

STRATEGIC PLAN

2016 → 2021 → 2030



Camden County, Georgia
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STRATEGIC PLANNING FOR CAMDEN COUNTY

Strategic Planning Model for Camden County

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for the County Board Annual Action Plan, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of County government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

CAMDEN COUNTY VISION 2030

Camden County Vision 2030

**CAMDEN COUNTY 2030 is the
PREMIER COASTAL COMMUNITY OF GEORGIA –
BEAUTIFUL ^(A), SAFE ^(B).**

**CAMDEN COUNTY 2030 has a
STRONG REGIONAL ECONOMY AND DIVERSE JOB
OPPORTUNITIES with four major pillars:
an ACTIVE NAVAL SUBMARINE BASE ^(C),
a SUCCESSFUL WORLD CLASS SPACEPORT ^(D), SPORTS TOURISM ^(E)
AND TECHNOLOGY CORRIDOR ^(F).**

**CAMDEN COUNTY 2030 has
RELAXED LIVING with QUALITY RESIDENTIAL DEVELOPMENTS ^(G),
ABUNDANT LEISURE CHOICES FOR ALL ^(H).**

Camden County Vision 2030

PRINCIPLE A

BEAUTIFUL

► Means

1. Attractive gateways and entrances to Camden County especially from I-95
2. Appropriate County signage at exit 1 and exit 26
3. Well maintained and beautiful parks and open spaces
4. Updated, well maintained, attractive County buildings and facilities
5. Lighting for exit 14 and exit 6

PRINCIPLE B

SAFE

► Means

1. Residents feeling safe and secure at home and in the community
2. Timely and appropriate response for emergency medical calls with a high survival rate
3. Low crime rate
4. If crimes occur, the criminals are arrested and prosecuted in a timely manner
5. Residents and businesses working in partnership with law enforcement agencies to create a safe Camden County community
6. Camden County prepared for, able to respond, and to restore service and recover from a major disaster

PRINCIPLE C

ACTIVE NAVAL SUBMARINE BASE

► Means

1. Maintained the number of submarines at the Naval Submarine Base
2. Impact payment to education/schools
3. Diversification of commands at the Naval Submarine Base

PRINCIPLE D

SUCCESSFUL WORLD CLASS SPACEPORT

► Means

1. Development of a world-class launch facility with regular launched schedule
2. Development of space vehicle and payload technology businesses
3. Development of space tourism – visits for launches
4. Increasing launch capacity – more launches
5. Link to Georgia Tech campus development to support the Spaceport
6. Strong partnership between the private sector, Aerospace Companies and Spaceport Camden County
7. Support businesses for Spaceport operation
8. Defining brand: the “Aerospace Center of United States” and “Georgia’s Space Coast”
9. I-95 high technology corridor including Aerospace Commerce Center

PRINCIPLE E

SPORTS TOURISM

► Means

1. Reputation as the "Amateur Sports Center of Georgia and North Florida"
2. Top quality outdoor sports complexes for regional and national tournaments
3. Indoor sports facility for basketball, volleyball, gymnastic, cheerleading, etc.
4. Intercollegiate tournaments bringing in teams from the north
5. Developing tournaments for emerging sports: lacrosse, quidditch, disk golf etc.

PRINCIPLE F

TECHNOLOGY CORRIDOR

► Means

1. Georgia Tech campus offering degrees and diversified educational programs
2. Competitive technology infrastructure in place to support businesses and business development
3. Growing reputation as a technology hub in Georgia and north Florida
4. Land available in state-of-the-art business/technology park(s)

PRINCIPLE G

QUALITY RESIDENTIAL DEVELOPMENTS

► Means

1. Future developments following Camden County plans and meeting the development standards and regulations
2. Reliable delivery of utility services
3. Incorporation of smart growth principles into future development in Camden County: cluster units, water and sewer service
4. Opportunities for homeownership – high percentage of homeownership
5. Quality infrastructure for water and sewer: well designed and well maintained

PRINCIPLE H

ABUNDANT LEISURE CHOICES FOR ALL

► Means

1. Well designed, well maintained sports complexes for local, recreational and tournament use
2. State-of-the-art library facilities and services
3. Performing Arts Center for local and regional performances and uses

CAMDEN COUNTY GOVERNMENT MISSION

Camden County Government Mission

**The mission of CAMDEN COUNTY
GOVERNMENT**

is to deliver

DEFINED COUNTY SERVICES⁽¹⁾

with EXCEPTIONAL CUSTOMER SERVICE⁽²⁾

and in a FINANCIALLY SUSTAINABLE⁽³⁾

and TRANSPARENT MANNER⁽⁴⁾.

PRINCIPLE 1

DEFINED COUNTY SERVICES

► Means

1. Services defined by State of Georgia as the responsibility of county government
2. Basic county services as defined by the County Commission
3. Services that expand the local economy and county tax base
4. Services that preserve the natural environment
5. Services that make the county a desirable place to live
6. Annually review County services and define services/service levels

PRINCIPLE 2

EXCEPTIONAL CUSTOMER SERVICE

► Means

1. Listening to and know the needs of residents and businesses
2. Providing a timely response to a service request
3. Acting in a respectful and courteous manner with County customers
4. Providing easy access to County information and services
5. Knowing who is the customer
6. Taking time to explain decisions or actions, especially when the answer is "no"
7. Solving the customer's problem; or refer the customer to the person who can help them

PRINCIPLE 3

FINANCIALLY SUSTAINABLE GOVERNMENT

► Means

1. Delivering defined County services in the most efficient and cost effective manner
2. Providing service value to the taxpayers of Camden County
3. Developing a fiscally responsible annual budget
4. Working with other governments on shared services
5. Having effective financial systems, reporting and controls
6. Developing and annually updating a long-range (5 year) financial plan and financial policies

PRINCIPLE 4

TRANSPARENT GOVERNMENT

► Means

1. County Commission working together as a team
2. Respectfully listening to ideas and suggestions from the community
3. Developing working and collaborative relationships with other governments: State of Georgia, Cities - Woodbine, St. Marys and Kingsland; other governmental organizations/agencies
4. Developing effective public – private partnerships
5. Taking the time to celebrate Camden County successes with the community

CAMDEN COUNTY PLAN 2016 – 2021

Camden County Goals 2021

**FINANCIALLY SOUND COUNTY PROVIDING
EXCEPTIONAL SERVICE AND VALUE**



GROW THE LOCAL ECONOMY



PLANNED AND MANAGED GROWTH



GREAT PLACE TO LIVE

Goal 1

Financially Sound County Providing Exceptional Service and Value

OBJECTIVES

1. Provided financially responsible budget with appropriate tax level that supports exceptional County services
2. Maintained/enhanced County government teamwork and performance
3. Delivered County services in the most efficient, cost effective manner
4. Preparation and successful passage of SPLOST
5. Expanded communications with the residents in Camden County

VALUE TO RESIDENTS

1. Service value for their taxes and fees
2. Reliable delivery of County services
3. Timely response for a service call: emergency and non-emergency
4. County prepared for the future growth and development
5. Top quality, exceptional customer service from the County government
6. Responsible fiscal stewardship by County Commission and government

SHORT TERM CHALLENGES

1. Defining County government role and responsibilities for services
2. Aging County facilities and buildings need major maintenance or replacement
3. Working with other governments to expand shared services
4. Maintaining no debt for County government
5. Aging County workforce and the need for succession planning/management
6. Rising costs of conducting County business: materials, contracts, healthcare, pensions
7. Impact of wetlands on property values
8. Difficulty in finding quality candidates

LONG TERM CHALLENGES

1. Reducing the cost of County government
2. Competitive compensation for all County employees
3. Residents' service expectations and capacity of County government
4. Developing new ways on communicating with residents
5. Keeping residents informed on County services and finances
6. Using debt to invest for the future major projects
7. Roads at end or beyond life cycle

POLICY ACTIONS 2016

	PRIORITY
1. GIS/Re-Addressing Ordinance: Scope, Report and Funding	Top Priority
2. Fleet Capital Outlay Program and Funding	Top Priority
3. Grant Writer: Report with Options, Funding	Top Priority
4. Special Purpose Local Option Sales Tax (SPLOST #8)	High Priority
5. Corporate Communications Plan and Position	High Priority
6. Roads Plan (T-SPLOST): Short Term Projects and Funding	High Priority

MANAGEMENT ACTIONS 2016

	PRIORITY
1. Public Works Shared Services: Direction	Top Priority
2. Planning and Zoning: Co-Location	Top Priority
3. Fire – Rescue Service Collaboration: Next Steps	Top Priority
4. County Comprehensive Radio System Study and Cost, Tower Needs	Top Priority
5. Compensation Market Analysis and Selected Position Salary Adjustment	High Priority
6. Performance Management System: Development	

MANAGEMENT IN PROGRESS 2016

1. County Government Annual Report
2. Safety Committee: Re-Establishment
3. Strategic Plan: Update
4. Community Volunteer Day: Policy and Procedures (Board)
5. Open Records Policy: Update
6. Record Management Policy: Update
7. GIS Enhancement
 - Strategic Plan
 - Grants
8. IT Policy Update (Board Action)
9. Performance Review: Launch
10. Performance Dashboard: Direction (Board)
11. Employee Safety Handbook: Completion
12. Vehicle Use Policy (Board): Adoption
13. Hazard Mitigation Grant:
 - County Completion (Board Presentation)
 - Federal Approval
14. 2nd Year Citizen Academy
 - One Class Offered; Larger Class Size, More Opportunities to Learn
15. New World System
 - A. Mobile Data Communications
 - B. Court Interface
 - C. Training
16. Fire Vehicle Computer Replacement
17. Human Resources Handbook: Completion
18. County Owned Property Inventory

MANAGEMENT IN PROGRESS 2016

(Continued)

19. Firefighter Protective Gear – Funding (Budget FY 2017)
20. Courthouse Security (Budget FY 2017)
21. Tax Commissioner Computer Upgrade (Property Tax)
22. Insurance Policy: Revamp (Board)
23. Payroll Contract (Board)
24. Sexual Harassment Training
25. ADA Compliance Plan: Update
26. EMS Billing
27. Process Improvement Projects
 - Animal Control
 - GIS
28. Community Outreach Actions
 - Monthly Newsletter
 - Social Media

MAJOR PROJECTS 2016

1. Government Services Building Roof Repair
2. County Library Roof Repair
3. EOC: Audio Visual Equipment
4. Commissioner Building AC Unit: Funding (Board)
5. New Borrow Pit: Permitting Lease (Board)
6. Jail Expansion Project
7. Emergency Lighting and Signage
8. Annex Building Window and Floor
9. Bryan – Lang Historical Archives Roof Replacement
10. County Garage Renovation
11. Fueling Area: Updated
12. Juvenile Court Service Building: Design
13. LMIG Road Resurfacing 2016
14. Fisher – Massey Paving Project

ON THE HORIZON 2017 – 2021

1. Library Shared Services: Direction
2. Comprehensive County Facilities and Infrastructure: Condition Assessment, Funding, Plan Development
3. Management Succession Plan/Program: Development and Funding
4. Jail per Diem Charge for Cities: Review
5. Customer Service Audit and Report
6. Curbside Recycling Shared Services: Direction
7. Priority Based Budget: Development
8. New Jail Facility: Site, Land Acquisition, Funding
9. Jail Staffing: Positions (10), Funding (\$500,000)
10. Fuel System Location and Funding
11. IT Hardware/Software Replacement Funding
12. Long Term Funding Plan for Major Projects
13. School Fleet: Participation in County Facility
14. Public Works Service and Staffing: Evaluation Report, Funding
15. Long term Financial Plan: Development

Goal 2

Grow the Local Economy

OBJECTIVES

1. Effective JDA organization producing results: new businesses and more jobs
2. Successful operating Spaceport Camden
3. Campus development by Georgia Tech
4. More sports tournaments bringing in tourists
5. Development of a Technical College
6. Development of Commercial Commerce Center to support Spaceport Camden

VALUE TO RESIDENTS

1. More job opportunities and specifically quality jobs for our children
2. Opportunities to start and grow a business in Camden County
3. Expanded commercial tax base reducing the tax burden on property owners
4. Ability to work near home – more leisure and family time
5. Businesses investing in Camden County

SHORT TERM CHALLENGES

1. Performance accountability and results from JDA organization
2. Securing the Spaceport Camden
3. Expanding sports facilities for more tournaments
4. Tapping into expanding port facilities and activities: Jacksonville, Brunswick and Savannah
5. Funding future economic development activities

LONG TERM CHALLENGES

1. Lack of quality high-speed internet connectivity
2. Working with Georgia Tech and Technical College to secure campuses
3. Workforce development and preparing workers for 21st century jobs
4. Land available for business development
5. Lack of “Spec” Building
6. Lack of North County infrastructure

POLICY ACTIONS 2016

1. Spaceport Camden: Development
2. County Multi Use Events Center Feasibility Study and Funding
3. Technical College: Advocacy for Construction Funding
4. JDA Performance Goals and Reporting
5. Economic Development: Funding

PRIORITY

Top Priority

High Priority

High Priority

MANAGEMENT ACTIONS 2016

1. City of St. Marys Old Mill Site Redevelopment Opportunity
2. Targeted Industries Direct Marketing Campaign

PRIORITY

MANAGEMENT IN PROGRESS 2016

1. JDA Annual Work Program (Board Report)
2. JDA Performance Report
3. Regional Workforce Analysis (SE Georgia) JDA (Board Report)
4. Submarine Supplier's Conference
5. Spaceport Camden Website: Update

MAJOR PROJECTS 2016

1. Camden Industrial Park: Land Clearing

ON THE HORIZON 2017 – 2021

1. Commercial Commerce Center to Support Spaceport: Location
2. Indoor Sport Facility Feasibility Study and Direction
3. Tourism Development Strategy and Action Plan
4. Georgia Tech Attraction Strategy and Actions
5. Sports Tourism Development Strategy
6. Economic Development: Funding FY 2017
7. Workforce Development Strategy and County Actions
8. Plan “B” Development
9. Business Incubator Space Development

Goal 3

Planned and Managed Growth

OBJECTIVES

1. Expanded water and sewer capacity
2. Maintained/upgraded condition of County roads
3. Quality residential development consistent with the County plans and development regulations
4. Workable Unified Development Code throughout Camden County

VALUE TO RESIDENTS

1. Protection/enhancement of property values
2. More attractive and beautiful community
3. Quality housing choices and options
4. Less traffic congestion and predictable travel times
5. Better quality County road with a "smoother" drive

SHORT TERM CHALLENGES

1. Increasing federal government and State of Georgia mandates and regulatory requirements
2. Defining government's role in regulating and planning for growth
3. Determining who should pay for growth: current residents or new residents
4. Slow recovery from the economic recession
5. Working with municipalities on water and sewer issues and potential agreements (House Bill 489)

LONG TERM CHALLENGES

1. Funding for infrastructure maintenance and upgrade
2. Unknown impacts of Spaceport Camden
3. Land available for development
4. Conflict between personal property rights and community value
5. Addressing wetlands and stormwater issues

POLICY ACTIONS 2016

1. County Owned Properties: Inventory, Direction – Use or Sale
2. ROW Land Acquisition Policy for County Roads: Adoption
3. I-95 Interchange Development Plan and Guidelines
4. Unified Development Code: Update

PRIORITY

High Priority

High Priority

MANAGEMENT ACTIONS 2016

1. Impact Fees: Re-Evaluation

PRIORITY

High Priority

MANAGEMENT IN PROGRESS 2016

1. Article 11: Erosion and Sedimentation Model Ordinance

MAJOR PROJECTS 2016

1. Culvert Pipe Replacement (Driveways): Direction (Board)
2. Holtz Road Drainage and Rebuild
3. Dover Bluff Road/Honey Creek Drainage Repair
4. Harriett's Bluff Road: Repair
5. Kingsland By Pass:
 - Phase 1
 - Phase 2
6. Satilla Bluff Road West Paving: Design
7. Fisher/Massey Road Paving
8. Major Cross Drains Repairs
 - Spring Bluff
 - Proctor
 - Incachee
9. I-95 Exit 14 Spaceport Access: GDOT Discussion

ON THE HORIZON 2017 – 2021

1. Waterway Utilization Report with Options
2. Long Term Water Supply Plan: Assessment
3. Regional Septic Tank Assessment Report
4. Underground Utilities: Evaluation Report, Direction
5. Wetlands Strategy: Development
6. Highway 40 Intersections
7. Drainage Management Plan
8. Residential Development: Strategy and County Actions

Goal 4

Great Place to Live

OBJECTIVES

1. More attractive entrances and gateways to Camden County
2. Maintained/enhanced the partnership between the County government and private sports associations
3. Expanded recreational programs for all
4. Improved access to the County waterways
5. Expanded library services and programs

VALUE TO RESIDENTS

1. More beautiful community
2. Increasing choices for your leisure time
3. Protection/enhancement of property values
4. Facilities, programs and activities for all family generations
5. More reason to live in Camden County

SHORT TERM CHALLENGES

1. Potential land for acquisition
2. Defining the role of Camden County government
3. Working with the community and a variety of private organizations
4. Funding for nonessential quality of life amenities
5. Determining priorities for Camden County

LONG TERM CHALLENGES

1. Potential conflicts among recreational uses, local tournaments and regional/national tournaments
2. Pressure by individual special interest groups
3. Determining the community leisure and recreational needs
4. Changing recreational patterns including passive leisure on computers
5. Changing leisure and recreational trends

POLICY ACTIONS 2016

1. Parks Master Plan Development
2. Boat Ramp: Direction, Locations, Funding
3. Clean Up Camden County: Strategy and Actions

PRIORITY

High Priority

MANAGEMENT IN PROGRESS 2016

1. JDA Park Ownership
2. Violent Crime Task Force
3. Body Cameras
4. Disaster Recovery Plan

MANAGEMENT ACTIONS 2016

1. Youth Sports Needs Evaluation and Report
2. Joint Law Enforcement/Community Gun Range
3. Community Paramedicine

PRIORITY

High Priority

High Priority

ON THE HORIZON 2017 – 2021

1. Arts and Culture Master Plan: Development
2. Performing Arts Center Feasibility Study
3. Splash Pad Development Feasibility Study, Location, Funding
4. Entrances/Gateways Beautification Plan/Signage: Development
5. Wayfinding Signage: Plan, Funding
6. Recreation Service Evaluation Report with Options
7. Heroes Park Sports Fields Development and Funding

CAMDEN COUNTY ACTION AGENDA 2016

Camden County Policy Agenda 2016

TOP PRIORITY

GIS/Re-Addressing Ordinance

Spaceport Camden: Development

Fleet Capital Outlay Program and Funding

Grant Writer: Report with Options, Funding

County Owned Properties Inventory

HIGH PRIORITY

Special Purpose Local Option Sales Tax (SPLOST #8)

County Multi Use Events Center Feasibility Study and Funding

Corporate Communications Plan and Position

Roads Plan (T-SPLOST): Short Term Projects, Funding

Technical College: Construction Funding

ROW Land Acquisition Policy for County Roads

Parks Master Plan Development

Camden County Management Agenda 2016

TOP PRIORITY

Public Works Shared Services: Direction

Planning and Zoning: Co-Location

Fire – Rescue Service Collaboration: Next Steps

Comprehensive Radio System Study

HIGH PRIORITY

Impact Fees: Re-Evaluation

Compensation Market Analysis and Selected Position Salary Adjustment

Youth Sports Needs Evaluation and Report

Joint Law Enforcement/Community Gun Range

Management in Progress 2016

County Government Annual Report

Safety Committee: Re-Establishment

Strategic Plan: Update

Community Volunteer Day: Policy and Procedures (Board)

Open Records Policy: Update

Record Management Policy: Update

GIS Enhancement

IT Policy Update (Board Action)

Performance Review: Launch

Performance Dashboard: Direction (Board)

Employee Safety Handbook: Completion

Vehicle Use Policy (Board): Adoption

Hazard Mitigation Grant

2nd Year Citizen Academy

New World System

Fire Vehicle Computer Replacement

Human Resources Handbook: Completion

County Owned Property Inventory

Firefighter Protective Gear – Funding (Budget FY 2017)
Courthouse Security (Budget FY 2017)
Tax Commissioner Computer Upgrade (Property Tax)
Insurance Policy: Revamp (Board)
Payroll Contract (Board)
Sexual Harassment Training
ADA Compliance Plan: Update
EMS Billing
Process Improvement Projects
Community Outreach Actions
JDA Annual Work Program (Board Report)
JDA Performance Report
Regional Workforce Analysis (SE Georgia) JDA (Board Report)
Submarine Supplier’s Conference
Spaceport Camden Website: Update
Article 11: Erosion and Sedimentation Model Ordinance
JDA Park Ownership
Violent Crime Task Force
Body Cameras
Disaster Recovery Plan

Major Projects 2016

Government Services Building Roof Repair

County Library Roof Repair

EOC: Audio Visual Equipment

Commissioner Building AC Unit: Funding (Board)

New Borrow Pit: Permitting Lease (Board)

Jail Expansion Project

Emergency Lighting and Signage

Annex Building Window and Floor

Bryan – Lang Historical Archives Roof Replacement

County Garage Renovation

Fueling Area: Updated

Juvenile Court Service Building: Design

LMIG Road Resurfacing 2016

Fisher – Massey Paving Project

Camden Industrial Park: Land Clearing

Culvert Pipe Replacement (Driveways): Direction (Board)

Holtz Road Drainage and Rebuild

Dover Bluff Road/Honey Creek Drainage Repair

Harriett's Bluff Road: Repair

Kingsland By Pass: Phase 1, Phase 2

Satilla Bluff Road West Paving: Design

Fisher/Massey Road Paving

Major Cross Drains Repairs: Spring Bluff, Proctor, Incachee

I-95 Exit 14 Spaceport Access: GDOT Discussion