

**Camden County Board of Elections  
Strategic Plan  
FY2022 – FY2026**

**Mission**

The Camden County Board of Elections and Registration (BoER) conducts local, state, and federal elections in a fair and impartial manner to safeguard the integrity of the electoral process.

From the BoER bylaws: Article 2: Mission

The mission of the Board of Elections and Registration, as an independent body and within the legal framework of the State of Georgia and Camden County, is that of,

- (a) Conducting elections and certifying the election results;
- (b) Registering and verifying voters and ballots;
- (c) Educating the community and increasing community awareness of upcoming Elections and on voter registration; and
- (d) Creating community confidence and trust in voting and the democratic process.

*The Bylaws and Strategic Plan Mission should match? (If we change 1 we need to change both to match)?? Now is the time to update our mission if we want to word things differently and incorporate new things.*

*Or do we just want it short and sweet, like Our Mission is to provide safe, fair and honest elections in Camden County. ???*

**Vision**

The Camden County Board of Elections and Registration strives to become the State of Georgia model for conducting elections with non-partisan community-wide involvement.

**Values**

Respect, Integrity and Nonpartisanship

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**Goal 1**

**Conduct local, state, and federal elections in compliance with applicable guidance.**

*Objective 1.1*

Maintain **compliance with** state **legislative, state election board (SEB)** and federal laws, regulations, **directives** and guidance that govern elections in Camden County.

*Objective 1.2*

Maintain written and/or graphic descriptions of County Districts, Precincts, and Polling Locations with an overlay of city boundaries.

*Objective 1.3*

Develop written standard operating procedures (SOPs) for the impartial conduct of elections from candidate qualifying to candidate election, including voter registration, absentee voting, advance voting, election day voting, vote tabulation, and official election results. **Would be a great goal if election laws and directives remained static. This would be a very labor-intensive project that would require a lot of man-hours to maintain.**

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**Goal 2**

**Develop a cadre of workers proficient in current elections processes, procedures, and technology.**

*Objective 2.1*

Develop and maintain a current and separate BoER Handbook for all Board members; BoER staff; and, BoER poll managers, poll workers, and poll watchers.

Develop and maintain a current and separate BoER Handbook for all Board members; **Election** staff; and, poll managers, poll workers, and poll watchers.

*Objective 2.2*

Provide periodic training events relevant to the duties to be performed and assess proficiency for BoER members, ~~BoER~~ **Election** staff, and BoER poll managers, workers, and watchers.

*Objective 2.3*

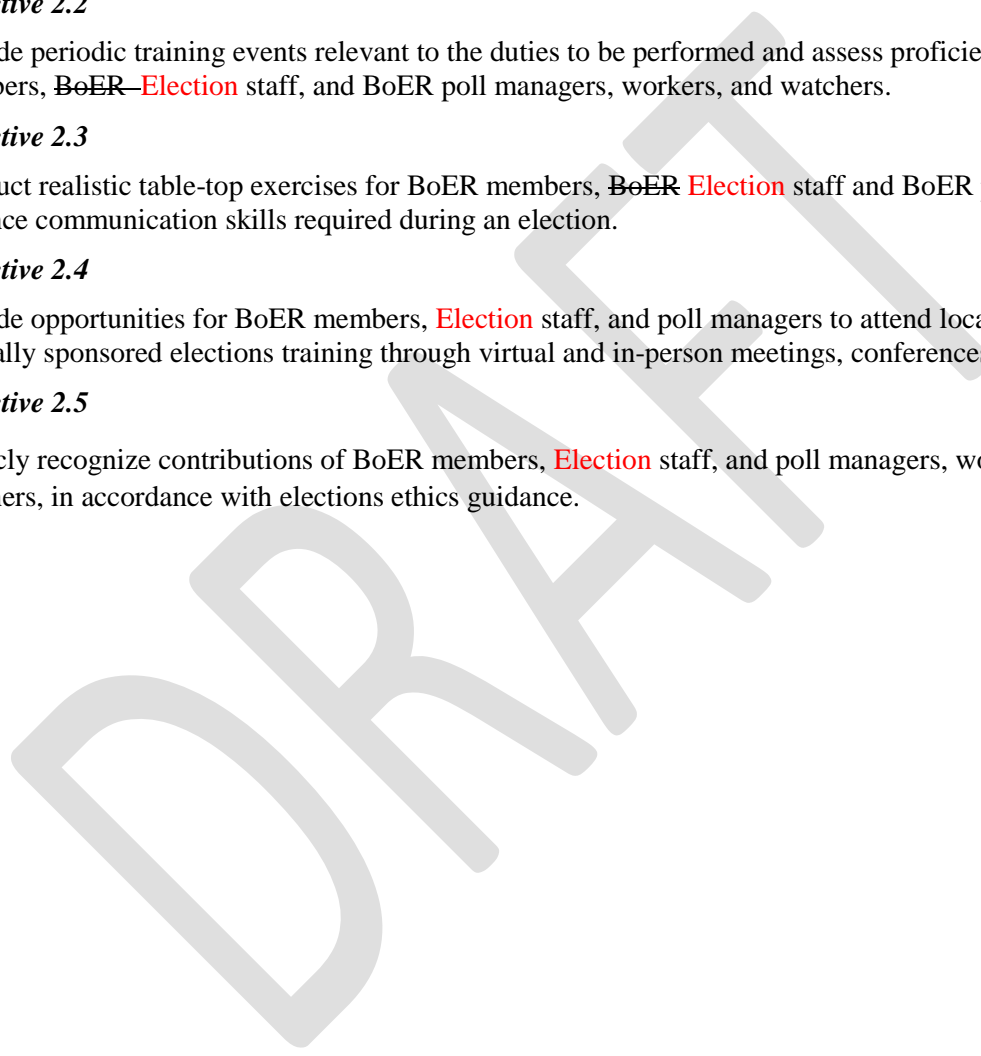
Conduct realistic table-top exercises for BoER members, ~~BoER~~ **Election** staff and BoER poll managers to enhance communication skills required during an election.

*Objective 2.4*

Provide opportunities for BoER members, **Election** staff, and poll managers to attend local, state, and/or federally sponsored elections training through virtual and in-person meetings, conferences, etc.

*Objective 2.5*

Publicly recognize contributions of BoER members, **Election** staff, and poll managers, workers, and watchers, in accordance with elections ethics guidance.



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**Goal 3**

**Develop fiscally responsible business processes.**

*Objective 3.1*

Develop a budget for elections and registration processes in sufficient time to submit to Camden County Commissioners for review and approval.

*Objective 3.2*

Use historical data to project line--item costs essential to mission accomplishment.

*Objective 3.3*

Prepare a post-election after-action report (AAR) within 30 days following the reporting of official election results to assess the activities throughout the election and identify areas to accentuate as well as areas to improve.

*Objective 3.4*

Prepare **and execute** a plan to relocate the BoER Office to the most accessible and secure location feasible to equitably serve Camden County.

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**Goal 4**

**Engage the Camden County electorate to foster greater awareness of local, state, and federal elections.**

***Objective 4.1***

Develop a plan to actively engage the entire Camden County community, stratified by demographic segments such as age, gender, education, ethnicity, etc. for maximum visibility.

***Objective 4.2***

Collaborate with Camden County School Board to sponsor elections-related events for the entire K-12 school population.

***Objective 4.3***

Collaborate with Camden County employers, including the Kingsbay Submarine Base civilian community, to foster relationships conducive to employees serving in some capacity during elections.

***Objective 4.4***

Provide current elections related information via a non-partisan presence using various social media outlets. *participating in various local festivals/events, engaging with local (partisan & non-partisan) community groups and clubs.*

***Objective 4.5***

Maintain current elections related information on the BoER website and through the Camden County legal organ, Tribune and Georgian weekly newspaper.

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Strategic Planning Notes  
September 30, 2021

Stakeholders

- External
  - Public
  - Candidates
  - Secretary of State
  - Public Officials
  - Media
  - Municipalities
  - Political Parties
  - Registered Voters
- Internal
  - Staff
  - Commissioners
  - Secretary of State
  - The Board
  - Poll Workers

Mandates

- HB 1023
- SB 202
- Georgia Election Code
- State Elections Board (SEB) Rules
- Federal Elections Laws
- BoER By-Laws
- Strategic Plan

Strengths

- People
  - Board
  - Staff
    - Experience
    - Customer Service
  - Poll Workers
    - Get the job done
    - Face of the election
- Information
  - Firefly, good source of information
  - GAVREO
  - Board Website
  - Electronic Registration Information Center (ERIC)
- Competencies
  - Election Process
- Culture
  - Present positive face
- Performance
  - Conducting elections
  - Good community reputation

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Weaknesses

- People
  - Board
  - Staff size
  - Poll workers
    - Technical (competency?)
    - Skill level
    - Age
  - Don't stay informed (Board? Staff? Poll workers?)
- Funding
- Firefly
  - Contains outdated information
- Mis-information/Dis-information
- More strategic approach to gaining continuity for board
- Performance
  - Identifying key performance indicators
  - Lag time in data collection

Opportunities

- New Building (Construction?) → Property Tax → Increased Budget
- Collaborative Partnerships
  - SE GA Region 14
    - Training
    - Other Superintendents
    - Other Records
    - GAVREO
    - Shared Resources
    - GA Reapportionment Office
- Key Resource Controllers
  - Camden County Board of Commissioners (CCBC)
  - Community Outreach
  - Visibilities
- Forces and Trends
  - Population Growth
  - Political
  - More young voters
  - Uptick in interest in Elections
- Education
  - Good High School: One of the State's best
  - Elections Education Event for High School
- Media Opportunities
  - Election Corner

Threats

- ENet operates on Internet Explorer

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- Lag time in data collection
- Polling location availabilities
- Technological
- Cyber Threats
- Physical Security: high cost
- Forces and Trends
  - Mis-information and Dis-information
- Funding
  - Ever shrinking
- Changing Election Laws

#### Short-Term Goals

1. Increase voter registration
  2. Increase voter turnout
  3. Remove impediments to voting and increase community ease in voting
  4. Have well-trained, professional poll managers and poll workers, focusing on customer service
  5. Increase voter awareness of elections, polling locations, time of elections – early voting, absentee/mail-in ballots, and election day
  6. Develop effective, multiple means for communicating with the community
- Progress
    - 1 & 2: Increased voter registration and turnout
    - 3:
      - Expanded voting hours
      - Changed poll locations
      - Increased advertising
        - Social Media use
        - Group demonstrations
    - 4: Longer and more detailed and hands-on training for poll workers
    - 5: Increased early voting opportunities
    - 6:
      - Website
      - Social Media
      - Press releases in T&G
      - Voters' Guide
  - Challenges
    - 3: Public perception
    - 4: Funding/staffing
    - 3, 4, 5: Pandemic
    - 6: Not everyone is on social media or reads T&G
  - Changes
    - 1: Re-word to “increase voter registration opportunities
    - 2: Remove “voter turnout”

#### Long-Term Goals

1. Simplify the voter registration and voting processes



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2. Expand opportunities for early voting
3. Create facilities/space for early voting stations with adequate parking
4. Have cost-effective elections and County organization

- Progress
  - 1. –
  - 2. Extended location & days
  - 3. Added Kingsland Annex and Changing polling locations #10/#12/#4/#6/#11/#13
- Challenges
  - 1. –
  - 2. Funding. Available facilities.
  - 3. Staffing
  - 4. –
- Changes
  - 1. Remove
  - 4. Remove

#### Action Plan 2022

- BoER Continuing Education
- Budget Line Items
  - One Equipment Technician
    - Full-time/Would have other duties in off [i.e., non-election] years
    - Fy23
  - Printing Costs
- Relocation Plan
- Redistricting
- Poll Worker Plan
  - Split Shifts
  - Higher Pay
  - Corporate Partners (Private/Kingsbay Civilian Command)
    - Workers are paid through company
- Electorate Engagement Plan
  - Attract people to the process
- County Website Redesign of BoER Section
  - County now working on the whole website
  - Shannon Nettles will work on our website
- Annual Action Plan Assessment
  - County meets to go over County Strategic Plan every year
    - 11/30/21 this year and 12/16/21
    - BoER could meet prior to above and bring info to County
      - TBD on 10/21/21

#### Follow-up Sessions

TBD on 10/29/21

## **Mandates**

- Mandates include ~~MOU~~ Intergovernmental Agreements (IGA's) with each of the cities to conduct their elections.
- Mandates include SB202, but also any rulings by judges in lawsuits against (of which there are at least 7 to date)
- HB1023
- Strategic Plan
- Federal Election Laws

## **Stakeholders**

- Stakeholders: Ones who affect and benefit from process
- Public = External
- Staff / Board = Internal
- Media
- Poll workers
- Primarily should be electorate but political parties and bodies, and independent candidates
- Parents whose children will be affected by Board of Education members
- People in other counties who will be affected by our votes for Judges/D.A.
- Public elected Officials
- Candidates
- Media – External
- Social Network
- Political Parties
- Internal
  - Poll Workers
  - Poll Watchers
  - Board
  - Registered voters

## **Mission**

- Conducting elections is separate from registering voters, and were charged to different bodies previously.
- Consider elections in a scientific organization. The committee that does this is separate from the committee that recruits new (voting) members.
- Conducting Fair Elections
- Registration is important
- Specificity paramount in mission statement
- Who has access to Firefly (And Buzz?)

**Internal:**

**Strengths**

- BoER Staff (competency of)
- Successful elections

**Weaknesses**

- Resources: People
  - The conflict of interest in having the Commissioners choose the Board members, who control their re-election.
  - You would have better luck getting younger poll workers if there were a way for them to split shifts, to be able to cover child care, etc.
  - Dominion machines/contract
  - Other mandates
- Resources: Information
  - Poll workers need to know what eligible IDs are. Too many people w/expired GA driver license turned away (An expired GA DL is an acceptable form of ID)
  - “Elections 101” might be considered in pre-K (?) – 8<sup>th</sup> grade (Middle School- High School is well suited for this too, and students as young as 15 can work at the Polls)

**External**

- Poll watchers should be trained along with workers enhancing understanding
- Concern from last voting cycle regarding registering to vote at drivers license bureau not working
- Outreach to residents/businesses who don't live in St. Marys/Kingsland
- Organizations who spread misinformation @ electoral process/whether vote matters

Shannon,

In the BoER strategy plan, please include periodic, routine, announced public outreach activities, registration assistance events, Q&A sessions, and elections and registration process education sessions though out the year(s). At the very least, the public (targeted) audience should include CCHS (grades 11 & 12), community colleges (Coastal Pines Technical College, College of Coastal Georgia), and civic/social groups. (Note: For many of these areas of responsibility, time and opportunity allotted at BoER monthly meetings are insufficient to benefit and satisfy the needs of the general public; newcomers, come of age, and infrequent voters alike.

In addition, please document the plan and actions for locating, installing, and maintaining the Absentee Ballot Boxes at key locations in Camden County.

S/Tom Canning  
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