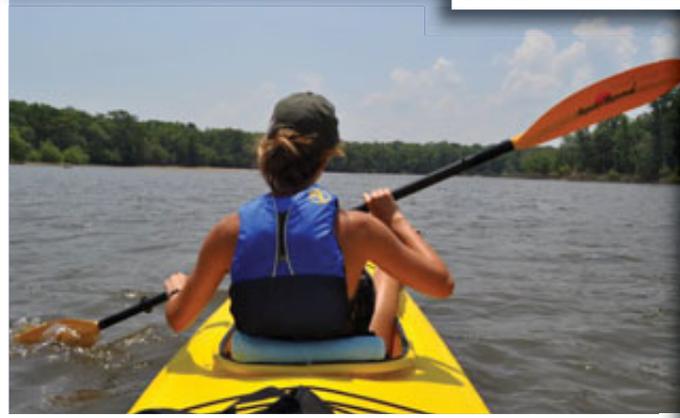




Board of County Commissioners



2011 | Annual Report
to the citizens of Camden County

Georgia's Coastal Community of Choice

Meet Your County Commissioners



Willis R. Keene, Jr.
District 1
Term Expires: 12/31/2012



Chuck Clark
District 2
Term Expires: 12/31/2014



Jimmy Starline
District 3
Term Expires: 12/31/2012



Gary Blount
District 4
Term Expires: 12/31/2014



David L. Rainer
District 5
Term Expires: 12/31/2012

Working Together to Make a Difference in the Community

The Board of County Commissioners are voted for by and represent the citizens in five commission districts. Serving four-year, staggered terms, the Board serves as Camden County's legislative body and acts as fiscal representatives of the County. The Board makes policies, adopts laws, sets budget limits, and sets tax rates. The Board appoints a County Administrator to oversee the day-to-day operations of the County, advise the Board, and implement policies.

The Board of County Commissioners serves as ambassadors and liaisons to many local, regional, and state boards and committees that cover a variety of important matters affecting Camden County residents and businesses. Topics covered by these boards include the economy, transportation, regional and local planning, the environment, tourism, juvenile issues, and the arts. Members of the Board of County Commissioners are actively engaged in working for the good of the community.

Moving Camden Forward While Enhancing the Quality of Life for Citizens

Camden County is truly "Georgia's Coastal Community of Choice". The county's prime location along the Atlantic gives its citizens the attraction of a small, quaint coastal town. Camden County is best known for its rich history, natural scenic beauty, and Southern hospitality. Work and leisure depend on the sea, the forests, and the mild climate, which averages seventy degrees year round. Fishing and boating on the county's waterways are exceptionally popular activities in which residents take part. Many other recreational opportunities exist throughout the county including several golf courses, parks, and trails. The Public Service Authority provides a variety of high quality leisure activities, services, and facilities for the citizens of Camden County to enjoy and enhance their quality of life. The County is proud to be a Work Ready Community, a Storm Ready Community, and also a Camera Ready Community.

Certified County Commissioner

In July, The University of Georgia and the Association of County Commissioners (ACCG) of Georgia announced that Willis R. "Chip" Keene, Jr. completed all of the coursework required to receive his certification as a Certified County Commissioner. Commissioner Keene began his 4-year term in January 2009, representing District 1 of Camden County.

The Certified Commissioners' Training Program provides a solid foundation in key areas of local government including county law, property tax assessment and appraisal, human resources, ethics, and other topics. Commissioners receive certification following the completion of five required and three elective classes, for a total of 48 hours of coursework.



A Message from Your County Administrator



"Leadership that listens!"

I am pleased to present the 2011 Annual Report! This report is intended to inform Camden County citizens about the accomplishments of your county government over the past year.

The County continues to navigate through what has been declared the worst economic downturn and recession since the Great Depression. As a result of this occurrence, there continues to be a financial strain on the County's budget. The County's operations have been adjusted to function with lower revenues and reflect the reality of the current economic condition. The County remains in a far better position to manage the economic situation due to the financial leadership and prudent fiscal policies and practices of the Board of County Commissioners.

Camden County was recognized during 2011 on a state and national level for its partnerships and leadership in providing innovative, effective, and fiscally responsible model programs for its citizens.

In 2011, we aggressively focused on pursuing alternative revenue sources and I'm thrilled to announce we have successfully secured grants totaling \$27,648,442 in State and Federal financial commitments.

Searching for better ways of doing County business continued to be a huge success in 2011. The cumulative total since the inception of this initiative has resulted in over \$6 million in savings to the taxpayers.

Although 2011 presented some difficult challenges to navigate through, it also provided opportunities for the County to make significant changes in the way we conduct business. I strongly believe in the ability of our citizens, Board of County Commissioners, employees, and partners to work together to meet our goals and objectives, successfully overcoming future challenges.

I look forward to working in partnership with each of you in 2012 to ensure Camden County remains *Georgia's Coastal Community of Choice*.

Yours for a better Camden County,

Steve L. Howard, CPM, CPPO
County Administrator



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Your Local Government

VISION Helping to make Camden County the best place to be by preserving and enhancing the history and quality of life while promoting smart growth and providing efficient, effective, and responsive government.

MISSION It is the mission of Camden County Government to provide responsive, innovative, and cost effective services, promote smart growth, effectively communicate with the community, improve infrastructure and technology, preserve the health, welfare, safety, and environment while maintaining the outstanding quality of life that makes our county a desirable place to live and work.

VALUES The Board of County Commissioners and employees of Camden County are committed to the following values: INTEGRITY, RESPECT, SERVICE, ACCOUNTABILITY, TEAMWORK, and BALANCE.

"Camden County is truly Georgia's Coastal Community of Choice!"

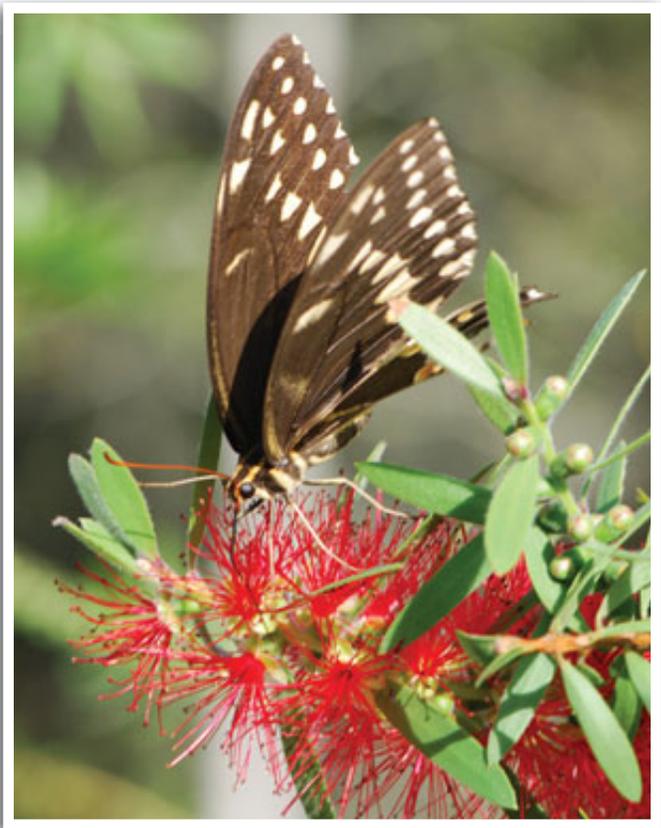


Photo by Ann Practor

Major Milestones of 2011

JANUARY Camden County was featured in ACCG's 2011 January/February edition of the Georgia County Government Magazine for innovative fire rescue services!

FEBRUARY Camden County's Video Tourbook community streaming videos were LIVE on the County's home page: www.co.camden.ga.us. Be sure to check it out!

MARCH Camden County received "Camera Ready Community" designation by Governor Nathan Deal and the Georgia Film, Music, and Digital Entertainment Office!

APRIL The Georgia Department of Transportation Framework Agreement was approved by the Board for the Kingsland By-Pass Phase II project.

MAY Camden County Government received the 2011 Public-Private Partnership of the Year award presented by the Association of County Commissioners of Georgia!

JUNE Camden County Government received the 2011 NACo National Achievement Award for two innovative county programs!

JULY Camden County Government launched social media: Facebook, Twitter, and YouTube. Be sure to connect with us!

AUGUST Camden County Government received a Certificate of Achievement for Excellence in Financial Reporting!

SEPTEMBER The Board approved a Signature Communities Program and Wayfinding Joint Resolution to accept funds to install signage that will help travelers find their way around the county with ease.

OCTOBER NACo's Free Prescription Drug Discount Card saves Camden residents over \$100,000 on prescription medicines since the program's inception in 2008!

NOVEMBER Local government agencies completed a Federally mandated Narrowbanding Communications Project ahead of schedule.

DECEMBER The Board adopted new commission district maps in an effort to equalize district population as much as possible while complying with the federal Voting Rights Act.

Financial Overview and Funds

FUND ACCOUNTING

County finances are organized by funds, with each one having a specific purpose, and in some instances restriction(s), on how money can be used.

Camden County has 1 general fund, 7 special revenue funds, 3 capital project funds, and 2 enterprise or proprietary funds. A description of the County's major funds can be found to the right.

** Please note that the financial data and staffing levels documented throughout this annual report are based on audited Fiscal Year (July - June 2010, 2011, and 2012) data from the Office of Finance and Budget. The events and accomplishments are reported and based on the calendar year January - December 2011.*

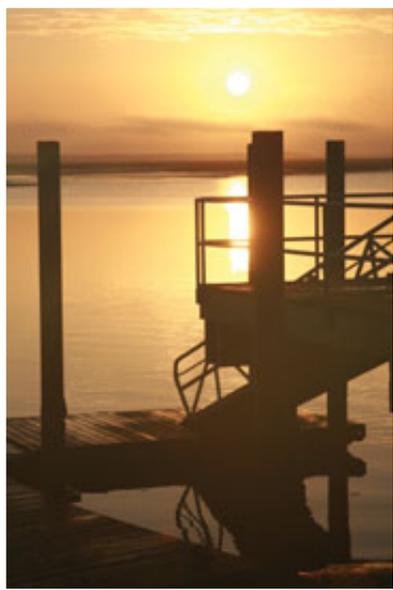


 Photo by Melissa Carter

Despite the current challenging economic circumstances, Camden County maintained fiscal stability, with ZERO debt and an excellent credit rating. The Fiscal Year 2012 General Fund budget represents a \$2.3 million decrease in operating expenditures from 2011 due to a pattern of declining revenues. Revenues and expenditures are balanced with no millage rate increase and spending reduced to 2006 levels. The countywide General Fund faces the greatest challenges due to the high level of reliance on property tax revenue. All indicators portray future challenges. The accomplishment of achieving a balanced budget is no small task; discipline, innovation, and commitment is key. To the taxpayer we must commit our best effort, nothing less is acceptable.

GENERAL FUND

The General Fund is the County's primary operating fund, accounting for all financial resources not specified to another fund. General Fund revenues consist primarily of the annual property tax levy, approximately 67%. Other major revenues include sales taxes, constitutional office fees, and user fees such as permits and ambulance fees. The expenses in the general fund cover a vast array of programs.

SHARED ASSETS FUND

The Shared Assets Fund is a collection of revenues that have been confiscated from illegal activities and must be used for the development of programs, equipment, or personnel specific to public safety. The Shared Assets Funds is used only for law enforcement initiatives in Camden County.

EMERGENCY TELEPHONE SYSTEM FUND

The Emergency Telephone System Fund collects and disburses funds based on activity from the 911 center. The revenues are primarily from a countywide 911 fee for all telephones and cell phones. The County's General Fund supplements this fund, approximately 20%, depending on actual fee collections for the fiscal year. The expenses are based on activity specific only to the operations of the 911 center.

UNINCORPORATED TAX DISTRICT FUND

The Unincorporated Tax District Fund was established to compensate for programs specific to the unincorporated residents of the County. Revenues consist of insurance taxes, property taxes, and grants. The expenses provide services for the fire district and recreational activities in Camden County.

SPLOST FUND

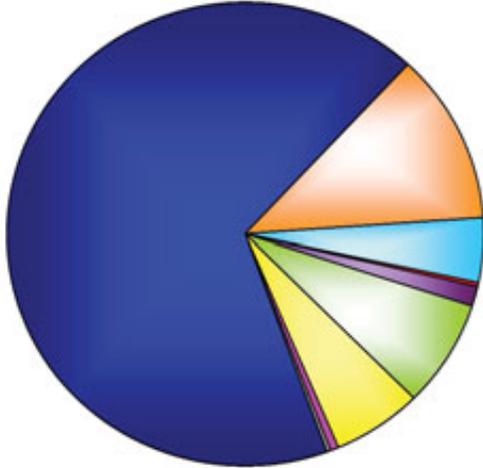
The SPLOST Fund is a special revenue fund. SPLOST 6 accounts for a special local option sales tax that is collected based on voter approval from March 2008 and is active for 6 years. The revenues are derived almost entirely from monthly collections by the State of Georgia as well as grants that are specific to the approved projects. The expenses are dedicated solely to the projects outlined in the referendum as approved by the voters such as roads, buildings, drainage, and city projects.

SOLID WASTE ENTERPRISE FUND

The Solid Waste Enterprise Fund is used for the operations and maintenance of the two landfill facilities in Camden County. The Municipal Solid Waste (MSW) Landfill receives regular household garbage, and the Construction and Demolition (C&D) Landfill receives construction type debris. Revenues are primarily derived from disposal fees. The expenses are specific to the landfill for items such as equipment, bond payments, and daily operations.

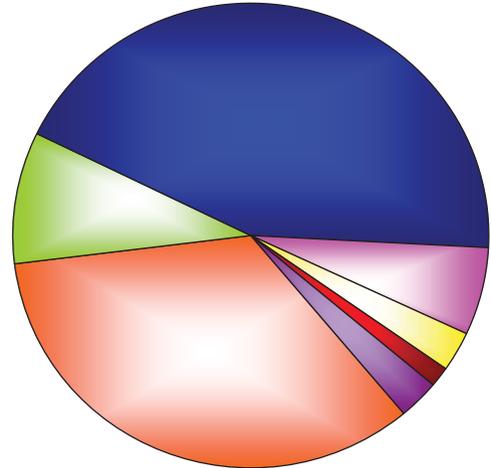
Fiscal Year 2011 General Fund

Revenues \$27,999,659



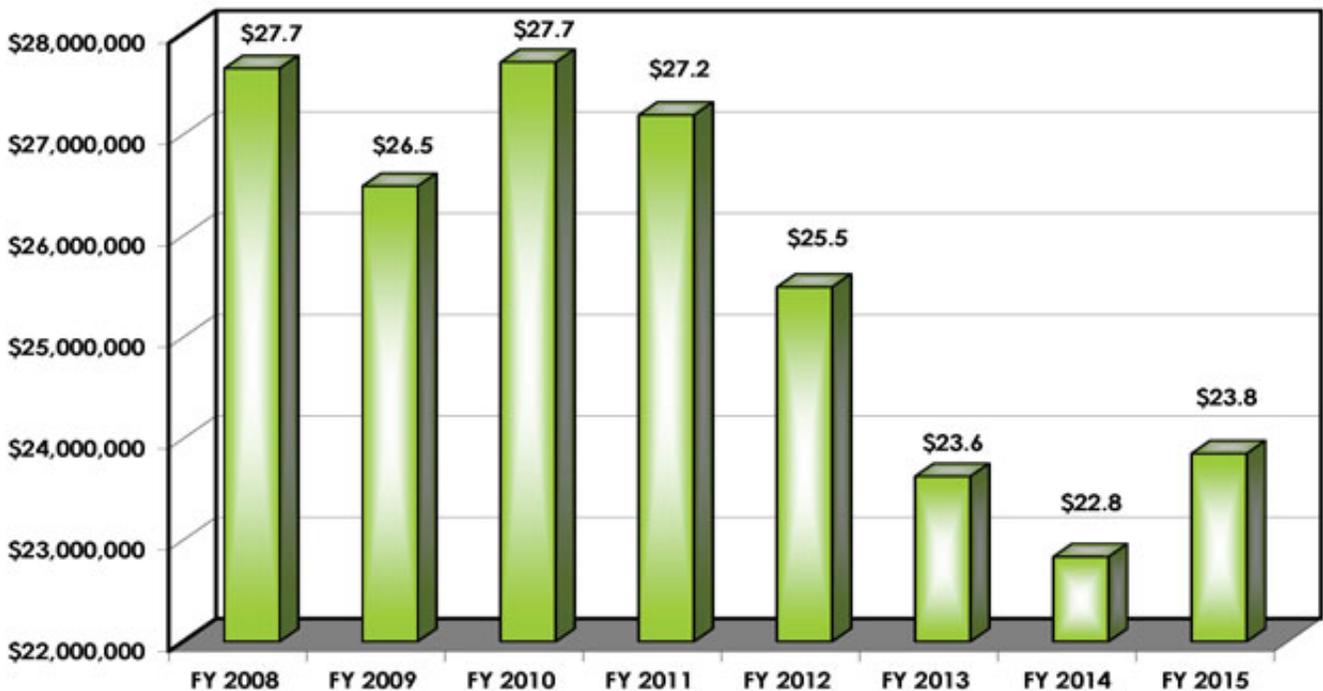
■ Property Taxes \$18,880,629	■ Charges for Services \$2,063,292
■ Sales Taxes \$3,368,694	■ Fines & Forfeitures \$1,732,584
■ Excise & Special Use Taxes \$1,259,870	■ Investment Income \$123,289
■ Licenses & Permits \$72,708	■ Miscellaneous \$104,196
■ Intergovernmental \$394,398	

Expenditures \$26,139,060



■ General Government \$8,913,307	■ Health & Welfare \$674,117
■ Judiciary \$2,404,790	■ Culture & Recreation \$388,600
■ Public Safety \$11,382,588	■ Housing & Development \$733,856
■ Public Works \$1,641,802	■ Debt Service \$0

General Fund Budgets and Projections



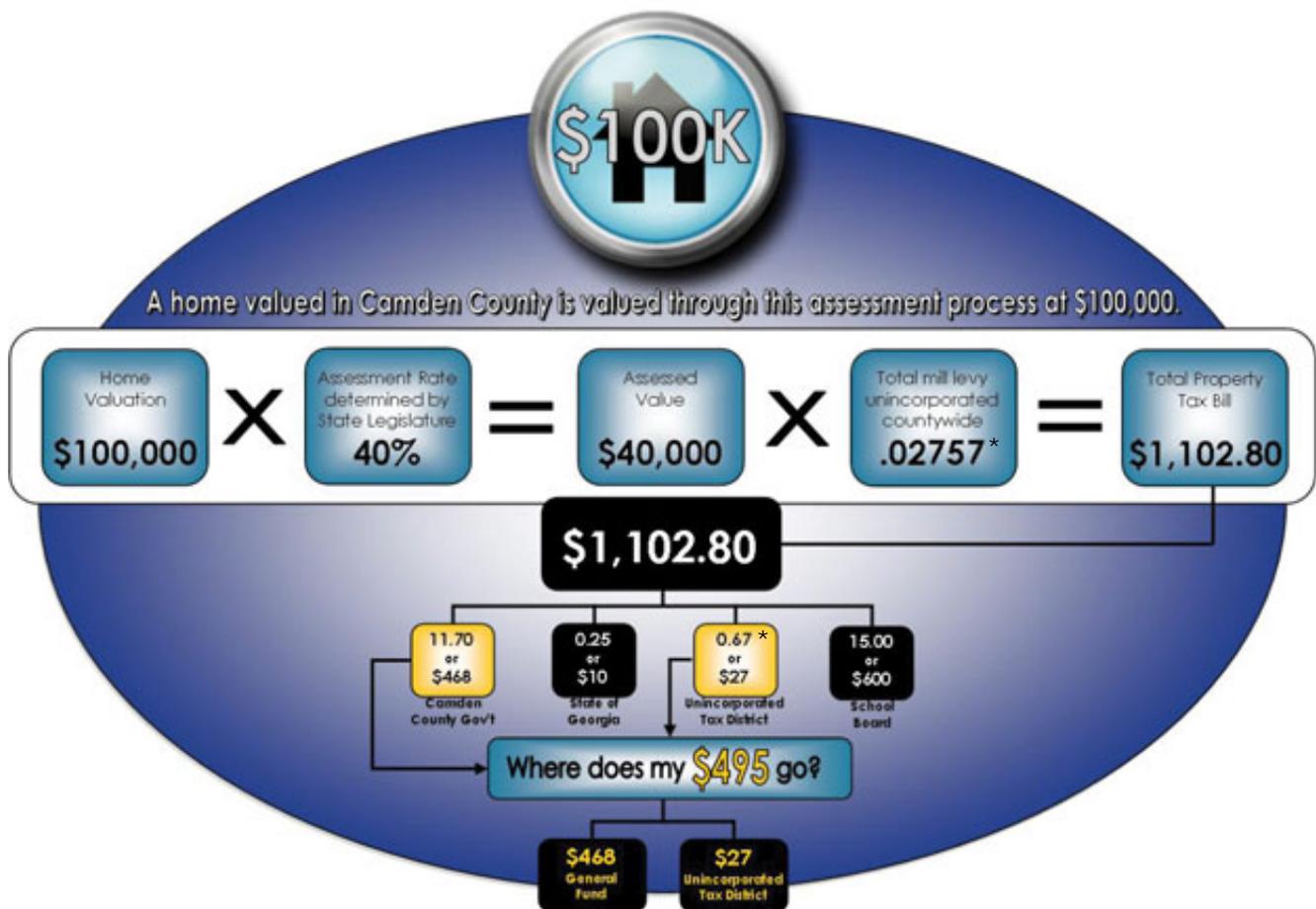
Where Your Property Taxes Go

Millage Rate History

State law requires that property taxes be based on 40% of market value which is known as the assessed value. All real and personal property is valued as of January 1st of each year. The County Tax Assessor's Office assesses all property with the exception of vehicles and public utilities which are assessed by the State of Georgia. A homestead exemption is allowed for each taxpayer who is a homeowner and resides on the property for at least one year ending each January 1st. The exemption is currently valued at \$4,000 of the assessed value. In addition, there are exemptions for many other areas of property relief, with the largest being the frozen values based on property values from 2006. The assessed property listing is submitted to the Tax Commissioner to prepare the tax digest from the assessed values. Once the final digest is prepared, the Board of Commissioners sets a millage rate based on the revenues required to satisfy the budget. Once adopted, the millage rate and digest are submitted to the State of Georgia - Department of Revenue for compliance and approval. A comprehensive millage rate history is shown in the chart to the right.

TAX YEAR	STATE	SCHOOL	UNINCORP TAX DISTRICT	COUNTY
2011	0.25	15.00	0.67	11.70
2010	0.25	15.00	0.00	11.70
2009	0.25	14.75	0.00	11.70
2008	0.25	14.75	0.00	11.70
2007	0.25	14.75	0.00	12.00
2006	0.25	14.75	0.00	12.00
2005	0.25	14.58	0.00	12.30

Below is a diagram of how your property taxes are calculated and where your money goes. Municipalities within Camden County impose a millage rate established by their governing body which is NOT reflected in the County tax bill. The Board of Education establishes a millage rate which does appear on your County tax bill. This diagram does not include any exemptions that may be available.



* The total mill levy for the unincorporated tax district only applies to properties outside city limits.

Your Award Winning Local Government

Camera Ready Community

In March 2011, Governor Nathan Deal and the Georgia Film, Music, and Digital Entertainment Office (FMDE) designated Camden County as a Camera Ready Community. Our community liaison, Barbara Ryan, manages the Coastal Georgia Film Alliance which provides a unified voice for economic development through relationships with the film industry, attracts and encourages the production of films, and coordinates with City, County, and State government organizations to facilitate the process of film making. County Administrator Steve L. Howard accepted this special designation on behalf of the entire community during March at a ceremony in Atlanta, Georgia. Visit www.coastalgeorgiafilm.org to learn more about Camden County's Coastal Georgia Film Alliance.



2011 Public-Private Partnership of the Year

Camden County and the PATH Foundation were proud recipients of the 2011 Public-Private Partnership of the Year award presented by the Association of County Commissioners of Georgia (ACCG) for the Coastal Georgia Rail-Trail in White Oak. Chair David L. Rainer and County Administrator Steve L. Howard were in attendance as Camden County and Fred Freyer of Coastal Georgia Rails to Trails, Inc. (on behalf of Ed McBrayer, Executive Director of the Path Foundation), were formally recognized at the Savannah Civic Center for participation in the project.



The first 3.5 mile section of the Georgia Coast Rail-Trail officially opened on June 5, 2010, in White Oak, Georgia. The recycled surface accommodates walkers, runners, and bikers. Equestrians can ride on the grassy area alongside the trail. Amenities include a picnic shelter and benches.

2011 Achievement Awards

The National Association of Counties (NACo) announced in June 2011 that Camden County received National Achievement awards for implementing innovative county government programs to better serve area residents.

The following county programs won NACo Achievement Awards:

- Helping Citizens Save Lives - Andrew Cohn Automatic External Defibrillator (AED) Program
- Retirement Redesign - Maximizing a Key Employee Benefit



Certificate of Achievement for Excellence in Financial Reporting

In August 2011, a Certificate of Achievement for Excellence in Financial Reporting was awarded to Camden County by the Government Finance Officers Association of the United States and Canada (GFOA) for its comprehensive annual financial report (CAFR). The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

"It's an honor for Camden County to be recognized on a National and State level for its partnerships and leadership in providing innovative, effective and fiscally responsible programs," said Steve L. Howard.

County Departments



Administration

QUICK VIEW

2010 Staff: 4
2011 Staff: 4
2012 Staff: 4

2010 Budget Actual: \$364,546
2011 Budget Actual: \$363,136
2012 Budget Adopted: \$320,795

Funded Through:
General Fund

Purpose:

To ensure implementation of Board policies, priorities, and the day-to-day management of Camden County Government. To improve and enhance an organization that delivers County services and programs in a timely, courteous, efficient, and proactive manner, consistent with the Board's objectives, and to ensure that full and complete information is always available to the public.

Camden County Administration includes the Office of the County Administrator and the Customer Service Desk. The Customer Service unit includes two staff members who collect and disseminate mail for all departments and operate the County's switchboard phone system, directing more than 20,000 calls during 2011. Administration staff also performs collateral duties and provides clerical assistance to the Board of Equalization.

2011 Accomplishments

The Office of the County Administrator launched social media platforms for the Board of County Commissioners in July. Recognizing that social media resources can be an effective way to reach Camden's residents, visitors, employees, and community partners, staff leveraged the social media resources available to streamline two-way communications between the public and their local government to enhance customer service and outreach, as well as increase citizen's awareness of current events. Be sure to "Like" us on Facebook, follow us on Twitter, and subscribe to our YouTube Channel!

As one of the Board priorities for 2011, the Office of the County Administrator launched an effort to establish the Camden Criminal Justice Council (CCJC) that will identify possible improvements in the criminal justice system, develop system-wide solutions, propose actions, execute strategies, and generally improve the local criminal justice system. The CCJC is made up of officials that are involved directly and indirectly in the criminal justice system. District Attorney Jackie Johnson is the Chairperson of the CCJC. The first meeting was held in October 2011, and the CCJC is well on its way to assertively managing the local criminal justice system more efficiently.

The 2011 Citizens' Academy program was a success for the third year since its inception. The community outreach program is designed to educate residents on how daily county government operations and services contribute to building a better community. The Citizens' Academy is an effective resource that complements the other communication tools currently used to provide open government, such as the County's website, social media platforms: Facebook and Twitter, and the Annual Report, as well as the monthly Community Outreach e-newsletter.

Attorney's Office

QUICK VIEW

2010 Staff: 1
2011 Staff: 1
2012 Staff: 1

2010 Budget Actual: \$131,266
2011 Budget Actual: \$142,637
2012 Budget Adopted: \$148,804

Funded Through:
General Fund

Purpose:

To provide high quality legal advice and representation to Camden County Government.

The County Attorney, Brent Green, is appointed by the Board of County Commissioners to provide legal services to the Board, the County Administrator, as well as other elected county officials, county departments, and other advisory boards.

The County Attorney reviews and prepares contracts, ordinances, resolutions, and other written instruments. Additionally, he represents the Board of County Commissioners in litigation and manages outside legal and lobbying service providers.

When called upon and where no conflict of interest exists, the Office provides legal counsel to other constitutional officers of the County.



Office of the County Clerk

QUICK VIEW

2010 Staff: 1
2011 Staff: 1
2012 Staff: 1

2010 Budget Actual: \$ 57,769
2011 Budget Actual: \$ 57,082
2012 Budget Adopted: \$ 51,564

Funded Through:
General Fund

Purpose:

To serve as the official records custodian of all contracts, leases, resolutions, ordinances, and all actions taken by the Board of County Commissioners.

The Office of the County Clerk provides an official, historical record for present and future generations of the Board of County Commissioners. The County Clerk assists the Board through the preparation of meeting agendas and informational notebooks, as well as prepares minutes for all Board of County Commissioner meetings. The County Clerk assures compliance with the Open Meetings/Open Records Act and provides requested information as part of public record.

2011 Accomplishments

The Office of the County Clerk completed a scanning project which displays County contracts on the County's website, www.co.camden.ga.us, for the public to search and review. This project helps to make government more accessible and open records available on demand.

The County Clerk facilitated 21 regular Board of County Commissioners meetings, 9 Solid Waste Authority meetings, 7 public hearings, 4 work sessions, and 2 special called meetings during 2011. Additionally, 78 online fix it forms and 41 open records requests were submitted and processed by the Office of the County Clerk in 2011.



Inside the Records Retention Building in Woodbine

Strategic Initiatives

QUICK VIEW

2010 Staff: 1
2011 Staff: 1
2012 Staff: 1

2010 Budget Actual: \$ 98,755
2011 Budget Actual: \$ 83,503
2012 Budget Adopted: \$ 67,611

Funded Through:
General Fund

Purpose:

To serve as a catalyst to research and identify the organizational and operational changes required to meet Camden County Government's mission and vision.

The Office of Strategic Initiatives encompasses strategic planning, grants administration, and supports countywide initiatives to increase effectiveness, savings, and efficiency for Camden County Government. Strategic Initiatives coordinates the better ways of doing business program which has saved the taxpayers nearly \$6.7 million since its inception in 2008.

2011 Accomplishments

During 2011, the Office of Strategic Initiatives managed a multi-jurisdictional project team that included all cities and public safety agencies to meet an FCC rule change known as narrowbanding. The rule change required modifications to how the public safety communications system functions. The technical requirements of the mandate have been met and upgrades were made at no additional costs to improve day-to-day communications.

The release of the 2010 United States Census triggered redistricting for county commissioner and school board districts. County commission districts are legally required to comply with the principle of "one person, one vote." Districts were redrawn to equalize district population as much as possible while complying with the federal Voting Rights Act. Great effort went into making sure the proposed maps met all State and Federal rules. The maps were adopted by the Board as a local ordinance in December 2011. Please note that these maps are different from the state level maps that were amended.

The office also submits award applications to receive recognition for key county programs and initiatives. Over the course of the year, the following grants and awards were awarded with direct participation by the Office of Strategic Initiatives.

- Homeland Security - \$1,200,000 Interoperable Radio Communications Grant
- GEMA - \$25,000 Response and Recovery Grant for Narrowbanding
- ACCG - Excellence Award for the Andrew Cohn AED Program
- NACo - Retirement Redesign – Maximizing a Key Employee Benefit
- NACo - Helping Citizens Save Lives – Andrew Cohn AED Program

Finance & Budget

QUICK VIEW

2010 Staff:	7
2011 Staff:	6
2012 Staff:	6

2010 Budget Actual:	\$461,644
2011 Budget Actual:	\$470,628
2012 Budget Adopted:	\$419,635

Funded Through:
General Fund

Purpose:

The Office of Finance and Budget is responsible for the financial services and general operations of the governmental unit as required to meet Camden County Government's mission and vision.

The Office of Finance and Budget performs a vital function and is responsible for the financial services and general financial operations of Camden County Government. The Office of Finance & Budget is tasked with utilizing County resources in an effort to provide true stewardship of the public's funds, while continually striving to improve business processes countywide, providing timely, accurate financial information to internal departments and citizens, and enhancing fiscal accountability.

Services provided by the Office of Finance and Budget include financial planning, the management of County debt, investments, and cashflow, payroll administration, the maintenance of fixed assets, and the preparation of financial reports to measure results. The County's financial reports are open to the public and available online at the County's website at www.co.camden.ga.us.

2011 Accomplishments

The County's financial records are reviewed annually by an independent auditor. Fiscal year 2010 marked the eleventh consecutive year that Camden County's Comprehensive Annual Financial Report (CAFR) was awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate of Achievement in Excellence is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports. The County is confident that the current CAFR continues to conform to the Certificate of Achievement program requirements and is therefore being submitted for fiscal year 2011.

Support Services

QUICK VIEW

Support Services

2010 Staff:	1
2011 Staff:	1
2012 Staff:	1

2010 Budget Actual:	\$111,941
2011 Budget Actual:	\$102,621
2012 Budget Adopted:	\$ 95,468

Funded Through:
General Fund

Purpose:

To provide leadership and guidance with regard to a wide range of functions in order to facilitate daily operations, information flow internally and externally, and above all remain responsible stewards of the County's assets.

Support Services brings together three internal service areas that support daily operations of the County. Continuous review of these areas creates continuity and insures efficiencies for departments, employees, and ultimately the citizens.

The areas that fall under the Support Services umbrella include Risk Management, Human Resources, and Information Technology.

In order to be effective in multiple complex areas, Camden County employs a team approach to risk management as well as decisions affecting employee benefits and information technology. Direction comes from the Board through the County Administrator. Through the Department of Support Services, Human Resources explores the impact of programs on the employees, while the Office of Finance and Budget provides financial analysis and perspective. The team is rounded out by a panel of competent, experienced agents, consultants, and carriers who are subject matter experts in their fields and provide years of experience and knowledge on which to draw.

Technology is the infrastructure of our organization and determines the level of success achieved in communication, accessibility, and responsiveness. Support Services works with the Information Technology team to insure that Camden County has the most reliable, innovative, and state-of-the-art equipment and software.

"Alone we can do so little. Together we can do so much." ~ Helen Keller

Human Resources

QUICK VIEW

Human Resources

2010 Staff:	2
2011 Staff:	2
2012 Staff:	2

2010 Budget Actual:	\$102,237
2011 Budget Actual:	\$109,668
2012 Budget Adopted:	\$102,016

Funded Through:

General Fund

Purpose:

To provide quality Human Resources services in order to attract, develop, motivate, and retain a strategically aligned workforce and create a healthy, positive work environment characterized by fair treatment of staff, open communication, personal accountability, confidentiality, trust, and mutual respect.

The Human Resources division of Support Services provides responsive and innovative programs which maintain an effective, efficient, and motivated workforce committed to customer service. The overall health, wellness, and financial security of Camden County employees were a major focus for the Human Resources team in 2011.

2011 Accomplishments



In February, employees received personalized benefit summaries complete with money saving illustrations, cost comparisons, and answers to frequently asked questions.

March marked the transition of the employee retirement plan to Principal Financial Group. This move not only cut administrative fees (paid by the employee) in half, but also provides the participant with a robust lineup of online tools, educational information, and a local certified financial advisor.

In May, the County participated in the Georgia County Internship Program (GCIP) through the Association of County Commissioners of Georgia (ACCG). This program provides counties throughout Georgia funding to hire full-time college students as interns for up to 160 hours. Departments that utilized this program included Human Resources, Fire Rescue, and Administration.

Colonial Life conducted the County's first electronic open enrollment in June. Using an online platform to complete the process created greater efficiencies between the HR office and the provider. Additionally, Colonial Life provides a personalized benefit summary at no additional cost to the County or employee. This gives employees a true picture of their total compensation package and is a valuable retention tool.

June also marked the launch of a formal supervisor training program. Training classes will be held at least semi-annually and focus on specific topics relevant to Camden County Government.

In October, County employees attended the third annual Joint Health & Safety Fair along with employees of the City of St. Marys and the Public Service Authority. The fair is an annual effort to remind employees of the importance of their health and well-being and allows them to explore resources available within the community.

231 employees attended
 153 employees participated in biometric screenings
 38 local health or wellness vendors participated
 Door prizes included a 36" flat screen TV, iPad, and Wii Fit



Risk Management

QUICK VIEW

Risk Management

2010 Staff: Collateral duty
 2011 Staff: of the Director of
 2012 Staff: Support Services

2010 Budget Actual: \$4,063,489*
 2011 Budget Actual: \$4,941,332*
 2012 Budget Adopted: \$4,613,080*

* A combination of Employee Health Benefits, Workers' Compensation, and Insurance

Funded Through:
 General Fund

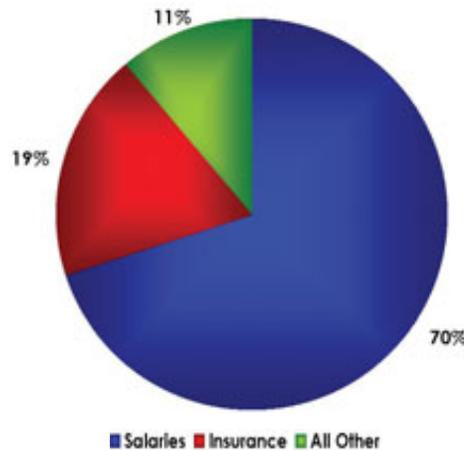
Purpose:

To provide oversight of property, liability, and workers' compensation protection, safety programs and a comprehensive benefits package to protect the County, its citizens, and employees from financial exposure.

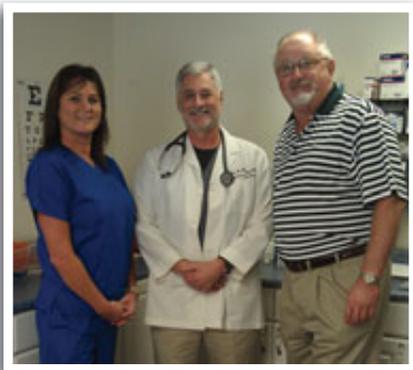
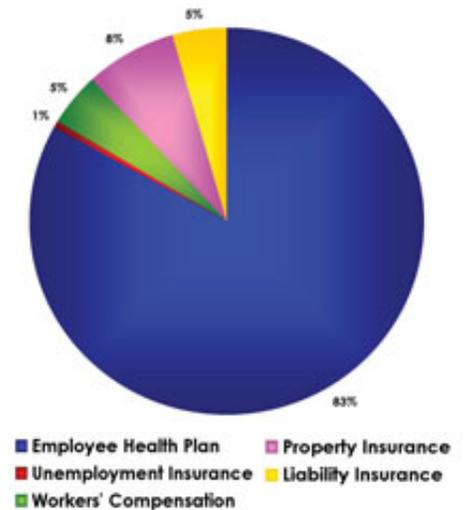
Risk Management is reducing risks by identifying, assessing, and prioritizing potential losses as well as the art of coordinating resources in the most effective and economical way possible. Key areas of risk management for Camden County include property, liability, and workers' compensation protection, as well as comprehensive employee benefits package.

The key areas of risk management for Camden County account for nearly twenty percent (20%) of the General Fund budget, therefore, effective mitigation is essential. In addition to employing a team approach to risk management, Camden County uses two other primary strategies for reducing and controlling risk, the Living Well Onsite Clinic and the Living Well Employee Wellness Program.

General Fund Expenditures Chart



Total Insurance Expenditures Chart



Clinic staff from left: Dana Keene, R.N.; Steve Munoz, PA-C; and Danny Daniels, R.N.

Onsite Clinic

In recent years the combination of falling revenues and soaring health care costs have forced many local governments to focus on more effective ways to reduce the impact of employee benefits, particularly health care, on the overall budget.

In July, Health Care Reform continued to increase the County's liability and costs by mandating additional changes to the health plan including the removal of lifetime maximums; requiring coverage of adult children up to age 26 with no restrictions on financial dependence, student status, residency, employment, or marital status; and removal of any pre-existing condition exclusions for enrollees under age 19.

Additionally, 2009-2010 data collected by the County's chronic disease management provider, Healthways, showed that the health claims of fifteen percent of the group's population constituted nearly forty percent of the overall health claims.

These events and statistics were the catalyst for expansion of the scope of the Living Well Onsite Clinic to include a more effective face-to-face chronic disease management program and a limited generic formulary at a reduced cost to employees and dependents. The clinic is staffed with a full-time and part-time Registered Nurse, as well as a Physician's Assistant twice a month.

Clinic statistics from February to December 2011:

- Number of visits: 1,035
- Average number of patients per month: 94
- Savings to the employee health plan: Approximately \$60,000
- Savings to employees: Approximately \$49,500

Risk Management

QUICK VIEW

Clinic & Wellness

2010 Staff:	1*
2011 Staff:	1.5*
2012 Staff:	1.5*

* Coordination of the Wellness Program is a collateral duty of the Human Resources Coordinator and is not reflected in the staffing levels above.

Funded Through:

General Fund - A component of the Risk Management budget

Purpose:

To provide all employees, spouses, and children professional medical support, successful remedies, prospective treatments and health cost avoidance under the professional guidance of a Medical Doctor.

Wellness Program

In July, the County transitioned to Aetna as the administrator of the County's self-insured Employee Health Plan. This move not only secured lower administrative fees for three years and saved approximately \$300,000 on the stop loss policy, but also provided additional opportunities to create a more effective employee wellness program.

Studies document that wellness programs can produce a return on investment of \$5 for every \$1 spent, and reductions in sick leave, workers' compensation claims, and health costs of 27% or more*. The level of employee participation ultimately determines the success or failure of a wellness program. Therefore, Camden County made a commitment to follow an aggressive, three-year strategy to "Ignite Change", "Drive Change", and "Support Change" in the employee wellness program.

The kickoff for the "Ignite Change" campaign included delivering wellness baskets to each department. Baskets contained items such as fruit and healthy snacks, as well as information on various wellness opportunities.

*Source: Proof Positive: An analysis of the Cost Effectiveness of Wellness, 5th Edition, L. Chapman, July 1, 2005. Study included 50 health and wellness programs and 370,000 employees.



Onsite Chronic Disease Management Nurse, Dana Keene, and Wellness Coordinator, Michelle Preston, delivering wellness baskets.

Information Technology

QUICK VIEW

Information Technology

2010 Staff:	3
2011 Staff:	3
2012 Staff:	2

2010 Budget Actual:	\$217,265
2011 Budget Actual:	\$228,391
2012 Budget Adopted:	\$227,676

Funded Through:

General Fund

Purpose:

To deliver efficient, reliable, innovative technology services and solutions that support sound decisions and effective government by Camden County Government while providing its citizenry with the highest level of accessibility.

The Information Technology (IT) division of Support Services is responsible for Camden County's Local Area Network (LAN) which includes its virtual server environment, nearly 200 desktop and laptop computers, 134 printers and other peripheral devices, and multiple software programs. Currently, maintenance, expansion, upgrades, and repairs of all County equipment are managed by a team of two employees therefore; efficiency and effectiveness are essential components to success.

2011 Accomplishments

In 2011, the IT division successfully transitioned all County telephones from an analog system to managed voice over internet protocol (VoIP). Advantages of using managed VoIP over analog include an upgraded telephone system, reduced service fees and long distance charges, and convenience and portability.

In recent years the County implemented a remote disaster recovery system that required dedicated bandwidth and absorbed a significant amount of the County's capacity. The conversion to VoIP enabled the County to leverage its position and dramatically increase its bandwidth capacity which greatly improved internal and external data delivery creating further efficiencies for users.

"Once we rid ourselves of traditional thinking we can get on with creating the future." ~ James Bertrand

Capital Improvements

QUICK VIEW

2010 Staff:	2
2011 Staff:	2
2012 Staff:	1

2010 Budget Actual:	\$153,285
2011 Budget Actual:	\$154,434
2012 Budget Adopted:	\$ 51,721

Funded Through:

General Fund - County Engineer

Purpose:

To provide project management and design support for the County.

The Capital Improvements office coordinates all phases of capital improvement projects including project task at development, evaluations, planning, and implementation for all County departments. The division also serves the Facilities Management division with in-house project assessments, design, and coordination of general maintenance. Staff acquires funding through grants and other programs to support these special projects.

2011 Accomplishments

The County participated in an interlocal agreement between the Cities of King-land, St. Marys, and Woodbine and the Public Service Authority for reimbursement under the Georgia Environmental Facilities Authority Energy Efficiency Conservation Block Grant program funding. As a result of this cooperative effort, the County was awarded \$85,000 in grant funds towards energy efficient conservation projects.

During 2011, the Capital Improvements division focused on utilizing the grant funds to implement energy conservation initiatives to save money and improve the overall quality of the indoor environment by reducing carbon emissions. Throughout the year, staff reduced the number of fluorescent light bulb tubes from 3 to 2 in lighting fixtures in County buildings which has saved nearly \$14,000 in energy costs to date. Heating at the Public Works shop and Fire Station 17 by foam insulation has led to further energy conservation.

Other key energy conservation projects were completed at the jail facility in 2011. The County received a \$60,000 grant to fund a lighting upgrade. Also, the pneumatic operated thermostats were changed to an electronic DDC programmable system in the main air handler at the jail to reduce the electrical demand, thus reducing the cost of power.

Facilities Management

QUICK VIEW

2010 Staff:	9
2011 Staff:	8
2012 Staff:	6

2010 Budget Actual:	\$522,879
2011 Budget Actual:	\$486,622
2012 Budget Adopted:	\$398,610

Funded Through:

General Fund

Purpose:

To provide timely and effective maintenance to county facilities, to implement maintenance capital projects, and to efficiently manage the county's facility assets.

The Facilities Management division provides in-house construction services and general maintenance and repair of all public buildings and facilities including electrical, carpentry, plumbing, painting, and ventilation systems.

2011 Accomplishments

The Facilities Management division assisted the IT division with conversion from the analog telephone system to managed VoIP during 2011. Staff worked in each office installing electrical and telephone lines throughout the buildings to connect to the new system.

As part of a cooperative partnership between the County and the City of St. Marys to expand the County's Living Well Onsite Clinic and Wellness Program, the Facilities Management division began renovating a vacant County-owned office building in King-land. Once complete in 2012, this office will serve as the second location for the Living Well Onsite Clinic serving both the County and City of St. Marys employees.

In addition to major projects, the Facilities Management division completed nearly 1,400 work orders during 2011. The scope of the work orders range from hanging pictures on a wall and cleaning out gutters to replacing bad compressors and installing air conditioning units.

Planning & Development

QUICK VIEW

2010 Staff:	6
2011 Staff:	7
2012 Staff:	4.5

2010 Budget Actual:	\$390,015
2011 Budget Actual:	\$358,249
2012 Budget Adopted:	\$274,706

Funded Through:
General Fund

Purpose:

To administer and enforce all codes as they pertain to building and zoning.

The Department of Planning and Development is responsible for issuing County alcohol beverage licenses, occupational tax licenses, building permits and inspections, and land disturbance activity permits and inspections. Planning and Development also serves as the local issuing authority for erosion and sedimentation control permits and inspections, and flood zone determination for building construction and flood insurance rate purposes.

Office personnel administer, coordinate, and enforce all zoning, land use, and subdivision related activity, changes, and nuisance complaints governed by the Unified Development Code (UDC) of Camden County, as well as administer and enforce the Camden Alcohol Beverage Ordinance and the Camden Occupational Tax Ordinance.

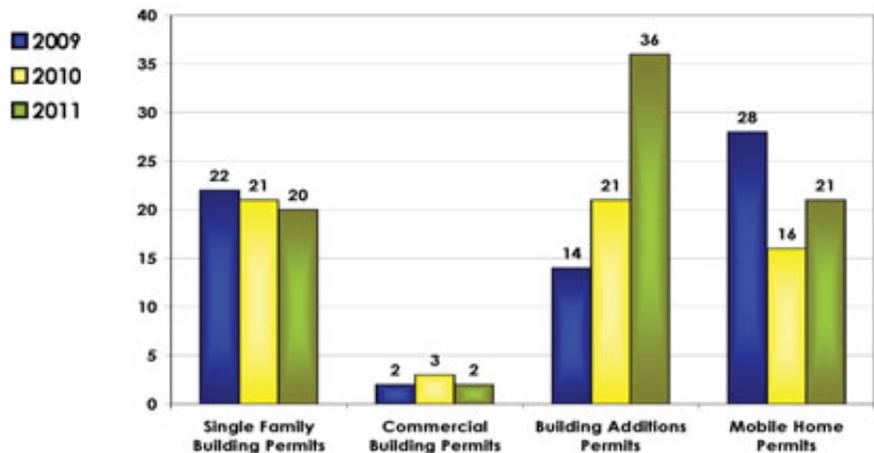
2011 Accomplishments

The UDC was amended during 2011 to better serve the citizens of Camden County. The first three amendments were to the following sections: 208. (2) c.; 1303. (b) (11); and 205 – Accessory Structure. They were made to allow an applicant in an A-F or A-R Zoning district to construct “accessory structures” on their property by submitting a zoning site plan for approval before a principal use is located on the property, without a Special Use permit .

The fourth amendment was to UDC section 1127 (a) & (b), which changed the Flood Damage Prevention ordinance to match the most current version of the State’s model ordinance and kept Camden County compliant with FEMA regulations, as well as continued the County’s the ability to have an affordable, federally subsidized flood insurance program.

Planning and Development personnel conducted 433 requested building inspections in 2011. Additionally, staff responded to 44 code enforcement complaints throughout the county.

Permitting Comparison Chart



Erosion & Sedimentation Control

Erosion & Sedimentation Control is a component of Planning and Development that is supported by a 3-year grant from the Georgia Department of Natural Resources. The following statistics were documented for erosion and sedimentation control during 2011:

- 147 site inspections

- 25 notices of violation, or notice to comply, letters issued
- 5 Stop Work Orders were issued
- 11 complaints investigated
- 107 building permits reviewed for compliance with the Erosion & Sedimentation Control Ordinance
- 4 Land Disturbance Activity permits issued

Public Safety

QUICK VIEW Emergency Medical Services (EMS)

2010 Staff: 97*
2011 Staff: 97*
2012 Staff: 91*

* Includes Fire Marshal

2010 Budget Actual: \$4,560,768*
2011 Budget Actual: \$4,700,736*
2012 Budget Adopted: \$4,465,623*

** In addition to receiving funding through the General Fund, unincorporated fire protection is also funded through the unincorporated tax district which is not reflected in the numbers above.*

Funded Through:
General Fund

Purpose:

To protect the lives and property within and surrounding Camden County by reducing the effects of fire, disasters, hazardous materials, and medical emergencies. To protect our community and visitors, the fire department will maintain a proactive and professional staff to conduct Fire Prevention, Fire Suppression, Life Saving Emergency Medical Treatment, Technical Rescue Response, Public Life Safety Education, and Mitigation of Hazardous Materials Incidents.

The Department of Public Safety encompasses three external service divisions that support the daily operations of the County. The areas that fall under Public Safety include Fire Rescue, Emergency Management, and Animal Control.

Camden County Fire Rescue (CCFR) provides Emergency Medical Services (EMS) to the entire county, with the exception of Naval Submarine Base Kings Bay. CCFR also provides fire protection services to the unincorporated areas of the county and the City of Woodbine.



CCFR has an average EMS response time of 5 minutes to cover 689 square miles and an average fire response time of approximately 7 minutes to cover 652 square miles. The service delivery is unique because it provides the two services of fire fighting and EMS combined into one organization. This has proven to be cost effective and allows for greater utilization of resources to come together during emergencies that, if separate, would create duplication. The combination of service delivery enables emergency personnel to be cross trained and fluid in their mitigation of incidents.

Grants

CCFR was successful in securing funding for two grants during 2011. The first non-competitive grant was sponsored by the Georgia Trauma Network Commission to improve trauma care in the state. CCFR was awarded Automatic Vehicle Location services for ambulances. This system allows for tracking, communications, and navigation of EMS resources on a local and state level in the event of a mass casualty event or incident where resources need to be managed. The second grant was received for the Coastal Georgia Search and Rescue team that Camden County hosted for the continuation of repair and maintenance in the amount of \$25,000.

STEMI Program

CCFR's (STEMI) ST Elevated Myocardial Infarction treatment program is a proactive life saving initiative that began several years ago saving countless lives to date. There were 5 field STEMI activations in 2011, and 78 total since this inception of this program. This program enables patients suffering the most common heart attack to receive invasive care from the scene to the cardiac surgery unit at participating hospitals in Jacksonville on average within 30 minutes. The value this program brings to Camden County's citizens is that of saving precious time in getting patients suffering from a heart attack to restoring normal blood flow back to the heart. Prior to the program, patients would be transported to local hospitals and then have to be transferred out after diagnosis. That process takes hours to complete, resulting in much higher mortality rates. This program was initially funded through a grant from University of Florida and Shands Jacksonville hospital to provide specialized equipment and training to personnel.

Radio Narrowbanding

In 2011, CCFR reprogrammed its entire fleet of radios to meet the 2013 Federal Communications Commission deadline. This task took months of planning and coordination with all public safety agencies to successfully complete the project. Over 25 radios were replaced and over 50 radios were reprogrammed to meet the standard and become functional with other public safety agencies in the area.

Camden County Fire Rescue



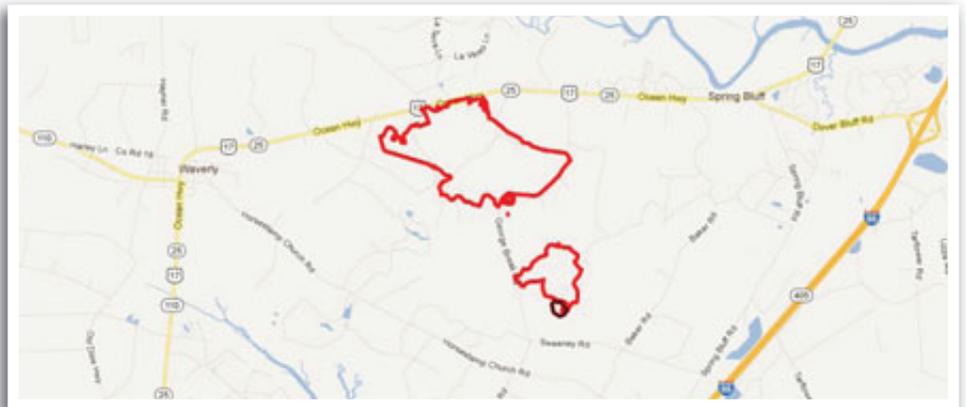
Waverly Complex Fire

In June, Camden County firefighters were alerted to what would be the county's largest ever wildland fire that would consume nearly 1,000 acres. This particular day was during our exceptional drought with low humidity, which together is a recipe for disaster. The Waverly fire station crew was alerted by a passer-by of a fire just down the road from their station. When crews arrived, they saw a large plume of smoke and a fast moving wildland fire. They quickly began to survey the situation and call for additional resources, including the Georgia Forestry Commission. Immediately, they found the fire moving in the direction of structures located off Highway 17.

As the fire rapidly grew and moved northeast, crews became endangered and had to abandon the structures. Two of the three structures being protected were consumed by the fire. By this time, Georgia Forestry units arrived on the scene and began the operation of containing the fire. With the fast growth of the fire, additional agencies were requested to assist.



The fire raged on until nightfall, changing direction several times, and creating new fires as embers traveled through the air. Several homes along Highway 17 were endangered and fire equipment was posted at each one to protect against damage. By midnight, about 50% of the fire was contained and the rest continued to spread slowly. The next day, the fire gained strength again, jumping fire-lines, starting new fires. More units were deployed to try to keep the fire within the fire breaks and gain containment. The overhaul and monitoring of this fire went on for several weeks, as no rain was in the forecast to fully extinguish the flames. The incident was investigated by the Georgia Forestry Commission for origin and cause.



This incident required the assistance of many agencies to work together. Local, state, private, and federal resources came together to mitigate this incident with minimal losses and no injuries. All of the personnel working on the scene were very grateful for the outpouring support of the local community who came out in support of the firefighters to offer food and other resources to assist.



The following agencies contributed to the successful abatement of this incident: the Camden County Sheriff's Office, Camden County Public Works, Camden County Emergency Management Agency, Georgia Department of Natural Resources, Georgia Forestry Commission (multiple counties), Georgia State Patrol, local utility companies, Red Cross, Salvation Army, Kingsland Fire Rescue, St. Marys Fire Department, Hazzard Neck Fire Department, Townsend Fire Department, Hortense Fire Department, Kings Bay Fire Department, Glynn County Fire Department, U.S. Park Service, and Naval Submarine Base Kings Bay.

Camden County Fire Rescue



Ingleside Apartments Structure Fire

4th Annual Brotherhood Ride

CCFR station 17 was one of the stops on August 25, 2011 for cyclists that participated in the 4th Annual Brotherhood Ride as they traveled from Jacksonville, FL to Brunswick, GA as part of their 1600 mile trek. The ride began on August 20, 2011 in Naples, FL and concluded 22 days later in New York City. This ride honored the 343 Fire Department New York firefighters, 23 New York Police Department officers, 37 Port Authority Police Department officers, and 8 private service Emergency Medical Technicians & Paramedics who made the ultimate sacrifice on September 11, 2001. Formed in 2007, the Brotherhood Ride is comprised of firefighters, law enforcement officers and emergency medical personnel who ride bicycles to raise awareness and provide financial and emotional support to honor our fallen public safety heroes.



Interstate 95 Tractor Trailer Fire



Fire Prevention Month

Camden County Firefighters participated in Fire Prevention month during October at area schools. "Area 51" clowns delivered a fire safety message to the students. The clowns visited 15 schools and delivered their message to over 7,000 students in the Southeast Georgia region.

The "Area 51" clowns are made up of firefighters from area fire departments to promote fire prevention to young children.

Lieutenant Chris Goebel and Firefighter Shequoyah Hill are two of the "Area 51" clowns that participate from CCFR. Lieutenant Chris Goebel was also the inaugural President for "Area 51" clowns in 2011 and continues to hold that position.



Catfish Landing Woods Fire



Interstate 95 Horse Trailer Fire

Public CPR Classes

When seconds count, CPR is the best tool for saving those who have suffered Cardiac arrest. CCFR is committed to educating the public with this vital skill that is proven to save lives. In 2011, CCFR hosted 51 public CPR classes that enabled 425 people in our community to deliver this life saving technique. This outreach program is a vital program that CCFR offers the public to make our community a safer place to live and work.

Camden County Fire Rescue



Firefighters gather for a group photo after one of the many drills they perform regularly to keep skill levels high. L-R Top: FF/EMT T. Swan, FF W. Hagin, FF/EMT G. Hogan, Lt. R. Haddock, FF/Paramedic J. Lee, FF/Paramedic J. Carver, FF/Paramedic A. Mays, L-R Bottom: FF/EMT K. Petrine, FF C. Horne, and FF J. Bennett.

Firefighter of the Year

The designation of Firefighter of the Year was presented to FF/EMT Daniel Richards. FF/EMT Richards has been with the department for 5 years. FF/EMT Richards began his career at the department as a firefighter and quickly excelled by receiving his Emergency Medical Technician certification. Shortly after receiving his certification, FF/EMT Richards was assigned to the regional Technical Rescue Team as well as the local technical rescue response vehicle where he assists other units within the county with specialized equipment to handle a variety of situations. Over the past few years, FF/EMT Richards has become an integral part of the firefighter recruit training program. FF/EMT Richards works with the recruits as an instructor and instills the model principles and fundamentals of becoming a great firefighter. FF/EMT Richards consistently performs above average with passion and a positive outlook on improving the department and service to our citizens.



FF R. Butler, FF/Paramedic J. McGee, and FF/EMT S. Sullivan at Camden County's Employee Recognition Ceremony

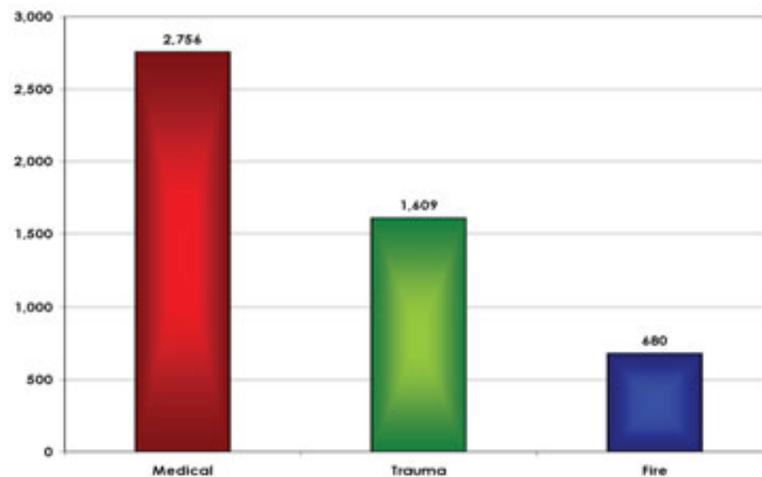
Fire Officer of the Year

The designation of Fire Officer of the Year was presented to Lieutenant Scott Heglund. Lt. Heglund is a 7-year veteran of the department and is currently assigned as the Field Training Officer (FTO). Lt. Heglund began his career as a FF/EMT with the department. When Camden County was chosen to serve as a host for the regional technical rescue team, Lt. Heglund was excited and driven to learn a new area of expertise and quickly showed a desire to become a leader and trainer to his fellow firefighters. Since Lt. Heglund has been assigned as the FTO, he has been a primary instructor for 6 recruit classes. Lt. Heglund also has a deep passion for peer counseling and serves as one of the departments Critical Incident Stress Debriefing members. Most recently, Lt. Heglund was reassigned to fill another officer vacancy and has demonstrated great leadership skills and team building during his temporary assignment.



Pictured from left: FF K. Chiszar, Shane Barbery, Lt. S. Heglund, FF/EMT Z. Amerine, David Froya, and FF/Paramedic J. Carver

2011 Medical Calls by Type



Average EMS Response Time: 5 Minutes

Average Patient Age: 48



FF R. Montgomery, FF/Paramedic J. Lee, and FF/Paramedic A. Mays promote fire safety at Camden County's 2011 Health & Safety Fair

Emergency Management Agency

QUICK VIEW

2010 Staff:	2
2011 Staff:	2
2012 Staff:	1

2010 Budget Actual:	\$209,056
2011 Budget Actual:	\$199,960
2012 Budget Adopted:	\$114,441

Funded Through:
General Fund

Purpose:

To provide a comprehensive and aggressive all hazards approach to mitigation, preparedness, response, recovery, and special events. To protect life and property and to prevent and/or reduce the negative impact of natural and man-made events in Georgia.

The Emergency Management Agency (EMA), a division of Public Safety, is responsible for the management of all emergency preparedness program areas. Using the provisions of Georgia statutes, the EMA is responsible for developing and implementing comprehensive disaster planning, mitigation, and response activities within Camden County. The EMA develops and maintains emergency plans for all types of natural and manmade hazards. Additionally, the EMA provides analysis and recommendations necessary to make decisions that will effectively save lives and protect property in such emergencies.



Camden County is designated by NOAA's National Weather Service as a Storm-Ready county due to the efforts of the EMA and public safety officials to ensure that Camden County has an action plan that responds to the threat of all types of severe weather - from tornadoes to hurricanes.

2011 Accomplishments

The EMA division helped coordinate responses and resources to multi-agency, multi-discipline types of events. The most critical event that EMA assisted with during 2011 was the Waverly Complex Fire. EMA coordinated a vast array of resources that came from outside Camden County to help address this major incident.



Due to extreme drought conditions suffered by Camden County during the Summer of 2011, the EMA organized local community leaders and provided resources that led to the declaration of a "Local State of Emergency." This declaration banned outdoor burning and also the sale of fireworks in all of Camden County for a period of time.

During a severe smoke/fog event in December that caused several minor accidents and threatened the safety of commuters in the Dover Bluff area, EMA worked with the Sheriff's Office, Georgia State Patrol, Camden County Public Works, Camden County School System, and Georgia DOT to coordinate the piloting of traffic through the affected area, placement of lighted warning signs, and helped coordinate the safe pick up of school bus students in the affected area.



EMA conducted National Incident Management System (NIMS) training in IS-100 and IS-700 for County employees. Although these classes can be obtained online, Camden EMA conducted these as classroom courses that were applicable to the local environment, thereby maximizing the benefit of these classes.

During Severe Weather Week, EMA, in partnership with the local American Red Cross, presented important data to middle school students on the effects of severe weather in Camden County.

Grants received by EMA during 2011:

- GEMA Performance Partnership Award - \$13,099
- Preparedness Grant - \$2,500
- Community Emergency Response Team Grant - \$8,000
- Narrowbanding Grant - \$25,000

Mark Crews, EMA Director, was invited to help present at a work shop held at the National Hurricane Conference during 2011. The workshop was titled "The ABC's of an Emergency Operations Center (EOC)." Camden County's EMA was selected to participate because of its experience in remodeling an existing structure into a state of the art hurricane resistant EOC.

EMA helped coordinate and facilitate training exercises with Naval Submarine Base Kings Bay. The military base has several "tenant" commands, each with their own training and exercise requirements. Camden County's EMA worked with each of these to coordinate emergency responses both on-base and off.

Animal Control

QUICK VIEW

2010 Staff: 4
 2011 Staff: 4
 2012 Staff: 4

2010 Budget Actual: \$277,218
 2011 Budget Actual: \$282,538
 2012 Budget Adopted: \$263,631

Funded Through:
 General Fund

Purpose:

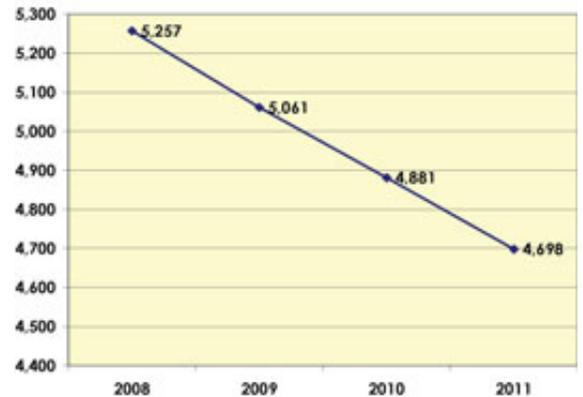
To balance the health, public safety, and welfare needs of people and animals in our community by humanely enforcing animal-related laws and providing a safe environment for unwanted, stray, abused, and impounded animals; to provide education on responsible companion ownership; and to investigate cases where animal care is questionable.

The Animal Control division of Public Safety is comprised of three animal control officers and one administrative support employee. The department is responsible for responding to incidents involving domesticated animals, primarily dogs and cats, within St. Marys, Woodbine, and the unincorporated areas of the county. The service consist of officers working weekdays 8 a.m. - 5 p.m. and limited service with on-call staff after hours. During normal operating hours, officers respond to complaints ranging from stray animals to bite incidents. After hours, the response is limited to emergency-only situations and may be delayed due to on-call staffing.

Additional services provided by the Animal Control division include a trap loan program. This is available upon request to trap stray cats or dogs that have been elusive. The traps can be requested during regular business hours and will be delivered based on availability.

2011 Accomplishments

The Animal Control division receives thousands of calls annually for requests to respond to incidents involving animals of all kinds. While the total number of calls are slightly decreasing each year, the number of calls during 2011 is still significant, averaging 13 calls per day. The line graph to the right shows the comparison of the total number of calls received from 2008, 2009, 2010, and 2011.



Community Partners

The County has entered into a contractual agreement with the the Humane Society for the purpose of acquiring, establishing, maintaining, and operating a shelter for animals received by officers. This may include quarantine, reclaim, euthanasia, and adoption services. The Animal Control division transports hundreds of animals annually to the shelter which all receive a disposition depending on the circumstances. The Humane Society also serves as a quarantine area for suspected rabies cases.

The office of Environmental Health is also a partner in the efforts to prevent, monitor, and eradicate rabies in Camden County. The partnership with the Health Department is essential in meeting the mandates by the state to respond to incidents involving rabies. The purpose of these mandates is to protect the public from outbreaks and potential exposures. The Animal Control division is responsible for capturing the animal and confining it until tests can be conducted by the health department to confirm or rule out exposure to rabies.



Public Works - Roads

QUICK VIEW

2010 Staff: 26
2011 Staff: 21
2012 Staff: 21

2010 Budget Actual: \$1,708,271
2011 Budget Actual: \$1,641,802
2012 Budget Adopted: \$1,730,961

Funded Through:
General Fund

Purpose:

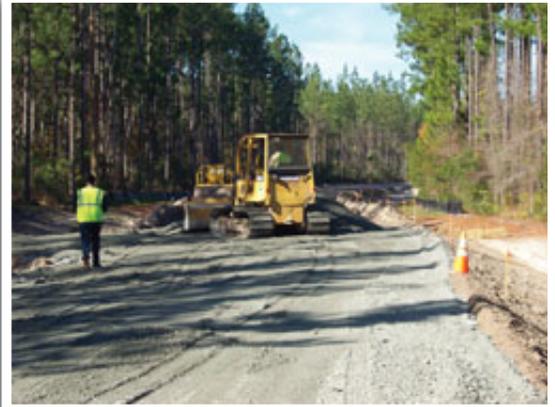
To keep all County roads open, safe, and accessible to its public.

Public Works encompasses three internal and external service divisions that support the daily operations of the County. These divisions include Roads, Fleet Maintenance, and Mosquito Control.

The primary function of the Roads division is to maintain, repair, and drain 165 miles of paved and 135 miles of unpaved public roads owned by Camden County. The Roads division maintains traffic and safety signage along county roadways, and maintains more than 4,000 drainage culverts.

2011 Accomplishments

During 2011, the Roads division successfully completed the paving of Old Red Bluff Road and Old Still Road, and began the paving of Bullhead Bluff Road, collectively representing 2.5 miles of road improvements. Partial funding for this project was provided by the Georgia Department of Transportation (GDOT) Local Maintenance and Improvement Grant. Old Still Road was improved through a partnership with the City of Kingsland and the Joint Development Authority.



Bullhead Bluff Road Paving Project

Construction on the Horse Stamp Church Road Interchange, or Exit 22, on Interstate 95 also began during 2011. This \$10.9 million project represents and is being funded by GDOT's State Transportation Improvement Program Grant. The new interchange is expected to open during 2012 and presents great economic opportunities for Camden County's future.



Horse Stamp Church Road Interchange Construction



Horse Stamp Church Road Bridge Construction

Several wildfires affected areas of Camden County during 2011. The Roads division assisted Camden County Fire Rescue and Georgia Forestry during these events by ensuring the safety of the roads to local residents and passersby.

In an effort to reduce costs, tap into new revenue sources, and streamline operations, Public Works outsourced mowing of the County's right-of-way, sold used oil and scrap metal, and began recycling aluminum road signs.

Fleet Maintenance

QUICK VIEW

2010 Staff: 3
2011 Staff: 3
2012 Staff: 4

Funded Through:

General Fund - A component of the Roads budget

The Fleet Maintenance division of Public Works is staffed by four mechanics and is responsible for keeping all County equipment in the best, most efficient, and safe operational mode.

2011 Accomplishments

The Fleet Maintenance division was expanded to service and repair Fire Rescue apparatus in 2011. The Lead Mechanic from Fire Rescue was transferred to Public Works so more efficient and centralized services could be provided to all County owned vehicles.

Fleet Maintenance completed 656 work orders in 2011. These work orders included service and repairs to the heavy equipment at the road department, the county's vehicle fleet, and Fire Rescue vehicles.



Heavy equipment maintenance - 231 work orders
Light equipment and remaining fleet - 335 work orders
Fire Rescue fleet - 90 work orders

Public Works tracks the maintenance records of each piece of county equipment and vehicles that are maintained and generate the work orders for service.

Mosquito Control

QUICK VIEW

2010 Staff: 3.5
2011 Staff: 3.5
2012 Staff: 3

2010 Budget Actual: \$171,878
2011 Budget Actual: \$182,617
2012 Budget Adopted: \$186,267

Funded Through:

General Fund

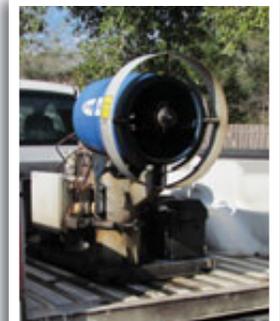
Purpose:

To use the safest, and most fiscally sound ways to suppress the mosquito population. Larvaciding to prevent hatching, and spraying to kill the adults. Employing a revolving schedule throughout the county to avoid major outbreaks.

The Mosquito Control division of Public Works sprays approximately 3,575 gallons of mosquito control pesticides annually to all incorporated and unincorporated public areas of the county. By utilizing four sprayers (two electrical powered and two gas powered), staff is able to spray the entire county in its rotation approximately every 10 days. Staff typically sprays early in the morning hours to allow the pesticides to settle. The pesticides spray out about 300 feet.

2011 Accomplishments

The Mosquito Control division is proud to announce that there were no reported cases of the West Nile Virus in humans in Camden County during 2011 in part due to its efforts. Surrounding counties, unfortunately, reported human cases of the virus in 2011 causing severe illness.



Solid Waste Authority

QUICK VIEW

2010 Staff:	21
2011 Staff:	21
2012 Staff:	21

2010 Budget Actual:	\$4,101,916
2011 Budget Actual:	\$3,202,518
2012 Budget Adopted:	\$4,602,294

Funded Through:
Solid Waste Fund

Purpose:

To provide an efficient and cost effective landfill and to ensure the best service possible at a nominal fee to its residential and commercial customers in Camden County and surrounding areas.

2011 Quick Facts

MSW Landfill Revenue:	\$2,340,372
C&D Landfill Revenue:	\$723,819

MSW Landfill Tonnage:	95,667.35
C&D Landfill Tonnage:	55,246.47

The Solid Waste Authority (SWA) is responsible for the management of two landfills in Camden County: the Municipal Solid Waste (MSW) and the Construction & Demolition (C&D) landfills. The landfill operation has been an enterprise fund since 1992 and is not dependent on ad valorem taxes.



Camden County's landfill operation is best known for its resourcefulness. Daily activities at the landfill include receiving, compacting, and covering waste with bulldozers. Both landfills use the resources available and place emphasis on the natural beauty that surrounds them.

2011 Accomplishments

With the national economic downturn in its fourth year, the revenues of the Solid Waste Authority declined during 2011. The department continues to look at alternative ways to boost revenues and continues to operate without affecting its goal of maintaining environmentally sound facilities that are in compliance with the rules of solid waste management for the State of Georgia.

In an effort to save money and be more cost efficient, the Solid Waste Authority continues to refurbish its own equipment or buy quality used equipment instead of buying new equipment for its operations. This effort has saved the Solid Waste Authority over a million dollars over the past several years.

In 2011, the Solid Waste Authority participated in several community outreach initiatives, including guiding a history tour for the Chamber of Commerce's Leadership Camden class, providing a presentation and tour of the landfill for Camden County's Citizens' Academy, as well as hosting the annual fishing derby for over forty children. Additionally, a representative from the department spoke to the St. Marys Kiwanis Club about the topic of Solid Waste Management.

Curbside Collection

QUICK VIEW

2010 Staff:	1
2011 Staff:	1
2012 Staff:	1

2010 Budget Actual:	\$841,667
2011 Budget Actual:	\$808,529
2012 Budget Adopted:	\$847,898

Funded Through:
Curbside Fund

Purpose:

To maintain cleanliness in Camden County by providing curbside collection services to properties in the unincorporated areas.

Curbside Collection is committed to maintaining cleanliness in Camden County. All occupied residential properties in the unincorporated area of Camden County must be provided with curbside services according to the Curbside Collection ordinance.

2011 Accomplishments

In partnership with Strategic Initiatives, the Curbside Collection office modified its business processes during 2011 to keep costs down for each customer while maintaining the high level of service that Camden residents enjoy. The program provides greater service for less cost than many other counties and cities across the State.

As an added benefit, the computer systems used for curbside collection customers has been modified to link it with other key information within the county. The SWA and BOCC modified the ordinance effective January 1, 2012. Learn more about these changes and all services offered by visiting the Curbside Collection page online at www.co.camden.ga.us, or contact the office by phone at (912) 510-6881.



Appointed Boards & Elected Officials



Clerk of Superior Court

Elected Official

QUICK VIEW

2010 Staff:	11
2011 Staff:	11
2012 Staff:	11

2010 Budget Actual:	\$525,858
2011 Budget Actual:	\$512,094
2012 Budget Adopted:	\$484,111

Funded Through:
General Fund

The Clerk of Superior Court is an elected position serving the Superior Court in Camden County.

General duties of the Clerk:

- Deed and Property Recording
- Transfer Tax and Intangible Tax Collection
- UCC Recording
- Lien Recording
- Plat Recording
- Military Discharge Recording
- Trial and Grand Jury Management
- Civil and Domestic Court Filing/Processing
- Criminal Court Filing/Processing
- Arrest Warrant Filing/Processing
- Appeals Filing/Processing
- Family Violence Filing/Processing
- Garnishment Filing/Processing
- Adoption Filing/Processing
- Notary Public Certificates
- Trade Name Registration
- Records Management and Security
- Fine and Fee Collection and Disbursement
- Court Registry Management

Judge of Probate Court

Elected Official

QUICK VIEW

2010 Staff:	6
2011 Staff:	6
2012 Staff:	6

2010 Budget Actual:	\$363,083
2011 Budget Actual:	\$431,276
2012 Budget Adopted:	\$429,641

Funded Through:
General Fund

The Judge of Probate Court is an elected position serving the Probate Court in Camden County.

The Office of the Probate Court is responsible for managing the following:

- Estates and Wills
- Weapons permits
- Guardianships and Conservatorships
- Marriage Licenses
- Games and Fish Offenses (Department of Natural Resources)
- Misdemeanor Traffic Offenses (Citations from Camden County Sheriff's Office and Georgia State Patrol)
- Birth and Death Certificates
- Elections

Judge of Magistrate Court

Elected Official

QUICK VIEW

2010 Staff:	6
2011 Staff:	6
2012 Staff:	6

2010 Budget Actual:	\$291,048
2011 Budget Actual:	\$288,246
2012 Budget Adopted:	\$298,847

Funded Through:
General Fund

The Judge of Magistrate Court is an elected position serving the Magistrate Court in Camden County.

The Magistrate Court is a small claims court in which anyone can pursue a case with or without an attorney. The court has a broad jurisdiction to try, and dispose of most civil claims when the amount sought or the value of the property claimed does not exceed \$15,000. The court can also hear dispossessory, writs of possessions for personal property and garnishment actions.

A Magistrate Court Judge may:

- Issue criminal arrest and search warrants
- Try county ordinance violations and misdemeanor bad check cases
- Set bonds for individuals on criminal charges
- Hold preliminary hearings

Tax Commissioner

Elected Official

QUICK VIEW

2010 Staff:	12
2011 Staff:	12
2012 Staff:	12

2010 Budget Actual:	\$635,405
2011 Budget Actual:	\$651,733
2012 Budget Adopted:	\$637,801

Funded Through:
General Fund

The Tax Commissioner is an elected position serving Camden County. The Tax Commissioner's office oversees three divisions of tax collections: Property Tax, Mobile Home, and Motor Vehicle.

The Property Tax division is responsible for billing and collecting ad valorem taxes annually for property located in Camden County. Ad valorem tax is the primary revenue for local governments.

The Mobile Home division issues location permits for all mobile homes or manufactured homes in Camden County. Location permits are a requirement and must be applied for within 30 days of permanent placement of the home, and annually thereafter.

The Motor Vehicle division issues license plates to new Georgia residents within 30 days of establishing residency in Camden County.

Sheriff

Elected Official

QUICK VIEW Sheriff's Office/Jail/ Corrections

2010 Staff:	109
2011 Staff:	108
2012 Staff:	100

2010 Budget Actual:	\$5,940,920
2011 Budget Actual:	\$6,120,594
2012 Budget Adopted:	\$5,502,118

Funded Through:
General Fund

The Sheriff is an elected position serving the Sheriff's Office (CCSO) and the Jail and Corrections operations in Camden County. CCSO functions in three main divisions: Patrol, Investigations, and Emergency 911.

Highly trained law enforcement officers enforce criminal laws, maintain safety and security in the courts, serve court papers and perform other court-related duties, and operate the county jail ensuring the custody, safety, and health of inmates.

The Sheriff's Office has additional non-general funds from other revenues sources such as Jail and Staffing, telephone service fees, and shared assets. These revenues sources are accounted for in separate budgets and separate funds and are not reflected above.

Visit www.camdensheriff.org to learn more about the Sheriff's Office and its operations.

QUICK VIEW Emergency 911

2010 Staff:	23
2011 Staff:	20
2012 Staff:	24

2010 Budget Actual:	\$1,128,933
2011 Budget Actual:	\$1,093,516
2012 Budget Adopted:	\$1,100,304

Funded Through:
Emergency 911 Fund

Coroner

Elected Official

QUICK VIEW

2010 Staff:	1
2011 Staff:	1
2012 Staff:	1

2010 Budget Actual:	\$ 39,431
2011 Budget Actual:	\$ 35,937
2012 Budget Adopted:	\$ 37,003

Funded Through:
General Fund

The Coroner is an elected position serving Camden County. The Coroner investigates a variety of deaths ranging from natural or fire related causes to auto accidents and other causes. The Coroner's investigations are in conjunction with law enforcement agencies including the Camden County Sheriff's Office, Kingsland Police Department, St. Marys Police Department, Georgia Bureau of Investigation, State Fire Marshal, Federal Bureau of Investigation, and District Attorney.

It is the Coroner's responsibility to determine the cause and manner of death and maintain a chain of custody of evidence. Autopsies are performed by the Georgia Bureau of Investigation when requested by the Coroner. The outcome of a death investigation may result in criminal and civil liabilities.

Appointed Boards

Joint Development Authority Board

The Joint Development Authority (JDA) is governed by a nine-member Board of Directors appointed by the local governments comprised of three County representatives, and two representatives from each of the three Cities (Kingsland, St. Marys, and Woodbine). The Board meets on the third Friday of every other calendar month, beginning in January, at 9:30 AM, at the County Annex building adjacent to JDA offices. Members of the JDA Board of Directors are:*

- John McDill, Chairman
- Gary Willis, Vice-Chairman/Secretary-Treasurer
- Jimmy McCollum, Executive Board Member
- Stan Fowler, Executive Board Member
- Roger Tyo
- John Morrissey
- Louise Mitchell
- George Hannaford
- Keith Dixon

Public Service Authority Board

The Public Service Authority (PSA) Board oversees parks, recreation, and leisure services in Camden County. The five-member PSA Board is comprised of two County Commissioners and each of the City Mayors. The Board meetings are held on the second Tuesday of every other calendar month in the Community Room at the Camden County Recreation Center at 5:30 PM. Members of the PSA Board are:*

- Commissioner David L. Rainer, Chairman
- Mayor Kenneth Smith, Vice Chairman
- Mayor William DeLoughy
- Mayor Steve Parrott
- Commissioner Chip Keene

Board of Registrars

The Board of Registrars is made up of individuals appointed by the Chief Judge of Superior Court. The Registrar's Office is responsible for registering and maintaining all voter registration records for the county, supplying all municipalities with information on new election laws, providing electors lists to political parties and individuals, training poll workers, and working with the election superintendent's office during election day for verification of electors, and initiating all absentee request in a timely manner. Members of the Board of Registrars are:*

- Mary Ann Kicklighter, Chief Registrar
- Robert Cummings
- Anne Orr
- Deborah Middleton
- Shauna Spann

Planning Commission Board

Planning Commission meetings are held on the last Wednesday of each month at 6:00 PM, unless otherwise published. Members of the Planning Commission Board are:*

- Artie Jones, Jr., Chairman
- Greg Moore, Vice-Chair
- Michael Bowick, Jr.
- Peter Magoon
- Glenn Ivey

Board of Assessors

The Camden County Board of Assessors Office is responsible for the preparation of the annual real and personal property tax digest in compliance with the laws of Georgia. Board of Assessors meetings are held on the first and third Thursday of each month at 6:00 PM at the Government Services Complex, Commissioners Meeting Room upstairs, in Woodbine. Members of the Board of Assessors are:*

- Richard Frizzell, Chairman
- Norman Covert
- Freddie Noble
- Paul Fortier
- Mike Wilson

Board of Equalization

The Board of Equalization (BOE) is a specialized jury created to afford property owners and the tax payers of Camden County an opportunity to present evidence concerning the value of property, uniformity of value of all property, taxability of property, denial of applications for special assessments, and denial of homestead exemption applications. Members of the Board of Equalization are:*

- Arnold James, Chairman
- Samuel Lee
- Richard Anderson
- John Hill
- Rowland Eskridge
- Hollis Holden

* Membership as of 12/31/2011



Photo by Elaine Powierski

Joint Development Authority

Board Run Office

QUICK VIEW

2010 Staff:	2
2011 Staff:	2
2012 Staff:	2

2010 Budget Actual:	\$261,465
2011 Budget Actual:	\$256,453
2012 Budget Adopted:	\$241,121

Funded Through:
General Fund

Purpose:

To promote Camden County to expand and diversify the economy and stimulate the creation of quality employment opportunities to provide a better future for all citizens.



The Joint Development Authority (JDA) is a component unit of Camden County Government with a nine-member appointed Board of Directors. The JDA represents the entire county, including both the cities and the unincorporated areas. As a "joint" authority, it can provide greater statutory benefits and incentives than any single-entity authority. The JDA is the primary interface between economic interests in Camden County and economic development departments and allies throughout the State of Georgia.

2011 Accomplishments

The JDA provided vital assistance in the recruitment and relocation of the Beachview Tent Company; a regional company which consolidated operations in Camden County and employs an average of 75 full-time and seasonal workers. Beachview leased 25,000 square feet within the Camden County Industrial Park and opened for business during the summer 2011.

The JDA continues to advance development of the new Altamaha Technical College (ATC) campus in Camden County. The authority assisted ATC on the selection of a new 30-acre site that borders Interstate 95 at Exit 7, just north of Harrietts Bluff Road. The Gross family generously donated this tremendous site to the college (and citizens of Camden County). ATC will bring additional administrative and teaching jobs to the community, but more importantly will bring critical technical training and skills to equip our workforce.



The JDA also negotiated, structured, and financed the re-alignment of Old Still Road at Harrietts Bluff Road. This project was completed in early 2011 in collaboration with Camden County and City of Kingsland public works departments to remove a safety hazard leading to Mamie Lou Gross Elementary School, enhance access to the new Altamaha Technical College Campus, and facilitate development of the new Whitehouse Seafood retail/wholesale facility. Whitehouse Seafood was an existing business employing several people that relocated and expanded to the new site created by the project.

The JDA continues to work with Express Scripts ("ESI"), the largest non-governmental employer in Camden County. ESI came to Camden County in the early 2000s to look at a former JDA specifications building in the Camden County Industrial Park while searching for a potential new customer service facility. While this building was not selected, the JDA worked with ESI to select another site in the community, the former Wal-Mart in St. Marys. The JDA bought the facility and is now leasing it to ESI through a bonds-for-title arrangement. ESI continues to grow and prosper in Camden, and now employs nearly 600 people. In 2011, the JDA worked with ESI to facilitate a capital infusion to support their operations.

Additionally, the JDA worked hard in 2011 to encourage greater unity of economic development efforts within our community. Collaboration is critical to provide the best image possible and enhance efforts to attract jobs and investment to the community. The JDA initially partnered with the Chamber of Commerce to promote this initiative, and together gave more than fourteen co-presentations to various groups and governing bodies throughout the community. The Camden Partnership and economic development departments in the cities have joined this effort and, collectively, these groups are working toward a Memorandum of Understanding to facilitate enhanced teamwork and effectiveness as we move forward together.



Photo by MJ Manning

The JDA looks forward to working with the community to enhance Camden's image, target public investment and incentives for job creation, and develop greater opportunities in the future!

Public Service Authority

Board Run Office

QUICK VIEW

2010 Staff (Full-Time): 19
2011 Staff (Full-Time): 17
2012 Staff (Full-Time): 17

2010 Staff (Seasonal/PT): 51
2011 Staff (Seasonal/PT): 45
2012 Staff (Seasonal/PT): 45

2010 Budget Actual: \$431,776*
2011 Budget Actual: \$431,776*
2012 Budget Adopted: \$431,776*

**This amount represents the County's subsidy toward the PSA's overall budget.*

Funded Through:

Unincorporated Tax District

Purpose:

To provide a wide variety of high quality leisure opportunities, services, and facilities for the citizens of Camden County to enjoy and enhance their quality of life.



The Camden Community Recreation Center (CCRC) is the central hub for the Public Service Authority (PSA). The CCRC houses a fully equipped work out room, a group exercise room, two racquetball courts, a basketball court, a gymnasium for gymnastics, locker rooms, a pool, a fully equipped kitchen, and a community room. PSA is responsible for the maintenance of 27 other parks and recreational facilities throughout Camden County.



2011 Accomplishments

The recreational programs offered through PSA served more than 10,000 children in the Camden community during 2011. Athletic programs offered included football, cheerleading, basketball, t-ball, softball, baseball, track, soccer, gymnastics, and swimming. The programs reach children of all ages and abilities from 18 months to 17 years old.

PSA offered day camps as a fun and affordable option for children whose parents work during school holidays. Day camps were held during the Summer break, as well as throughout the school year during teacher work days and scheduled breaks for holidays.

Directly behind the CCRC is an Olympic size pool. Over 2,000 residents visited the CCRC pool during 2011. Pool programs that were offered throughout the year included water aerobics, swim lessons, mommy and me classes, lifeguard preparation classes, and lifeguard certification.

PSA partnered with two local nonprofit organizations to build recreational facilities to serve individuals with special needs in the Camden community and surrounding areas during 2011. Justin's Miracle Field, a baseball field located at the Lions Park in Kingsland, and Paige's Helping Hand's, a playground located at Howard People's Park in Kingsland, were constructed and are now opened to the public.

PSA also hosted 7 mobile food pantries through America's Second Harvest/Feeding America program. This initiative assisted in feeding 3,243 families in Camden County in 2011.



*Enhancing the Quality of Life
for Camden County Citizens*

Tax Assessors' Office

Board Run Office

QUICK VIEW

2010 Staff: 13
2011 Staff: 12
2012 Staff: 12

2010 Budget Actual: \$712,258
2011 Budget Actual: \$667,266
2012 Budget Adopted: \$760,844

Funded Through:
General Fund

The Tax Assessors' Office is responsible for the preparation of the annual real and personal property tax digest in Camden County. Once the tax digest is determined, it is provided to the Tax Commissioner who ensures the taxes owed on each property are collected.

2011 Accomplishments

Senate Bill 346 took effect in 2011 resulting in changes in the Assessors' Office. One of the provisions of Senate Bill 346 included applying a new definition of an 'arm's length' sale that include bank sales, a standardized appeal form and assessment notice form, and an estimate of property taxes, less any exemptions, stated on the assessment notice. Also, for the first time, every property owner in the state received a notice of assessment, which meant the Tax Assessors' Office mailed over 32,000 assessment notices.

The GIS Department was integrated into the Assessors' Office for greater efficiency and better service. Additionally, for better service, all staff members in the Assessors' Office are required to complete appraisal training to be informed of state procedures and current laws.

Another provision of the new law required members of the Board of Assessors to be certified by the Department of Revenue as eligible to serve. To acquire certification, each board member must successfully complete 120 hours of training and education. Camden County was one of the first counties in the state to have a fully certified Board of Assessors.

Registrars' Office

Board Run Office

QUICK VIEW

2010 Staff: 1
2011 Staff: 1
2012 Staff: 1

2010 Budget Actual: \$133,603
2011 Budget Actual: \$157,413
2012 Budget Adopted: \$140,102

Funded Through:
General Fund

The Registrars' Office is responsible for registering and maintaining all voter registration records for Camden County. The office supplies all municipalities with information on new election laws and ensures that elector's lists are made available to the public. Prior to an election the Registrars' Office recruits and trains poll workers to provide a more efficient, accurate, and professional voting experience for Camden residents.

2011 Accomplishments

The Registrars' Office worked diligently in 2011 in preparation for the November city elections, adding 883 voters to its registration rolls and training 30 new poll workers. Currently there are 24,516 active and 6,163 inactive voters registered in Camden County. During the November elections, 214 absentee ballots were requested by and provided to residents; more than 200 residents participated in the 21-day early voting opportunity.



Photo by Deborah Baird

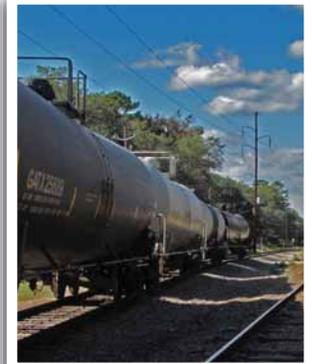


Photo by Michelle Preston

Photo by Cheryl Conner

Public Library

Board Run Office

QUICK VIEW

2010 Staff:	8
2011 Staff:	8
2012 Staff:	8

2010 Budget Actual:	\$301,219
2011 Budget Actual:	\$327,519
2012 Budget Adopted:	\$316,224

Funded Through:
General Fund

The Public Library, located in Kingsland, offers access to services and resources that connect the people of Camden County to ideas and information which sustain and enrich their lives. A diverse, highly qualified staff continually assesses community needs and interests to support, encourage, and inspire customers.

The Public Library provides easy access to books and other reading materials, online resources, cultural events, and family programs throughout the year.

2011 Accomplishments

More than 145,000 patrons visited the Public Library in 2011 to read, study, check out materials, use the Internet, and attend informational programs, job training workshops, and multicultural events. Over 138,000 reading materials were circulated throughout the year.

Programs offered by the Public Library throughout the year included book clubs for all ages to encourage reading at all levels, Summer reading programs for students, and other children's reading programs during the week such as Book Babies (ages 6 months to 23 months), Toddler Time (ages 2 to 3 years) and Story Time (ages 3 to 5 years).

To learn more about the Public Library services, please contact (912) 729-3741, or stop by and visit at 1410 Highway 40 East, Kingsland, Georgia.

Bryan-Lang Historical Archives

Board Run Office

QUICK VIEW

2010 Staff:	2
2011 Staff:	1.5
2012 Staff:	1.5

2010 Budget Actual:	\$ 65,886
2011 Budget Actual:	\$ 61,081
2012 Budget Adopted:	\$ 59,714

Funded Through:
General Fund

The Bryan-Lang Historical Archives, located in Woodbine, is a research facility that provides basic and advanced searches for information pertaining specifically to Camden County. At a time when family history is of great interest, answers can be found at the Bryan-Lang Historical Archives for those who have connections to Camden. Seekers will find a wealth of information and personal family files with original documents in the handwriting of their forefathers. Documents and information about local family files, marriages, divorces, births, deaths, cemeteries, court cases, and census data are carefully preserved at this facility.

2011 Accomplishments

In 2011, more than 155 people attended education programs, and an additional 75 attended sponsored programs in the community. The annual visit from the Woodbine Elementary 4th Grade brought 90 students into the library for their first visit.

Queries arrive from across the United States and beyond by email, telephone, postal mail, and in person. In 2011, in-person researchers represented 19 states, and email inquiries included requests from England and France.

The Rodney Sheffield Memorial Scholarship was inaugurated to honor the late Rodney Sheffield with a \$500 scholarship offered in both Spring and Fall to high school graduates and college students.

In an effort to raise awareness, the Bryan-Lang received a grant in June from the Communities of Coastal Georgia Foundation toward Strategic Planning. The process began in September, and a Five-Year Strategic Plan was completed in October that includes a newsletter for the library and a website.



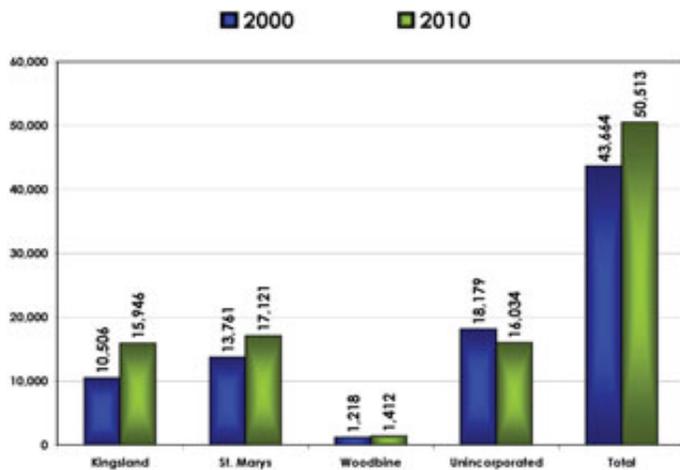


Ensuring Your Quality of Life

Camden Surpasses 50,000 in Population

In March 2011, the United States Census Bureau released its 2010 Census data that showed Camden County surpassing 50,000 in population. Reaching this milestone positions Camden County for increased exposure at both the State and National levels.

A comparison of the U.S. Census data from 2000 to 2010 is shown in the chart below:



Rising population presents both challenges and opportunities. The increase in population drives demand for services. To address this challenge, the County will continue to focus on partnering with the community and other governmental agencies to find services we can share and explore new ways to collaborate with neighboring counties.

NACo's Prescription Drug Discount Cards save Camden residents more than \$100,000

Since the inception of the FREE prescription drug discount card program available through the National Association of Counties (NACo), county residents have filled more than 8,700 prescriptions, averaging a savings of 29%, or \$12.63, per prescription, totaling more than \$100,000 in savings for all prescriptions filled.

Camden County launched the program in 2008 to help citizens cope with the high price of prescription drugs. The prescription drug discount cards offer a percentage savings off the retail price of commonly prescribed drugs. Cards may be used by all county residents, regardless of age, income, or existing health coverage, and are accepted at all pharmacies located in Camden County.

AED Program Protects Thousands

In November of 2010, Camden County Fire Rescue in conjunction with the Andrew Cohn AED Project started the "Borrow an AED" Program. This program is the first of its kind in the United States, and gives members of the Camden County community the opportunity to borrow an automated external defibrillator (AED) at no charge for public or private events.

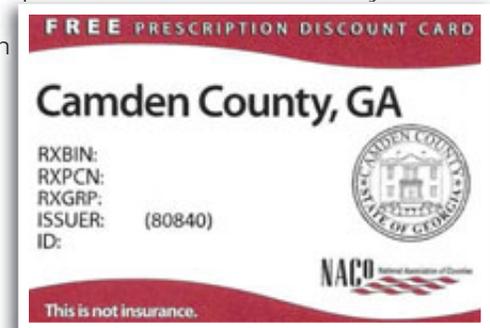
In 2011, the "Borrow an AED" Program was awarded an Achievement Award from the National Association of Counties, as well as from the Association of County Commissioners of Georgia. This program protects over 30,000 citizens in Camden County and surrounding areas throughout the year. Most of these citizens were unaware that they were even being protected by this important life saving device.



Members of the Andrew Cohn AED Project display an Automated External Defibrillator

For more information or to check out an AED, please contact CCFR Headquarters located at 125 North Gross Road in Kingsland Monday – Friday from 8:00 AM – 5:00 PM, or call (912) 729-3911.

The discount card program is administered by Caremark, Rx, Inc. Cards are available for pickup at all County offices, City Halls, the Health Department, and libraries. County residents also have the convenient option of printing a card directly from the Web. Visit www.caremark.com/naco to print a personalized ID card and access other program tools.



UGA Cooperative Extension

QUICK VIEW

2010 Staff:	1
2011 Staff:	1
2012 Staff:	1

2010 Budget Actual:	\$ 88,679
2011 Budget Actual:	\$ 89,466
2012 Budget Adopted:	\$ 93,932

Funded Through:
General Fund

Purpose:

To serve as a catalyst for bringing unbiased research-based literature to the citizens of Camden County in the form of Agriculture and Natural Resources and 4-H Youth Programming.



District & State Events Attendance

4-H Summer Camp	76
District & State Conference	38
District Poultry Judging	20

Technical Assistance Statistics

Soil Samples	308
Water/Plant Tests	29
ANR Ed. Programs	38
Phone Assistance	343
Office Visits	95
Site Visits	57

Camden Agriculture Economic Impact

Agritourism	\$555,340
Forestry	\$5,688,770
Horticulture	\$930,652
Livestock/Honey	\$333,135
Fruits/Nuts	\$200,420
Vegetables	\$64,856

THE UNIVERSITY OF GEORGIA

COOPERATIVE EXTENSION

Colleges of Agricultural and Environmental Sciences & Family and Consumer Sciences



The University of Georgia (UGA) Cooperative Extension office fully utilizes resources allocated by the Board of County Commissioners in conjunction with state funding. This funding improves lives through lifelong learning to the people of Camden County through unbiased, research-based education in agriculture, the environment, communities, youth, and families.

Program Highlights

4-H Contacts	8,000
Agriculture/Nat. Res. Contacts	904
4-H Club Meetings Annually	611
Extension Education Programs	48
Total Camden Farm Gate	\$10,920,947.15

2011 Accomplishments

The UGA Cooperative Extension office developed the Georgia Florida Renewable Energy Expo (GFREE) program in January 2011 to inform clients of the renewable energy alternatives. More than 60 participants learned about practical applications of renewable energy technologies. As a result of this event, a solar energy manufacturer relocated to Camden County.

Agents from the UGA Cooperative Extension office provided leadership and guidance regarding the establishment and sustainability of community gardens at the St. Marys Community Garden Growers meeting which had 57 warm season vegetable growers in attendance. The office facilitated the establishing a second community garden in Woodbine and provided technical assistance to a new four-acre certified organic blueberry farm. Estimated costs of the farm going into third season is \$65,000.



As part of Camden County's 4-H program and Youth Development initiatives, a total of 38 in-school 4-H Club meetings were held per month for 5th grade students and after school meetings for 6th -12th grade students. In addition to providing programming that correlates with the Georgia Performance Standards, the purpose of these meetings is to teach the importance of leadership, community service, and communications skills. Camden County's 4-H Club program reaches 836 youth on a monthly basis.



Economic Impact of NSB Kings Bay

Cultivating Relationships at All Levels is Key for Support

Naval Submarine Base (NSB) Kings Bay is home to the Tridents, Marine Corps Security Force Battalion, and the U.S. Coast Guard Maritime Force Protection Unit. Local officials strive to cultivate relationships with the Department of Defense (DOD) and Homeland Security through local initiatives, as well as at the state and federal levels, in order to promote community support for NSB Kings Bay and its military missions in Camden County.

The following economic impact data, provided by The Camden Partnership, Inc., provides key unclassified information as of 2011 about the resources and economic impact of NSB Kings Bay on the Camden community. An installation's economic impact on the community is calculated by identifiable off-base spending from gross expenditures.

The facility and infrastructure of NSB Kings Bay covers 16,994 acres (25 square miles) of land. The total facilities replacement value is \$2.6 billion.



NSBKB is the only naval base in the Atlantic Fleet capable of supporting the Trident II (D-5) missile. The base master plan specifically reflects future growth.

Economic Impact at a Glance

- Economic impact through payroll: \$600 Million
- Economic impact through goods & services: \$78.6 million (installation only)
- Economic impact of one Ohio-class submarine: \$15-\$16 Million
- Economic impact of the Coast Guard Maritime Force Protection Unit: \$19.7 Million
- Economic Impact of the Coast Guard Maritime Safety Security Team: \$8.6 Million

Camden County's Largest Employers

- NSBKB: 8,979
(Includes Active Duty, Civilian and Contract Employees)
- Camden County Schools: 1,241
- Express Scripts: 625
- Lockheed Martin Space Systems: 516
- Southeast Georgia Health System - Camden: 450
- Camden County Government: 403

Source: Joint Development Authority, January 2012

The economic impact each submarine brings to our community is between \$15 and \$16 million.



Supporting Our Military Community

Serving Our Veterans, Armed Forces, and their Families

Camden County Government launched a United Service Organization (USO) drive in conjunction with National County Government Month's (NCGM) theme of "Serving Our Veterans, Armed Forces, and their Families." NCGM is sponsored by the National Association of Counties (NACo) to raise public awareness and understanding about the roles and responsibilities of county government. Since Camden County is home to the NSB Kings Bay, it is important that we express our appreciation & gratitude to our veterans, military personnel, and their families every day in Camden County.

To show appreciation, and to return a very big favor to those who put their lives on the line for our freedom, the County developed a very successful partnership with the Greater Area Jacksonville USO. During the months of April and May the County hosted a drive to collect items in need, specifically healthy snacks and feminine hygiene products, for service men and woman. All items collected were donated to the Greater Area Jacksonville USO to help "offer a touch of home to those who courageously serve our nation." Camden County Government and partnering organizations collected over 1,500 items!

Many thanks to our community and the following organizations for contributing to the success of the 2011 USO drive: Tribune & Georgian, Citizens State Bank (Kingsland and St. Marys branches), St. Marys Newcomers Group and Alumni, Riverview Hotel, New Wave of Glory Church, Fleet & Family Services, Camden County Chamber of Commerce, St. Marys Submarine Museum, and the PSA/Leisure Services.

The Greater Area Jacksonville USO serves members of the armed forces and their families throughout Northeast Florida and Southeast Georgia. The USO currently operates in more than 120 centers worldwide. The USO is also located in 10 countries and 21 states that use the services of some 33,571 volunteers. Visit the Greater Area Jacksonville USO website at www.jaxuso.org for more information and to learn how you can contribute to those courageously serving our nation.



Greater Jacksonville Area USO

"The most important job in today's world is to make a difference in the life of a military member, and Camden County has made that difference!" ~ Jim Bury, Airport USO Director

National Partnership: 4-H and Navy

The United States Navy and the National 4-H established a partnership in 2007. The UGA Cooperative Extension office's 4-H program provides oversight for the 4-H initiatives at NSB Kings Bay Youth Center.

During 2011, more than 100 military youth were involved in the after school 4-H programs at the NSBKB Youth Center. Through training, community forums, and planning sessions, participants have determined issues and implemented methods of improving youth/adult partnerships in the community.



St. Marys Submarine Museum

The St. Marys Submarine Museum is located in historic downtown St. Marys, Georgia. The museum is a great place to learn about the "Silent Service" and explore a wide variety of submarine artifacts, photos, memorabilia, and historical documents. Visitors can enjoy the beautiful St. Marys waterfront through a real working periscope.

The St. Marys Submarine museum is a non-profit organization. For more information, please contact (912) 882-2782 or visit www.stmaryssubmuseum.com.



The Strength of Our Community

Relay For Life 2011

Camden County's HOPE Team participated in the American Cancer Society Relay For Life during May. At this event, the HOPE Team camped out overnight and took turns walking around the track to raise money and awareness to help the American Cancer Society save more lives from cancer.

With the help of each team member, fellow County employees, and residents and visitors of our community, Camden County's HOPE Team raised \$5,796!



Kid's Safety Day

Camden County's HOPE Team hosted a Kid's Safety Day in March to promote safety and fun in our community while helping to raise money for the American Cancer Society Relay For Life! The event was a huge success, raising approximately \$800 towards the team's goal of \$5,000. Teaching children about safety plays an important role in helping

them understand how to react in an emergency situation. It is important that kids have the opportunity to meet public safety personnel and see how they help keep our community and families safe on a daily basis!



Making a Difference

“Fill the Boot”

Camden County Fire Rescue (CCFR) hosted the “Fill the Boot” drive for the Muscular Dystrophy Association (MDA). Funds raised by the firefighters give MDA the means to continue providing direct services, research and professional and public health education to children and adults with neuromuscular diseases in Northeast Florida and Southeast Georgia. In 2011, CCFR and the Camden County HOPE Team raised \$6,196 through fundraising efforts.

For more information about MDA’s “Fill the Boot” campaign, or to learn how you can contribute, please contact CCFR at (912) 729-3911.



The Miracle League of Camden County



October 2011 marked the beginning of a new chapter in the lives of the family of Jeff and Tina Norris, local residents who co-founded The Miracle League of Camden County after the passing of their son, Justin, in 2009. Justin Norris was one of many special needs

children who lived in the Camden County area. To honor Justin’s memory, Jeff and Tina spent countless hours educating citizens on the need for a program such as The Miracle League in our community. After much fundraising, as well as receiving grants, monetary, and other in-kind donations from our generous community, their dream of building a baseball field for special needs children and adults became a reality!

Camden County’s Department of Public Works proudly participated in a public-private partnership with the City of Kingsland in 2010 to complete the preliminary construction work for the field, which was donated by the Public Service Authority. Additionally, the HOPE Committee was successful in fundraising to support this worthy cause.

The Miracle League of Camden County held its grand opening ceremony on October 22nd and began its inaugural season with 38 players, ranging in ages from 3 to 29. Hun-

dreds of people from the community were in attendance at Justin’s Miracle Field to watch as the new non-profit organization played its first baseball games of the fall season. Players were assisted by ‘buddies,’ community youth and volunteers who assisted the players as they came up to bat, made plays and rounded the field. The 2011 Fall season ended on December 10th with an awards ceremony and celebration following the games.



STAR of Hope



During 2011, the Sheriff’s Office (CCSO) STAR of Hope program supported 47 families in our community during the holiday season by providing Christmas to those in need. This was the 2nd annual project for the STAR of Hope since its inception in 2010. STAR of Hope provided food, clothes, and toys to 120 children in Camden County.

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Food Drive

The 2011 Annual Food Drive was a huge success in part to the generous support and donations of our employees, citizens, Camden County High School SkillsUSA, Brant Creek Apartments, City of St. Marys, Osprey Cove Women’s Club and Law Office of Ed Clary. The County was able to distribute over 2,500 non-perishable food items between the New Wave of Glory Soup Kitchen, located in Kingsland, and the CCSO STAR of Hope program to help provide meals during the holiday season.

Recognizing Excellence in Public Service

Camden County Government feels strongly about the importance of recognizing the efforts of its most valued resources, the employees. The employees work hard on a daily basis to serve the citizens and contribute to the quality of life in our community. Employees are motivated by many different things - appreciation ranking higher on the list than most. While budgets are slim and employees may not receive appreciation in the form of monetary pay raises, it is essential to continue celebrating the accomplishments of the most outstanding employees in other ways.

Employee of the Quarters

Throughout the year employees are encouraged to utilize the established Employee of the Quarter program to nominate and recognize the efforts of their peers. The Employee of the Quarter winners for Fiscal Year 2011 included: Joey Clark (CCFR), Keri Moreland (Finance & Budget), Stuart Sullivan (CCFR), and James "Matt" Howell (C&D Landfill).

At the end of each year, one of the Employee of the Quarter winners is awarded the distinction of Employee of the Year at a formal Employee Awards Ceremony.

Joey Clark



1st Quarter

Keri Moreland



2nd Quarter

Stuart Sullivan



3rd Quarter

Matt Howell



4th Quarter

Employee of the Year

The distinguished honor of Employee of the Year for 2011 was presented to Keri Moreland, Purchasing Officer in the Office of Finance & Budget. Keri is a team player who is committed to her job and to making our community a better place to live and work. Her enthusiasm to learn new things and her desire to help others are two qualities that embody what it means to be Employee of the Year.

Keri demonstrates a strong work ethic in her day-to-day responsibilities, ensures all deadlines are met on time, and is focused on accuracy and finding solutions to problems that may arise. She is civic minded, volunteering her time on several committees within our organization. Keri is not just someone who only 'shows up' for the meetings; she jumps in to participate and helps in many ways, making a positive impact in our community and in the lives of Camden County's citizens.



Keri consistently performs well beyond her job description and is always courteous and helpful to others. On behalf of Camden County's Employee Recognition Committee, congratulations to Keri Moreland and all of the award winners for 2011. YOU truly make the difference!

*"The contributions of County employees are what keep the County running. Their efforts are sincerely appreciated as they continuously focus on excellence and take pride in public service."
~ Steve L. Howard.*

2011 Employee Award Recipients

Employee Recognition Committee

The Employee Recognition Committee provides management tools to recognize ongoing employee dedication, a means to reinforce and acknowledge significant contributions, and retain employee commitment. The committee educates Camden County citizens about the significant contributions County employees make to the quality of

lives, encourages camaraderie among government employees, and promotes careers in local government. Throughout the year, employees were given the opportunity to nominate one or more of their fellow co-workers for annual awards that are presented formally at an Employee Awards Ceremony which is made possible by the generous support of sponsors. Recipients of the awards below were chosen by members of the Employee Recognition Committee that is comprised of departments throughout our organization.

Leadership



Adam Kabasakalian
Strategic Initiatives

Teamwork



James Kennedy
Tax Commissioner's Office

Super Star



Jennifer Carver
Tax Commissioner's Office

Shining Star



Katie Bishop
County Clerk's Office

Rising Star



Tara Smith
Sheriff's Office

Thrifty Nickel



Kathy Johnson
Sheriff's Office

Humanitarian



Stuart Sullivan
Fire Rescue

Safety Warrior



Clyde Miller
Public Works

Departmental MVP

The MVP award is designed to recognize one individual whose attitude and day-to-day performance contributes to the overall mission of their department. The MVP is a team player who provides great customer service, always gives 110%, and is both creative and committed to his or her job and Camden County Government. The recipients of this award were selected by those who know them best, co-workers within their own departments.

Departmental MVPs for 2011 are Audrey Mitchell (General Government), Robert Butler (Fire Rescue), Clyde Miller (Public Works), Rebecca Gorton (Planning & Development), David Dugan (C&D Landfill), Keith Dukes (MSW Landfill), Marilyn Sheffield (Tax Assessor's Office), Cindy Vachon (Tax Commissioner's Office), Amber Defore (Extension Office), Betsy Parker (911), Betty Furlow (Corrections), and Kevin Chaney (Patrol).

Keeping You Connected



Frequently Called Numbers

Animal Control	(912) 576-7395
Board of County Commissioners	(912) 576-5601
Clerk of Superior Court	(912) 576-5631
Construction & Demolition (C&D) Landfill Site	(912) 576-9374
Curbside Collection	(912) 510-6881
Department of Family & Children's Services	(912) 729-4583
District Attorney	(912) 576-3704
Emergency Management Agency	(912) 729-5602
Environmental Health	(912) 729-6012
Extension Agency (4-H)	(912) 576-3219
GA Department of Driver Services (DMV)	(912) 729-1362
GA Forestry	(912) 576-5387
Health Department - St. Marys	(912) 729-4583
Health Department - Woodbine	(912) 576-3040
Juvenile Court	(912) 576-3226
Magistrate Court	(912) 576-5658
Mosquito Control	(912) 729-4823
Municipal Solid Waste (MSW) Landfill	(912) 729-4099
Planning & Development	(912) 729-5603
Probate Court	(912) 576-3785
Public Defender	(912) 673-9488
Public Safety - Fire Rescue Headquarters	(912) 729-3911
Public Service Authority (Leisure Services)	(912) 729-5600
Public Works - Roads	(912) 576-3028
Registrar	(912) 576-3245
Sheriff's Office	(912) 510-5100
Tax Assessor	(912) 576-3241
Tax Commissioner	(912) 576-3248



 Photo by Ann Proctor



 Photo by Evelyn R. Hill



 Photo by Louis Foltzer

Connect with us!

www.co.camden.ga.us Camden County Government's website provides access to information about our Community, as well as individual pages for each County department and their specific functions. It is our goal to make your award-winning government more accessible and responsive to the needs of citizens and those seeking information about us.



Camden County's website offers a "Notify Me" link on its home page. "Notify Me" offers the ability to receive real time notifications of Board of County Commissioners agendas and meetings, emergency notifications, press releases, job postings, and more! To subscribe, select the "Notify Me" green tab on the left-hand side of Camden County's home page.



The Community Outreach eNewsletter is published monthly in an effort to ensure we are meeting our goal of providing open government. It is our mission to provide the citizens of Camden County with a transparent government. These newsletters provide an opportunity for us to communicate information and provide a better understanding of current issues involving Camden County Government. Use "Notify Me" to subscribe to these monthly electronic newsletters.



CodeRED is a geographically based notification system in which residents provide their address and contact information for notification of the latest information and county recommendations in the event of such an emergency event. A link to register your information with the CodeRED emergency notification system is established on the County's home page. For more information about CodeRED, please contact EMA at (912) 729-5602.



Great customer service is the cornerstone of every successful organization! Click on the "Your Opinion Counts" icon to give us your feedback regarding your customer service experience with Camden County Government.

Social Media As more and more citizens in our community make the shift towards more modern social technologies to receive and share information and communication, it is imperative that the Board of County Commissioners includes these technologies as part of its efforts to enhance customer service and community outreach, as well as increase citizen awareness. The Board of County Commissioners adopted a Social Media Policy in June that establishes operational procedures and guidelines for Camden County's use of social media platforms.

Connect with us through social media to keep up with what's going on in YOUR local government!



Scan this code with your Smartphone for immediate access to Camden County Government's website! Smartphone users may have to download a free QR Code Reader App in order to scan and have access to this site.



Photo by Cheryl Conner

Contact us by mail:

Board of County Commissioners
P.O. Box 99
200 East 4th Street
Woodbine, GA 31569

Looking Ahead - 2012

The Board of County Commissioners meets at the Government Services Complex in Woodbine on the first and third Tuesday of each month. Minutes of all commission meetings and public hearings are recorded and made a part of the record in the County Clerk's office. The 2012 meeting calendar below does not reflect any work sessions, public hearings, or special called meetings that are currently scheduled or may be scheduled in the future. Contact the County Clerk's office to receive updated information pertaining to the Board of County Commissioner's meeting schedule throughout the year.

January							February							March							April						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
1	2	3	4	5	6	7	5	6	7	8	9	10	11	4	5	6	7	8	9	10	1	2	3	4	5	6	7
8	9	10	11	12	13	14	12	13	14	15	16	17	18	11	12	13	14	15	16	17	8	9	10	11	12	13	14
15	16	17	18	19	20	21	19	20	21	22	23	24	25	18	19	20	21	22	23	24	15	16	17	18	19	20	21
22	23	24	25	26	27	28	26	27	28	29	25	26	27	28	29	30	31	22	23	24	25	26	27	28			
29	30	31											29	30					29	30							

May							June							July							August						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
6	7	8	9	10	11	12	3	4	5	6	7	8	9	1	2	3	4	5	6	7	5	6	7	8	9	10	11
13	14	15	16	17	18	19	10	11	12	13	14	15	16	8	9	10	11	12	13	14	12	13	14	15	16	17	18
20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25
27	28	29	30	31	24	25	26	27	28	29	30	29	30	31	26	27	28	29	30	31							

September							October							November							December						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8
9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15
16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22
23	24	25	26	27	28	29	28	29	30	31	25	26	27	28	29	30	23	24	25	26	27	28	29				
30																			30	31							

- County business offices closed
- Commissioner's Meeting, 6:00 PM
- County business offices closed for furlough day

** The 2012 BOCC meeting dates displayed in the calendar were approved by the Board in December 2011; however, dates and times are subject to change due to unforeseen circumstances.*



Photo by Elaine Powierski

"Showcase Camden County" Photo Contest

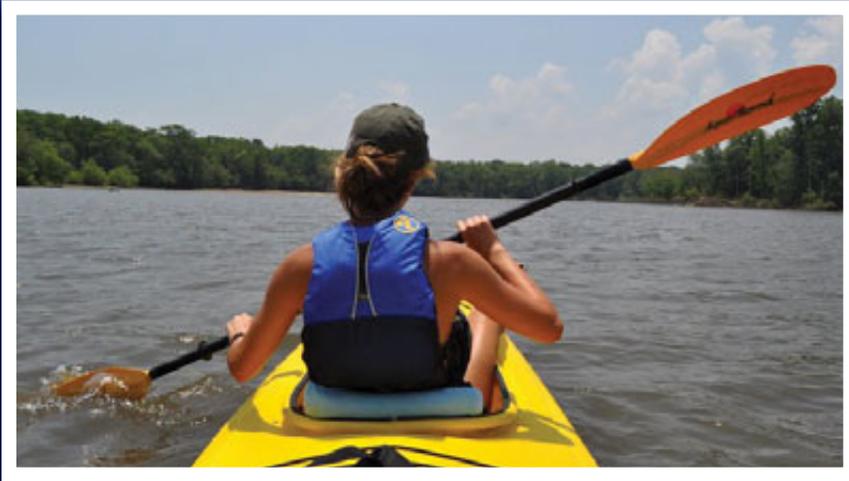


Photo by Ron Williams
"People" Category Winner and Overall 2011 Photo Contest Winner



Photo by Michelle Preston
"Transportation" Category Winner



Photo by Terry Ross
"Nature/Wildlife" Category Winner



Photo by Deborah Baird
"Landscapes" Category Winner

Annual Report Contributors

Thanks to all Camden County departments for contributing to the 2011 Annual Report.

Writer & Graphics Designer:
Julie B. Swick

Editors:
Steve L. Howard, Mike Fender, Staci Bowick, Susan Conaway, Katie Bishop

Photographers:
Participants of the "Showcase Camden County" Photo Contest

Board of County Commissioners

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