Strategic Plan Update

Glynn County Board of Commissioners Retreat
Thursday, February 28, 2019
**Safe Community** It is our top priority and mandate to ensure that Glynn County’s citizens, businesses, homes, and environment are routinely safe from crime, fire, and natural and manmade disasters and, in the case of emergencies, that the county provides rapid response and recovery.

b. Recognize the growing concern around gang activity and drug issues and work with all sectors of the community to find ways to intervene early and deter criminal behavior. Within this objective, county-managed programs serving youth, such as Recreation and Parks and the Juvenile Court system, are central participants along with public safety officials, the schools and a host of community-based organizations.
Safe Community It is our top priority and mandate to ensure that Glynn County’s citizens, businesses, homes, and environment are routinely safe from crime, fire, and natural and manmade disasters and, in the case of emergencies, that the county provides rapid response and recovery.

d. Promote public safety and disaster prevention measures as well as rapid mediation and mitigation measures. A major focus within this objective is expanding community knowledge and participation through programs such as Police and Citizens Together (PACT).
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e. Using knowledge and experience from recent storms and incorporating model practices from other communities, improve and update the Emergency Response and Recovery Operations Plans

5. Adopt a resolution approving the Comprehensive Multi-Hazard Mitigation Plan. (J. Wiggins) [REPORT 1] [REPORT 2] [REPORT 3] [REPORT 4] This item was removed from the consent agenda at the request of Commissioner Coleman.
Financially Responsible Government We promote efficient, effective expenditure of public funds while ensuring that the necessary resources are available to support economic and quality of life demands across the whole of a dynamic, diverse and growing coastal community.

a. Protect the existing Fund Balance (Rainy Day Fund) for emergency needs.

Revenue Stabilization Fund

$30,000,000
Financially Responsible Government We promote efficient, effective expenditure of public funds while ensuring that the necessary resources are available to support economic and quality of life demands across the whole of a dynamic, diverse and growing coastal community.

c. Develop the Internal Audit capacity necessary to routinely examine and evaluate county operations as well as the financial operations of constitutional offices when warranted.

d. Develop a contracts compliance and oversight function to ensure maximum value for all outsourced services and resources.
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e. Ensure successful management of prior and future SPLOST funds with a focus toward project completion, on-time and within budget:

i. Direct aggressive close out of SPLOST IV and V.

ii. Appoint and engage the SPLOST 2016 Oversight Committee to ensure projects are completed in an efficient, transparent and fully accountable manner.

iii. Initiate and complete SPLOST 2016 projects, with priority and action focused on infrastructure, transportation, water/sewer, and other emergent projects.
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g. Provide county administration with the mandate and capacity to plan, relentlessly, for service, staffing, infrastructure, and revenue needs over the long-term.
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i. Seek public and private grant funds to support targeted, mission-specific programs and services.

2017-2018 Grants Received = $4,366,615
Exceptional Customer Service As public servants and stewards of the public trust, it is our obligation to employ and retain exceptional staff who are proficient in their tasks and duties and who are appropriately compensated and commended for their competency and dedication. The expectation for exceptional customer service, combined with adequate training, support and commendation, extends to those dedicated citizens whom we appoint to the more than 100 voluntary positions on boards, commissions, authorities, and advisory councils.

a. Commission a Citizens Survey during 2017 to collect data on residents’ use of and satisfaction with county services and operations.
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c. Enhance citizen education and engagement, through a wide range of high-tech and high-touch approaches:

i. Improve access to data and information through expanded and streamlined web and social media presence.
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c. Enhance citizen education and engagement, through a wide range of high-tech and high-touch approaches:

iii. Develop an annual citizens’ education program which teaches interested members of the community about the responsibilities of county government, engages civilian talent in problem-solving roles and prepares individuals for volunteer board service.
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c. Enhance citizen education and engagement, through a wide range of high-tech and high-touch approaches:

iv. Produce and present, through the Commission Chair and the County Manager, an annual State of the County report which highlights key data about Glynn County along with progress on the Strategic Plan, the Comprehensive Plan, SPLOST projects, and other relevant issues.
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e. To enhance long-range planning and foster beneficial intergovernmental relations, elect Commission Chair and Vice Chair to serve two-year terms.
Planned and Managed Growth  The unique beauty, environment and employment characteristics of Glynn County require that growth and economic development be both promoted and properly managed. The diversity of needs and the significant long-range opportunities mandate an immediate and aggressive effort to engage the whole of Glynn County in planning and developing a future state that is both sustainable and economically viable. Through planning, Glynn County seeks to preserve the unique characteristics of the coast; to protect existing families, businesses and industries; and to prepare for the economy of tomorrow in a manner which positively benefits all sectors of the community.

a. During 2017, launch the development of the county’s Comprehensive Plan for completion in 2018 as required to be recognized as a qualified local government by the State of Georgia:
b. Following adoption of the Comprehensive Plan, review and revise as necessary all ordinances to ensure that they are tools to achieve the county vision.
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c. Create the conditions necessary to secure and retain full and professional staffing of the Community Development Department.
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d. Adopt and enforce a new Tree Ordinance for the county, which may incorporate different strategies by jurisdiction and neighborhood.
**Planned and Managed Growth** The unique beauty, environment and employment characteristics of Glynn County require that growth and economic development be both promoted and properly managed. The diversity of needs and the significant long-range opportunities mandate an immediate and aggressive effort to engage the whole of Glynn County in planning and developing a future state that is both sustainable and economically viable. Through planning, Glynn County seeks to preserve the unique characteristics of the coast; to protect existing families, businesses and industries; and to prepare for the economy of tomorrow in a manner which positively benefits all sectors of the community.

e. Aggressively address abandoned and blighted properties and those not in compliance with code requirements. Within this objective, consider beneficial ways to use any reclaimed property as parks, community gardens, etc. to enhance community ownership and investment in improvement efforts.

24. **Consider the Intergovernmental Agreement between Glynn County and the City of Brunswick creating the Glynn-Brunswick Land Bank.**

   A motion was made by Commissioner Strickland and seconded by Commissioner Stambaugh to approve the agreement. The motion carried unanimously.
Great Place to Live  We recognize the important constitutional and statutory roles which the county government has in promoting and managing services and programming. The availability, integration and quality of these local services often emerge as defining factors in making communities great places to live. Many private and public partners in arts, culture, education, conservation, recreation, and community development contribute to make these collective efforts successful. To ensure that Glynn County remains a great place to live, the county embraces and wishes to expand upon these partnerships.

a. Maximize access to and use of the county’s Recreation and Parks services and facilities.
   ii. Ensure full staffing of services and proper reimbursement for costs related to user-funded programs.
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b. Protect the natural and historic assets of the county:
   i. Adopt and enforce a new Tree Ordinance.
   ii. Develop and enforce rigorous anti-littering ordinances.
   iii. Explore beach usage and management ordinances, such as a leash law, litter control, alcohol usage, and parking strategies
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c. Support the Marshes of Glynn Libraries and an array of educational programs which integrate fully with the area schools, service organizations and non-profit agencies.
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d. Explore collaborative, cost-effective options to expand access to transportation for work, recreation and services, to include education and alternative modalities.

g. Improve traffic flow and reduce congestion through rigorous planning and implementation of transportation studies.
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f. Promote outstanding animal control services and facilities.
**Valued Employees** As a large, complex and evolving public organization, we entrust fully and rely completely upon the nearly 1,000 full-time, part-time and seasonal employees who carry out the Board of Commissioner’s policies and extend services to our constituents and our guests. We believe in trust, respect, innovation, and camaraderie between Commissioners, staff and the citizenry. It is our job to empower our County Manager and his team to hire, compensate and retain the best staff at every level.

a. Undertake an Employee Survey in 2017 to gauge status of the current workforce and identify opportunities for improvement of the employment experience.
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b. Ensure that employee compensation and benefits are on par with those in comparable jurisdictions and those in the competitive marketplace.
   i. In accordance with a professional salary survey, plan for and implement any needed adjustments.

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iii. Examine ways to promote employee health and well-being while controlling the rising costs of health insurance.
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c. To attract and retain a talented workforce, promote Glynn County as an employer of choice.
g. Promote safe working environments for all staff, with particular focus on public safety, fire/EMS and public works.
i. Ensure that all critical positions are filled
ii. Ensure that staff are properly credentialed and fully trained.
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h. Implement a Total Quality Management (TQM) approach which engages employees in problem-solving and leadership development.