

Board of County Commissioners Camden County, Georgia



STRATEGIC PLAN

GOALS & STRATEGIES



“Georgia’s Coastal Community of Choice”

CAMDEN COUNTY, GEORGIA

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This list is updated annually on January 1st

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VISION STATEMENT

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 an efficient, effective and responsive government.

MISSION STATEMENT

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

We act with honesty and fairness and always strive to do the right thing.

Respect

We treat everyone with respect. We recognize the dignity that is inherent in all people and celebrate the strength that comes from the diversity of people and ideas.

Service

We take pride in our role as public servants and are dedicated to service excellence. We are committed to responsive, quality service, delivered with timeliness, courtesy, and fairness.

Accountability

We are accountable and responsible for our actions and accept the consequences of our decisions.

Teamwork

We value teamwork, and promote the principles of partnership, consultations and open communication.

Balance

We encourage the achievement of a healthy balance in the working and personal lives of employees, believing that this contributes to the vitality of individuals, our organization and our community.

The Vision, Mission and Value Statements for Camden County were adopted by the Board of County Commissioners on December 4, 2007.

MESSAGE FROM THE COUNTY ADMINISTRATOR

“Leadership that Listens”

I am pleased to present the Camden County Board of Commissioners and citizens with the **Camden County Strategic Plan 2008 – 2012 final update** which highlights the past five ambitious years of success. The Strategic Plan upholds the three key strategic focus areas as approved by the Board of County Commissioners on December 4, 2007.

Growth & Development • Fiscal Sustainability • Organizational Excellence

This Strategic Plan laid the foundation to meet our strategic priorities by establishing strategies and action steps to meet these key focus areas. This Plan represented the first steps of the strategic management and planning system which links the goals and strategies to the strategically developed expenditure plan that is utilized during budget processes.

While this document has been completed, the strategic vision will remain intact.

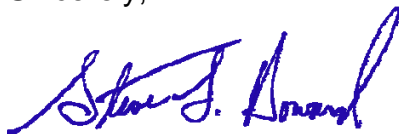
The Strategic Plan and its lasting effects will help the County control its future. It is a means of understanding change, forecasting change, and setting a course of action to manage the expected implications of change. It was a positive means of moving the County forward.

We will continue to solicit the public's input regarding the future of Camden County. We are dedicated to achieving a dynamic, forward-thinking County for the benefit of its citizens.

I appreciate the hard work of the Strategic Planning Steering Committee and Staff, and the support of the Board of County Commissioners and, most importantly, the citizens of Camden County. I look forward to the future successes of Camden County as we continue to keep your eyes on the horizon.

The County is now poised to meet tomorrow's challenges **today**.

Sincerely,



Steve L. Howard, CPM, CPPO
County Administrator

CAMDEN COUNTY, GEORGIA STRATEGIC PLAN

STRATEGIC STATEMENT AND GOALS

INTRODUCTION

Camden County has developed a Strategic Plan in order to appropriately allocate resources and act responsibly in accordance with its vision and mission statements. This plan makes every attempt to identify what is important in our community. Camden County is a community in transition, with challenges and opportunities presented by our continued growth and diversity. In order to respond effectively and be successful, we must respond strategically to the needs of our citizens. The Board of County Commissioners began the steps to meet this challenge with the endorsement and support of a Strategic Planning Steering Committee and a Citizen Survey requesting input from the people regarding key issues they believed most strongly affected the future of Camden County.

The first step of the Steering Committee was to present the Board of County Commissions with Vision and Mission Statements as well as a list of values for the Board and its employees which were adopted by the Board on December 4, 2007. The Strategic Planning Steering Committee then addressed what they determined to be three key strategic focus areas related to the County's Vision and Mission Statements as it related to Strategic Planning, including Growth & Development, Fiscal Sustainability and Organizational Excellence. Once the key focus areas were determined, the committee then began the process of establishing goals in order to achieve their objectives. The next step that faced the Steering Committee was establishing appropriate strategies and action steps to accomplish the goals identified. It is the intent of Camden County to use this Strategic Plan, as well as additional Strategic Plan as revised when reasoned necessary, as a working document and to guide the future budgetary process through this plan. The Camden County Board of Commissioners realizes that the only way to protect the future of Camden County is through proactive long range planning.

WHAT IS A STRATEGIC PLAN?

A Strategic Plan is an action-oriented set of strategies and action steps developed to accomplish a mission that is responsive to a dynamic, ever changing and evolving environment. Typically, a county strategic plan does the following:

- Identifies the county's mission or purpose;
- Identifies the county's issues, including strengths, weaknesses, opportunities and threats;
- Develops a vision for the county's future;
- Develops strategies designed to realize the shared vision;
- Formulates an action plan and timeline;
- Identifies persons or groups responsibility for initiating the action(s); and
- Establishes methods to measure progress and success in achieving the desired outcomes.

As in all strategic planning, this is only a document. The real effort and importance lies in the process and implementation of what is presented in this plan. Camden County expects to accomplish many of its goals within the next year, while some may take significantly longer to achieve. We understand that the goals set will likely guide our actions for the next several years. While an effort has been made to determine the key matters influencing the future of Camden County, the Board understands that issues of importance can change from year to year. To this end, it is the responsibility of the Strategic Planning Steering Committee to revisit and revise focus areas, goals, strategies and actions steps as are deemed necessary by the government and the people of Camden County.

IDENTIFICATION OF STRATEGIC FOCUS AREAS

During Strategic Planning Steering Committee meetings, the committee was tasked with identifying key strategic focus areas. The Strategic Planning Committee determined through thought provoking discussion and debate, the following areas that they determined demand attention in order to enhance and protect our future. The strategic focus areas approved by the Board of County Commissioners for 2008 are, in no particular order:

- Growth & Development
- Fiscal Sustainability
- Organizational Excellence

These key strategic focus areas became the foundation of the Strategic Plan.

ISSUE 1: GROWTH & DEVELOPMENT
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Camden County understands that growth brings inherent challenges and opportunities impacting all areas of County Government. We will facilitate responsible change which fosters a healthy and economically viable community while maintaining a sustainable balance with our natural resources. Growth translates into increasing demands for government services, land use concerns, public safety issues, a need for jobs, and affordable housing, among other issues. The Camden County Board of Commissioners agreed that *Growth & Development* is a strategic focus area that must be addressed as the County looks to its future. Our primary purpose for addressing growth as a strategic issue is its direct link, by citizens and elected officials, to maintaining a high quality of life in Camden County. Growth issues are key to how livable our community will be in the future and decisions today affect our ability to be fiscally responsible to our citizens; therefore we must understand the relationship of growth, the environment, infrastructure, economic forces and transportation. Camden County desires to address these issues through smart growth which is a means of promoting quality growth without placing the burden of development on the existing taxpayers.

The goals, strategies and action steps for this strategic focus area include the following:

✓ **Goal 1.1 *Develop Unified Development Land Code***

Strategy 1.1.1: Evaluation of current Code of Ordinances for Camden County

Action Steps:

1. ✓ Determine what county ordinances are in need of revision and what new ordinances should be put in place
2. ✓ Develop and review ordinance revisions
3. ✓ Provide public hearings and work sessions to discuss proposed revisions of ordinances.
4. ✓ Adoption of Unified Land Code

Highlights:

1. Drafted the Unified Development Code (UDC)
2. Reviewed and amended the UDC
3. Adopted the UDC in December 2008 for January 1st 2009 effective date
4. Revised the UDC to further refine the code

Goal 1.2 Implementation of Smart Growth

Strategy 1.2.1: Develop a means to ensure we prepare for the future growth of Camden County through its vision and mission.

Action Steps:

1. ✓ Research key growth issues that impact Camden County now and in its future.
2. ✓ Work in conjunction with departments within the County Government as well as stakeholders in the community to establish a means for ensuring Smart Growth.
3. Develop and Adopt a Smart Growth Development Scorecard
4. Hire a Smart Growth Coordinator to ensure Camden County focuses its effort to maintain and plan for smart growth.
5. Continued review of measures to ensure smart growth in order to take advantage of opportunities and stay ahead of threats that could impact Camden County.

Highlights:

1. Identified implementation of Smart Growth in Joint Comprehensive Plan
2. Adopted the Future Land Use Map on February 16, 2010

Goal 1.3 Implementation of Safe Growth Policy

Strategy 1.3.1: Develop a means to ensure we prepare for the future public safety needs of Camden County through its vision and mission.

Action Steps:

1. Integrate public safety policies with the county's smart/quality growth policies
2. ✓ Ensure appropriate infrastructure is planned and programmed to enhance the county's safety and quality of life.
3. ✓ Communicate consistently with Planning & Development Department through developmental review and land use plan
4. Develop and implement statistical models to assist in understanding workload and personnel relationships and demands, call volume and land use relationships, and fiscal impact of development on Public Safety
5. Establish a Safe Growth Policy

Highlights:

1. Adopted the Fire Rescue Prevention & Services Ordinance
2. Constructed the Dover Bluff Fire Station opened on October 15, 2009
3. Published a hurricane guide to help the public to be prepared

4. Implemented a nationally recognized advanced care for cardiac arrest victims (STEMI) in April 2009
5. Participated in 2010 ICMA Center for Performance Measurement benchmarking survey
6. Completed an ICMA comprehensive Operations and Data Analysis Report for Fire and Emergency Medical Services in November 2012

✓ **Goal 1.4 Adoption of Joint Comprehensive Plan**

Strategy 1.4.1: Complete Joint Comprehensive Plan with RDC in timely manner

Action Steps:

1. ✓ Work with Cities and RDC in establishing a draft document for review by County Administrator and City Managers to present to staff for input
2. ✓ Make any revisions deemed necessary after review of draft
3. ✓ Review final draft document by County and Cities to present to Board and Councils for consideration
4. ✓ Adoption and Implementation of Joint Comprehensive Plan

Highlights:

1. Adopted Joint Comprehensive Plan in October, 2008

✓ **Goal 1.5 Complete Coastal Georgia Comprehensive Plan**

Strategy 1.5.1: Complete Coastal Georgia Comprehensive Plan with DCA

Action Steps:

1. ✓ Work with DCA in establishing public meeting and work sessions with governmental officials
2. ✓ Review of Coastal Georgia Comprehensive Plan
3. Implementation of Coastal Georgia Comprehensive Plan

Highlights:

1. Coastal Comprehensive Plan Advisory Committee Adopted Coastal Georgia Comprehensive Plan Agenda
2. Camden County is working to accomplish standards set forth in the Agenda

✓ **Goal 1.6 Resolution of Water & Sewer Issue**

Strategy 1.6.1: Establishment of County Action Plan for Water & Sewer

Action Steps:

1. ✓ Organize meetings with County and Cities to discuss future vision of each municipality regarding outreach of water and/or sewer needs
2. ✓ Research alternative means of providing water and/or sewer in the unincorporated areas of Camden County.
3. ✓ Organize discussions with area providers of water and/or sewer to recognize potential of public/private partnerships
4. ✓ Hire County Engineer to assist in the facilitation of establishing needs assessment for Camden County as it relates to water and sewer
5. ✓ Adoption of a County Action Plan for Water and Sewer needs in Camden County.

Highlights:

1. Hired County Engineer in 2009 but due to declining revenues the County Engineer position has been vacant since 2011
2. Completed discussions with Kingsland, St. Marys and Woodbine
3. Completed discussions with organizations regarding potential for public/private partnership
4. Established a master plan of resources and assets in Camden County with the potential of connectivity in partnership with a private utility company

✓ **Goal 1.7 Adopt Impact Fees**

Strategy 1.7.1: Evaluate the County's need to implement impact fees as a matter of Growth & Development and Fiscal Sustainability.

Action Steps:

1. ✓ Work with a consultant and County Departments that would be affected by the need for impact fees
2. ✓ Ensure that all procedural steps are met to begin the implementation of Impact Fees
3. ✓ Adoption of necessary Ordinances for Impact Fees
4. ✓ Adoption and Implementation of Impact Fees by the Board of Commissioners.

Highlights:

1. Adopted Impact Fees in May, 2008 which were effective on January 1, 2009

Goal 1.8 Implementation of E-911 Readdressing for County

Strategy 1.8.1: Evaluate the need for E-911 Readdressing for Camden County

Action Steps:

1. ✓ Review current addressing system.
2. ✓ Determine if E-911 Readdressing is necessary for public safety concerns
3. ✓ Initiate discussions with E-911 Director and Cities to Determine if Cities of Kingsland, St. Marys and Woodbine require E-911 Readdressing
4. ✓ Review and examine parcel splits for accuracy
5. ✓ Implement any changes necessary regarding parcel splits
6. Take steps necessary to implement E-911 Readdressing for County and Cities if determined necessary.
7. Determine necessary funding source to implement E-911 Readdressing.

Highlights:

1. Implemented parcel split changes
2. Initiated of discussion between all involved parties

✓ **Goal 1.9 Review/Revise Service Delivery Strategy**

Strategy 1.9.1: Evaluate the need to amend/revise the Service Delivery Strategy

Action Steps:

1. Review and evaluate current Service Delivery Strategy with County and Cities
2. Determine if current Service Delivery Strategy should be revised.
3. Submit proposed revisions to proper legislative body for review and endorsement
4. Implement necessary revisions and/or amendments to Service Delivery Strategy under requirements of law.

Highlights:

1. Adopted a Service Delivery Strategy in October 2008 at no cost to Camden County

ISSUE 2: FISCAL SUSTAINABILITY

Camden County will develop revenue sources and partner with other entities to (1) ensure that growth and change pay their way, (2) fund achievement of the Strategic Plan's goals and (3) financially sustain services valued by the community. While maintaining an internal focus on efficiency and productivity, we will increase our external focus on public and private partner involvement. This strategic focus area points to the Board's desire to provide mandated and core services, as well as those that improve the quality of life for the citizens of Camden County. The Board of Commissioners fully recognizes the importance of working to obtain additional revenue sources and in this effort endorsed the implementation of a Revenue Committee to further expand this effort. Further, as stated in the County's Mission Statement, it expresses the consensus that all County services should be provided in the most cost-effective manner possible.

The goals, strategies and action steps for this strategic focus area include the following:

✓ **Goal 2.1 To Prioritize the Allocation of Resources**

Strategy 2.1.1: Provide funding for mandated services.

Action Steps:

1. ✓ Analyze the County budget with particular focus on mandated responsibilities and funding requirements.
2. ✓ Analyze other mandated and/or contractual obligations within the County budget.

Highlights:

1. Hired a Management Analyst in July, 2008
2. Analyzed contracts and purchasing practices resulting in significant cost savings
3. Identified State and Federal mandates

Strategy 2.1.2: Provide full funding for debt service payments

Action Steps:

1. ✓ Budget for full funding of debt service payments for projects approved by the Board of Commissions.

Highlights:

1. Provided full funding for FY08/09/10/11/12/13 equivalent of debt service payments for equipment

Strategy 2.1.3: Provide Public Safety funding

Action Steps:

1. ✓ Analyze public safety trends and challenges as they relate to budget funding.
2. ✓ Analyze public safety related prevention programs in regards to budget funding.

Highlights:

1. Participated in in a FY 09 International City Manager's Association Center for Performance Measurement nationwide survey for Fire/Rescue
2. Hired a consultant for Camden's 10-year ISO review and allocated funding in accordance with recommendations by levying a millage for the Unincorporated Fire District

Strategy 2.1.4: Provide funding for core services

Action Steps:

1. ✓ Define and analyze core services
2. ✓ Determine level of funding for core services

Highlights:

1. Correlated budget requests with Federal, State, and Local mandates
2. Separated program costs to clearly identify outcomes

Strategy 2.1.5: Provide funding for quality of life services

Action Steps:

1. ✓ Define and analyze quality of life services
2. ✓ Determine level of funding for quality of life services

Highlights:

1. Partnered with the Coastal Regional Commission Camden to save \$100,000 yearly on the transportation system while increasing service
2. Partnered with the Coastal Regional Commission Camden to realize savings of \$45,000 yearly for the meals program for seniors program
3. Partnered with the PATH Foundation and Coastal Georgia Rails to Trails, Inc to build the first segment of the Coastal Georgia Rail Trail in June 2010. This effort landed the prestigious 2011 Public-Private Partnership of the Year from ACCG.

✓ **Goal 2.2 To Review County Programs in Context of Mission Statement**

Strategy 2.2.1: Evaluate new and existing program viability

Action Steps:

1. ✓ Determine program compliance with County Mission Statement
2. ✓ Determine legal basis for programs
3. ✓ Evaluate program efficiency and effectiveness
4. ✓ Evaluate program conformance with adopted plans and ordinances

Highlights:

1. Implemented an organizational performance measurement initiative to tie annual budget requests to program effectiveness and efficiency

Strategy 2.2.2: Perform capability and resource assessment on new and existing programs.

Action Steps:

1. ✓ Determine time constraints/needs on County programs.
2. ✓ Determine monetary constraints/needs on County programs.
3. ✓ Determine staffing constraints/needs on County programs.
4. ✓ Determine equipment constraints/needs on County programs.
5. ✓ Determine facility constraints/needs on County programs.

Highlights:

1. Reviewed equipment needs
2. Performed staffing reviews for hiring requests
3. Completed Operational reviews during 2010 to identify additional opportunities for improvement

✓ **Goal 2.3 Pursue Alternative Revenue Sources to Support County Services**

Strategy 2.3.1 Evaluate the County's need to implement impact fees as a matter of Growth & Development and Fiscal Sustainability.

Action Steps:

1. ✓ Work with a consultant and County Departments that would be affected by the need for impact fees.
2. ✓ Ensure that all procedural steps are met to begin the implementation of Impact Fees
3. ✓ Adoption of necessary Ordinances for Impact Fees

4. ✓ Adoption and Implementation of Impact Fees by the Board of Commissioners

Highlights:

1. Adopted Impact Fees on May 5, 2008 with a total of \$138,759.72 collected
2. Leased radio tower space to an electric utility for \$44,407 in revenue over a five year period beginning June 1, 2011

Strategy 2.3.2: Pursue innovative revenue sources for equipment purchases, operations, program implementation, capacity building, road projects etc.

Action Steps:

1. ✓ Encourage departments to more aggressively research grant availability and/or State and Federal funding opportunities to supplement their departmental budgets.
2. ✓ Analyze the prospect of a research and grants coordinator position within the County Government.
3. ✓ Establish an incentive based employee suggestion program to promote cost saving initiatives.
4. ✓ Establish a Revenue Committee to diversify county revenue.

Highlights:

1. Applied for \$850,000.00 in grants during 2008, over \$17,000,000 in 2009, \$500,000 in 2011 (which turned into a \$1.2M award for communications infrastructure; however, given the cost of maintaining the system it had to be returned), and over \$50,000 in 2012
2. Received \$3,000.00 Pandemic Flu Grant, \$133,577.00 Neighborhood Stabilization Program Grant, \$141,698 Nonpoint Source Grant, and three GEMA preparedness grants totaling \$100,000
3. Established a Grants Coordinator position in-house then transitioned to the Coastal Regional Commission
4. Established the Suggestions To Assist In Reduced Spending (STARS) program in June of 2008 which resulted in annual savings of \$11,000+
5. Formed a Revenue Committee for 2009
6. Created a general employee suggestion program in April 2010 and received over 68 unique ideas in the first month
7. Received a 2010 NACo award for "Going Green – Saving Green," an effort to make environmentally sound decisions with a financial benefit
8. Conducted training in 2010 called "Purchasing 101" to help staff comply with purchasing rules
9. Secured financial commitments from the State and Federal Government for completion of Phases I and II of the Kingsland Bypass Project
10. Refinanced Solid Waste Authority Bonds in 2012 for a 10 year savings of \$619,880
11. Utilized State Prisoners to renovate the Atkinson Building saving \$168,000

Strategy 2.3.3: Analyze County fee structures to determine appropriate levels.

Action Steps:

1. ✓ Obtain fee schedules for neighboring counties and counties of similar size
2. ✓ Determine how/whether fees can appropriately offset departmental service delivery expenditures
3. ✓ Research the legal constraints on fees applied for services

Highlights:

1. Reviewed 2008 competing rates and fees
2. Reviewed 2010 competing rates and fees
3. Adjusted Impact Fee rates in 2010 and 2011
4. Increased Alcohol Ordinance fees
5. Increased Ambulance fees
6. Reviewed Emergency 911 funding in 2010 to include collection trends
7. Increased Curbside collection rate to a sustainable level in 2011

Strategy 2.3.4: Support statewide efforts to diversify revenue sources for county governments.

Action Steps:

1. ✓ Participate with the Association of County Commissioners of Georgia in the development of revenue options.
2. ✓ Work with members of the General Assembly to look at various ways to diversify revenues.

Highlights:

1. Approached Representative Hill of the General Assembly to ensure Forest Land Protection Act reimbursements are funded
2. Advocated for fewer unfunded State and Federal mandates
3. Maintained close contact with the ACCG on legislative, operational, and legal issues
4. Participated in the 1% Regional Transportation Tax that was denied by voter referendum in 2012
5. Levied E-911 user fees to prepaid cell phones beginning in FY 2012 in accordance with State legislation

✓ **Goal 2.4 Fiscally Responsible Budgeting**

Strategy 2.4.1 Budgeting for results and outcomes

Action Steps:

1. ✓ Budget available dollars to most significant programs and activities
2. ✓ Set measures of annual progress, monitor and receive feedback
3. ✓ Establish measures to confirm and communicate results

Highlights:

1. Established performance based budgeting beginning in FY 2010
2. Reported annual performance measures for 2011, 2012, and 2013 budget submissions
3. Approved Employee Performance Appraisal system in FY 2012 and implemented for FY 2013

ISSUE 3: ORGANIZATIONAL EXCELLENCE

Camden County realizes their need to better serve the community which it serves and accepts the responsibility within our means to utilize public resources efficiently, ethically and intelligently. Camden County is also charged with providing open government trusted by the people. Finally, the Board of Commissioners fully understands that in order to achieve the standard of service expected by its citizens, the employees of Camden County must be presented with all the means necessary to complete this task.

The goals, strategies and action steps for this strategic focus area include the following:

✓ **Goal 3.1 Provide Exceptional Customer Service**

Strategy 3.1.1: Establish Customer Service Training for County Employees

Action Steps:

1. ✓ Provide customer service educational opportunities to all county employees, including outside and in-house training.
2. ✓ Establish customer service aspect to employee evaluation system.
3. ✓ Establish recognition program for employees who receive documented praise regarding customer service from internal/external customers for performance above and beyond the expected service.

Highlights:

1. Provided In-House Customer Service training provided to all employees October 2008, October 2009, and September 2010, 2011 and 2012
2. Established a customer service aspect to the employee evaluation system
3. Created customer service surveys available internally and externally

✓ **Goal 3.2 Ensure Highest Employee Standards**

Strategy 3.2.1: Hire and Retain Highly Qualified and Productive Employees

Action Steps:

1. ✓ Provide competitive compensation and benefit program
2. ✓ Establish a performance based annual evaluation system for all county employees.
3. ✓ Establish an Employee of the Month and Employee of the Year Program.
4. ✓ Promote interactive department meetings with County Administrator and personnel.
5. ✓ Provide resources/tools for employees to efficiently and effectively perform their job.
6. ✓ Maintain effective staffing levels for county departments.

Highlights:

1. Established an Employee Recognition Committee
2. Established Employee of the Quarter & Employee of the Year awards
3. Instituted an annual Employee Awards Ceremony starting in 2008
4. Contracted for audio conferences available to all county employees at no charge to departments
5. Established a County Administrator's Advisory Committee
6. The annual employee performance evaluations were re-established in FY 2012

Strategy 3.2.2: Enhance employee development and professionalism.

Action Steps:

1. ✓ Establish secondary education tuition reimbursement program for employees seeking specialized or technical degrees.
2. ✓ Establish core in-house training classes for employee participation.

Highlights:

1. Tuition Reimbursement Policy was created and funded for FY 2010
2. Established the Institute for Organizational Excellence which received a 2009 NACo Achievement Award
3. Conducted Customer Service training
4. Conducted National Incident Management System Training in May, 2011
5. Conducted Training for Supervisors in June 2011
6. Conducted Mandatory Supervisory Training in April 2012

✓ **Goal 3.3 Provide Open Government**

Strategy 3.3.1: Establish Community Communication

Action Steps:

1. ✓ Develop active feedback mechanisms to listen to the public's needs, concerns, questions and priorities
2. ✓ Develop a program aimed at promoting awareness of County services
3. ✓ Develop a program aimed at promoting awareness about Camden County Government
4. ✓ Develop a Communication Team
5. ✓ Make better use of county network to distribute timely information
6. ✓ Ensure that matters of concern to the public are discussed in public and to provide the public an opportunity to be heard
7. ✓ Establish the need for a Communications Officer

Highlights:

1. Launched a new County Website
2. Formed a Communications Committee
3. Launched a quarterly Community Outreach Newsletter
4. Created a Citizen's Academy Program in May 2009 and April 2010, and July 2011
5. Increased frequency for the quarterly Community Outreach Newsletter to monthly in July 2010 due to the high level of effectiveness
6. Adopted a Social Media policy to include Facebook, Twitter, and YouTube

✓ **Goal 3.4 Deliver Efficient and Effective Programs/Services**

Strategy 3.4.1: Establish new processes and improve existing processes within the County

Action Steps:

1. ✓ Use innovative techniques to design or redesign programs and services that will deliver accountability, quality customer service and efficiency.
2. ✓ Determine need for a Centralized County Fleet Program.
3. ✓ Organize meetings with County, Cities and Board of Education to discuss future vision of fuel system needs throughout the county.
4. ✓ Determine possible need for more efficient and effective fuel management system and fuel depot in north end of County.
5. ✓ Examine and determine possible need for centralized warehousing.
6. ✓ Examine and determine need for full-time County Attorney.
7. ✓ Explore opportunities to improve efficiencies within all county departments.
8. Examine need for Assistant County Administrator.
9. Examine need for Internal Auditor.

Highlights:

1. Transitioned the County Attorney from part-time to full-time
2. Established a Fleet Maintenance Program
3. Created a Camden County Legislative Profile
4. Conducted a cooperative purchasing exercise with cities which led to significant savings
5. Documented "Better Ways of Doing Business" which has cumulatively demonstrated \$3,700,000.00 in one-time savings and over \$1,500,000.00 in recurring annual savings as of 2012
6. Health Care Reforms were made from 2009 through 2012 which were formally recognized by the Associate County Commissioners for the exclusive Organizational Efficiency / Operations Award

Goal 3.5 *Implementation of County Facility Maintenance Program*

Strategy 3.5.1: Establish a preventative “proactive” maintenance program for county facilities

Action Steps:

1. ✓ Identify “software” programs to assist in tracking maintenance and writing procedures.
2. Track compliance with the preventative maintenance program.

Highlights:

1. Conducted meetings with departments to determine facility needs
2. Established a Facility Maintenance Plan
3. Upgraded “Facilities Manager” software

✓ **Goal 3.6 *Ensure Most Effective and Efficient Use of County Facilities***

Strategy 3.6.1: Establish a plan for new or renovated facilities that integrate customer, community and employee needs, safety, functionality, environment, cost and maintainability.

Action Steps:

1. ✓ Utilize life cycle cost analysis and system functionality in new and renovated facility design.
2. ✓ Examine use of each county facility and its usefulness for purpose intended.
3. ✓ Establish and Implement a Facilities Master Plan.

Highlights:

1. Instituted cost saving initiatives for our facilities
2. Completed a facility evaluation in 2009 using the expertise of the County Engineer
3. Cooperated with private firms to provide mental health, physical health, and reentry services from within available county facilities

✓ **Goal 3.7 Provide Optimal Security and Safety of County Buildings**

Strategy 3.7.1: Enhance the security and safety of County operated facilities for public and staff.

Action Steps:

1. ✓ Determine any areas of concern.
2. ✓ Provide analysis based on areas of concern and determine a plan of action.
3. ✓ Identify available funds for implementation of plan to enhance security and safety at county facilities.

Highlights:

1. Adopted the ADA Compliance Plan in 2011
2. Provided increasingly secure working environments
3. Worked in conjunction with Sheriff's Office in 2009
4. Performed evacuation drills in 2009
5. Trained Community Emergency Response Teams including 19 employees and 26 private citizens for on-scene coordination and assistance prior to arrival of emergency personnel

IMPLEMENTATION OF THE STRATEGIC PLAN

The Camden County Strategic Plan was used by the Board of County Commissioners, County Management Team and County staff to provide a course and direction for the County's leadership role in our community. This Plan was used as a guide for allocation of resources and prioritization of services provided. By proactively planning for the future of Camden County, we are better prepared to respond to challenges and opportunities as they arise.

The Strategic Planning was reviewed with an Annual Performance Review presented to the Board of County Commissioners in January of each year. This Annual Performance Review examined the extent to which the strategic focus areas had been addressed and the goals achieved. It was this annual review that kept the plan fresh and relevant as Camden County matured.



Additional copies of the Camden County Strategic Plan can be downloaded at
www.co.camden.ga.us

To request a copy by mail, please direct your request to the County Clerk, Camden County Board of Commissioners, P.O. Box 99, Woodbine, GA 31569