EFFINGHAM COUNTY
County Effingham Georgia | Board of Commissioners

Honesty and Integrity | Openness and Transparency | Efficiency and Accountability | Friendliness and Customer Centricity | Creativity and Innovation

VISION *A prosperous county that cultivates balanced growth while preserving its culture, character, and history.*

MISSION *The mission of the Effingham County Board of Commissioners is to provide, through integrity, accountability, and transparency, exceptional public services that promote safety, health, and a high quality of life for its customers and constituents.*

STRATEGIC GOAL AREAS

COMMUNICATIONS
Foster and produce accurate and effective communication between the county, its employees and the public, ensuring that they are well-informed, engaged, and empowered.

BALANCED GROWTH
Cultivate balanced growth that embraces modern conveniences while preserving the county's culture, character, and history.

INFRASTRUCTURE
Ensure infrastructure, maintenance, and improvements keep pace with growth.

SERVICE DELIVERY
Provide timely, friendly, efficient, and effective services with accountability.

CUSTOMER

STRATEGIC OBJECTIVES AND STRATEGY MAP

- **Service Delivery:** Track and improve customer satisfaction ratings (citizens)
- **Balanced Growth:** Increase the number of people working in the county
- **Communications:** Strengthen external customer engagement (citizens)
- **Balanced Growth:** Improve the diversity of housing options
- **Balanced Growth:** Improve the quality of housing developments

MEASURES
- Website and social media traffic
- Stakeholder committee meetings
- # of and attendance at public information sessions
- # of Effingham residents working in the county
- Workforce strategy developed
- Ordinance reviews completed
- Report on best practices produced
- Property tax revenue
- # of annually approved developments (ADUs, single family, etc.)
- Traffic counts
- Customer satisfaction scores on annual survey
- # of tickets and response times
- # of compliments vs. complaints

TARGETS
- _____ website and social media clicks
- _____ stakeholder committee meetings completed annually
- _____ attendees at public information sessions
- _____% increase in # of Effingham residents working in the county
- Workforce strategy developed by _____
- Ordinance reviews completed by _____
- Report on best practices produced by _____
- _____ % increase in property tax revenue
- _____ approved developments (ADUs, single family, etc.) annually
- Traffic counts
- _____ or above satisfaction score on annual survey
- _____ tickets addressed within _____ time period
- _____ % increase in # of compliments and _____% decrease in # of complaints

INITIATIVES
- Increase website and social media traffic
- Create stakeholder committees
- Increase frequency and quality of public information sessions
- Establish Baseline: Customer Satisfaction and Engagement Surveys
- Develop means to quantify local labor force
- Work with partners to establish county workforce strategy
- Update and review ordinances annually
- Annually review development best practices
- Create formula to determine workforce housing stock
- Engage subject matter experts on ways to provide quality, affordable housing
- Create and distribute customer satisfaction surveys
- Track tickets on customer service calls
- Create method for customers to recognize individual employees and address complaints
- Community events

INTERNAL PROCESS

STRATEGIC OBJECTIVES AND STRATEGY MAP
- **Communications:** Create new communication channels for external customers (citizens)
- **Infrastructure:** Improve maintenance of roads and expand multi-use paths
- **Service Delivery:** Increase and expand recreation and activity offerings
- **Service Delivery:** Track and improve internal efficiency and effectiveness
- **Balanced Growth:** Increase commercial activity

MEASURES
- # of app downloads, users, and tickets submitted
- # of communication channels for external customers
- # of engagement classes held and attendance
- # of county history stories published
- # of and % increase in business permits and licenses
- Increase in sales tax revenue
- Commercial element added to Comp Plan
- Condition assessment and asset management system implemented
- Annual transportation master plan developed
- Miles of path/trails per 1,000 population
- # of written SOPs
- % of business processes automated
- # of people using dashboards and automated tools
- Annual report on recreation services master plan produced
- # of participants per sport/age group

TARGETS
- _____% increase in # of app downloads, users, and _____% decrease in tickets submitted
- _____ new or improved communication channels for external customers
- _____ engagement classes scheduled per year and _____ attendees registered
- _____ county history stories published annually
- _____ new businesses along new hub by 2030
- Building Plan Study completed by 2027
- Condition assessment and asset management system implemented by _____
- Annual transportation master plan developed by _____
- _____ new miles of path/trails per 1,000 population annually
- _____ written SOPs developed by _____
- _____ business processes automated by _____
- _____ people using dashboards and automated tools
- Annual report on recreation services master plan produced by _____
- _____ % increase in participants per sport/age group

INITIATIVES
- Launch Engage Effingham App, including videos, podcasts, and calendar
- Create citizen engagement class
- Create county history media campaign
- Partner with Chamber, IDA, and DDAs to market county and do commercial needs assessment
- Add commercial element to Comp Plan
- Budget for enhanced infrastructure for potential commercial hubs
- Implement road condition assessment and asset management system
- Develop annual report on transportation master plan
- Establish annual bike and pedestrian utilization report
- Develop SOPs for all positions and business processes
- Identify areas for automation and paperless processes
- Create dashboards to monitor progress and efficiency
- Develop annual report on recreation services master plan
- Produce quarterly report on recreation program participation

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FINANCIAL

STRATEGIC OBJECTIVES AND STRATEGY MAP
- **Infrastructure:** Enhance the quality of public parks and facilities
- **Balanced Growth:** Ensure sustainability and protection of our environmental resources
- **Infrastructure:** Increase the capacity and reliability of water, sewer, and stormwater systems
- **Infrastructure:** Create and implement a five- and 10-year Capital Improvement Plan

MEASURES
- Environmental preservation guidelines established
- Water First Community certification achieved
- Classified FEMA community rating status obtained
- Annual reports produced
- Modeling and tracking tools established
- # of new water and sewer customers per year
- Capital Improvement Plan implemented with needed resources and tools
- Annual report developed for parks and facilities master plan
- Annual report established for parks and facilities performance and condition assessment
- In-house asset management system developed
- # of calls received related to water infrastructure issues
- # of capital projects addressed each year

TARGETS
- Environmental preservation guidelines established by _____
- Water First Community certification achieved by _____
- Classified FEMA community rating status obtained by _____
- Annual reports produced by _____
- Modeling and tracking tools established by _____
- Increase new water and sewer customers by 15% per year
- Capital Improvement Plan implemented with needed resources and tools by _____
- Annual report developed for parks and facilities master plan by _____
- Annual report established for parks and facilities performance and condition assessment by _____
- In-house asset management system developed by _____
- _____% decrease in # of calls received related to water infrastructure issues
- _____ capital projects addressed annually

INITIATIVES
- Establish guidelines for preservation of environmental resources
- Incentive enhanced green stormwater practices
- Become Certified Water First Community
- Obtain Classified FEMA community rating
- Develop annual reports on sewer and storm water
- Develop tools to monitor and evaluate water, sewer, and storm water need
- Expand customer base for water and sewer
- Conduct building plan study
- Create and maintain 5- and 10-year Capital Improvement Plan
- Develop annual report on parks and facilities master plan
- Establish annual parks and facilitates performance and condition assessment report
- Develop asset management system for parks and facilities
- Create and publish metrics of stormwater system(s)

ORGANIZATIONAL CAPACITY *(EMPLOYEE LEARNING AND GROWTH)*

STRATEGIC OBJECTIVES AND STRATEGY MAP
- **Communications:** Strengthen internal customer engagement (employees)
- **Service Delivery:** Track and improve internal customer satisfaction (employees)
- **Service Delivery:** Track and improve employee knowledge and skills
- **Communications:** Create new communication channels for internal customers (employees)

MEASURES
- # of in-person monthly meetings with department heads
- Employee engagement survey scores
- Performance reviews completed in Paycor
- Newsletter views
- # of internal stakeholder meetings
- Products produced to improve internal communication
- # of hours of professional development training completed
- # of new employees completing training within 6 months of hire
- # of service recognition awards given
- Customer satisfaction scores

TARGETS
- _____ in-person monthly meetings with department heads
- _____ employee engagement survey scores _____ or above
- _____% of employee performance reviews completed in Paycor annually
- _____ newsletter views per issued newsletter
- _____ internal stakeholder meetings held annually
- _____ new or improved products for internal communication
- _____ hours of professional development training completed annually
- _____ % of new employees completing training within 6 months of hire
- _____ service recognition awards given annually
- _____ % of customer satisfaction surveys _____ or greater

INITIATIVES
- Improve and track employee newsletter
- Establish regular department and department head meetings for exchange of information
- Develop a regular employee engagement plan to reorganize and encourage achievement, and hold annual performance reviews
- Implement employee communication improvement initiatives
- Develop department-specific and core training for employees
- Recognition programs
- Feedback surveys