

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
	Plan	Strategic Plan 2023-2026	■ On Track	01/02/2023	12/31/2026	Stay between baseline of 0% and target of 100%	67.86%	03/04/2024	Tonya Moran		The public invited to Open Houses on the topic on March 12th & March 13th, 2024
1	Goal	1. Cultivate a culture of service excellence.	■ On Track	09/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	86.21%	04/02/2024			On Track. See Objective and Initiative Updates.
1.1	Objective	1.1 Develop and implement a system to measure internal and external customer satisfaction.	■ On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	81.71%	08/13/2025	Tamara Munson		Continuing to roll out surveys throughout the departments
1.1.1	Initiative	1.1.1 Design internal and external surveys to gauge customer satisfaction with selected internal service and external service departments.	■ Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	91.82%	02/09/2026	Judy Dunnagan		Both internal and external surveys have been done and have been successful with continued positive results.
1.1.1.1	Activity	1.1.1.1 Create internal surveys for Information Technology Department.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100%	02/07/2024	David West		
1.1.1.2	Activity	1.1.1.2 Create internal surveys for Human Resources Department.	■ On Track	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	90%	06/30/2026	Tonya Moran		7/16/26: An employee Career Advancement survey is being considered as part of the development of the implementation of Career Ladders.
1.1.1.3	Activity	1.1.1.3 Create internal surveys for Finance Department.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100%	12/31/2025	Judy Dunnagan		Surveys have been created and launched.
1.1.1.4	Activity	1.1.1.4 Create internal surveys for Procurement Division.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100%	03/31/2026	Resden Talbert		Internal surveys have been created and successfully implement for Procurement related activities.
1.1.1.5	Activity	1.1.1.5 Create internal surveys for Licensing & Compliance Division.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100%	02/02/2026	Cristee Kinstle		Internal surveys went live in Q1 of 2026. Surveys measure internal users' experience with the See, Click, Fix Customer Service portal.

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1.1.1.6	Activity	1.1.1.6 Create external surveys for Finance Department.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	12/31/2024	Judy Dunnagan		External surveys were created and sent out to all of our AP vendors to determine interest in ACH payments. We are collecting that data now and sending out information to sign up for ACH payments.
1.1.1.7	Activity	1.1.1.7 Create external surveys for Procurement Department.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	08/12/2025	Resden Talbert		External surveys have been created for the Procurement Department and are now being incorporated into the Procurement process.
1.1.1.8	Activity	1.1.1.8 Create external surveys for Human Resources Department.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	07/16/2026	Tonya Moran		An external survey is being developed to share with the local higher education and employment agencies regarding the services and communications of the County HR department.
1.1.1.9	Activity	1.1.1.9 Create external surveys for Licensing & Compliance Division.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	12/31/2025	Cristee Kinstle		External surveys are issued as part of the closure process for Open Records Requests. Feedback has been 100% positive.
1.1.1.10	Activity	1.1.1.10 Create external surveys for Community Development Department.	■ Off Track	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	20% 	02/07/2025			Surveys have been created - working with data analyst to determine methods for survey distribution and data collection.
1.1.1.11	Activity	1.1.1.11 Create external surveys for recreation department.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	04/01/2025	Lisa Gurganus		Surveys have been created and gathering responses.
1.1.2	Initiative	1.1.2 Tie results of surveys to department-wide performance measures, recognize and reward success, and implement service recovery plans to improve performance.	■ On Track	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	75% 	12/31/2025	Tamara Munson	1	Performance measures are evaluated during quarterly coaching sessions and annual performance reviews with the focus on achievements.

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1.1.3	Initiative	1.1.3 Design performance reviews to incorporate goals & objectives of the strategic plan.	■ Achieved	07/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	100% 	02/08/2026	Tonya Moran		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. With the upcoming development of the 2027–2030 Strategic Plan, the currently used Performance Reviews will be reviewed and updated to ensure alignment with the Board's goals and objectives.
1.1.4	Initiative	1.1.4 Implement measures to track service delivery times and develop standards across departments.	■ On Track	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	60% 	12/31/2025	Tamara Munson	1	Several departments have established service delivery times and have developed standards.
1.1.4.1	Activity	1.1.4.1 Evaluate workflow process for each division or service delivery area and establish standard turnaround service delivery threshold times for each process.	■ On Track	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	55% 	12/31/2025	Tamara Munson	1	Multiple departments including Licensing & Compliance, Finance, HR and Community Development have established service delivery times and thresholds and are tracking performance.
1.1.4.2	Activity	1.1.4.2 Identify or create reports for tracking service delivery times and establish management expectations for analysis, reporting and coaching/feedback.	■ On Track	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	65% 	12/31/2025	Tamara Munson	1	Several departments are now tracking service delivery times as a part of their performance measures.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
1.2	Objective	1.2 Establish employee advancement, recognition, training, hiring and retention programs to develop and retain high-quality employees.	■ On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	81.04% 	02/02/2024	Tamara Munson		Multiple initiatives in progress to achieve this objective.
1.2.1	Initiative	1.2.1 Invest in employee training, growth, and development	■ On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	107.5% 	02/02/2024	Tamara Munson		Multiple initiatives in progress to achieve this objective.
1.2.1.1	Activity	1.2.1.1 Create an internal leadership development program to promote growth and succession planning	■ Achieved	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	100% 	06/30/2026	Tonya Moran		- In June 2026, the Manager and Supervisor Paycom training was successfully completed by all staff in those roles. - The Emerging Leaders Program which has at least one selected employee from each department continues to meet quarterly for internal leadership training. - HR will be visiting all departments in the Fall of 2026 to review specific Manager / Supervisor level policy responsibilities.
1.2.1.2	Activity	1.2.1.2 Create and facilitate service excellence program required for all employees	■ On Track	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	155% 	02/08/2026	Tonya Moran	1	With the refresh of the County's branding completion, the HR Team will be working with the Communications Department to finish the development and rollout of the program by end of Q2 2026.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
1.2.1.2.1	Tactic	1.2.1.2.1 Develop an acronym related to service excellence – example: Glynn CARES – Communications, Accountability, Responsiveness, Empathy, Solution	■ On Track	06/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	30% 	06/30/2026	Brittany Dozier		This item remains in the early development phase. HR has continued exploring different acronym options and is still working to identify one that fits well for staff and aligns with the County's updated brand style. Once an acronym is finalized, Communications will support the rollout and related materials. Progress is steady but still in the research stage.
1.2.1.2.2	Tactic	1.2.1.2.2 Provide swag that keeps the acronym front and center for all employees, offices.	■ On Track	07/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	25% 	06/30/2026	Brittany Dozier		During this period, progress on this item has stayed in the early research phase. HR has been exploring different acronym options, and once a final version is selected, we'll move forward with developing branded swag that fits the County's updated style.
1.2.1.2.3	Tactic	1.2.1.2.3 Develop a service excellence training program that incorporates the acronym and set up requirements for all employees to attend – incorporate into annual training – conflict resolution, communication skills, listening skills, etc.	■ On Track	07/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	25% 	02/09/2026	Tonya Moran	1	HR is finalizing the presentation of the acronym recommendation which is a refresh of one that may be familiar to long-term employees. More to come at the Employee Picnic in April 2026.
1.2.1.2.4	Tactic	1.2.1.2.4 Top down approach – incorporate into the culture from commissioners to management to employees.	■ On Track	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	50% 	02/09/2026	Tonya Moran	1	Ongoing efforts to discuss and emphasize the Board of Commissioners Strategic Plan mission, vision and values through leadership programs, community engagement and internal / external transparency.

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1.2.1.2.5	Tactic	1.2.1.2.5 Rewards program where points can be turned in for time off, rewards, enter to win.	■ On Track	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	25% 	02/08/2026	Tonya Moran	1	With the refresh of the County's branding completion, the HR Team will be working with the Communications Department to finish the development and rollout of the program by end of Q2 2026.
1.2.1.3	Activity	1.2.1.3 Develop a coaching & mentoring program for employees.	■ On Track	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	75% 	02/08/2026	Tonya Moran	1	The mentoring programs of Administrative Professionals Network and Emerging Leaders for manager, deputy and division chief level leaders are ongoing. The third of the three targeted areas remaining is a Supervisor-level initiative. HR / Chief of Staff / Assistant County Manager are working together on plans to present a program for this level staff to the County Manager by the end of Q2.
1.2.1.3.1	Tactic	1.2.1.3.1 Administrative Professionals Network	■ Achieved	08/22/2024	05/22/2025	Stay between baseline of 0% and target of 100%	100% 	11/18/2024	Tonya Moran		Program is up and running successfully.
1.2.1.3.2	Tactic	Emerging Leaders	■ Achieved								
1.2.1.4	Activity	1.2.1.4 Maintain tuition reimbursement program to develop and train future leaders.	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	02/01/2024	Tonya Moran		Added back to the budget in FY24 and have completed the first semester of reimbursements for our employees to further their education.

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1.2.2	Initiative	1.2.2 - Review and enhance the compensation and classification plan.	■ On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	75%	08/13/2025	Tamara Munson		The public safety pay plans have been implemented, a market pay analysis is underway and the non-public safety pay plans classification and compensation plan is currently under review for updates. Expected completion in September 2025.
1.2.2.1	Activity	1.2.2.1 Perform full scale review of career track programs and build career pathways to provide advancement and professional development.	■ On Track	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	25%	06/30/2026	Tonya Moran		Contact has been made with UGA Carl Vinson Institute regarding using their resources and recommendations for development of this initiative.
1.2.2.2	Activity	1.2.2.2 Address employee compression pay issues and develop step and grade salary structure for Public Safety Departments.	■ Achieved	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100%	11/18/2024	Tamara Munson		Complete
1.2.2.3	Activity	1.2.2.3 Complete a market pay analysis study every three years.	■ Achieved	07/01/2024	10/31/2025	Move from baseline of 0% to target of 100%	100%	02/08/2026	Tonya Moran		Condrey and Associates, consultants for the Compensation and Classification Study, completed the 2025 market pay analysis.
1.2.3	Initiative	1.2.3 Build employee engagement and comradery through employee centered activities, recognition and benefits programs.	■ On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	41.67%	02/02/2024	Tamara Munson		Multiple activities planned to achieve this initiative.

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1.2.3.1	Activity	1.2.3.1 Create employee recognition program with incentives and public recognition tied to customer satisfaction measurement program to recognize service excellence.	On Track	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	50%	02/08/2026	Tonya Moran	1	The Business Analyst, Chief of Staff, HR and Communications Departments will be working together to complete this initiative by the end of the calendar year. Recent strides have been an Employee Newsletter that includes a "Spotlight on Staff" section but also an Employee Recognition form so fellow staff can share when they experience teammates providing excellent service.
1.2.3.2	Activity	1.2.3.2 Create an engagement calendar with offered classes, training, fun, team building, inter-departmental activities.	On Track	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	75%	02/08/2026	Tonya Moran	1	HR plans to utilize the Monthly Employee Newsletter to share information on upcoming events. Since the newsletter is part of Paycom each employee will have easy access to review dates and information on their mobile devices.
1.2.3.3	Activity	1.2.3.3 Enhance health & wellness program for employees	Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	0%	06/30/2025	Dwayne Pollock (Deactivated)		New Health and Wellness Program, "GlynnWell," was created in December 2024. The new EAP program includes unlimited counseling and referrals, coaching, crisis intervention, community resources, financial/legal services, ID theft monitoring, work-life materials, and the Life Advisor Well-being portal.
1.2.4	Initiative	1.2.4 Update and streamline the job application and hiring process to enhance the applicant experience.	Achieved	01/01/2023	12/31/2023	Move from baseline of 0% to target of 100%	100%	04/26/2024	Tonya Moran		Streamlined the regular application to 8 pages and GCPD application to 4 pages. Moving to a new HRIS platform to streamline the recruitment and selection processes.

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1.2.4.1	Activity	1.2.4.1 Revise the Police Department application process	■ Achieved	08/04/2024	11/30/2024	Move from baseline of 0% to target of 100%	100% 	11/18/2024	Dwayne Pollock (Deactivated)		Completed
1.2.4.2	Activity	1.2.4.2 Implement the Paycom application process for all County departments	■ Achieved	08/01/2024	06/30/2025	Move from baseline of 0% to target of 100%	100% 	06/30/2025	Tonya Moran		Paycom applicant tracking is live.
1.3	Objective	1.3 Increase access to online applications, data, reports, and payment methods to increase transparency and improve efficiencies and the citizen experience.	■ On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	95.83% 	02/02/2024	Tamara Munson		Multiple new technologies have been implemented, are currently being implemented, or are planned for the future.
1.3.1	Initiative	1.3.1 Evaluate all processes throughout departments to identify areas for improvement, enhanced efficiencies and ease of use.	■ On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	90% 	06/30/2025	Tamara Munson	1	We continue to address areas for improvement as they are discovered and strive to provide more user friendly systems with top level customer service throughout the departments.
1.3.2	Initiative	1.3.2 Evaluate fee schedules to eliminate electronic payment transactions charges and encourage online payment methods.	■ Off Track	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	85% 	06/30/2026	Judy Dunnagan		In contract negotiations.
1.3.3	Initiative	1.3.3 Develop SPLOST reporting to enhance public access to project information.	■ Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	02/07/2024	Tamara Munson		Completed SPLOST page design and reporting on website through OpenGov & Achieve It
1.3.4	Initiative	1.3.4 Develop interim financial reports accessible to the public and post link to website.	■ Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	01/17/2024	Tamara Munson		Completed development of interim financial reports. Link posted to Finance Department page and accessible to citizens. Data updated nightly.

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1.3.5	Initiative	1.3.5 Create easy access to information for citizens through standardized reporting of performance measures.	 Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	11/18/2024	Tonya Moran		Performance Measures reported and visible to Commissioners and Public
1.3.6	Initiative	1.3.6 – Implement technological process improvements to provide citizens with online access to submit, follow up, communicate, track and receive information from Glynn County.	 On Track	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	06/30/2025	Tamara Munson		We continue to implement multiple systems for process improvements for citizens and staff.
1.3.6.1	Activity	1.3.6.1 Implement Next Request to administer and track open record requests, accept payments and communicate with requestors. - Green	 Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	02/07/2024	Tamara Munson		Achieved and successful!
1.3.6.2	Activity	1.3.6.2 Implement Cartograph to administer and track citizen requests and work orders for Public Works.	 Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	05/28/2024	Danny Smith		Cartograph implemented and in use
1.3.6.3	Activity	1.3.6.3 Implement See-Click-Fix to gather information from citizens with requests for services, such as improperly placed signs or fallen tree limbs, and track that request from receipt to completion.	 Achieved	01/01/2023	12/31/2024	Move from baseline of 0% to target of 100%	100% 	12/31/2025	Cristee Kinstle		Since implementation in April 2024, we have processed 32,855 requests in the See, Click, Fix portal.
1.3.6.4	Activity	1.3.6.4 Implement OpenGov to accept and administer Community Development related applications and processes, such as building inspections, code enforcement and zoning requests.	 Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	02/07/2024	Tamara Munson		Implemented and in use successfully.

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1.3.6.5	Activity	1.3.6.5 Implement OpenGov to accept and administer Compliance related applications and processes, such as business licenses, golf cart permits, and alcohol licenses	 Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	02/07/2024	Tamara Munson		OpenGov implementation for PLC completed successfully.
1.3.6.6	Activity	1.3.6.6 Build online interactive budget book that can be updated annually and submit to GFOA for budgetary awards program.	 Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	03/02/2024	Tamara Munson		Completed
1.3.6.6.1	Tactic	1.3.6.6.1 Integrate Strategic Plan Goals, Objectives and Performance Measures from AchieveIt to online budget book.	 Achieved	01/01/2023	12/31/2024	Move from baseline of 0% to target of 100%	100% 	02/10/2025	Tamara Munson		Strategic Plan Goals, Objectives and Performance Measures have been integrated from AchieveIt into the online budget book for FY25
1.3.6.7	Activity	1.3.6.7 Identify and implement new Human Resources and Payroll Processing System	 Achieved	07/01/2024	12/31/2025	Move from baseline of 0% to target of 100%	100% 	06/30/2025	Tonya Moran		Payroll, timekeeping, learning system, application tracking and performance management applications are fully implemented. We are 90% complete with the annual performance review module which will be fully implemented by the end of September. Expense reimbursement module will be implemented in 2026.
1.3.6.7.1	Tactic	1.3.6.7.1 Performance review redevelopment	 Achieved	11/03/2024	06/30/2025	Move from baseline of 0% to target of 100%	100% 	02/06/2026	Tonya Moran		All departments reporting to the County Manager have implemented annual evaluations through Paycom. Elected and Board administered departments are able to participate as desired. Some have begun implementing this option.

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1.3.6.7.2	Tactic	1.3.6.7.2 Learning system implementation.	 Achieved	11/03/2024	06/30/2025	Move from baseline of 0% to target of 100%	100% 	06/30/2025	Tonya Moran		As part of our transition to the Paycom system, we are continuing to refine and build out new modules to help drive efficiency across Glynn County. We have successfully launched Paycom Learning, which contains hundreds of courses across a wide array of topics, many of which are available to employees in a self-lead format so that they can learn and develop at their own pace.
1.3.6.7.3	Tactic	1.3.6.7.3 Payroll & timekeeping	 Achieved	07/01/2024	11/30/2024	Move from baseline of 0% to target of 100%	100% 	11/18/2024	Judy Dunnagan		Payroll implementation was completed early September 2024.
1.3.6.7.4	Tactic	1.3.6.7.4 Expense reimbursements.	 Achieved	11/03/2024	12/31/2025	Move from baseline of 0% to target of 100%	100% 	09/30/2025	Judy Dunnagan		The payroll piece has been implemented with much success as we are going strong in year two.
1.4	Objective	1.4: Develop internal and external communication guidelines and standards.	 On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	86.25% 	02/02/2024	Tamara Munson		Implementation phase.
1.4.1	Initiative	1.4.1 Develop uniformity and standards in communications & materials.	 On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	95% 	11/17/2024	Brittany Dozier		email sig rollout dec 2 thru dept heads

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1.4.1.1	Activity	1.4.1.1 Rebrand development for Glynn County	On Track	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	90%	06/30/2026	Brittany Dozier		Since the last update, we advanced the County's brand refresh by hosting two Lunch & Learns in June 2026 to walk directors and administrative staff through the updated branding guidelines. On July 1, we rolled out the new standardized County email signature along with updated branded materials, including PowerPoint templates, letterheads, and document templates, to support a consistent internal transition. Departments are now implementing the new logo as it becomes practical within their existing budgets. With these major internal components in place, the activity is substantially complete and remains on track for final public rollout on February 5, 2027.
1.4.1.2	Activity	1.4.1.2 Standardize email signatures throughout the organization	Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100%	11/17/2024	Brittany Dozier		Roll out to begin with Dept heads on Dec 2

1.4.1.1

Activity

1.4.1.1 Rebrand development for Glynn County

On Track

10/01/2023

12/31/2026

Move from baseline of 0% to target of 100%

90%

06/30/2026

Brittany Dozier

Since the last update, we advanced the County's brand refresh by hosting two Lunch & Learns in June 2026 to walk directors and administrative staff through the updated branding guidelines.

On July 1, we rolled out the new standardized County email signature along with updated branded materials, including PowerPoint templates, letterheads, and document templates, to support a consistent internal transition.

Departments are now implementing the new logo as it becomes practical within their existing budgets.

With these major internal components in place, the activity is substantially complete and remains on track for final public rollout on February 5, 2027.

1.4.1.2

Activity

1.4.1.2 Standardize email signatures throughout the organization

Achieved

01/01/2023

12/31/2026

Move from baseline of 0% to target of 100%

100%

11/17/2024

Brittany Dozier

Roll out to begin with Dept heads on Dec 2

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1.4.1.3	Activity	1.4.1.3 Create standardized PowerPoint templates, letterhead, business cards, etc.	■ On Track	08/01/2024	12/31/2026	Move from baseline of 0% to target of 100%	95% 	06/30/2026	Brittany Dozier		Over this period, we finalized and rolled out the County's standardized materials, including updated PowerPoint templates, letterhead, document templates, and the new countywide email signature. These resources are now available for all departments, supporting a consistent look and feel across internal and external communications. With the full suite of materials in place, this activity is nearly complete and only requires ongoing departmental adoption as they transition to the new brand.
1.4.2	Initiative	1.4.2 Redesign County website.	■ Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	09/08/2025	Brittany Dozier		Website is set to launch on 8/20/2025
1.4.2.1	Activity	1.4.2.1 Mobile Optimization of website	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	12/31/2025	Brittany Dozier		Final mobile refinements were completed following the website launch. High-traffic pages were reviewed for responsiveness and readability on smaller screens, and all identified issues were resolved. Mobile optimization for the redesigned site is now fully implemented.
1.4.2.2	Activity	1.4.2.2 Verify website links accurately display Dept. contact information and redirect to expected site / address	■ Achieved	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	06/30/2025	Brittany Dozier		All links have been reviewed after content migration for the new county website. Pages have gone through multiple rounds of testing to ensure all pages/links redirect to the correct page.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
1.4.2.3	Activity	Build new website	■ Achieved	05/01/2024	06/30/2025	Move from baseline of 0% to target of 100%	100% 	12/31/2025	Brittany Dozier		After the new county website launched on 8/20/2025, staff completed routine post-launch refinements from October through December. Work included updating content, reviewing analytics, addressing user feedback, and ensuring the site continued to perform as expected.
1.4.3	Initiative	1.4.3 Develop internal quarterly newsletter to improve communications.	■ Achieved	01/01/2025	12/31/2026	Move from baseline of 0% to target of 100%	100% 	02/10/2025	Brittany Dozier		1st Quarter newsletter completed and published to staff.
1.4.4	Initiative	1.4.4 Create an internal employee directory with job titles, email addresses, phone numbers, pictures, what they do.	■ On Track	11/05/2023	06/30/2027	Move from baseline of 0% to target of 100%	50% 	12/31/2025	Tonya Moran	1	This initiative is still a work in progress. We are finalizing the position management portion of the new HRIS system and the directory portion will be completed by end of the calendar year.
2	Goal	2. Promote and ensure a safe Glynn County through community engagement, education, and preparedness.	■ On Track	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	33.33% 	04/30/2024			Community engagement through on going meetings and town hall events

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.1	Objective	2.1: Engage with the community to continually encourage and promote public safety.	■ On Track	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	0% 	01/12/2026	Bryan Sipe		Community Engagement Events Attended in CY25: Golden Isles Women's Republican – 1/13 MLK Annual Empowerment Breakfast – 1/17 MLK Day Parade – 01/20 Family Det. Program w/ Crime Scene Tech Demo – 2/4 Presbyterian Church Preschool Demonstration – 2/14 Super Bowl Parade (Darius Slay) - 2/22 Bridging the Divide Collaborative Conversations – 3/3 GC Parks & Rec. Opening Day Ceremony - 3/22 Rotary Club Honor Guard – 4/08 Altama Elementary (Community Helper Day) - 4/25 First Friday – Motorcycle Unit Launch – 5/02 Blue Angels Air Show - 5/18 - 5/19 Community Car seat Check – YMCA – 6/6 Community Bike Patrol – 6/7 Girl Scout Field Day – 6/9 Georgia K9 Foundation – 6/30 July 4th Golf Cart Parade – 7/4 Golden Isles Gymnastics Summer Camp – K9 – 7/18 Glynn County Youth Academy – 7/28 - 8/1 Touch a Truck – 8/1 Brunswick Shrine Club/First Friday – 8/1 Hands Across the Border – 8/27 9/11 Memorial Ceremony – 9/11 Battle of the Badges – 9/30 National Night Out –



#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
											10/7 Golden Isles Career Academy Public Safety Class Presentation – 10/8 Blessing of the Fleet Ceremony – 10/10 Trunk or Treat – 10/23 Citizen’s Academy – 10/14 - 11/18 GA/FL Weekend – 10/31 Veteran’s Day Ceremony – 11/11 Stop the Violence Event (McIntyre Court) – 11/22 Tour de Grinch – 12/02 - 12/18 Christmas Parade at Pier Village – 12/6 Shop with a Cop – 12/13 Salvation Army Fundraiser – 12/19 Boys & Girls Club with K9 Team – 12/22

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.1.1	Initiative	2.1.1 Develop a comprehensive public awareness education, and preparedness plan for public safety	■ On Track	01/02/2023	12/31/2026			05/05/2026	Bryan Sipe	2	1/16/26 - Martin Luther King Breakfast 1/19/26 - MLK Parade 1/23/26 - Coffee with a Cop 1/8/2026 - Senior Citizens presentation on Financial Security at St. William Catholic Church 2/6/26 - SSI Presbyterian Church Community Helpers Month Event 2/10/26 - St. Francis School Tour 2/14/26 - Bridge Run 2/18/26 - Daughters of the Revolution Event 2/21/26 - Fort Frederica Heritage Festival 2/21/26 - Ahmaud Arbery Ride 3/28/26 - St. Simons Island Opening Day for youth baseball 3/29/26 - CommUNITY Outreach Event 4/24/26 - Coffee w/a Cop Roosevelt Harris Senior Center 5/1/26 - First Friday 5/1/26 - Community Helpers Day at Altama Elementary
2.1.2	Initiative	2.1.2 Develop a volunteer program for all public safety volunteer opportunities.	■ On Track	01/02/2023	12/31/2026			07/27/2026	Bryan Sipe		Fire Rescue has developed a citizen's fire academy scheduled for delivery October/November 2026.
2.1.2.1	Activity	2.1.2.1 Volunteer program for Fire Explorers	■ On Track					07/21/2026	Bryan Sipe		Fire Rescue has developed a Citizen's Fire Academy for delivery October 2026 and is developing a Teen Fire Academy for delivery Summer 2027.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.1.2.2	Activity	2.1.2.2 Volunteer program for EMA S&R and CERT	Achieved			Move from baseline of 0% to target of 100%	100%	05/27/2026	Andy Leanza		The Volunteer Program has been approved by the Board of Commissioners and a second CERT class has been scheduled to start on June 3rd. Monthly training sessions for volunteers are being coordinated to further volunteer engagement.
2.1.2.3	Activity	2.1.2.3 Volunteer program for Animal Control	Achieved			Move from baseline of 0% to target of 100%	100%	05/27/2026	Stephanie Oliver (Deactivated)		Volunteer program was made, # of volunteers was tracked, and # of volunteer events are tracked as well.
2.1.2.4	Activity	2.1.2.4 GCPD volunteer Citizens Police Academy	Achieved			Move from baseline of 0% to target of 100%	100%	05/27/2026	Bryan Sipe		Citizens Police Academy and Youth Citizens Academy were hosted.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.2	Objective	2.2: Recruit highly qualified professionals to serve and protect Glynn County and retain them by promoting an environment that provides continuous development of those individuals to the highest standards of performance.	■ On Track	01/02/2023	12/31/2026			07/27/2026	Bryan Sipe		Glynn County Fire Rescue recruits candidates who demonstrate alignment with the organization's core values and possess the physical ability to perform the essential functions of the firefighter position. The department leverages paid training opportunities and the County's competitive benefits package as key recruitment tools to attract strong candidates. Recently, we have seen an improvement in number of certified/licensed candidates wanting to join the organization. Retention efforts have been highly successful due to the department's positive organizational culture, commitment to continuous training and professional development, and the diverse, high-volume call environment that provides valuable experience and career growth opportunities.
2.2.1	Initiative	2.2.1 Develop a comprehensive recruiting plan for all public safety agencies to include Public Safety representation at events such as: job fairs, community colleges, veteran's organizations and high schools.	■ On Track	01/02/2023	12/31/2026			07/27/2026	Bryan Sipe	2	Fire Rescue uses social media, fire service industry websites, and in-person events for recruitment efforts. Fire Rescue has participated with career days at GICCA, CCGA, and our local high schools. Fire Rescue also uses community events, such as First Friday, as recruitment opportunities.
2.2.2	Initiative	2.2.2 Develop retention incentives.	■ Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	05/27/2026	Scott Ebner (Deactivated)		Pay plan increases and education / longevity incentives for Police and Fire approved by the BOC.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.2.2.1	Activity	2.2.2.1 Career track for employees - advancement for longevity.	Achieved	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100%	05/27/2026	Scott Ebner (Deactivated)		Multi-tier pay scale created for police officers, sergeants, lieutenants, captains, and assistant chief, which was approved by the BOC in November 2023. Multi-tier pay scale created for fire personnel, which was approved by the BOC in April 2024.
2.2.2.2	Activity	2.2.2.2 Create transparent career paths for employees.	Achieved	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100%	05/27/2026	Scott Ebner (Deactivated)		Multi-tier pay scale created for police officers, sergeants, lieutenants, captains, and assistant chief, which was approved by the BOC in November 2023. Multi-tier pay scale created for fire personnel, which was approved by the BOC in April 2024. Tier advancement is contingent upon a satisfactory performance evaluation, the completion of required training, and no major disciplinary action.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.2.3	Initiative	2.2.3 Develop incentives for recruitment and retention.	 Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	05/27/2026	Scott Ebner (Deactivated)		Police recruitment and retention incentives approved by the BOC in November 2023. Police recruitment incentives include hiring incentives for non-certified and certified officers of \$10,000 paid out over five years. An employee referral incentive of \$1,000 is eligible to current employees who refer an new hire that completes the probationary period. Retention incentives include an annual education bonus (associate's - \$1,000, bachelor's - \$2,000, and master's - \$3,000), one time longevity bonuses (five years - \$1,000, ten years - \$2,000, 15 years - \$3,000, 20 years - \$5,000), part time specialized assignments incentive added to annual salary (\$1,000 for SWAT, CVSA, and Instructor), full time specialized assignments incentive added to annual salary (\$2,500 for investigations and crime scene), county residency pay of \$300 a month, night shift differential of \$2.50 an hour (2100-0600), and bilingual incentive pay (\$1,500 added to salary).
2.2.3.1	Activity	2.2.3.1 Consider compensation for years of service separate from COLA- (Longevity Compensation).	 Achieved	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	05/27/2026	Scott Ebner (Deactivated)		One time longevity bonuses (five years - \$1,000, ten years - \$2,000, 15 years - \$3,000, 20 years - \$5,000) approved by the BOC in November 2023.

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2.3	Objective	2.3: Collaborate with government agencies, organizations, and businesses to optimize public safety and emergency preparedness.	On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	0% 	07/27/2026	Bryan Sipe	2	Fire Rescue maintains automatic and mutual aid agreements with our regional fire and EMS partners. We continue to participate in multi-jurisdictional training with Brunswick Fire Department and Jekyll Island Fire Rescue to ensure emergency response is managed in the same manner regardless of responding agency. In July 2026, we transitioned to single channel fire dispatch for the three agencies to facilitate closest-unit response and improve situational awareness of emergencies.
2.3.1	Initiative	2.3.1 Advance public safety initiatives and enhance resource support through public outreach.	On Track	01/02/2023	12/31/2026			05/05/2026	Bryan Sipe	2	09/02/25 Security Assessment Active Shooter Threat Training at Heritage Christian Academy in collaboration with GCBOE
2.3.1.1	Activity	2.3.1.1 Create opportunities for community stakeholders to participate in planning sessions, training and exercises to promote feedback when creating emergency plans and initiatives.	Achieved	01/01/2027	04/02/2030	Move from baseline of 0% to target of 100%	100% 	05/27/2026	Stephanie Oliver (Deactivated)		Coordinated with Chamber of Commerce, EMA plans, Cert classes, etc.
2.4	Objective	2.4: Provide the highest quality emergency services.	On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	04/30/2024	Bryan Sipe		

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.4.1	Initiative	2.4.1 Seek accreditation and certification standards.	 On Track	01/02/2023	12/31/2026			07/27/2026	Bryan Sipe		Fire Rescue is pursuing accreditation through the Center for Public Safety Excellence (CPSE). Under the leadership of Division Chief Brandon Lambert, Fire Rescue became a registered agency in October 2025. Fire Rescue's goal is to achieve applicant agency status late 2026. F In 2024, our Standard of Cover, Community Risk Assessment, and Community-driven Strategic Plan were developed. These documents serve as guides for accreditation objectives and initiatives. Fire Rescue accreditation is a three to five year process.
2.4.1.1	Activity	2.4.1.1 Develop a comprehensive Public Safety department plan.	 On Track	10/01/2023	12/31/2026			07/27/2026	Bryan Sipe		Fire Rescue developed a Standard of Cover, Community Risk Assessment, and internal Community-driven Strategic Plan in 2024. Progress towards goal/objective achievement is monitored by the Division Chief of Strategic Projects.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.4.1.2	Activity	2.4.1.2 Ensure staff training certifications meets industry standards.	 Achieved	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	07/27/2026	Stephanie Oliver (Deactivated)		Glynn County Fire Rescue is committed to ensuring all personnel maintain training and certifications that meet or exceed industry standards. The department supports certification and continuing education in key disciplines, including Pro Board Firefighter II, Fire Officer, Fire Inspector, Fire Investigator, Life Safety Educator, ARFF, Hazardous Materials Technician, Technical Rescue Technician, Water Rescue Specialist, Apparatus Operator, Aerial Operator, and Drone Operator, ensuring personnel are prepared to provide safe, effective, and professional emergency services.
2.4.2	Initiative	2.4.2 Develop performance measures.	 Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	05/27/2026	Stephanie Oliver (Deactivated)		Performance measures have been implemented.
2.4.2.1	Activity	2.4.2.1 Create baseline and benchmarks.	 Achieved	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	05/27/2026	Stephanie Oliver (Deactivated)		Baselines and benchmarks created
2.4.3	Initiative	2.4.3 Meet industry standards.	 On Track	01/02/2023	12/31/2026			05/05/2026	Bryan Sipe		On-going maintenance of GACP State Certification. Continue the process for CALEA Accreditation for GCPD. Numerous ongoing policy updates and revisions.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.4.3.1	Activity	2.4.3.1 Ensure equipment and programs meet industry standards.	■ On Track	10/01/2023	12/31/2026			06/30/2026	Bryan Sipe		Order the purchase of a armored vehicle for GCPD via asset forfeiture funds. Also, acquired a new Asset forfeiture program to aid in the management and oversight of asset forfeitures. Purchased new handguns (Glock Model 45) with red dot optic to improve efficiency and accuracy. Purchase of 12 new patrol vehicles to replace outdated inventory to improve safety and reduce costs. New RADARS purchased to replace old and outdated inventory in current vehicles. Faroscanner (3D crime scene scanner) purchased for criminal investigations. 87 flock cameras purchased and in the process of being installed throughout the county. Two patrol motorcycles purchased to assist with traffic enforcement in congested areas such as SSI. Four electric patrol bicycles were purchased to enhance public relations and community outreach during events, holidays, and increased tourist times as well as to be utilized for covert surveillance or enforcement operations.
2.5	Objective	2.5: Establish and maintain interactive public safety messaging and mapping systems that provide the community with accurate and timely information.	■ On Track	01/02/2023	12/31/2026			04/30/2024	Bryan Sipe		Working with County IT on new GCPD website with interactive messaging

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
2.5.1	Initiative	2.5.1 Development of public safety department websites and applications to expedite information sharing and mapping to community members.	■ Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	05/27/2026	Stephanie Oliver (Deactivated)		With the website redesign along with IAPro public facing portal and social media updates, this has been achieved.
2.5.1.1	Activity	2.5.1.1 Development of community-accessible dashboard maps that display/highlight public safety response efforts.	■ Achieved	10/01/2023	12/31/2026			06/30/2026	Bryan Sipe		IAPro public facing portal designed to take in complaints, compliments, and feedback is up and running
2.5.1.2	Activity	2.5.1.2 Expand usage of social media outlets to share accurate and timely information.	■ On Track	10/01/2023	12/31/2026			06/30/2026	Bryan Sipe		Consistent and transparent messaging via social media is ongoing through the use of social media platforms.
2.5.1.3	Activity	2.5.1.3 Utilization of IPAWS and CodeRED during emergency events to inform the public.	■ Achieved	10/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	05/27/2026	Stephanie Oliver (Deactivated)		Both IPAWS and CodeRED are continually used during emergency events for public information.
2.5.2	Initiative	2.5.2 Participation in community/neighborhood planning meetings to represent the public safety community.	■ On Track	01/02/2023	12/31/2026			05/05/2026	Bryan Sipe	2	6/26/2025 Chamber of Commerce Gala 7/1/2025 Tri Area Community Meeting
3	Goal	3. Develop a connected community where families live, work, and play.	■ On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	84.04% 	02/02/2026	Danny Smith	3	County staff are working to achieve significant success by June 30, 2027. The majority of projects are entering into construction phases with many having achieved completion or nearing completion. Multiple projects will be completed in Calander year 2026.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.1	Objective	3.1: Execute programmed infrastructure initiatives and plan for future needs.	■ On Track	01/02/2023	12/31/2026	Stay between baseline of 0% and target of 100%	79.06%	02/02/2026	Jason Hartman	3	This is an ongoing process. Many SPLOST and capital projects will be completed in 2026, with others in various stages of the design process. These are road, drainage, sidewalk, and facilities infrastructure projects
3.1.1	Initiative	3.1.1 Complete revetment program from Gould ST to Massengale Park and 10th ST to Ocean BLVD NLT SEP 25.	■ Achieved	07/01/2023	09/30/2025	Stay between baseline of 0% and target of 100%	100%	05/04/2026	Jason Hartman		January 5, 2026 - work began March 2026 - substantially complete April 2, 2026 - complete The timeline for this project is 120 consecutive days, which ends on May 6, 2026. The grant extension takes this project out to May 16, 2026.
3.1.1.1	PROJECT	SHORELINE PROTECTION PLAN IMPLEMENTATION	■ Achieved	07/01/2023	03/31/2026	Move from baseline of 0% to target of 100%	100% 	05/04/2026	Adam Cothren		The project was completed on 4/2/26, after beginning 1/5/26. All shoreline armoring was installed per plan. The original contract amount was \$2,045,730.00, with a final cost of \$1,996,015.00, resulting in a savings of \$49,715.00. Final payment has been processed and the project is closed.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.1.2	Initiative	3.1.2 Complete 10K LF (2 miles) of new sidewalks.	■ Achieved	07/01/2023	12/31/2026	Move from baseline of 0 to target of 10,000	100 	07/08/2026	Jason Hartman		As of July 1, 2026 a total of 27,798 linear feet of new sidewalks have been constructed. Canal Rd Widening 4470 LF Canal RAB 382 LF Chapel Crossing 1466 LF Mckenzie Depratter 2306 LF 4th Street Sidewalk 2200 LF North Harrington 1850 LF East Beach Sidewalk 1500 LF Demere Park Sidewalk 1100 LF Buckingham Sidewalk 795 LF Scranton Connector 2621 LF Seldon Park 5108 LF
3.1.2.1	Project Funding Source	SAINT SIMONS SIDEWALKS & TRAILS	■ On Track			Move from baseline of 0% to target of 100%	26.92% 	02/10/2026			As of February 2nd, 2026 a total of 4,450 linear feet of new sidewalks have been constructed. North Harrington 1850 LF East Beach SW 1500 LF Demere Park SW 1100 LF
3.1.2.2	Project Funding Source	MAINLAND SIDEWALKS & TRAILS	■ On Track			Move from baseline of 0% to target of 100%	54.08% 	02/10/2026			As of February 2nd, 2026 a total of 10,824 linear feet of new sidewalks have been constructed. Canal Rd Widening 4470 LF Canal RAB 382 LF Chapel Crossing 1466 LF Mckenzie Depratter 2306 LF 4th Street sidewalk 2200 LF
3.1.3	Initiative	3.1.3 Complete 33 miles of road resurfacing.	■ On Track	01/02/2023	12/31/2036	Stay between baseline of 0% and target of 100%	100%	07/08/2026	Jason Hartman		35.44 Miles of road resurfacing have been completed as of 7/1/26 (2023, 2024, & 2025 LMIG)

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.1.3.1	PROJECT	ROADWAY RESURFACING PROGRAM (LMIG) 2023	■ Achieved	03/25/2024	05/01/2026	Move from baseline of 0% to target of 100%	100% 	02/03/2026	Adam Cothren		The final pay application has been processed and this project has been closed out successfully. Completed under construction budget.
3.1.4	Initiative	3.1.4 Reestablish a Memoranda of Agreement with GSWCC to be able to review and approve plans under their program for E&S permits in Glynn County.	■ On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	75% 	02/09/2026	Jason Hartman	3	GSWCC conducted an inspection in December 2024. Glynn County passed the inspection and was approved by the SWCD on 02/18/2025 for Glynn County to be able to review LDA plan submissions in conjunction with GSWCC for the first 6 months which will then evolve to Glynn County being able to review LDA plan submissions under the supervision of GSWCC for the next 6 months. GSWCC implemented this process with Glynn County on 10/28/2025. The GSWCC stated that they would be in contact with Glynn County for a status update on the co-plan review process at the end of January 2026. Glynn County has attempted to contact GSWCC during the first week of February for the update.
3.1.5	Initiative	3.1.5 Initiate Strategic Infrastructure Projects	■ On Track	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	41.25% 	02/10/2026	Jason Hartman	3	20 new Capital Projects have been added to the FY26 budget that include drainage, facility, and road improvements throughout Glynn County.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.1.5.1	PROJECT	📍 CANAL ROAD WIDENING	Achieved	09/01/2018	01/15/2025	Move from baseline of 0% to target of 100%	100%	04/30/2025	Adam Cothren		The Project is complete and the Final Pay app has been processed and closed out. The project is substantially complete. The contractor has placed the final lift of asphalt on all lanes and temporary striping has been applied. The traffic lighting subcontractor has installed the traffic loops and modified the existing signal per plan. All lanes have been opened to traffic. GCES and the contractor are working through punch list items. Permanent striping should be installed the week of 5/5/25. The contractor has hydroseeded the project site and we are awaiting stabilization before removing the E&S BMPs.
3.1.5.2	PROJECT	📍 FREDERICA AND SEA ISLAND INTERSECTION IMPROVEMENTS	Off Track			Move from baseline of 0% to target of 100%	23%	07/07/2026	Jason Hartman		The project is in the final design phase. Property acquisition is ongoing as well as utility relocations. Once further completion of property acquisition and utility coordination takes place, the plans can be finalized. It is anticipated that this project will not be let for construction prior to late 2026.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.1.5.3	PROJECT	⌂ CANAL ROAD @ GLYNCO PARKWAY IMPROVEMENTS	Achieved	07/01/2023	03/15/2026	Move from baseline of 0% to target of 100%	100%	02/03/2026	Adam Cothren	1	This project has been substantially completed. Final striping and signage has been installed. The pedestrian rapid flashing beacon has been replaced. The contractor has addressed the majority of the punch list items. Glynn County Engineering staff has asked the contractor to add an additional storm drain inlet in the area closest to Nadine Hill subdivision. Once this work is complete, the final pay application will be processed. This project will be substantially under the construction budget.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.1.5.4	PROJECT	SSI GATEWAY TRAFFIC IMPROVEMENTS	On Track	10/01/2023	01/01/2028	Move from baseline of 0% to target of 100%	22.5%	07/07/2026	Jason Hagen		Overall status: On track / active — design revisions and permitting underway; one ROW research item open (Gascoigne). Firms: Moffatt & Nichol (design), Thomas & Hutton (PM/review), RLC (permitting sub-consultant) Design 90% plans received May 1, 2026. In-person 90% plan review held June 9; T&H issued comments June 11, and M&N is working revisions. Final plans have slipped from the April 30 milestone — M&N is preparing a change order and revised schedule, with final delivery now targeting Fall 2026, possibly Q1 2027. Permitting Wetland permit submittal targeted for June 30, 2026 (or earlier); if the July 1 deadline can't be met, T&H is prepared to re-survey the wetland. Archeology fieldwork is complete with the report expected mid-June for Corps re-submission. County is moving forward with RLC leading the permitting effort (approved by BOC via change order; RLC contracted through M&N) — RLC's sub-consultant cost proposal to M&N is pending status. Opportunities to reduce wetland impacts remain under review, and erosion control plans are to be submitted to the County ahead of EPD submission. Right-of-Way

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
											R/W consultant NTP was January 22; the R/W schedule for the first eight parcels was set for June 19. Remaining appraisals/cost-to-cure for Parcels 4, 12, and 33 are complete, with the updated link provided to the County June 12. County has engaged a review appraiser for select parcels (4–5 weeks) and has a second appraisal in progress. JWSC Coordination JWSC to be included in the project. M&N provided survey control to the County June 9 and will issue a change order for the additional design scope with an updated schedule. Gascoigne Retaining Wall / ROW (new – July 1–2 email thread) A right-of-way discrepancy is being researched on the Gascoigne parcel. M&N's surveyor relied on the recorded plat (Book 18, Page 718) – the only ROW documentation in county records – and that line falls in the middle of the current Demere Road footprint. It does not match the ROW on the 2007 RSH construction plans that built the wall (where the ROW follows the wall). When M&N queried the County GIS Department in November 2025, GIS found no recorded deed for the ROW and no notation of ROW ever being taken. Key figures: ~0.4-acre difference between the deed and the RSH plans; deed shows a 50' Demere ROW vs. 60'



#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
											in current GIS (possibly taken from the north side); total parcel ~6.9 acres, consistent with GIS tax records. County position (R. Talbert, July 2): The County's working assumption is that an easement or ROW was acquired prior to the 2007 construction, and staff are reviewing historical records to confirm. County will report back to the group once that review is complete. Other coordination County to provide roundabout landscaping/signage concept to M&N and T&H. Chairman Neal asked the group to explore relocating impacted oak trees and associated cost. Open items / next steps M&N change order + revised final-plans schedule (Fall 2026 / Q1 2027) RLC sub-consultant cost proposal — confirm status Archeology report finalized and re-submitted to Corps Wetland permit submitted by June 30 (re-survey contingency if missed) Gascoigne ROW — County historical records research; follow-up to group JWSC change order from M&N Erosion control plans to EPD
3.1.5.5	PROJECT	 GLYNCO PARKWAY IMPROVEMENTS - DESIGN ONLY (07/01/2028 Start)	 Not Started	07/01/2028	12/31/2029	Move from baseline of 0% to target of 100%	0%	12/03/2024	Jason Hartman		Project has not started yet. Funds not available until 2028.

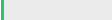
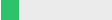


#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.1.5.6	PROJECT	ROAD IMPROVEMENTS: PERRY LANE ROAD & BRIDGE REPLACEMENT (07/01/2028 Start)	On Track	01/01/2027	12/31/2028	Move from baseline of 0% to target of 100%	2%	06/02/2026	Jason Hartman		The bids have been evaluated. Recommendation for the award of a contract for design to occur at the 6/4/26 Finance Meeting.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.2	Objective	3.2: Establish a positive and responsible growth environment.	On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	85%	12/31/2025	Doug Stephens	1	Successes include: 3.2.2. Kicked off implementation of the 2023 Comprehensive Plan with a workshop on June 16, 2025, for Comp Plan Community Work Program (CWP) action items. A stakeholder committee meeting was then held on June 24, 2025, to report out the CWP implementation plan and progress to date. Quarterly Execution Review (QER) for the Comp Plan was held on Nov. 6, 2025. Continuing tracking in AchieveIt and meeting with action item working groups as needed. 3.2.3. Community outreach: ACHIEVED. 15 events held in 2025. 3.2.4. Housing Study: ON TRACK. Contracted with Mosaic consulting and draft Market Analysis is in review by the steering committee. 3.2.5. Transportation plan: ACHIEVED. BATS 2050 Metropolitan Transportation Plan (MTP) adopted by the BATS Policy Committee in July 2025. Off-Track: 3.2.1. Zoning Ordinance and Subdivision Regulations Update is off-track. Drafts in review, and expected next draft release to the public is Feb. 17, 2026. Joint work session of the Islands and Mainland Planning

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
											Commission is scheduled for Feb. 24, 2026 to discuss the drafts.
3.2.1	Initiative	3.2.1 Update the 1966 Planning and Zoning Ordinance NLT DEC 2023	 Off Track	01/02/2023	12/31/2023 	Move from baseline of 0% to target of 100%	90% 	02/02/2026	Doug Stephens		The draft ordinance is in the file rewrite and review stages. Staff expect to present the draft ordinance to a joint meeting of the planning commissions in February 2026.
3.2.2	Initiative	3.2.2 Update the 2018 County Comprehensive Plan NLT OCT 2023	 Achieved	01/02/2023	12/31/2023	Move from baseline of 0% to target of 100%	100% 	01/08/2024	Doug Stephens		Final plan ready for BOC adoption on October 5th, 2023
3.2.3	Initiative	3.2.3 Establish and conduct 12 Community Development outreach events annually.	 Achieved	01/02/2023	12/31/2026	Move from baseline of 0 to target of 12	15 	02/02/2026	Doug Stephens		Staff completed 15 outreach events in 2025 and are currently planning 12 events for 2026. This includes both Planning & Zoning and the Building Department as both departments were previously Community Development.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.2.4	Initiative	3.2.4 Facilitate 2 workforce housing initiatives by 2026	■ On Track	01/02/2023	01/31/2026 ■	Move from baseline of 0% to target of 100%	50% 	02/02/2026	Doug Stephens	3	August 12, 2025, the initial Housing Study Steering Group was held. September 23, 2025, Housing Task Force Kickoff Meeting was held and included members of the Housing Study Steering Group as well as approximately 30 local business and community partners who became part of six subcommittees that will evaluate and give feedback to the Steering Group on the Housing Market Analysis being produced by the Consultant. In October and November 2025, over 1,300 people who live and work in Glynn County took the community survey about housing needs. In December 2025 each of the Task Force subcommittees met individually to discuss results of the survey. Mosaic Consulting will be providing the Housing Market Analysis in early February 2026. The Housing Task Force will meet again in mid-February. After the Housing Market Analysis is received the project will move into Phase 4: Housing Action Plan & Strategies which is expected through Spring 2026 with the Plan Finalization and presentation to the Board in late Summer 2026.

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3.2.5	Initiative	3.2.5 Initiate a 2050 transportation system (motorized and non-motorized) improvement study to improve citizen connectivity NLT 2026	 Achieved	07/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	06/30/2025	Doug Stephens		At the BATS Policy Committee meeting held July 21, 2025. the committee adopted the 2050 Metropolitan Transportation Plan.
3.2.5.1	PROJECT	 COUNTYWIDE BICYCLE AND PEDESTRIAN MASTER TRAILS PLAN	 On Track	01/01/2025	12/31/2028	Move from baseline of 0% to target of 100%	2.5% 	07/07/2026	Jason Hagen		Robert and Company is now conducting data collection for this project.
3.2.5.2	Activity	Safe Street Grant	 On Track	01/01/2024	12/31/2024 	Move from baseline of 0% to target of 100%	15% 	02/04/2026	Stefanie Leif		Grant agreement between the County and Federal Highway Administration (FHWA) was executed on January 9, 2026. The County will soon begin the development of the RFP for public release.
3.2.5.3	PROJECT	 GOLDEN ISLES GATEWAY SIGNAGE	 Achieved					12/29/2023	Bryan Sipe		

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.3	Objective	3.3: Advance vibrant and accessible recreation and parks facilities and programs.	 On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	98.81% 	07/07/2026	Lisa Gurganus		Recreation and Parks continues advancing vibrant and accessible recreation and parks facilities and programs. The interpretive sign project at Selden Park is expected to be complete by late August. The final proofs of the signs are expected by mid-July. July 4th activities at the parks were busy and plentiful. 83 employees worked 715+ hours on July 4th serving the community. The mens 30 & over basketball league concluded mid-June with no issues. Friday Night Hoops attracted good crowds at each session in June. Two more dates will be held in July. The Summer Movie Series kicked off with two dates in June. Two dates are scheduled in July. Staff is working on plans for the Back to School Splash Party at Selden Park pool to be held July 25th. Registration for fall youth sports began July 1st and will continue into early August. The last session of summer swim lessons began this week at Neptune and Selden pools. Staff is working on plans for FY27 capital projects.
3.3.1	Initiative	3.3.1 Update the 1993 Recreation and Parks Comprehensive Master plan NLT DEC2025	 Achieved	07/01/2024	12/31/2025	Move from baseline of 0% to target of 100%	100% 	12/31/2025	Lisa Gurganus		A 10 Year CIP has been submitted for review and consideration.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.3.2	Initiative	3.3.2 Initiate 1 new R&P COMP Plan priority NLT DEC2026	 Achieved	01/01/2026	12/31/2026	Stay between baseline of 0% and target of 100%	100%	06/19/2026	Lisa Gurganus		The BOC is expected to approve the recommended FY27 budget on June 25, 2026. Recommended capital projects for Recreation and Parks include: tennis court resurfacing, Mallery Park improvements, Blythe Island Regional Park improvements, LUCAS device for Beach Operations, Highland Park roof replacement, Ballard Park gym electrical upgrade (generator wiring), North Glynn Athletic Field Lighting Upgrades, Glynn Haven shade structures, North Glynn safety netting, and North Glynn restroom upgrades. Staff has made contact with several vendors to initiate projects.
3.3.3	Initiative	3.3.3 Implement Coast Guard Beach Operational plan NLT JAN2025	 Achieved	01/01/2025	06/30/2025	Move from baseline of 0% to target of 100%	100% 	04/23/2026	Lisa Gurganus		The plan is complete. It will remain a fluid document as the project progresses, budgets are approved, and operational needs change.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.3.3.1	PROJECT	COAST GUARD PARK RENOVATION PROJECT	■ On Track	06/22/2023	11/30/2026	Move from baseline of 0% to target of 100%	80%	07/07/2026	Jason Hagen		Construction at Coast Guard Beach Park continues to make excellent progress, with major site infrastructure and parking improvements substantially complete. Utility installations, including sewer, stormwater, water, fire line, and electrical service, have been completed, while roadway improvements—including curb, road base, and asphalt paving—are now complete. Minor fine grading remains at select locations as the project team prepares the site for final landscape installation. Landscape and irrigation improvements continue to advance, with the irrigation system approximately 85% complete. Final site restoration activities are progressing, including improvements around the southern beach access, museum parking area, parking lot lighting, and other exterior amenities. Utility as-built documentation is also underway to support project closeout activities. Construction of the new beach facility also continues to advance in accordance with the project schedule. The contractor is progressing through successive phases of building construction, including exterior building enclosure, mechanical, electrical,

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
											and plumbing systems, interior finishes, and preparations for final inspections and commissioning. These activities are being coordinated alongside the remaining site improvements to support an efficient transition toward substantial completion. Overall, the project remains on schedule and is transitioning from major civil construction into final building construction, site improvements, and project closeout activities. With core infrastructure complete and both exterior and building work advancing steadily, the project team remains focused on delivering the renovated facility for public use.
3.3.4	Initiative	3.3.4 Increase youth participation in athletics by 20% NLT DEC2026 (FY22 is Baseline)	 Achieved	07/01/2022	12/31/2026	Move from baseline of 0% to target of 100%	100% 	02/11/2025	Lisa Gurganus		FY25 participation as of FY25 is 4,312.
3.3.5	Initiative	3.3.5 Install an adaptive/inclusive playground at a county park NLT DEC2024	 Achieved	07/01/2023	12/31/2024	Move from baseline of 0% to target of 100%	100% 	05/03/2024	Lisa Gurganus		The inclusive playground is now open. An official grand opening will be held May 7, 2024.
3.3.5.1	PROJECT	ADAPTIVE PLAYGROUND - BLYTHE ISLAND REGIONAL PARK	 Achieved	09/07/2023	09/06/2024	Move from baseline of 0% to target of 100%	100% 	05/13/2024	Lisa Gurganus		The playground officially opened May 7, 2024 with a grand opening ceremony.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.3.6	Initiative	3.3.6 Improve Park Infrastructure	On Track	07/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	91.7%	07/07/2026	Lisa Gurganus		Recreation and Parks continues advancing vibrant and accessible recreation and parks facilities and programs. The interpretive sign project at Selden Park is expected to be complete by late August. The final proofs of the signs are expected by mid-July. July 4th activities at the parks were busy and plentiful. 83 employees worked 715+ hours on July 4th serving the community. The mens 30 & over basketball league concluded mid-June with no issues. Friday Night Hoops attracted good crowds at each session in June. Two more dates will be held in July. The Summer Movie Series kicked off with two dates in June. Two dates are scheduled in July. Staff is working on plans for the Back to School Splash Party at Selden Park pool to be held July 25th. Registration for fall youth sports began July 1st and will continue into early August. The last session of summer swim lessons began this week at Neptune and Selden pools. Staff is working on plans for FY27 capital projects.

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3.3.6.1	PROJECT	COAST GUARD PARK RENOVATION PROJECT	On Track	06/22/2023	11/30/2026	Move from baseline of 0% to target of 100%	80%	07/07/2026	Jason Hagen		Construction at Coast Guard Beach Park continues to make excellent progress, with major site infrastructure and parking improvements substantially complete. Utility installations, including sewer, stormwater, water, fire line, and electrical service, have been completed, while roadway improvements—including curb, road base, and asphalt paving—are now complete. Minor fine grading remains at select locations as the project team prepares the site for final landscape installation. Landscape and irrigation improvements continue to advance, with the irrigation system approximately 85% complete. Final site restoration activities are progressing, including improvements around the southern beach access, museum parking area, parking lot lighting, and other exterior amenities. Utility as-built documentation is also underway to support project closeout activities. Construction of the new beach facility also continues to advance in accordance with the project schedule. The contractor is progressing through successive phases of building construction, including exterior building enclosure, mechanical, electrical,

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											and plumbing systems, interior finishes, and preparations for final inspections and commissioning. These activities are being coordinated alongside the remaining site improvements to support an efficient transition toward substantial completion.
											Overall, the project remains on schedule and is transitioning from major civil construction into final building construction, site improvements, and project closeout activities. With core infrastructure complete and both exterior and building work advancing steadily, the project team remains focused on delivering the renovated facility for public use.
3.3.6.2	PROJECT	EPWORTH PARK TENNIS FACILITY IMPROVEMENTS	 Achieved	10/23/2023	08/15/2024	Move from baseline of 0% to target of 100%	100% 	09/18/2024	Lisa Gurganus		Remaining player bench items arrived 9/17/24. These will be assembled today and installed on the courts. This project is complete.
3.3.6.3	PROJECT	SSI PIER SHADE STRUCTURES	 Achieved	07/05/2023	01/01/2025	Move from baseline of 0% to target of 100%	100% 	02/11/2025	Lisa Gurganus		Installation of the new shade structures was completed 2/11/25 by County staff.
3.3.6.4	PROJECT	BALDWIN BROOKMAN PARK PLAYGROUND ADDITION	 Achieved	09/07/2023	09/06/2024			02/01/2024	Lisa Gurganus		Playground opened 1/29/24
3.3.6.5	PROJECT	NORTH GLYNN REC COMPLEX COURT CONVERSION	 Achieved	10/30/2023	02/29/2024			02/21/2024	Lisa Gurganus		Courts are open for play 2/21/24.
3.3.6.6	PROJECT	BLYTHE ISLAND REGIONAL PARK RESTROOM / BATHHOUSE UPGRADES	 Achieved	07/01/2023	06/03/2025	Move from baseline of 0% to target of 100%	100% 	09/30/2025	Lisa Gurganus		All bathhouse and restroom projects are now complete.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.3.6.7	PROJECT	⌘ AHMAUD ARBERY PARK IMPROVEMENTS PHASE I	■ Achieved					09/12/2023	Lisa Gurganus		Water source added and working as of 9/12/23
3.3.6.8	PROJECT	⌘ NORTH GLYNN REC COMPLEX BATTING CAGES	■ Achieved	10/30/2023	09/01/2024	Move from baseline of 0% to target of 100%	100% 	08/28/2024	Lisa Gurganus		This project was completed August 24th.
3.3.6.9	PROJECT	⌘ BLYTHE ISLAND TIMBER HARVEST & REGENERATION	■ Achieved	07/01/2023	07/01/2024			01/05/2024	Lisa Gurganus		Seedlings have been planted in the 52 acre area . Project is complete.
3.3.6.10	CONSTRUCTION MILESTONE: PHYSICAL WORK CONDUCTED	⌘ CONSTRUCTION PHASE: PARKS: DEMERE PARK	■ Achieved	01/02/2024	02/01/2025	Move from baseline of 0% to target of 100%	100% 	05/29/2024	David Strickland (Deleted)		This project has been completed. Completion date was 5/22/2024. Waiting for the last pay out.
3.3.6.11	PROJECT	⌘ PARKS: SELDEN PARK IMPROVEMENTS	■ On Track	06/01/2026	06/01/2027	Move from baseline of 0% to target of 100%	96.67% 	07/01/2026	Lisa Gurganus		Interpretive sign proofs should be available for final review in mid-July. Once they go into production, it will take 4-6 weeks for delivery and installation. Staff is working on the mile markers for the trail.
3.3.6.11.1	PROJECT	⌘ SELDEN PARK ROOF REPAIRS	■ Achieved	08/21/2023	01/31/2024			11/09/2023	David Strickland (Deleted)		This project was completed on 11/6/2023
3.3.6.12	PROJECT	⌘ PARKS: BALLARD PARK IMPROVEMENTS	■ Achieved	07/01/2023	07/15/2024	Move from baseline of 0% to target of 100%	100% 	07/15/2024	Lisa Gurganus		Vendor completed punch list items July 8, 2024. Fence replacement project is complete.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.3.6.13	PROJECT	📍 PARKS: MALLERY PARK IMPROVEMENTS (\$200,000)	■ On Track	06/01/2025	07/31/2026	Move from baseline of 0% to target of 100%	32%	07/07/2026	Jason Hagen		The Mallery Park Renovation project continues to make steady progress through the final design phase. The Land Disturbance Approval (LDA) package has been submitted to the State for review, and the project team is coordinating with regulatory agencies as the review process moves forward. Demolition and earthwork activities remain contingent upon receipt of the required LDA approval. Design development continues on schedule, with the consultant advancing final grading and staking plans, landscape design, construction details, and structural and electrical coordination. The team also continues to refine the proposed right field wall alternative, with cost estimates currently being developed to support final design decisions. Landscape plans will be coordinated with the project arborist to ensure recommended tree preservation measures are incorporated into the final design. In parallel, work continues on the Memorandum of Understanding between Glynn County and the St. Simons Island Athletic Association, with execution anticipated prior to construction. Overall, the project remains on schedule,

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
											with the design team targeting completion of the final construction documents by the end of July while advancing the remaining preconstruction activities necessary to begin construction following regulatory approval.
3.3.6.14	PROJECT	SSI VILLAGE CHRISTMAS LIGHTS INSTALLATION	Achieved	09/21/2023	11/22/2023			01/09/2024	Lisa Gurganus		Vendor has installed all lights. Tree lighting ceremony was held on November 30th, 2023
3.3.6.14.1	PROJECT	VILLAGE CHRISTMAS LIGHTING PROJECT	Achieved	08/01/2023	12/01/2023			10/09/2023	David Strickland (Deleted)		This project was completed 10/6/2023
3.3.6.15	PROJECT	ALTAMAHA PARK RV UPGRADES	Achieved	10/13/2023	02/19/2024	Move from baseline of 0% to target of 100%	100%	04/01/2024	Adam Cothren		4/1/24 AHC, Project is complete, Final inspections are complete and the final pay app has been processed.
3.3.6.16	PROJECT	GASCOIGNE PARK PIER REPAIRS	Achieved			Move from baseline of 0% to target of 100%	100%	04/01/2024	Adam Cothren		4/1/24 AHC, Project is complete, Final pay app has been processed
3.3.6.17	PROJECT	EQUIPMENT PURCHASES	Achieved					03/28/2024	Lisa Gurganus		All equipment has been purchased.
3.3.7	Initiative	3.3.7 Initiate a Blythe Island Regional Park Strategic Plan	Achieved	04/01/2025	12/31/2026	Stay between baseline of 0% and target of 100%	100%	07/01/2025	Lisa Gurganus		Former Assistant County Manager John Gentry presented a strategic plan to the BOC 5/20/25.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4	Objective	3.4 Implement infrastructure improvement and preventative maintenance programs.	On Track	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	73.29%	12/31/2025	Sean Robinson	1	Public Works has tasks that require or benefit from preventative maintenance, for these tasks, a plan or program has been established. PW staff are continually working to develop plans or schedules for as many tasks as possible. This includes, but is not limited to, outfall canal mowing/sediment removal, ROW mowing, street sweeping, building component maintenance, sign & signal maintenance, and County vehicle/equipment maintenance. Routine and on-going maintenance will not eliminate calls for service but will reduce the volume. In addition, PW is evaluating and implementing alternative methodology, such as herbicide use, to reduce the need and/or frequency of mechanical maintenance.
3.4.1	Initiative	3.4.1 Improve county drainage preventative maintenance operations from 5k LF to 40k LF annually by 2024	Achieved	07/01/2023	12/31/2026	Stay between baseline of 0% and target of 100%	100%	05/30/2024	Sean Robinson		Public Works staff have cleaned over 50K linear feet of ditch this year

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.2	Initiative	3.4.2 Repair and rehabilitate Drainage Infrastructure	 On Track	07/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	64.73% 	12/31/2025	Sean Robinson	 1	The Public Works and Engineering departments associated with this Initiative continue to work to achieve success whether through projects to replace or upgrade drainage infrastructure or perform simple repairs, including routine maintenance tasks.
3.4.2.1	PROJECT	 MALLERY PARK STORMWATER RETENTION AND PARKING	 Achieved	06/01/2023	11/01/2025	Move from baseline of 0% to target of 100%	100% 	05/02/2025	Adam Cothren		The project was deemed substantially complete on 4/11/25. The contractor placed the asphalt finish course over the new parking area on 4/2/25. Striping and hydroseeding was conducted on 4/11/25. The project is awaiting final stabilization with the permanent stand of grass. Once final stabilization is achieved, GCES will begin processing the Final Pay app and project closeout. The ribbon cutting for the project was conducted on 4/29/25.

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3.4.2.2	PROJECT	⌘ DRAINAGE: NORTH HARRINGTON PIPE REPLACEMENT	Achieved	07/01/2023	06/30/2024	Move from baseline of 0% to target of 100%	100%	06/28/2024	Adam Cothren		6/15/24 AHC, Substantial completion was achieved on 5/2/24. All paving has been completed along with all major construction activity. Final striping of the road was completed on 6/5/24 and Final grassing was installed the week of 6/4/24. The contractor will complete final cleanup of minimal construction debris and a Final walk through was completed on 6/7/24. The Final pay app and document closeout will be processed at the end of June. This project is projected to be completed \$190,000.00 under budget
3.4.2.3	PROJECT	⌘ SEA ISLAND ROAD DITCH PIPING - PHASE 2	Achieved	04/10/2023	06/08/2023	Move from baseline of 0% to target of 100%	100%	02/02/2026	Adam Cothren		10/4/23 AHC, Job Complete

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.2.4	PROJECT	📍 VILLAGE DRAINAGE PROJECT - PHASE 2	🟢 Achieved	09/06/2023	04/30/2024	Move from baseline of 0% to target of 100%	100%	06/28/2024	Adam Cothren		6/15/24 AHC, No change since last update. Substantial completion was achieved on 4/23/24 Final Striping and grassing was completed on 5/28/24 along with Punch list Items generated by Engineering staff and a Final walk through is scheduled for 6/5/24. Once total stabilization and grassing is achieved and Final walk through inspection pass Engineering staff will process the Final Pay app. Final payment is expected to be processed in June and begin document closeout. This project is anticipated to be completed \$265,000.00 under budget
3.4.2.5	PROJECT	📍 4TH STREET DITCH PIPING PROJECT	🟢 Achieved	09/01/2023	12/31/2024	Move from baseline of 0% to target of 100%	97.5%	04/30/2025	Adam Cothren		Final stabilization has been achieved and the final pay application has been processed.
3.4.2.6	PROJECT	📍 SYLVAN DRAINAGE SYSTEM IMPROVEMENTS	⚫ Canceled			Move from baseline of 0% to target of 100%	27.4%	12/19/2024	Adam Cothren		Marking project as cancelled while GC staff evaluates next steps.
3.4.2.7	PROJECT	📍 SOMERSBY POINTE TO MARTIN PALMER DRIVE DRAINAGE IMPROVEMENT - SPLOST	🟢 Achieved	09/11/2023	01/19/2024	Move from baseline of 0% to target of 100%	100%	04/29/2024	Adam Cothren		AHC, The Final Pay App was processed on 3/22/24 with a Final construction cost of \$1,037,309.00 and a budget underrun of \$160,774.00 under contract Budget. Project is complete and the PO has been closed out.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.2.8	PROJECT	COLLEGE PARK PHASE I: DRAINAGE OUTFALL IMPROVEMENTS	 Achieved	01/01/2023	03/31/2026	Move from baseline of 0% to target of 100%	97.5% 	07/01/2026	Adam Cothren		The project has been successfully completed. Final pay applications have been processed, and final payments have been issued to the contractor in accordance with grant funding requirements.
3.4.2.9	PROJECT	GOLDEN ISLES DRAINAGE IMPROVEMENTS	 Achieved	11/07/2022	06/30/2023	Move from baseline of 0% to target of 100%	100% 	02/02/2026	Adam Cothren		Project is complete and Final Pay App has been processed
3.4.2.10	PROJECT	SOMERSBY POINTE DRAINAGE IMPROVEMENT-ARPA	 Achieved	04/01/2023	02/01/2024	Move from baseline of 0% to target of 100%	100% 	03/31/2024	Adam Cothren		4/1/24 AHC, Project is complete. Final Grassing was installed on 3/15/24 and the Final pay app has been processed
3.4.2.11	PROJECT	PERRY LANE PIPING	 On Track	06/01/2022	12/31/2026	Move from baseline of 0% to target of 100%	97.5% 	07/01/2026	Adam Cothren		All of the pipe and rip rap outlet protection has been installed This project is substantially complete. Rail Pro And Norfolk Southern required additional survey monitoring on the tracks through Wednesday June 24th. All construction operations are complete and there currently is no construction monitoring or flagging monitoring being required. We are awaiting additional information and invoicing from Rail Pro and Norfolk Southern to see the final extent of any additional cost associated with them. The project from a construction standpoint is completed two runs of 90 foot 48 inch steel casing as storm drain pipe has been installed Per plan.

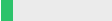
#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.2.12	PROJECT	📍 HORNET DR DRAINAGE OUTFALL IMPROVEMENTS	🔴 At Risk			Move from baseline of 0% to target of 100%	25%	10/07/2025	Resden Talbert		Project is awaiting grant funding. Status of Grant funds TBD.
3.4.2.13	PROJECT	📍 OLD JESUP BOX CULVERT	🟢 On Track	01/01/2028	09/01/2028	Move from baseline of 0% to target of 100%	87.5%	07/09/2026	Adam Cothren		This project is substantially complete. The contractor has completed installation of the double-barrel 48-inch reinforced concrete pipe (RCP) storm drainage system, including both headwalls. Backfilling operations, roadway restoration, grassing, and erosion control measures have been completed. The roadway patch has been paved and is complete. Remaining work consists primarily of achieving final stabilization.
3.4.2.14	PROJECT	📍 DRAINAGE: MALLERY STREET	🟢 On Track	01/01/2026	07/01/2027	Move from baseline of 0% to target of 100%	11.5%	07/31/2026	Anthony Vicent		The Colman Company has made some changes to the original design to get this project within budget. We should have a 60% set of plans to review in early August.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.2.15	PROJECT	⌘ SIDEWALK & DRAINAGE: BEACHVIEW DR (MALLERY ST. & OCEAN BLVD)	■ On Track	01/01/2025	12/31/2026	Move from baseline of 0% to target of 100%	32.5%	07/01/2026	Adam Cothren		The preconstruction meeting was held on Monday, June 22, 2026, and the Notice to Proceed was issued effective June 22. The contractor has requested utility locates and has begun mobilizing equipment to the project site. Upon completion of utility locating activities, work will begin with clearing, grubbing, demolition, and sidewalk construction near 12th Street adjacent to the Historic Lighthouse, progressing toward Demere Road. Glynn County Engineering staff has met with and communicated directly with residents along Beachview Drive to prepare them for construction activities and address questions and concerns regarding the project.
3.4.2.16	PROJECT	⌘ DRAINAGE: HONEYGAL & PENNICK AREA DITCH PIPING	■ Achieved	06/01/2023	01/15/2025	Move from baseline of 0% to target of 100%	97.5%	09/30/2025	Adam Cothren		This project is complete and Final pay app has been processed
3.4.2.17	PROJECT	⌘ DRAINAGE: US 82 - R x R CROSSING @ EMANUEL CHURCH AND HEAD DRIVE	■ Off Track	01/01/2024	05/31/2025	Move from baseline of 0% to target of 100%	24.5%	07/31/2026	Anthony Vicent		Our easement request has been approved by the Georgia Port Authority. We sent them a revised copy of a survey and description to add to the approved easement. We will be taking the easement agreement to the BOC in August for their approval. (Final Steps)
3.4.2.18	PROJECT	⌘ DRAINAGE: DRUID OAKS	■ On Track	01/01/2026	12/31/2026	Move from baseline of 0% to target of 100%	19.5%	07/30/2026	Anthony Vicent		GWES has sent us the 100% drawings. We are currently looking at ways to fund the construction of this project.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.2.19	PROJECT	🌀 DRAINAGE: OCEAN BLVD CROSS DRAINS & UPSIZING TIDE GATES, FOUR LOCATIONS	🟢 On Track	08/01/2025	05/01/2026 🟡	Move from baseline of 0% to target of 100%	20% 	07/30/2026	Anthony Vicent		90% plans received. When putting this project out for bid, we will have some of the culvert locations as "bid alternatives". This will allow us to eliminate some of the less essential locations off of these projects if the bids come in over budget.
3.4.2.20	PROJECT	🌀 ROAD AND DRAINAGE: DEMERE ROAD	🟢 On Track	12/01/2025	06/01/2027	Move from baseline of 0% to target of 100%	21.5% 	03/20/2024	Jason Hagen		Project to be completed concurrently with Gateway project
3.4.2.21	PROJECT	🌀 SIDEWALK / DRAINAGE: HAMILTON ROAD (Moved to Tier II)	🟠 Not Started	01/01/2027	12/31/2027	Move from baseline of 0% to target of 100%	0% 	04/02/2025			This project is being moved to Tier II
3.4.3	Initiative	3.4.3 Improve traffic flow and safety Trafficability	🟢 On Track	07/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	85% 	12/31/2025	Sean Robinson	1 🟡	Old Jesup Road is not yet completed, that is one of four projects that will assist in completing this item. 3 of 4 projects have been completed. In addition to the PW projects and tasks listed below, through both SPLOST & Capital projects Glynn County is undertaking significant road improvement projects to address traffic capacity, safety and efficiency. Several projects are currently in the design phase, but some, like the Glynco roundabout and Canal Road widening, are completed. A portion of this item will be an on-going as Glynn County identifies and undertakes transportation projects, both internally and in partnership with GDOT.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.3.1	PROJECT	⌘ OLD JESUP ROAD IMPROVEMENTS	Off Track	07/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	37.5%	07/07/2026	Jason Hartman		The contractor continues to make steady progress on the Old Jesup Road Improvement Project. Clearing and grubbing operations have been completed, and installation of the proposed longitudinal storm drainage system has begun at Boyd Drive and is progressing south toward Scranton Road. The contractor is coordinating closely with Atlanta Gas Light, Georgia Power, and Comcast to facilitate utility relocations associated with the project. Southeast Connections, the subcontractor for Atlanta Gas Light, mobilized to the site on Wednesday, June 24, and has begun relocation of the existing 2-inch gas main along Boyd Drive that conflicts with the proposed storm drainage system. This relocation is expected to require approximately one week to complete. The contractor is also coordinating with Georgia Power regarding holding support of an existing utility pole located adjacent to the proposed storm drainage improvements.
3.4.3.2	PROJECT	⌘ ROAD IMPROVEMENTS: MCKENZIE DRIVE AND DEPRATTER LANE	Achieved	05/01/2023	03/31/2026	Move from baseline of 0% to target of 100%	100%	02/03/2026	Jason Hartman		Substantial completion achieved on 12/12/25. This project is complete and the Final Pay App is being processed.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.3.3	PROJECT	⌘ FREDERICA ROAD, HARRISON POINT RIGHT-HAND PASSING LANE	Achieved	11/28/2022	06/12/2024	Move from baseline of 0% to target of 100%	100%	07/31/2024	Adam Cothren		8/1/31AHC, No Change. Engineering staff will modify the striping plan to eliminate one of the center lane arrows and provide to the striping contractor. Substantial completion was achieved on the 2023 LMIG BID ALTERNATE #2 Harrison Pointe right hand passing lane on 5/16/24. All paving for The right hand passing lane has been completed to Frederica Rd NB along with the relocation of the sidewalk onto land acquired from Sea Island company. Temporary striping has been installed and the contractor is awaiting final approval of final striping by Engineering staff
3.4.3.4	PROJECT	⌘ DUNGENESS DRIVE EXTENSION TO SOUTHPORT PARKWAY	Achieved	10/19/2020	04/30/2025	Move from baseline of 0% to target of 100%	99%	05/04/2026	Adam Cothren		The project is substantially complete but remains open pending closeout. Engineering staff is coordinating with the contractor to finalize pricing for the addition of a signalized pedestrian crosswalk.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.4	Initiative	3.4.4 Maintain County rights of way to a defined and accepted standard	 Achieved	01/02/2023	12/31/2026	Move from baseline of 0% to target of 100%	100% 	07/07/2025	Sean Robinson		With the exception of seasonal demands, Public Works staff have accomplished this task. Specific direction has been given to locations and level of service, new equipment has been purchased and will continue to be purchased. The Public Works Department reorganized the right of way (ROW) maintenance approach in FY24 & 25, breaking into two teams, rural and urban. The overall ROW maintenance standard is much higher, significantly higher in the urban areas and roads identified to receive "enhanced" service. Edging and weedeating are now required and supplemented with herbicide application. Staff have and continue to contract a mowing, ensuring high quality and freeing up County resources for more technical tasks.
3.4.4.1	PROJECT	 FREDERICA/DEMERE ROUNDABOUT IMPROVEMENTS	 Achieved			Move from baseline of 0% to target of 100%	100% 	05/13/2024	Lisa Gurganus		The vendor completed the project before Mother's Day weekend.
3.4.4.2	PROJECT	 PUBLIC WORKS VEHICLES & HEAVY EQUIPMENT PURCHASES	 Achieved	07/25/2023	03/01/2028	Move from baseline of 0% to target of 100%	100% 	01/31/2024	Anthony Vicent		All SPLOST Tier I funds have been encumbered on purchase orders to vendors with the recent purchase of the Gradall and Jet Vac Stormwater Sewer maintenance truck.
3.4.5	Initiative	3.4.5 Improve community pedestrian access to Selden Park NLT DEC2026	 On Track	12/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	10% 	12/31/2025	Sean Robinson		City of Brunswick is meeting GDOT to finalize

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.6	Initiative	3.4.6 Improve County Facilities Infrastructure	On Track	01/01/2023	12/31/2026	Move from baseline of 0% to target of 100%	80%	12/31/2025	Sean Robinson	1	12 projects have been identified as being part of this initiative. Four projects remain to be completed, several of which will move to construction within the next 6 months. The other eight projects have been completed. In addition to the on-going maintenance of and upgrades to existing County facilities, through both SPLOST and capital projects, Glynn County is working to construct new facilities, such as the Juvenile Justice Center, Emergency Operations Center, Coast Guard Beach Park, to name a few. These facilities are planned to serve a growing community for the next several decades. Furthermore, the Glynn County is constantly providing maintenance, repair and updates to County facilities. This is and will be an on-going task.
3.4.6.1	PROJECT	 FIRE STATION 6 RENOVATIONS	Achieved	08/01/2023	04/01/2024			01/03/2024	David Strickland (Deleted)		This project has been completed the new roof looks amazing all left is final invoice.

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3.4.6.2	PROJECT	JUVENILE JUSTICE CENTER	On Track	01/01/2023	07/31/2027	Move from baseline of 0% to target of 100%	8.1%	06/30/2026	Jalen Johnson	1	6/30/26 During May, Glynn County staff, CPS, and the McKnight/GMC Design-Build Team continued programming efforts for the Juvenile Justice Center, including detailed program-level cost estimates to evaluate budget alignment and guide decision-making. In early June another round of concept floorplans and related pricing was presented and reviewed with the judges and end users, informed by the previous feedback. While neither concept got all the way to the 17,404 SF baseline, they did reach 18,300 SF and 17,600 SF respectively. The holding area was not reduced, and per the meeting in late May the owner elected to increase the plumbing fixture count which while increasing the construction cost will be beneficial to operational costs and usage. In mid June Glynn County confirmed that they were electing to move forward with the 18,300 SF concept floorplan and increasing the Design-Build budget to the related \$12,851,088. This includes ~800 SF of white box space adjacent to the Clerk and Court Administration for future expansion. The next step is for the Design-Build team to

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
											continue advancing the design.
3.4.6.3	PROJECT	CLERK OF SUPERIOR COURT SECURITY UPGRADES	■ Achieved	08/01/2023	12/31/2023			09/22/2023	David Strickland (Deleted)		This project has been completed.
3.4.6.4	PROJECT	DRUG COURT IMPROVEMENTS	■ Achieved					08/23/2023	David Strickland (Deleted)		This project is done
3.4.6.5	PROJECT	OFFICE PARK CARPORT	■ Achieved					08/23/2023	David Strickland (Deleted)		
3.4.6.6	PROJECT	FIRE STATION 2 UPGRADE	■ Achieved					08/23/2023	David Strickland (Deleted)		I am done with this project.
3.4.6.7	PROJECT	DPH UPGRADE	■ Achieved	08/01/2023	10/11/2023			10/12/2023	David Strickland (Deleted)		This project has been completed
3.4.6.8	PROJECT	GENERATOR GRANTS	■ Achieved	08/01/2023	07/01/2024			12/11/2023	David Strickland (Deleted)		All three generators have been installed and tested. This project is complete.
3.4.6.9	PROJECT	FOOD BANK EXPANSION FOR AMERICA, SECOND HARVEST	■ Achieved	07/10/2023	12/31/2023			01/03/2024	David Strickland (Deleted)		This project is completed with all requirements for the grant. The tenants have moved in all construction is finished all that is left is billing and small punch items.

#	Level	Name	Status	Start Date	Due Date	Metric Description	Current Value	Last Updated	Assigned To	Updates	Last Comment
3.4.6.10	PROJECT	 PUBLIC SAFETY MULTIUSE FACILITY	On Track	07/01/2023	05/15/2026	Move from baseline of 0% to target of 100%	17.5%	06/29/2026	Jalen Johnson	1	6/30/26 The Multi-Use Facility project team began advancing through the Construction Document phase. The project team remained focused on key coordination items A/V needs and related telecommunications infrastructure, and kitchen area utilization during an activation. Parking and access configuration have been confirmed, including related effects on bioretention and the final monopole location. Interior finishes and FFE planning also progressed with continued user group coordination. Moving into July, the project team will continue advancing through the Construction Document phase and are targeting late July to submit for permitting. HISTORY 5/31/26 The Multi-Use Facility project continued progressing through the Design Development phase reconciliation and value management efforts during May. The project team remained focused on key coordination items, including low voltage/data center scope, generator sizing, and telecommunications infrastructure. Coordination occurred with Motorola and AT&T to finalize system requirements and facilitate advancing



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											into the Construction Documents phase. Additional design coordination continued for site elements, including parking layout adjustments, bioretention, and the final monopole location, all of which impact the overall site design. Interior finishes and FFE planning also progressed with continued user group coordination. Moving into June, the project team will begin advancing into the Construction Document phase.

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3.4.6.11	PROJECT	NEW FIRE STATION (CHAPEL CROSSING ROAD)	On Track	01/01/2024	04/30/2026	Move from baseline of 0% to target of 100%	27.5%	06/29/2026	Jalen Johnson	1	6/30/26 The Fire Station #9 project continued construction activities in June. JE Dunn completed the underslab MEP work, setting trench drains at the Apparatus Bay, slab preparation including termite control, vapor barrier, and slab reinforcing. Concrete slab placement occurred on June 15th. Water tie-in and related boring have been completed. CMU walls and door frames are currently in progress. Upcoming activities include bond beams, completion of CMU walls, and structural steel and joist erection. Procurement activities, RFIs, and submittals are progressing. The project remains within the GMP, with minor change tracking initiated. Credits have been received for lighting and generator value engineering items. The focus in July will be on completing structural top-out, and maintaining schedule alignment.

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3.4.6.12	PROJECT	 AIRPORT FIRE STATION	On Track			Move from baseline of 0% to target of 100%	72.5%	07/07/2026	Jason Hagen		Construction of the Airport Fire Station continues to progress on schedule, with the project advancing through interior buildout and building systems installation. Interior drywall installation, mudding, and taping continue throughout the facility, while tower roof truss framing has been completed and exterior hollow metal door installation is underway. Painting of the apparatus bay ceiling has also commenced, reflecting continued progress toward interior finishes. Mechanical, electrical, plumbing, and utility work continue to advance concurrently. Mechanical ductwork installation has been completed in the living quarters and continues within the apparatus bay. Electrical crews have begun in-wall rough-ins and panel board installations, while plumbing contractors have completed in-wall rough-ins and initiated gas line installation within the apparatus bay. Fire protection materials have been delivered to the site in preparation for overhead sprinkler system installation, and utility crews continue underground waterline improvements and associated infrastructure work. Project controls remain strong, with only two open RFIs and two open submittals.



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											Upcoming work will focus on completing electrical rough-ins, advancing fire suppression system installation, and completing remaining underground utility work. No weather delays were reported during the period, and the project continues to maintain steady momentum toward completion.