GLYNN COUNTY
GEORGIA

OFFICIAL DOCUMENT



Strategic Plan *2023–2026*

Implementation Report

Sidney Lanier Bridge at sunset · Golden Isles, Georgia



Christ Church, Frederica, Bubba73 / Wikimedia Commons, CC BY-SA 4.0

GLYNN
COUNTY

A welcoming, vibrant, and safe community.

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01 Letters from Leadership

Read a message from the Chairman and County Manager as they reflect on Glynn County's 2023–2026 Strategic Plan.

FROM THE CHAIRMAN

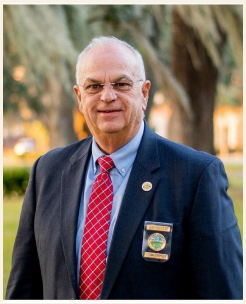
Glynn County has seen meaningful progress in recent years, and it has been a privilege to help guide that work. Serving this community has given me a deep appreciation for the residents, staff, and partners who contribute to its strength and character.

Over the past four years, our Strategic Plan has provided the direction needed to move Glynn County forward. It helped us improve service delivery, strengthen public safety and preparedness, and invest in infrastructure that supports a connected and resilient community. Guided by this plan, we advanced improvements across departments, expanded emergency response capabilities, and moved forward on projects that support long-term growth and quality of life.

Working alongside my fellow commissioners, we have stayed focused on the priorities that matter most to our residents. The Strategic Plan ensured that our decisions reflected a shared vision for Glynn County's future.

We remain committed to creating a brighter future for our children and grandchildren by fostering economic growth, expanding the tax base, and easing individual tax burdens. Having a thoughtful strategy has been essential to this effort, and the Strategic Plan has been a reliable guide for turning goals into action.

As we look ahead, I am proud of what has been accomplished and confident in the direction Glynn County is moving. Together, we will continue building a community that reflects the best of who we are.



Thomas "Wayne" Neal

Chairman, Glynn County Board of Commissioners

FROM THE COUNTY MANAGER

To the Residents, Employees, and Partners of Glynn County:

In 2023, Glynn County adopted a clear vision: to be "a welcoming, vibrant, and safe community that fosters a high quality of life for all." The 2023–2026 Strategic Plan turned that vision into specific goals, objectives, and initiatives. Through the work of our Commissioners, employees, and community partners, we carried out that plan.

Our priorities were clear: strengthen public safety, invest in roads and infrastructure, support responsible growth and economic development, protect our natural and coastal resources, and improve the services residents use every day. Each priority included defined responsibilities, timelines, and expected results.

During the four-year plan period, Glynn County completed work in every priority area. We advanced capital and infrastructure projects, improved public safety, strengthened County services, and continued our stewardship of the coast and its natural resources. The work progressed throughout the life of the plan, with initiatives scheduled, funded, reviewed, and completed year by year.

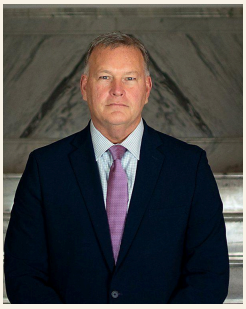
ACCOUNTABILITY THROUGH QUARTERLY REVIEW

A plan matters only if we follow through. From the beginning, we committed to completing this work within the plan's four-year period and reporting our progress along the way.

The Quarterly Execution Review was central to that commitment. Every quarter, County leadership and staff reviewed each goal, objective, and initiative. We measured progress against established targets, identified delays and other problems, assigned responsibility for corrective action, and directed resources where they were needed.

These reviews gave Commissioners, employees, and residents a consistent account of what had been completed, what remained underway, and where additional attention was required. They also kept departments working toward the same priorities throughout the four years.

I am proud of what the Glynn County team accomplished under this plan and of the discipline employees brought to the work each quarter. On behalf of the entire County team, thank you for your partnership, your trust, and your continued investment in Glynn County.



Bill Fallon

County Manager, Glynn County, Georgia

ORIENTATION

About This Report

This report closes out the Glynn County Strategic Plan for 2023–2026, documenting the County's commitments over the four-year cycle and the final status of each deliverable.

The plan was built collaboratively. It drew on input from partner organizations and government agencies, along with a countywide employee survey, so that each commitment reflected both what residents expected and what the County could realistically deliver.

The framework is organized under three strategic goals tied to core County functions:

01 Cultivate a Culture of Service Excellence

02 Promote and Ensure a Safe Glynn County

03 Develop a Connected Community

The plan cascades into progressively narrower operational layers:

Goals: Broad, multi-year outcomes.

Objectives: Defined focus areas dividing each goal (e.g., Objective 1.1).

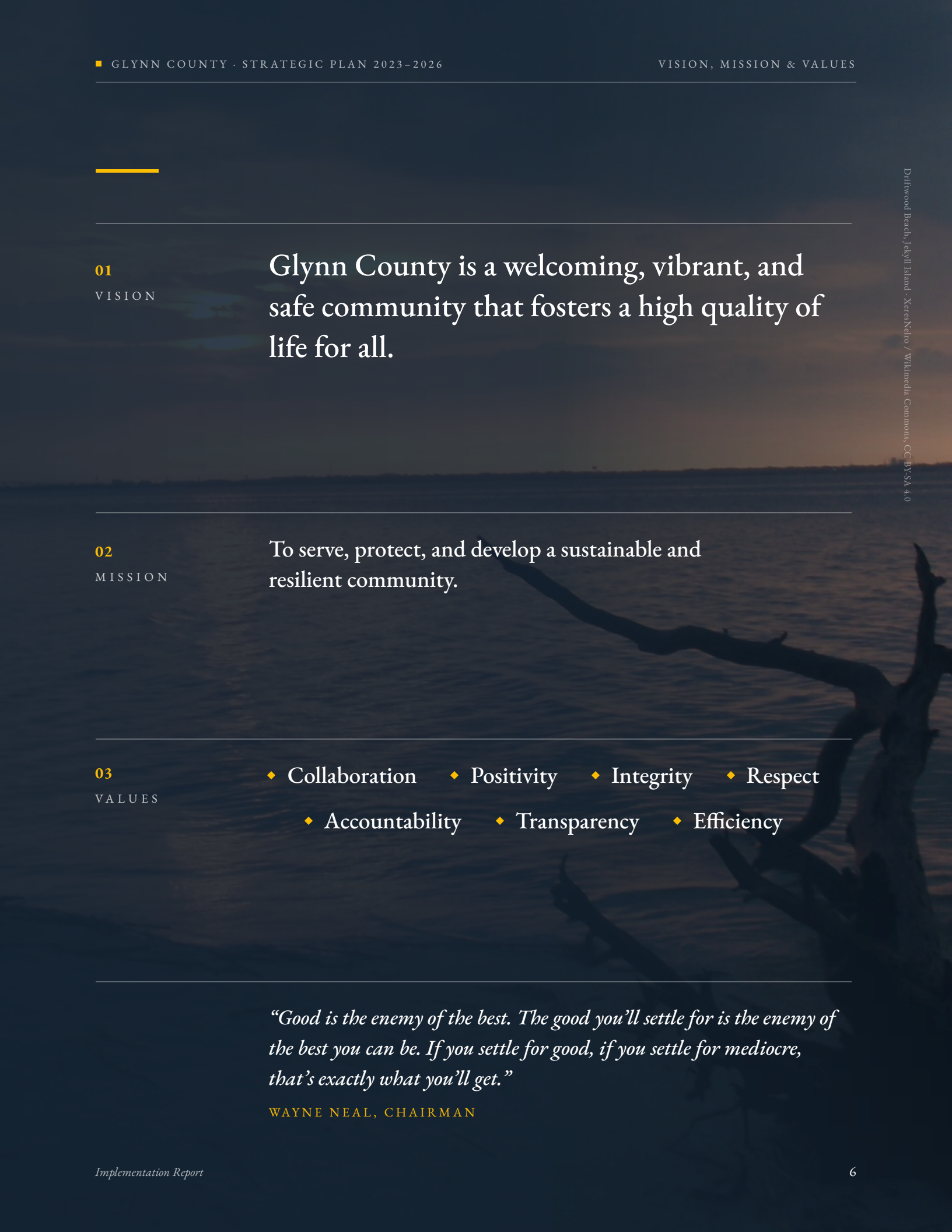
Initiatives: Trackable deliverables under each objective (e.g., 1.1.1) and the primary level of progress narration in this report. Large-scale work, particularly infrastructure, is executed via discrete capital projects tracked at this level.

Activities: Specific actions required to complete an initiative (e.g., 1.1.1.1).

Tactics: Granular steps used to execute an activity (e.g., 1.2.1.2.1).

Progress is aggregated from the bottom up. Most items use quantitative metrics, typically tracking movement from a 0% baseline to a 100% target, or monitoring fixed volumes, like linear feet of sidewalk, or outreach events. Each item is assigned a status: Achieved, On Track, At Risk, Off Track, Not Started, or Canceled. Individual metrics roll up into percent-complete figures at the initiative, objective, and goal levels, showing how much progress was made toward each.

Throughout the cycle, performance was evaluated during the Board of Commissioners' Quarterly Execution Reviews (QERs). These public forums aligned commissioners, department heads, supervisors, and staff to review initiatives and maintain operational transparency. The data in this report largely reflects those reviews.



Driftwood Beach, Jekyll Island · XereNelro / Wikimedia Commons, CC BY-SA 4.0

01
VISION

Glynn County is a welcoming, vibrant, and safe community that fosters a high quality of life for all.

02
MISSION

To serve, protect, and develop a sustainable and resilient community.

03
VALUES

- Collaboration
- Positivity
- Integrity
- Respect
- Accountability
- Transparency
- Efficiency

"Good is the enemy of the best. The good you'll settle for is the enemy of the best you can be. If you settle for good, if you settle for mediocre, that's exactly what you'll get."

WAYNE NEAL, CHAIRMAN

FOUR YEARS IN REVIEW

Executive Summary

Over four years, Glynn County focused on three priorities: serving residents, keeping them safe, and connecting the community. This report closes out that work and records the final status of each commitment.



FIGURE 1 *Glynn County Historic Courthouse*

GOAL 1

Under Goal 1, the County moved much of its day-to-day business from paper to digital. It redesigned its website, moved hiring and HR onto the Paycom platform, launched citizen-facing tools including See-Click-Fix, expanded public access to County information, and published public SPLOST and performance dashboards. For the first time, residents could submit, track, and resolve requests online. Internal and external satisfaction surveys are now tied to performance management across most departments.

GOAL 2

Under Goal 2, public safety began a full slate of recruitment and retention incentives, expanded its community engagement, and advanced toward state accreditation. Coordination with local and state agencies strengthened preparedness for natural disasters.

GOAL 3

Under Goal 3, the County delivered new roads and sidewalks and implemented preventative maintenance programs. New sidewalks reached 27,798 linear feet and road resurfacing passed 33 miles. The County also opened an adaptive playground, updated its Recreation and Parks master plan, and completed a broad set of park improvements. Larger efforts, including the SSI Gateway, Coast Guard Beach Park, and the workforce housing study, are advancing into the next cycle.

Across all three goals, the County set measurable standards where none had existed and met or exceeded most of them.

IN THEIR OWN WORDS

To better understand what each goal accomplished, 20 department heads and goal leads were interviewed. Each was asked what their goal meant to them, how well they felt it had been carried out, a few questions specific to their department, and what they hoped to see in the next strategic plan. Their words appear throughout this report.

> *"Strategic planning is a way for us to address some of the problems or challenges we have within the community at present, but also move forward for the future because nothing is successful if you're not looking down the road to make things better.*
>
> — BILL FALLON, COUNTY MANAGER



Licensing & Compliance customer service - Glynn County, Georgia

86.21% COMPLETE

Cultivate a Culture of Service Excellence

Over this cycle, the County worked to make service excellence part of how every department responds when a resident asks for help.

A Culture of Service Excellence

On what a culture of service excellence means to her:

> *For me, I believe that we start with yes. We find a way to say yes when people need something; we don't automatically go to 'no, we can't do that.' That's really something I try to build into people: find a way to make it work within the guidelines and the rules we have, instead of immediately saying no.*

GOAL LEAD

Tamara Munson

CFO and CAO

ABOUT THIS GOAL

Goal 1 was carried out with help from several departments: Licensing & Compliance, Information Technology, Human Resources, Finance, Procurement, and Communications. Each worked through its assigned objectives and initiatives. The biggest changes came in how residents reach the County, from a redesigned website to easier online access to information and services. The objectives and initiatives below describe that work in detail.

1.1 Develop and implement a system to measure internal and external customer satisfaction.

The County built internal and external customer satisfaction surveys across most service departments and connected the results to performance management. Survey design is largely complete and in use, performance reviews now include strategic plan goals, and several departments have set service delivery time standards. Tracking those times across the whole organization is still in progress.

1.1.1 Design internal and external surveys to gauge customer satisfaction with selected service departments.

After being distributed in Q1 of 2026, internal and external surveys have been completed with overall positive results. Internal surveys measured user experience with the See-Click-Fix Customer Service portal, and external surveys measured ACH payment interest as well as the closure process of Open Records.

> *"We did both internal and external surveys. The external surveys went to customers after they submitted an open records request, and we had 100% positive feedback from those. ... from the internal customers it was 100% positive."*
>
> CRISTEE KINSTLE, LICENSING & COMPLIANCE · ON SURVEY RESULTS

1.1.2 Tie results of surveys to department-wide performance measures, recognize success, and implement service recovery plans.

To keep survey results meaningful, performance measures are evaluated during quarterly coaching sessions and annual performance reviews, with a focus on achievements.

1.1.3 Design performance reviews to incorporate goals & objectives of the strategic plan.

Departments are now able to design performance reviews. Three-month, six-month, and annual performance evaluations are fully functional in the Paycom system for all County departments reporting to the Board of Commissioners. For constitutional departments and those governed by a separate board, such as the Library, the system is in place, used by some and available upon request for those who have not implemented it.

1.1.4 Implement measures to track service delivery times and develop standards across departments.

Several departments now track their own service delivery times against defined standards, among them Licensing & Compliance, Finance, Human Resources, and Planning & Zoning. Those standards are producing measurable results: Licensing & Compliance closed open records requests in an average of 3.4 days against a five-day target, the Development Review Team completed initial and resubmittal application reviews in 6.6 and 6.2 days, and Finance posted 100% of incoming wire and ACH payments to the general ledger within five business days.



Community food distribution. Officers and staff assisting residents at a produce giveaway.

1.2 Establish employee advancement, recognition, training, hiring, and retention programs.

This objective covered several workforce programs: leadership development and mentoring, tuition reimbursement, an updated compensation and classification study, and a streamlined Paycom application process. Training and hiring improvements are complete. The compensation review and the employee engagement and service excellence rollouts (Glynn CARES) are on track to finish in 2026.

1.2.1 Invest in employee training, growth, and development.

Glynn County invested in its workforce through an internal leadership development program built for growth and succession planning, a service excellence program required of every employee, and a coaching and mentoring program. The County develops and trains its own leaders to sustain its commitment to service excellence.

1.2.2 Review and enhance the compensation and classification plan.

The County is updating its compensation and classification plan in phases. Public safety pay plans have been implemented, and Condrey and Associates completed the 2025 market pay analysis. The non-public-safety classification and compensation plan is under review, with adjustments being finalized and a review of the career track and ladder program to follow.

> *"Now we are more competitive. And I think that helped bring up the level of the pay scale for our employees, which leads to retention. Because if I can go to [other counties], and get paid better doing the same job, then that leads us to not being able to retain."*
>
> TONYA MORAN, HUMAN RESOURCES · ON THE COMPENSATION PLAN

1.2.3 Build employee engagement and camaraderie through employee-centered activities, recognition, and benefits.

The County is building employee engagement through new activities, recognition, and benefits. In December 2024 it launched "GlynnWell," a health and wellness program whose updated EAP includes unlimited counseling and referrals, coaching, crisis intervention, and community and financial resources. A monthly employee newsletter keeps staff informed of upcoming events, and an employee recognition form lets anyone nominate a colleague for the next issue. This work, coordinated across HR, Communications, and the Chief of Staff's office, continues through 2026.

> *"... we want to make sure that if somebody wants an extra certification, or they want to go back to school to get their degree, or there's something that they want to do from a leadership perspective, that we're supporting all that."*
>
> TONYA MORAN, HUMAN RESOURCES · ON BENEFITS

1.2.4 Update and streamline the job application and hiring process.

The application has been condensed, with everything available online, after Human Resources implemented Paycom to simplify the process for applicants and the County alike. The move onto Paycom now reaches beyond hiring into related personnel processes: 100% of qualifying life-benefit events are handled through employee self-service, and the conversion of paper payroll forms and the build-out of new-hire orientation in the learning management system are both underway.

1.3 Increase access to online applications, data, reports, and payment methods.

This objective is nearly complete. It added a range of digital government tools, including SPLOST and interim financial reporting on the website, public performance measure dashboards, and platforms such as NextRequest, Cartegraph, See-Click-Fix, OpenGov, and a new Paycom HRIS. The main work left is eliminating electronic payment transaction fees to encourage online payment.

1.3.1 Evaluate all processes throughout departments to identify areas for improvement and ease of use.

Departments continue to review their processes to identify opportunities for greater efficiency and ease of use. As needs are discovered, the County addresses them with more user-friendly systems and a consistent focus on customer service.

> *"We've moved to a new portal, and that's always hard. People are struggling with it, but we're addressing it: we've created step-by-step instructions, and we have a person in our office who is the main expert on the portal, so she's on the phone helping people. It's definitely improved."*
>
> CRISTEE KINSTLE, LICENSING & COMPLIANCE · ON IMPROVEMENT

1.3.2 Evaluate fee schedules to eliminate electronic payment charges and encourage online payment methods.

The County is working to eliminate electronic payment transaction fees so residents can pay online without a surcharge. The initiative is in progress, with contractual work underway with the payment vendor.

> *"We take checks, credit cards, ACHs, everything, so everybody can take all forms of payment. ... The idea is that if someone needs a business license, they can pay for it from home. ... we're trying to make it convenient ... make it available online, because that's the way of the future."*
>
> JUDY DUNNAGAN, FINANCE · ON PAYMENTS

1.3.3 Develop SPLOST reporting to enhance public access to project information.

The SPLOST report has been designed and published on the Glynn County website. These project reports include project summaries, financials, status updates, and photo galleries. The reporting lives on the Capital Development page.

> *"... being able to update with [OpenGov] ... made it more accessible to the public and made it easier to use...."*
>
> RESDEN TALBERT, PROCUREMENT · ON OPENGOV

1.3 CONTINUED
Increase access to online applications, data, reports, and payment methods.

1.3.4 Develop interim financial reports accessible to the public and post link to website.

Interim financial reports are complete and publicly available, giving residents a direct view of the County's revenue and expenditures. A link is posted on the Finance Department page, and the data refreshes nightly so the information is always current.

> *"I built financial statements that update every day on the web, so somebody can go to our website and see how much revenue we've collected, how much we've spent, what our budget is, and it updates automatically every day."*
>
> TAMARA MUNSON, CFO AND CAO · ON ACCESSIBILITY

1.3.5 Create easy access to information for citizens through standardized reporting of performance measures.

Performance measures are now reported in a standardized format and are visible to both the Board of Commissioners and the public, giving citizens clear and consistent access to how the County is performing. The Quarterly Execution Reviews are open to the public and streamed on the County's YouTube channel.

1.3.6 Implement technological process improvements to provide citizens with online access for submissions, tracking, and communication.

The County added a range of new technologies that let residents and staff submit, track, and communicate online. Platforms now in use include Cartegraph, See-Click-Fix (which has handled more than 32,000 requests since its April 2024 launch), OpenGov, and Paycom, which now runs payroll, timekeeping, learning, applicant tracking, and performance management. For planning and zoning, OpenGov lets applicants communicate directly with staff and other reviewers at any point in the workflow, and lets them track a submission's progress so they know when to prepare for the next round of review.

> *"Everything's electronic. It's a whole lot better, more streamlined, easier when they need to submit resubmittals for errors on the plans or anything. It's so much easier than bringing us three pages out of a 20 plan, taking the staples out, changing out the pages, because we wouldn't do that anymore. We stopped. I'm not fixing your plans."*
>
> DAVE CARVER, BUILDING AND INSPECTIONS · ON TECHNOLOGY

> *"...utilizing our See-Click-Fix and communicating with us through that work-order system. If they identify what's wrong, whatever issues they're having that relate to Public Works, stormwater, right-of-way, and they use that system the way they're supposed to, those work orders come in and we're able to effectively get to them. We can track it from the moment they enter it to when my team closes it out."*
>
> SEAN ROBINSON, PUBLIC WORKS · ON SEE-CLICK-FIX



Staff picnic, Glynn County employees. One of the engagement events built under the employee-centered activities work of 1.2.3.

1.4 Develop internal and external communication guidelines and standards.

The County standardized its communications and materials, completed a full website redesign, launched a quarterly employee newsletter, and standardized email signatures. Brand guideline development and standardized templates are being finalized. The internal employee directory is about half complete and is waiting on the new HRIS position management build.

1.4.1 Develop uniformity and standards in communications and materials.

The County is standardizing its communications and materials. The Board of Commissioners logo was updated to match the County's new brand direction, standardized email signatures began rolling out to department heads in December, and draft brand guidelines have been distributed. Standardized templates will be finalized once the full guidelines are approved.

> *"When you think about the county and you think about government, you think about that courthouse.... So we wanted to make sure that that was represented well in this new design. And we also wanted to make sure that we weren't just scrapping the old to create something new. That's why you see the wading bird in the middle of the water there. We wanted to make sure that we were pulling from the old but bringing in the new, and making sure that it was modern and really represented where we were going as a county."*
>
> BRITTANY DOZIER, COMMUNICATIONS · ON THE NEW BRANDING

1.4.2 Redesign County website.

The new website launched on August 20, 2025, built to make it easier for residents and the County to stay in touch. Staff refined the site from October to December 2025, updating content and responding to viewer feedback. Since launch, the site has recorded more than 820,000 visits and nearly 1.29 million pageviews.

1.4.3 Develop internal quarterly newsletter to improve communications.

The first quarterly newsletter was published and released to staff in 2025.

> *"... I think in order to stay really connected and keep a focus on teamwork, you need to have something that's showing people that, hey, these are the folks who are out in the field doing all the hard work. Let's shine a light on them. Let's highlight all the great work that we're doing. Because in order for you to have a branded mindset of 'we're doing teamwork, this is Team Glynn,' you have to make sure that you're putting all of those efforts up front."*
>
> BRITTANY DOZIER, COMMUNICATIONS · ON THE NEWSLETTER

1.4.4 Create an internal employee directory with job titles, contact info, and role descriptions.

The internal employee directory is about half complete. The County is finalizing the position-management portion of the new HRIS system. The directory, which will include job titles, contact information, and role descriptions, is expected to be finished by the end of the calendar year.



Community Policing, Glynn County Police Department, Glynn County, Georgia

83.74% COMPLETE

Promote and Ensure a Safe Glynn County

Goal 2 centered on the people who keep the community safe and the systems that warn, prepare, and respond when an emergency happens.

A Safe Glynn County

On what a safe Glynn County means to him:

> *... our strategic plan allows us to focus on the four main departments when it comes to public safety: police, fire rescue, animal services, and emergency management. Each one is unique, each one has their own challenges: different risk areas, some challenges related to staffing, some related to facilities. But overall it's for community health. To make this the best place to work and play, public safety is at the heart.*

GOAL LEAD

William "Bill" Fallon

County Manager, plus other agency leads

ABOUT THIS GOAL

Goal 2 was carried out by the Police Department, Fire Department, Animal Services, and Emergency Management, each working through its assigned objectives and initiatives. Much of the work focused on increasing community involvement and strengthening public awareness and preparedness. The objectives and initiatives below describe what each department accomplished.

2.1 Engage with the community to continually encourage and promote public safety.

Public safety agencies stayed active in the community, attending dozens of events each year and creating volunteer programs across EMA/CERT, Animal Control, and the Citizens and Youth Police Academies. The public awareness plan and volunteer program are ongoing efforts rather than one-time deliverables, and both will remain a focus.

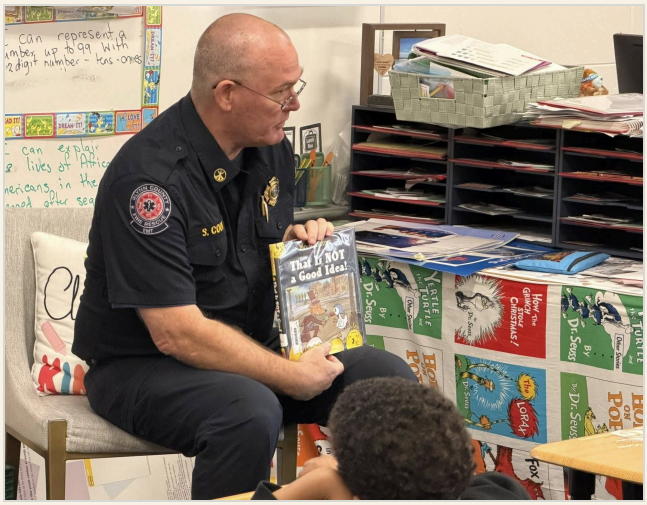
2.1.1 Develop a comprehensive public awareness, education, and preparedness plan for public safety.

Fifteen events were planned for the first five months of 2026, among them Coffee with a Cop and the CommUNITY Outreach Event. Staff also completed 21 fire safety education presentations for first and second grade classes across Glynn County. Fire Rescue has developed a Citizens' Fire Academy, scheduled for delivery in October and November 2026.

2.1.2 Develop a volunteer program for all public safety volunteer opportunities.

The Glynn County Police Department hosted a six-week Citizens Police Academy and a Youth Police Academy. Fire Rescue transitioned from Fire Explorers to external volunteers and events, and Animal Control created its own volunteer program, tracking attendees and events along the way. The Board of Commissioners approved a second CERT class to begin on June 3, 2026.

> *"We want to be a heart-safe community, so we've implemented community CPR programs … because they'll be the first ones on scene before we even get there. … EMA's CERT program and training them in CPR is a great benefit to all of public safety."*
>
> VINNY DICRISTAFALO, FIRE CHIEF · ON VOLUNTEERING





Objective 2.1 in the field. Fire safety education for elementary classes, left, and Youth Police Academy graduates at the Public Safety Complex.

2.2 Recruit and retain highly qualified public safety professionals.

The County expanded public safety recruiting and approved a range of retention incentives, including multi-tier pay scales for police and fire, hiring and referral bonuses, education and longevity pay, and specialized assignment and shift differentials. The incentives are largely in place. Recruiting outreach at job fairs and community events continues.

2.2.1 Develop a comprehensive recruiting plan for all public safety agencies.

Public safety agencies developed a recruiting plan built around representation at job fairs and community events. Planned outreach for 2026 includes the Tri-Base Job Fair in Jacksonville, a GCPD-hosted range demonstration, Bike Walk Golden Isles, and the Crawfish Festival, among others. Fire Rescue recruits candidates who align with the department's core values and can perform the essential physical functions of the firefighter position, using paid training and the County's benefits package as its principal draws. It reaches candidates through social media, fire service industry websites, career days at GICCA, CCGA, and local high schools, and community events such as First Friday. The share of applicants arriving already certified or licensed has improved.

2.2.2 Develop retention incentives.

The Board of Commissioners approved pay plan increases and longevity incentives for the Police and Fire Departments, along with a multi-tiered pay scale. Early results suggest the incentives are closing the staffing gap: the Police Department has filled 109 sworn positions, roughly 83% against its 90% target. Fire Rescue credits its retention results to organizational culture, continuous training and professional development, and a diverse, high-volume call environment that gives personnel experience and room to advance.

> *"We're recruiting and retaining the right people: people who understand what our mission and vision are at fire rescue, and who have the belief to become the best version of themselves within the fire rescue disciplines, to provide the service this county and community demand from us."*
>
> VINNY DICRISTAFALO, FIRE CHIEF · ON RETENTION

2.2.3 Develop incentives for recruitment and retention.

Recruitment and retention incentives for the Police Department were approved by the Board of Commissioners in November 2023. The Board also approved separate compensation for years of service.

> *"When I first saw that pay plan, it was one of the things that attracted me to apply to Glynn County. I thought, they're doing some forward thinking and offering things not everyone is. It's ironic how quickly, three years later, it's the standard: everyone has copied what Glynn County Police did."*
>
> BRYAN SIPE, POLICE CHIEF · ON RECRUITMENT





Objective 2.2 in the field. Engine 2, left, and a Fire Rescue career-day visit — one of the recruiting touchpoints reaching local high schools.

2.3 Collaborate with government agencies, organizations, and businesses on public safety and emergency preparedness.

Public safety ran six joint training and emergency preparedness exercises with partner agencies, including multi-jurisdiction CATEN training, chemical exercise drills, airport and bridge collapse tabletop exercises, and active shooter assessments with the school district. Planning with stakeholders and coordinating these exercises is an ongoing effort across agencies and organizations. Fire Rescue maintains automatic and mutual aid agreements with regional fire and EMS partners and trains alongside Brunswick Fire Department and Jekyll Island Fire Rescue so an emergency is handled the same way regardless of which agency responds. In July 2026, the three agencies moved to single-channel fire dispatch, enabling closest-unit response and shared situational awareness.

2.3.1 Advance public safety initiatives and enhance resource support through public outreach.

On September 2, 2025, a Security Assessment Active Shooter Threat Training was held at Heritage Christian Academy in collaboration with the Glynn County Board of Education. Other public safety initiatives include Emergency Management Agency plans and CERT classes. Through a grant, 1,500 weather radios were distributed to residents, who set the radios up themselves.

> *"... that's ongoing: volunteer recruitment, training, delivery, and continued community preparedness and outreach. So it kind of covers a lot in one. And it builds on our base of ambassadors, actually."*
>
> ANDY LEANZA, EMERGENCY MANAGEMENT AGENCY · ON CERT

2.4 Provide the highest quality emergency services.

The County maintained state certification and is pursuing CALEA accreditation for the Police Department, developed performance baselines and benchmarks, and made a broad set of equipment purchases that meet industry standards. Work on accreditation and standards is ongoing.

2.4.1 Seek accreditation and certification standards.

The Police and Fire departments have acquired State Certifications, and all training certifications are based on industry standards which have been met. Fire Rescue is pursuing accreditation through the Center for Public Safety Excellence, a three- to five-year process. Under Division Chief Brandon Lambert, it became a registered agency in October 2025 and is working toward applicant agency status in late 2026.

2.4.2 Develop performance measures.

Performance measures have been implemented, along with baselines and benchmarks, and are now tracked against national clinical and response standards: a 12-lead ECG was administered to 81% of suspected-cardiac patients, return of spontaneous circulation was achieved in 25% of cardiac arrests, 63% of structure fires were confined to the room of origin, turnout time met the 90-second benchmark on 75% of incidents, and first-unit travel time was five minutes or less on 54% of calls. Fire Rescue's 2024 Standard of Cover, Community Risk Assessment, and community-driven strategic plan set the objectives behind these measures, with progress monitored by the Division Chief of Strategic Projects.

2.4.3 Meet industry standards.

The County continues to meet industry standards through ongoing maintenance of its GACP State Certification and progress toward CALEA accreditation, supported by regular policy updates. Equipment purchases meeting industry standards include an armored vehicle acquired through asset-forfeiture funds, a new asset-forfeiture management program, twelve replacement patrol vehicles, new in-car radars, Glock Model 45 handguns with red-dot optics, a Faro 3D crime scene scanner for investigations, and 87 Flock cameras now being installed countywide. Two patrol motorcycles support traffic enforcement in congested areas such as St. Simons Island, and four electric patrol bicycles are used for outreach during events, holidays, and peak tourist periods, as well as for covert surveillance and enforcement operations. Fire Rescue supports certification and continuing education in Pro Board Firefighter II, Fire Officer, Fire Inspector, Fire Investigator, Life Safety Educator, ARFF, hazardous materials technician, technical rescue, water rescue, apparatus and aerial operator, and drone operator disciplines.

2.5 Establish and maintain interactive public safety messaging and mapping systems.

With the website redesign and the IAPro public facing portal, public safety expanded interactive messaging and information sharing, backed by regular social media use and IPAWS/CodeRED emergency alerting. Public dashboard mapping and participation in neighborhood planning are still being developed.

2.5.1 Develop public safety department websites and applications to expedite information sharing and mapping.

With the County website redesign and the IAPro public-facing portal, public safety expanded its online information sharing. The portal lets residents submit complaints, compliments, and feedback, while IPAWS and CodeRED deliver emergency information. Consistent messaging continues across social media platforms.

2.5.1.1 Community-accessible dashboard maps of public safety response. The IAPro public-facing portal, designed to take in complaints, compliments, and feedback, is up and running.

2.5.1.2 Expanded use of social media to share accurate, timely information. Consistent and transparent messaging is ongoing across the County's social media platforms.

> *"We also now have IPAWS. That's something that we added, because we didn't have that before. IPAWS is that alert that goes on your phone that everybody gets.... We can now send those."*
>
> ANDY LEANZA, EMERGENCY MANAGEMENT AGENCY · ON IPAWS

2.5.2 Participation in community and neighborhood planning meetings.

Public safety representatives participate in community and neighborhood planning meetings to keep residents informed and engaged. Recent participation includes the Chamber of Commerce Gala in June 2025 and the Tri-Area Community Meeting in July 2025. The engagement is sustained rather than occasional: over the year, the Police Department completed ten community stakeholder meetings soliciting input on public safety issues and ran quarterly bike and neighborhood patrols to keep a visible presence in County neighborhoods.



Water rescue, Glynn County Fire Department. Coastal geography shapes how the County reaches residents; IPAWS and CodeRED push alerts to every phone in an affected area.



Adaptive playground, Blythe Island Regional Park, Glynn County, Georgia

84.04% COMPLETE

Develop a Connected Community

Goal 3 focused on the physical things that connect a community: sidewalks, roads, and the parks and plans that give people places to gather.

A Connected Community

On what a connected community means to him:

> *If you look at it through a mobility lens, you have sufficient infrastructure for automobile, pedestrian, and bicycle: infrastructure that allows the community to be mobile and move about: fostering commerce, fostering livability, fostering quality. You also look at whether people are connected to their community, and whether they're informed and participating.*

GOAL LEAD

Danny Smith

Assistant County Manager

ABOUT THIS GOAL

Goal 3 was carried out with help from several departments: Engineering, Project Management, Public Works, Planning & Zoning, Building Inspections, and Recreation & Parks. Projects such as the Coast Guard Beach renovation and the rewrite of the County's zoning ordinance show how the plan has already reached residents. The objectives and initiatives below describe the work in detail.

3.1 Execute programmed infrastructure initiatives and plan for future needs.

The County completed major programmed infrastructure. The shoreline revetment is finished, new sidewalks reached 27,798 linear feet against a 10,000 foot goal, and road resurfacing passed 33 miles. Capital projects such as the SSI Gateway and Canal Road improvements are at various design and construction stages, and the GSWCC erosion and sediment review agreement is largely back in place.

3.1.1 Complete revetment program from Gould Street to Massengale Park and 10th Street to Ocean Boulevard.

Work began in January 2026, advanced through March, and was completed in April 2026. The project rehabilitated identified sections of the existing shoreline armament, restoring them to their original design elevation where coastal erosion and storm impacts had worn them down. St. Simons Island's granite revetment, known as the 'Johnson Rocks,' dates to a federal effort after Hurricane Dora in 1965 and still shields public and private shoreline from erosion. The revetment program placed 4,805 tons of stone on approximately 3,102 linear feet of existing revetment.

3.1.2 Complete 10,000 linear feet (2 miles) of new sidewalks.

The County more than doubled its goal of 10,000 linear feet of new sidewalks. As of June 1, 2026, it had completed 27,798 linear feet. On St. Simons Island, that included new sidewalks at North Harrington and East Beach; on the Mainland, it included Canal Road and 4th Street.

3.1.3 Complete 33 miles of road resurfacing.

The County passed its goal of 33 miles of road resurfacing. As of June 1, 2026, 35.44 miles had been resurfaced. Glynn County maintains 493.35 centerline miles of roadway with a current Pavement Condition Index of 81; the index rates pavement from 0, a failed surface, to 100, a perfect one. 79% of Glynn County roads passed.

3.1.4 Reestablish a Memorandum of Agreement with GSWCC for E&S permit reviews.

The County is reestablishing its agreement with the Georgia Soil and Water Conservation Commission (GSWCC) to review and approve erosion and sediment control plans locally. Glynn County passed a GSWCC inspection in December 2024 and was approved in February 2025 to begin co-reviewing plan submissions. The co-plan review process took effect in October 2025 and continues under GSWCC's supervision. Once finalized, the memorandum would make the County the approver of both plans and permit, rather than issuing the permit on GSWCC's approval as it does today. GSWCC review currently takes about 45 days, largely due to multiple submission rounds; the County estimates it could turn plans around in about 14 days. The permit ensures that local bodies of water are protected from stormwater runoff and soil erosion.

3.1.5 Initiate Strategic Infrastructure Projects.

The County initiated a slate of strategic infrastructure projects, adding 20 new capital projects to the FY26 budget spanning drainage, facility, and road improvements. Completed work includes the Canal Road Widening and the Canal Road at Glynco Parkway improvements, while projects such as the SSI Gateway and the Frederica and Sea Island intersection improvements are progressing through design, permitting, and right-of-way acquisition.

> *"It takes teamwork: reviewers from the county, the engineer, the designer, the contractor, and us continuing to monitor the contractor and going through the design process. It's a big team effort."*
>
> JASON HARTMAN, ENGINEERING · ON PROJECTS

3.2 Establish a positive and responsible growth environment.

The County adopted its updated Comprehensive Plan, exceeded its community outreach target, and adopted the BATS 2050 Metropolitan Transportation Plan. The rewrite of the 1966 zoning ordinance, though behind its original schedule, was adopted in April 2026. The workforce housing effort is underway, with a market analysis in progress and a task force in place.

3.2.1 Update the 1966 Planning and Zoning Ordinance.

The rewrite of the County's 1966 zoning ordinance began in 2019 and was adopted in April 2026. The adopted ordinances reflect seven years of collaboration among County staff, the zoning review workgroup, and extensive public input gathered through town halls and written comments. They are intended to function as living tools, refined over time as Glynn County grows and community needs evolve.

> *"Some of the things we want to see, we can put in a comprehensive plan or any other planning document, but those don't have any teeth or enforceability; they're just guiding documents until you have it in your regulatory code, which is your zoning ordinance."*
>
> STEFANIE LIEF, PLANNING & ZONING · ON THE ZONING REWRITE

3.2.2 Update the 2018 County Comprehensive Plan.

The updated County Comprehensive Plan is complete. The final plan was ready for Board of Commissioners adoption on October 5, 2023, ahead of its deadline. A full update is required again in 2028, coordinated with the City of Brunswick on a new Service Delivery Strategy, to maintain the County's Qualified Local Government status.

3.2.3 Establish and conduct 12 Community Development outreach events annually.

The County met its target of 12 Community Development outreach events a year. It held 15 events in 2025 and has 12 planned for 2026, including Good News Glynn interviews and a series of town halls.

3.2.4 Facilitate 2 workforce housing initiatives by 2026.

The County's workforce housing effort is underway. A Housing Study Steering Group convened in August 2025, followed by a Housing Task Force kickoff in September that brought together roughly 30 community and business partners across six subcommittees. More than 1,300 residents completed a community housing survey in late 2025, and Mosaic Consulting is delivering a Housing Market Analysis in early 2026 that will guide a Housing Action Plan through the spring.

3.2.5 Initiate a 2050 transportation system improvement study.

The 2050 Metropolitan Transportation Plan was adopted at the BATS Policy Committee meeting on July 21, 2025. The plan pairs short- and long-term transportation improvements that serve economic, social, and environmental goals as part of a continuous planning process. Required every five years since the Brunswick area became a Metropolitan Statistical Area in the 1990s, it guides future transportation investment across the region.







Goal 3 in the field. Rock placement for the revetment program (3.1.1), right-of-way vegetation work (3.4.4), and the new Canal Road roundabout (3.1.5).

3.3 Advance vibrant and accessible recreation and parks facilities and programs.

Nearly every commitment under this objective is done. The County updated the Recreation and Parks master plan, met its youth athletics growth target, opened an adaptive and inclusive playground, and completed a large set of park infrastructure projects. The Coast Guard Beach Park renovation and several other park improvements are still under construction. The Recreation and Parks Department now serves residents at a resident-to-park rate better than the national average of 2,346.

3.3.1 Update the 1993 Recreation and Parks Comprehensive Master Plan.

The Recreation and Parks Comprehensive Master Plan has been updated, replacing the 1993 plan. A 10-year capital improvement plan has been submitted for review and consideration.

3.3.2 Initiate one new R&P Comp Plan priority.

A new Recreation and Parks Comprehensive Plan priority has been initiated. The recommended FY27 budget, approved by the Board in June 2026, includes a slate of capital projects such as tennis court resurfacing, Mallery Park improvements, Blythe Island Regional Park improvements, athletic field lighting upgrades, and several facility enhancements.

3.3.3 Implement Coast Guard Beach Operational Plan.

The Coast Guard Beach operational plan is complete and will remain a working document as the project advances and operational needs evolve. Construction at Coast Guard Beach Park continues, moving toward its next project milestones.

3.3.4 Increase youth participation in athletics by 20% from FY22 baseline.

The County met its goal of increasing youth athletics participation by 20% over the FY22 baseline, reaching 4,312 participants as of FY25. The FY26 goal is 4,633 participants.

3.3.5 Install an adaptive/inclusive playground at a county park.

An adaptive and inclusive playground is now open at Blythe Island Regional Park, with an official grand opening held on May 7, 2024. All County parks are inspected quarterly.

> *"The inclusive playground at Blythe Island Park. It's our first fully inclusive, fully accessible playground for kids in our community, a real big deal. … That's one of the most important things we've done."*
>
> LISA GURGANUS, RECREATION AND PARKS · ON THE NEW PLAYGROUND

3.3.6 Improve park infrastructure.

The County completed a broad set of park infrastructure improvements while continuing work on several others. Finished projects include tennis facility upgrades at Epworth Park, shade structures at the SSI Pier, restroom and bathhouse upgrades at Blythe Island Regional Park, and improvements at Demere, Ballard, and Altamaha Parks, among others. Work continues at Coast Guard Beach Park, Selden Park, and Mallery Park.

> *"The amenities need attention. New and shiny is always great, but we need to take care of what we have while planning for future growth. The last couple of years we've gotten a lot of support to do both."*
>
> LISA GURGANUS, RECREATION AND PARKS · ON PROJECTS

3.3.7 Initiate a Blythe Island Regional Park Strategic Plan.

A strategic plan for Blythe Island Regional Park has been completed and was presented to the Board of Commissioners on May 20, 2025. Operational data from the park now informs that plan: RV campground occupancy ran between 41% and 48% against a 52% target, marina boat hoists averaged 5.2 per day against a target of 7, and cost recovery stood at 23%, figures the FY27 marketing budget is intended to improve.

FIELD REPORT · SUMMER 2026

Parks in Season

Recreation and Parks continues advancing vibrant and accessible recreation and parks facilities and programs. Between the close of the plan period and the start of the new fiscal year, that work reads as a steady summer calendar.



Youth fishing event, Recreation and Parks. County parks carry the summer program calendar, from swim lessons and youth fishing to Friday Night Hoops.

Selden Park interpretive signs

Final proofs are expected by mid-July, with the project complete by late August.

Basketball

The men's 30-and-over league concluded mid-June with no issues, and Friday Night Hoops drew good crowds at every June session. Two more dates run in July.

Back to School Splash Party

Staff are planning the July 25 party at the Selden Park pool.

Summer swim lessons

The last session of the summer began this week at the Neptune and Selden pools.

Independence Day

July 4th activities across the parks were busy and plentiful. 83 employees worked more than 715 hours serving the community.

Summer Movie Series

The series kicked off with two dates in June. Two more are scheduled in July.

Fall youth sports

Registration opened July 1 and continues into early August.

FY27 capital projects

Staff are kicking off a new list of capital projects for the coming fiscal year.

3.4 Implement infrastructure improvement and preventative maintenance programs.

Public Works set up preventative maintenance programs and right of way standards while completing numerous drainage and roadway projects. Drainage rehabilitation and facilities improvements are progressing, including new fire stations, the Public Safety Multi-Use Facility, and the Juvenile Justice Center. A few efforts, such as Selden Park pedestrian access, are still in early stages.

3.4.1 Improve county drainage preventative maintenance operations from 5K LF to 40K LF annually.

Public Works staff have cleaned more than 50,000 linear feet of ditch this year. Countywide, the broader ditch maintenance program moved far more volume: over 240,000 linear feet of roadside ditch excavated and cleaned, plus more than 150,000 additional linear feet of outfall ditch cleared on the mainland.

3.4.2 Repair and rehabilitate drainage infrastructure.

Public Works and Engineering continue to replace and upgrade drainage infrastructure alongside simpler repairs and routine maintenance. Public Works has adopted cured-in-place lining, which restores deteriorated stormwater pipes by installing a resin-saturated liner inside the existing pipe, creating a new structural pipe within the old one. The method minimizes excavation and disruption to roads, landscaping, and utilities while extending the service life of the pipe. Repair locations include Shore Rush Drive, Blythe Island Drive, and several large culverts near Glynco Parkway, with more added as needs arise.

3.4.3 Improve traffic flow and safety.

Several projects to improve traffic flow and safety are complete, including McKenzie Drive and Dungeness Drive; both helped traffic around schools move better by giving buses and other vehicles additional outlets. Old Jesup Road, another major project, is underway and scheduled for completion by the end of 2026. Beyond these Public Works projects, the County is using both SPLOST and capital funds for major road improvements aimed at traffic capacity, safety, and efficiency. Several are in design, while others, such as the Glynco roundabout and the Canal Road widening, are finished. The work is ongoing, as the County continues to identify and take on transportation projects on its own and in partnership with GDOT.

3.4.4 Maintain County rights of way to a defined and accepted standard.

The Public Works Department met this standard by setting a right-of-way (ROW) maintenance approach in 2024 and 2025. The work is split between two crews, urban and rural, with a higher standard on urban roads as part of an enhanced level of service. That standard now requires edging and weed-eating, supplemented with herbicide application. Crews have been assigned to specific locations, and the County has purchased new equipment and will continue to do so.

3.4.5 Improve community pedestrian access to Selden Park.

The City of Brunswick is meeting with GDOT to finalize plans for the pedestrian access improvements.

3.4.6 Improve County facilities infrastructure.

Twelve County facilities fall under this initiative, and eight are complete. Some completed projects include upgrades to Fire Station 2 and a carport at Office Park. The remaining four, including the Juvenile Justice Center and the Emergency Operations Center, are expected to move into construction over the next six months. These facilities will help meet the needs of a growing Glynn County for decades to come.

> *"...we've got to weigh the needs against the wants and figure out what's really going to keep people safe. That should drive our decisions."*
>
> JASON HAGEN, PROJECT MANAGEMENT · ON INFRASTRUCTURE

TOWARD 2027–2030

Looking Forward

The 2023–2026 Strategic Plan gave Glynn County a clear set of standards to work toward, and most of them were met. Goal leads and department heads are ready to begin drafting the next cycle. This section outlines a few of the priorities and projects likely to carry into the 2027–2030 Strategic Plan.



FIGURE 2 *Coast Guard Beach Park renovation in progress, one of the projects carrying into the next plan period.*

Carrying Forward

> *"You have to set those goals, and you have to balance them with the needs of the entire community."*
>
> CHAIRMAN NEAL

Several areas of work are continuous by nature and will carry into the 2027–2030 cycle as sustained priorities:

Traffic and road improvements: continued investment in roadway capacity, safety, and resurfacing across the County.

Drainage: ongoing repair, rehabilitation, and preventative maintenance of stormwater and drainage infrastructure.

Recreation and parks improvements: continued upgrades to parks, facilities, and programming Countywide.

Public safety: sustained recruitment and retention, community engagement, accreditation, and emergency preparedness.

TOWARD 2027–2030

Emerging Priorities



FIGURE 3 *The Glynn County Board of Commissioners, who set the priorities that will shape the next strategic plan.*

Beyond the County's continuing work, several newer and more specific efforts have surfaced in County discussions as potential focus areas for the next plan. None has been formally approved or funded; they are noted here to signal where future attention may be directed.

1	**Library Master Plan**	Long-range planning for the County's library facilities and the services they provide to residents.
2	**Pinova / Hercules Site Redevelopment**	Future reuse and redevelopment of the former industrial property near Brunswick.
3	**St. Simons Island Casino Renovation**	Improvements to the historic Casino building, a long-standing island landmark.
4	**Courthouse Renovation & Expansion**	Modernization and expansion of County courthouse facilities to meet the demands of a growing community.

> *"For any government entity, just like any business, if you don't have a strategic plan in place with mission, vision statements, values, and then an operational roadmap for staff to follow, you're never going to grow.*
>
> — BILL FALLON, COUNTY MANAGER

VOICES FROM THE COUNTY

In Their Words

"We've gone from ancient technology... to this generation. We're caught up now. People can apply online, do things online, sign things online, and we never had that before."

TAMARA MUNSON · CFO AND CAO

"I think the plan needs to address funding for growth to serve what the future population looks like, and it needs to continue addressing public safety being prepared for those risks..."

VINNY DICRISTAFALO · FIRE CHIEF

"They'll never know the sleepless nights and the dedication the people the county employs have... I've got a girl who's worked for us for 31 and a half years, and she's ill right now... because it's year-end, she's forcing herself to work."

JUDY DUNNAGAN · FINANCE

"Public Works is a first responder, and I think we sometimes get left off that list... We're first boots on the ground and last to leave."

SEAN ROBINSON · PUBLIC WORKS

"... when I think about promoting public safety, promoting Glynn County, our image, our brand, I think about positive interactions. We're constantly looking for opportunities to meet our community in a positive light."

BRYAN SIPE · POLICE CHIEF

"Every decision we make now, we can't go back on years from now, particularly with rezones."

STEFANIE LIEF · PLANNING & ZONING

"I think we have to look at growth first and foremost. The growth is coming; people have found us, the way they found Savannah and Jacksonville before, and we sit right between them. We are going to be in that growth corridor. The question is what we're doing to prepare for it, because hiding our heads in the sand would be foolish."

WAYNE NEAL · CHAIRMAN

"It's a real-life impact on people's lives. Now they don't have to worry about their house getting destroyed or flooded, and you can already see, when we have storms, how it's helping. Hearing the praise and getting feedback from people: it may not be the hardest project we've worked on, but it's the most rewarding."

JASON HARTMAN · ENGINEERING

"One of the things that we've really started working on is making sure that the HR office is not looked at like the principal's office. That when people come to see us... it's an open, friendly, warm, welcoming environment; that we're not here to necessarily be the disciplinarian."

TONYA MORAN · HUMAN RESOURCES

"You've got to hold people accountable. Sometimes you have to have the difficult conversations."

RESDEN TALBERT · PROCUREMENT

REFLECTIONS

Lessons Learned

What we learned from the 2023–2026 plan, and what to improve next time.

What Worked Well

"SPLOST absolutely changed the fire department here in Glynn County. It built two stations and provided multiple fire apparatus and equipment that we didn't have to use the operational or capital budgets for."

VINNY DICRISTAFALO, FIRE CHIEF

"But something that's been really good is expanded community preparedness training, where we started our community emergency response team ... the CERT program."

ANDY LEANZA, EMERGENCY MANAGEMENT AGENCY

"We've connected with the community through the building process and permitting our inspections, going out and meeting the builders, the homeowners doing their own work, and all of us being on the same page when it comes to the building code and what's required and these inspections."

DAVE CARVER, BUILDING AND INSPECTIONS

Challenges

"...customer service is something you never, like 100%, can check the box on and say it's done. It's an ongoing culture and an ongoing initiative that we'll have to keep working at forever..."

TAMARA MUNSON, CFO AND CAO

"...you put so much effort into something, you want to be proud of it and you want the community to be proud, and there's no response. We've got to figure out ways to get that engagement so people see we're being good stewards of their tax dollars."

JASON HAGEN, PROJECT MANAGEMENT

"A strategic plan we can get done in a month, but AI changes daily right now. We actually have a grant that's going to help us write it, and even with that we don't know where the end game is. Five years from now it'll look completely different."

DAVID WEST, INFORMATION TECHNOLOGY

Recommendations

"So our goal here in communications will always be: we're going to be the trusted source of information, whether that's the website, whether that's our social media platforms, or our partnerships working with our local media."

BRITTANY DOZIER, COMMUNICATIONS

"Whether it's in our Recreation and Parks Department, our Public Services Department, or our police and fire, everything we do ought to be centered around serving the public."

JUDY DUNNAGAN, FINANCE

"Now it's up to us to develop new objectives and new initiatives that take it to the next step. That future is going to be growth: managing it, being smart with our ordinances, and balancing homes with more business."

BILL FALLON, COUNTY MANAGER

A CLOSING WORD

Notes from the Editors

As the interns who compiled this report, we want you to hear directly from us about what this Strategic Plan means and the people who make it all happen. A quick word from both of us below:

From Cohen Coolidge

Being able to highlight what's been accomplished in Glynn County over the past four years has been an eye-opening experience. Over the course of this project, Nala and I spoke with more than 20 of the people who keep the County running day to day, and we came away understanding far more about the projects, maintenance, and challenges that shape how it operates. I've lived here my entire life, yet I was largely unaware of how much goes on behind the scenes and how much effort goes into making Glynn County a place where residents and visitors want to be. We hope this writeup, alongside the next Strategic Plan, stands as a testament to that work.

Cohen Coolidge
Intern, County Manager's Office

From Nala Reimler

Stepping into this role has taught me a lot about my hometown. The department heads and goal leads that Cohen and I interviewed were eager to share what they have accomplished over the past four years. There is so much that goes on here, much more than the public realizes, and I hope that is reflected in the writeup.

I'm excited to see the adoption of the next Strategic Plan as Glynn County continues to grow and moves closer to a population of more than 90,000. I've come to realize how important it is for us to have the proper roads, infrastructure, and much more to meet the needs of our community. I hope readers come away with an understanding of the Strategic Plan's importance in meeting today's needs while preparing for the future.

Nala Reimler
Intern, County Manager's Office

GLYNN COUNTY

GEORGIA

Strategic Plan 2023–2026

Implementation Report



Bloody Marsh, St. Simons Island - Bubba73 (Jud McCranie) / Wikimedia Commons, CC BY-SA 4.0