURE”**

**532 Patriot Drive**

**Dandridge, TN 37725**

**(865) 397-9642 Phone (865) 397-0164 FAX**

**Lisa Caldwell [lcaldwell@jeffersoncountytennessee.com](mailto:lcaldwell@jeffersoncountytennessee.com)**

**<http://www.jeffersoncountyfuture.com>**

## JEFFERSON COUNTY “BUILDING A BETTER FUTURE” PLANNING TASK FORCE

Chairman: Bill Black Vice Chairman: Dale Gentry  
 Executive Director: Don Cason Assistant Director: Lisa Caldwell  
 Facilitator: Henry Luke (Luke Planning, Inc., Jacksonville, FL)

<b>Arrington, Mike</b>	Delozier, Bill	<b>Helton, Darrell</b>	Miller, Shannon	<b>Smith, Sandy</b>
Austin, Sandra	Denning, Kevin	Helton, Wayne	Miller, Wyndie	Smith, Tammy
Austin, Seth	DeZearn, Jerry	Hester, Logan	<b>Mills, Marty</b>	<b>Stiner, Ed</b>
Baker, Joy	Dockery, Pam	<b>Hicks, Mike</b>	Moore, Gilson	Strand, Ben
Beresford, David	<b>Dockery, Terry</b>	Hodge, Karen	Nelson, Cynthia	<b>Strange, Sonny</b>
Bible, Lloyd	Donahoo, Angie	<b>Hodge, Melanie</b>	Nelson, Michael	Strom, Ann
Bishop, Dave	Entwistle, Mari	Hodge, Sarah	Newman, Will	Susong, Alyson
<b>Black, Bill</b>	Everett, Jim	<b>Hutchins, Jim</b>	Ortlieb, Mark	Taylor, Harold
Brown, John Mark	Evon, Laura	Hutchins, Rae	Oury, Chip	Thomas, Heidi
Brummett, Will	Evon, Matt	Irwin, Jean Ann	Owenby, George	Tipton, Scott
Burks, Rebecca	Evon, Michael	James, Jimmie	<b>Palmieri, Alan</b>	Trentham, Gary
Cagle, John B.	Faber, Catherine	Jarnagin, Bob	Parrott, Al	Underwood, Bill
Campbell, Chris	Farrar, Pam	<b>Jarnagin, Murrell</b>	Patterson, Clay	Veltkamp, Jan
Campbell, Connie	Farris, Johnny Wayne	Jett, Garry	<b>Pewitt, Rebekah</b>	<b>Veltkamp, Stan</b>
Cannon, Bill	Finchum, Mary	Johnson, Michelle	Poe, Kevin	<b>Washam, Jean-Ann</b>
Cavagnini, Jim	Fox, Jeff	Keane, Judy	<b>Potts, Anne Marie</b>	Whaley, Pat
Cherry, Mary Jo	<b>Franklin, Robert "Ed"</b>	<b>Keane, Michael</b>	Potts, Laura	<b>Wilder, Stanley</b>
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Clark, Linda	<b>Fultz, Max</b>	Kindy, Robby	Reynolds, Don	
Clay, Michelle	<b>Gantte, George</b>	Kramer, Jack	Reneau, Terry	
Clements, Stephen	Gantte, Weston	<b>Lambert, Amie</b>	<b>Rhea, Jonathan</b>	
Coates, Keith	Garner, Teresa	Lawson, Dale	Riggs, Jean	
Coates, Kevin	Garrett, Robert	Lowe, Nathan	Schneitmann, Dale	
Coley, Bob	<b>Gentry, Dale</b>	<b>Loy, Annette</b>	Seal, Kenny	
Cosentino, Frank	Gerard, David	Lyke, Lauren	Seal, Tammy	
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Courtney, Brandon	Glenn, Ashley	Matijevich, Lindsay	Shealy, Dal	
Crabtree, John	Goddard, Doug	McCosh, Earl	Shelton, Barbara	
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<b>Davis, Jim</b>	Greene, Ben	McDaniel, Logan	Slone, Duane	
Davis, Rodney	<b>Guinn, Charles</b>	McFarland, Don	Smelcer, Gary	

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