

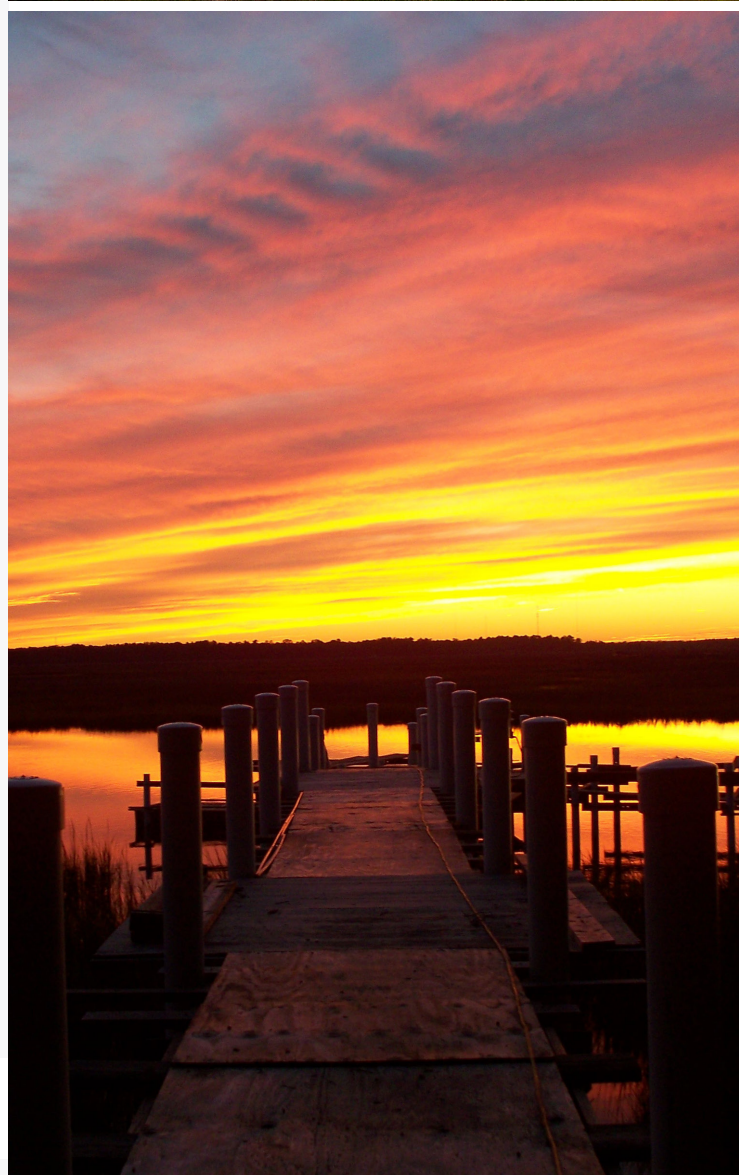


PUBLIC WORKS DIRECTOR POSITION AVAILABLE
Deadline Extended to December 14, 2018

Welcome to Camden County

Camden County is truly "Georgia's Coastal Community of Choice". The county's prime location in the farthest southeast corner of the state along the Atlantic Ocean offers the attraction of a small, quaint, rural coastal community while being less than 45 minutes north of Jacksonville, FL, with its metropolitan amenities and attractions. The county is rich in history, scenic beauty, and southern hospitality. If you are an experienced, forward-thinking and motivated Public Works professional, we invite you to apply to be the county's next Public Works Director.

The county is home to Naval Submarine Base Kings Bay, the east coast residence of the Trident nuclear powered submarine fleet. Established in 1978, the base is the largest employer in the area and encompasses 16,994 acres, of which 4,000 acres



are protected wetlands, and serves as a driver of quality growth within the county.

Many recreational opportunities exist throughout the county. Golfing, hiking, hunting, fishing and boating on the county's waterways are all exceptionally popular activities in which residents and visitors take part. The Camden County Leisure Services provides a variety of high quality activities such as basketball, racquetball, spin studio, aerobics room, a fully equipped gym and a pool.

The county is also the Gateway to Cumberland Island National Seashore, one of only ten national seashores in the United States.

The island covers about 40 square miles and is Georgia's largest and southernmost barrier island. It is home to pristine maritime forests, undeveloped beaches, and wide marshes. There, visitors can enjoy camping, hiking, bird-watching, beach combing, historical architecture and photography. Access to the island is via a passenger ferry located in downtown St. Marys with only three hundred visitors allowed on the island daily.

For cultural enthusiasts, the St. Marys Little Theater offers live performances, community participation, workshops and other outreach programs. Featured in Georgia Traveler, the Woodbine Opry, located in the Old Woodbine Schoolhouse, performs every Friday and



Saturday night. The Opry offers bluegrass, gospel and country music performances.

Practical benefits abound in Camden County. First and foremost, is a sense of community. It truly has a small town atmosphere where neighbors know and help their neighbors. Housing is affordable and will meet every lifestyle and budget. Whether you are looking for an apartment, an existing residence, waterfront property, or new construction, the county is sure to have the home to suit your needs. A typical 3-Bed/2-Bath home lists from \$125,000 to \$200,000. Crime rates are very low and residents feel safe and comfortable here.

Medical care is excellent here. Southeast Georgia Hospital Camden Campus was recently awarded Georgia Alliance of Community Hospital's "Small Hospital of the Year". The hospital offers a 40-bed acute care facility with a 24-hour Emergency Care Center, Intensive Care, Medical-Surgical unit, Maternity Care Center and a Cancer Care Center.

The Camden County school system offers a superior education at its nine elementary schools, two middle schools and one high school. All of the county's schools are 100% compliant with Georgia Public School Standards and are fully accredited by the Southern Association of Colleges and Schools. The district has been named a Southern Association of Colleges and Schools "Super District" for the last three years and its pre-kindergarten program has been awarded "Accreditation with Quality" by the Georgia Accrediting Commission.

Newsweek magazine recently ranked Camden County High School as one of the best high schools in the nation

(which includes only 6% of public schools in the United States). The high school offers 45 official extracurricular activities for students, as well as the renowned Wildcat football team. The Wildcats won three Georgia State AAAAA Championships in 2003, 2008 and 2009.

For those who want to continue their education, the College of Coastal Georgia Camden Center offers a state of the art facility with four-year baccalaureate degree programs and on-campus student housing on their Brunswick campus. Also available are extension campuses of Brenau University, Troy University and Valdosta State University. Technical training is readily available through Coastal Pines Technical College. Additionally, colleges and universities in Jacksonville, Florida, are in close proximity.

Want more? A short drive away is Jacksonville, FL, and a myriad of activities ranging from professional sports such as the Jacksonville Jaguars of the NFL to a very nice zoo, and cultural opportunities in the form of museums, boutique galleries, festivals and performing arts. Travelers have access to Jacksonville International Airport, and a limited number of cruise ships at the Port of Jacksonville.

All in all, Camden County is a great place to live, work, play and raise a family. So please dust off your resume and submit it immediately!

HISTORY

Camden County's modern history began in 1562 by Captain Jean Ribault of France, who lead the Huguenots to establish a new settlement. Upon landing, Ribault described the area as the "Fairest, fruitfulest and pleasantest

of all the world.” Over the next two centuries, the French and the Spanish attempted to claim territory throughout the area. In 1733, the English founded the colony of Georgia, in part, to protect British interests.

In 1777, the Georgia Constitution formed the original eight counties, one of which was Camden County (which included St. Thomas and St. Marys Parishes), named for Charles Pratt, 1st Earl Camden in England, who supported American Independence. The county’s economy was based on rice planting, especially along the Satilla River, as well as cotton, sugar cane, turpentine, and timber. Camden County served as a hub of trade for American settlers and Indian groups and as a shipyard and shipping center.

In 1893, the Savannah-Jacksonville Railway was built and in 1923, the county seat of Camden County moved from St. Marys to Woodbine. That change signaled a shift in the economy’s focus from water transportation to railways, and later roads. In 1927, U.S. Route 17 was constructed through Woodbine and Kingsland, improving accessibility to the county. Early businesses included a large Proctor & Gamble plant, a Southern Fertilizer and Chemical Company facility, and the Gilman Paper Company in 1939.

The U.S. Army began to acquire land south of Crooked River to build a military ocean terminal





in 1954, and in November 1976, Kings Bay was selected for a submarine base. Today, Naval Submarine Base Kings Bay not only occupies the former Army terminal land, but several thousand additional acres. Camden County grew enormously after the military took interest in the area—during the 1980s, the county was the fastest growing county in the country by percentage.

On the horizon is a spaceport. Work began in 2012 when the Camden County Joint Development Authority contracted for an Environmental Impact Statement to build the launch site. The Georgia General Assembly approved legislation offering limited liability protection to space tourists participating in launches from the proposed spaceport

in March 2017, and in May, the state passed the Georgia Space Flight Act. The first successful flight launched in August 2017. A 2017 study by Georgia Southern University determined the spaceport could provide \$22.5 million in yearly revenue to the region.

GEOGRAPHY

Located in the extreme southeast corner of Georgia, Camden County is the state’s seventh largest county at 613 square miles. It is approximately 35 miles north of Jacksonville, FL, and 100 miles southwest of Savannah. The

Table 1: Camden County, GA, Demographics

Estimated Population: 53,044			
Distribution by Race		Distribution by Age	
Caucasian	74.6%	0 to 15	21.1%
African American	18.2%	15 to 25	17.6%
Asian	1.3%	25 to 45	26.4%
Native American	0.5%	45 to 65	23.7%
Two or More Races	5.4%	65 to 85	10.6%
Total	100%	Over 85	0.6%
Hispanic (all races)	6.1%		

Educational Achievement (over age 25)	
High School or Higher	91.0%
Bachelor’s Degree or Higher	22.6%

Other Statistics	
Median Age-Camden County	31.5
Median Age-U.S.	37.4
Poverty Rate	14.0%

Source: U.S. Census Bureau

County lies an average of 20 feet above sea level. Interstate highway I-95 runs through the county. Jacksonville International Airport is less than 30 minutes' drive to the south. Savannah, GA, is a little less than 2 hours to the northeast, Orlando and its theme parks 3 hours to the southwest, and Atlanta is a five hours to the northwest.

DEMOGRAPHICS

See Table 1 on page 5 for Camden County Demographics.

CLIMATE

Camden County’s climate is described as humid subtropical with two primary seasons: the hot, rainy season, which lasts from May to September, and the mild, dry season, which runs from October to April. During the summer months, the high temperatures are typically in the high 80s, rarely falling below the mid-70s, and the afternoons

often bring short bursts of rain and thunder. During the cooler months, the average temperature is in the mid-60s, with the lows landing in the mid-40s. The average rainfall is 51 inches a year.

The county is less susceptible to extreme weather events than much of the East Coast. In fact, the area has only received one direct hit from a hurricane since 1871—Hurricane Dora in 1964. Recently, though, in 2016 and 2017, Hurricanes Matthew and Irma passed very close to the county and brought wind, rain, tree damage and some flooding.

COMMERCE

From the point of view of commerce, Camden County is a diamond in the rough. Development is relatively limited at this point but has much to offer. Interstate 95 runs through it and the county is within 30 miles of Interstate 10 and

80 miles of Interstate 16. It also offers deep water ports with rail service and connectivity. It is near Jacksonville and is home to a major naval base. It has three universities, a technical college, and an award winning high-school to train and equip the workforce as well as having Foreign Trade Zone Status. Finally, the workforce is skilled, technologically savvy and competent.

Table 2: Principal Employers, Camden County, GA

Employer	Industry	Employees
Kings Bay Naval Submarine Base	Military	8,979
Camden County School System	Education	1,200
Express Scripts	Healthcare	650
Lockheed Missiles & Space	Manufacturing	478
Camden County Government	Government	404
Walmart Supercenter	Retail	366
Southeast Georgia Health Systems	Healthcare	330
Kings Bay Support Services	Commercial	290
Winn-Dixie Supermarkets	Retail	107
Publix Supermarkets	Retail	105

Source: Camden County, GA, 2015* CAFR (the most recent data available)

Not surprisingly, many of the county’s commercial activities center on the Naval Submarine Base Kings Bay. For more information, see Table 2 on page 6. *Data not available for 2017.

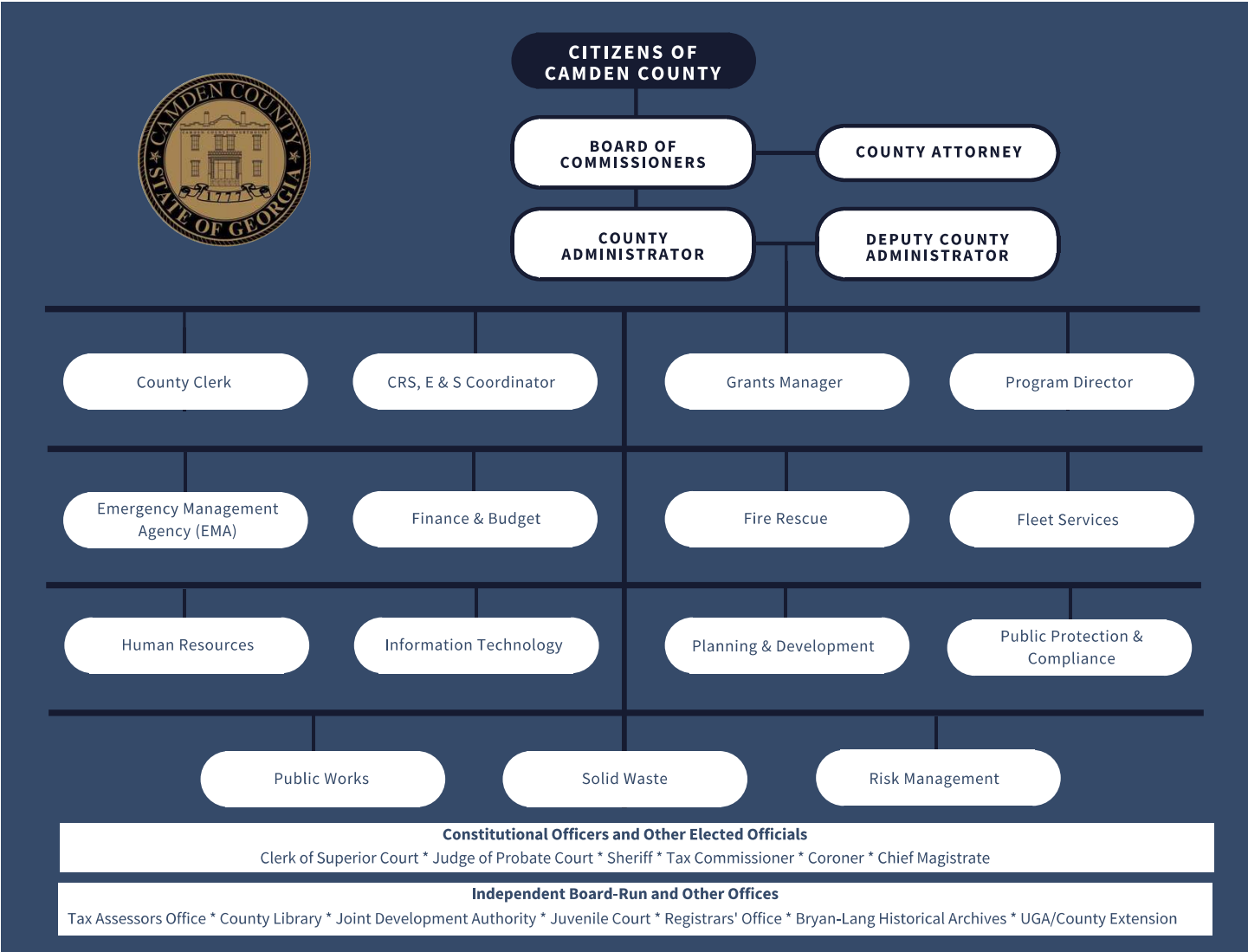
GOVERNMENT

Camden County is a full-service county and operates under the Commission–Manager form of government. The Board of County Commissioners is comprised of five members elected through district elections for staggered

four-year terms. The Board elects the Chair and Vice-Chair of the County Commission each year from among the body. The next election is in November 2018 and both incumbents will be retain their seats as they have no opponents.

The Board of Commissioners makes policies, adopts laws, sets tax rates, and more. The County Administrator is appointed by the Board and is responsible to the Board of County Commissioners. The County Administrator oversees the day-to-day operations of the County,

Table 3: Camden County Organizational Chart



advises the Board, and implements Commission policy. The Commissioners respect one another and work well together. They also respect and value the staff.

The Commission appoints the County Administrator who oversees day-to-day operations and the County Attorney. The County Administrator has been with the County as Administrator since August 2007. The government operates very smoothly and tends to win multiple awards per year, for things such as connectivity and transparency, electronic medical records, an efficient website, budgeting, and more.

The Administrator oversees eleven departments (see Table III). Its general fund budget is \$30.6 million and its total budget is \$50.3 million. Services are provided by 435 full and part time employees. None of the County's employees are unionized.

THE PUBLIC WORKS DEPARTMENT

The Public Works Department oversees roads, bridges, and drainage. Specifically, it maintains 295 miles of roads (167 of which are paved and 128 which are dirt), 37 bridges, and approximately 1,800 culverts. It has 22.5 FTEs and a budget of approximately \$1.3 million. In 2019, it intends to add fleet management (52 pieces of equipment/vehicles—29 pieces of heavy equipment, 7 heavy vehicles, and 16 other vehicles), road side mowing, facilities and mosquito control. Currently, other divisions within the County government perform the former two functions and the Public Service Authority performs latter two under contract. The inclusion of facilities will increase the budget by \$480,000 and 7 FTEs; fleet management will add

another \$260,000 and 6 FTEs while mosquito control will add \$184,000 and 3 FTEs and roadside mowing will add \$200,000 and 6 FTEs and 2 seasonal employees.

The department has two significant grants. The first is a Local Maintenance and Improvement Grant (LMIG) from the Georgia Department of Transportation in the amount of \$550,000. While it fluctuates annually, it is usually around this number. To use the funds, the County must provide a 30% match. The second is Special Purpose Local Option Sales Tax (SPLOST) money to pave roads. Currently, the County has nearly \$1.8 million dollars in funding for future road projects.

CHALLENGES

The Public Works Department is strong. Its challenges are not, by any means insurmountable, but they do require attention.

First and foremost, the department needs a leader to take it to a higher level of excellence—to increase the professionalism in the department and build the department. Over the next coming years, as the County grows, the department will need to do so as well. Succession planning will be particularly important as in the current economy, it is becoming difficult to fill key roles. Second, as indicated, the County intends to transfer several functions to the Public Works Department, and the new Director will be responsible for the integration and a smooth transition. Third, some of the developments and structures were built in low-lying areas and are surrounded by water. Given the County is experiencing more rain, drainage has become a significant issue for some. Working with the cities in



the County will be one way to resolve these issues. Hence, experience in intergovernmental relations will be important.

THE IDEAL CANDIDATE

The County is looking for an outstanding leader and manager to oversee its Public Works Department. The ideal candidate will have experience in roads, bridges, drainage, facilities, fleet, and mosquito control. He/she will be visionary foreseeing the future, planning for it and ensuring the department is well positioned to take advantage of the new environment. To do so, the individual will be aware of emerging issues, trends, and future technologies. Having said that, the next director will not neglect the day-to-day operations and the details.

The best candidate will be intelligent, upbeat, friendly, outgoing, organized, positive and a progressive leader—someone with an open mind and a can-do attitude. The individual will also be flexible, consistent, cheerfully persistent, energetic yet calm, and a leader—definitely not a bureaucrat. Integrity and transparency will be core principles as well as fairness and consistency.

The next director will be able to effectively communicate with all levels of staff, as well as the public. Outstanding oral and written skills are highly desirable. Good judgment and common sense are essential.

The individual will be approachable, always listening and always looking for ways to make the department more effective. He/she will be analytical, and, while deferential of current processes, question them to ensure they are optimal. When a staff member responds to a question with, “We have always done it this way,” that will not be an acceptable answer. If it is the best way, then that will need to be demonstrated on merit.

The individual will trust and rely on his/her staff, be respectful of others, delegate and encourage creativity. The ideal candidate will recognize talent and mentor that talent. He/she will challenge employees to give their best and set broad performance parameters. The individual will not be a micromanager but will step back and let staff members perform their jobs. Of course, he/she will expect results and hold employees accountable.

The Director will support and inspire, communicate openly and effectively, be transparent with activities and policies, demonstrate integrity, and deliver results. The individual will recognize the importance of making the workplace not just challenging but enjoyable. Having a sense of humor will be a plus.

The Department’s staff is small and the ability to multi-task is critical. The ideal candidate will have a demonstrated ability to work with the media and individuals at all levels of government. In terms of specific skills, the ideal candidate will have a demonstrated track record of achievement in public works and management.

The position requires a Bachelor’s degree in a related field. Being licensed as a P.E. is a plus but not expected. The

individual will have three to five years of related experience. Prior management experience is highly desirable.

THE PRIOR DIRECTOR

The most recent director retired. Over the years, this position has been very stable. The current acting director is not interested in the permanent position.

RESIDENCY

It is expected that the director will live within the county’s boundaries.

COMPENSATION

The salary range is \$85,000 to \$95,000 with a generous benefits package.

CONFIDENTIALITY

Camden County is committed to honoring the confidentiality of all applicants to the fullest extent possible, while complying with Georgia Open Records and Open Meetings Law. Consequently, no candidate names will be revealed without consulting the applicant first.

HOW TO APPLY

E-mail your cover letter and resume to the following address: ***Recruit28@cb-asso.com*** no later than December 14, 2018. Faxed and mailed resumes will not be considered. Questions should be directed to Lynelle Klein at (425) 658-7025, or Colin Baenziger at (561) 707-3537.

SCHEDULE

Applicant screening will be completed by December 28th. Finalist interviews are scheduled for January 7, 2019. The selection of the Public Works Director will be made shortly thereafter.

OTHER IMPORTANT INFORMATION

Camden County is an Equal Opportunity Employer and values diversity. It strongly encourages minorities and women to apply. It is also a drug-free, smoke-free workplace.

FOR MORE INFORMATION:

For more information, visit:

<https://www.camdencountyga.gov/>

<http://www.camdenchamber.com/>

<https://launchcamden.com/>



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