

# STRATEGIC PLAN

## 2015 → 2020 → 2030



Camden County, Georgia  
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# **STRATEGIC PLANNING FOR CAMDEN COUNTY**

# Strategic Planning Model for Camden County

Value-based principles that describe the preferred future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program: policy agenda for the County Board Annual Action Plan, management agenda for staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility of County government and frame the primary services – core service businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **CAMDEN COUNTY VISION 2030**

# *Camden County Vision 2030*

**CAMDEN COUNTY 2030 is the  
PREMIER COASTAL COMMUNITY OF GEORGIA –  
BEAUTIFUL <sup>(A)</sup>, SAFE <sup>(B)</sup>.**

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**CAMDEN COUNTY 2030 has a  
STRONG REGIONAL ECONOMY AND DIVERSE JOB  
OPPORTUNITIES with four major pillars:  
an ACTIVE NAVAL SUBMARINE BASE <sup>(C)</sup>,  
a SUCCESSFUL WORLD CLASS SPACEPORT <sup>(D)</sup>, SPORT TOURISM <sup>(E)</sup>  
AND TECHNOLOGY CORRIDOR <sup>(F)</sup>.**

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**CAMDEN COUNTY 2030 has  
RELAXED LIVING with QUALITY RESIDENTIAL DEVELOPMENTS <sup>(G)</sup>,  
ABUNDANT LEISURE CHOICES FOR ALL <sup>(H)</sup>.**

# *Camden County Vision 2030*

## **PRINCIPLE A**

### **BEAUTIFUL**

#### **► Means**

1. Attractive gateways and entrances to Camden County especially from I-95
2. Appropriate County signage at exit 1 and exit 26
3. Well maintained and beautiful parks and open spaces
4. Updated, well maintained, attractive County buildings and facilities
5. Lighting for exit 14 and exit 6

## **PRINCIPLE B**

### **SAFE**

#### **► Means**

1. Residents feeling safe and secure at home and in the community
2. Timely and appropriate response for emergency medical calls with a high survival rate
3. Low crime rate
4. If crimes occur, the criminals are arrested and prosecuted in a timely manner
5. Residents and businesses working in partnership with law enforcement agencies to create a safe Camden County community
6. Camden County prepared for, able to respond, and to restore service and recover from a major disaster

## **PRINCIPLE C**

### **ACTIVE NAVAL SUBMARINE BASE**

#### **► Means**

1. Maintained the number of submarines at the Naval Submarine Base
2. Impact payment to education/schools
3. Diversification of commands at the Naval Submarine Base
4. Potential use of excess land on the base

## **PRINCIPLE D**

### **SUCCESSFUL WORLD CLASS SPACEPORT**

#### **► Means**

1. Development of a world-class launch facility with regular launched schedule
2. Development of space vehicle and payload technology businesses
3. Development of space tourism – visits for launches
4. Increasing launch capacity – more launches
5. Link to Georgia Tech campus development to support the Spaceport
6. Strong partnership between the private sector, Aerospace Companies and Spaceport Camden County
7. Support businesses for Spaceport operation
8. Defining brand: the “Aerospace Center of United States” and “Georgia’s Space Coast”
9. I-95 high technology corridor including Aerospace Commerce Center



## **PRINCIPLE E**

### **SPORTS TOURISM**

#### **► Means**

1. Reputation as the "Amateur Sports Center of Georgia and North Florida"
2. Top quality outdoor sports complexes for regional and national tournaments
3. Indoor sports facility for basketball, volleyball, gymnastic, cheerleading, etc.
4. Intercollegiate tournaments bringing in teams from the north
5. Developing tournaments for emerging sports: lacrosse, quidditch, disk golf etc.

## **PRINCIPLE F**

### **TECHNOLOGY CORRIDOR**

#### **► Means**

1. Georgia Tech campus offering degrees and diversified educational programs
2. Competitive technology infrastructure in place to support businesses and business development
3. Growing reputation as a technology hub in Georgia and north Florida
4. Land available in state-of-the-art business/technology park(s)

## **PRINCIPLE G**

### **QUALITY RESIDENTIAL DEVELOPMENTS**

#### **► Means**

1. Future developments following Camden County plans and meeting the development standards and regulations
2. Reliable delivery of utility services
3. Incorporation of smart growth principles into future development in Camden County: cluster units, water and sewer service
4. Opportunities for homeownership – high percentage of homeownership
5. Quality infrastructure for water and sewer: well designed and well maintained

## **PRINCIPLE H**

### **ABUNDANT LEISURE CHOICES FOR ALL**

#### **► Means**

1. Well designed, well maintained sports complexes for local, recreational and tournament use
2. State-of-the-art library facilities and services
3. Performing Arts Center for local and regional performances and uses

# **CAMDEN COUNTY GOVERNMENT MISSION**

# *Camden County Government Mission*

**The mission of CAMDEN COUNTY  
GOVERNMENT**

**is to deliver**

**DEFINED COUNTY SERVICES<sup>(1)</sup>**

**with EXCEPTIONAL CUSTOMER SERVICE<sup>(2)</sup>**

**and in a FINANCIALLY SUSTAINABLE<sup>(3)</sup>**

**and TRANSPARENT MANNER<sup>(4)</sup>.**

## **PRINCIPLE 1**

### **DEFINED COUNTY SERVICES**

#### **► Means**

1. Services defined by State of Georgia as the responsibility of county government
2. Basic county services as defined by the County Commission
3. Services that expand the local economy and county tax base
4. Services that preserve the natural environment
5. Services that make the county a desirable place to live
6. Annually review County services and define services/service levels

## **PRINCIPLE 2**

### **EXCEPTIONAL CUSTOMER SERVICE**

#### **► Means**

1. Listening to and know the needs of residents and businesses
2. Providing a timely response to a service request
3. Acting in a respectful and courteous manner with County customers
4. Providing easy access to County information and services
5. Knowing who is the customer
6. Taking time to explain decisions or actions, especially when the answer is "no"
7. Solving the customer's problem; or refer the customer to the person who can help them

### **PRINCIPLE 3**

#### **FINANCIALLY SUSTAINABLE GOVERNMENT**

##### **► Means**

1. Delivering defined County services in the most efficient and cost effective manner
2. Providing service value to the taxpayers of Camden County
3. Developing a fiscally responsible annual budget
4. Working with other governments on shared services
5. Having effective financial systems, reporting and controls
6. Developing and annually updating a long-range (5 year) financial plan and financial policies

### **PRINCIPLE 4**

#### **TRANSPARENT GOVERNMENT**

##### **► Means**

1. County Commission working together as a team
2. Respectfully listening to ideas and suggestions from the community
3. Developing working and collaborative relationships with other governments: State of Georgia, Cities - Woodbine, St. Marys and Kingsland; other governmental organizations/agencies
4. Developing effective public – private partnerships
5. Taking the time to celebrate Camden County successes with the community

# **CAMDEN COUNTY PLAN 2015 – 2020**

# *Camden County Goals 2020*

**FINANCIALLY SOUND COUNTY PROVIDING  
EXCEPTIONAL SERVICE AND VALUE**



**GROW THE LOCAL ECONOMY**



**PLANNED AND MANAGED GROWTH**



**GREAT PLACE TO LIVE**



# Goal 1

## Financially Sound County Providing Exceptional Service and Value

### OBJECTIVES

1. Provided financially responsible budget with appropriate tax level that supports exceptional County services
2. Maintained/enhanced County government teamwork and performance
3. Delivered County services in the most efficient, cost effective manner
4. Preparation and successful passage of SPLOST
5. Expanded communications with the residents in Camden County

### VALUE TO RESIDENTS

1. Service value for their taxes and fees
2. Reliable delivery of County services
3. Timely response for a service call: emergency and non-emergency
4. County prepared for the future growth and development
5. Top quality, exceptional customer service from the County government
6. Responsible fiscal stewardship by County Commission and government

### **SHORT TERM CHALLENGES**

1. Working with other governments to expand shared services
2. Defining county government role and responsibilities for services
3. Expanding contracting for private delivery of County services
4. Maintaining no debt for County government
5. Impact of wetlands on property values

### **LONG TERM CHALLENGES**

1. Reducing the cost of County government
2. Aging County workforce and the need for succession planning/management
3. Competitive compensation for all County employees
4. Residents' expectations and capacity of County government
5. Rising costs of conducting County business: materials, contracts, healthcare, pensions
6. Developing new ways on communicating with residents
7. Aging County facilities and buildings need major maintenance or replacement

**POLICY ACTIONS 2015**

	<b>PRIORITY</b>
1. Special Purpose Local Option Sales Tax (SPLOST) – Tier 1 Project Package	Top Priority
2. Planning: Co-Location and Customer Service	Top Priority
3. Comprehensive County Facilities Plan	High Priority
4. Fleet Capital Outlay Program	High Priority
5. Animal Control Services: Service Level, Funding, Scope	

**MANAGEMENT ACTIONS 2015**

	<b>PRIORITY</b>
1. County – City Fire/EMS Functional Consolidation	Top Priority
2. Fleet Services: Building and Kingsland Agreement	Top Priority
3. Grant Writer Position: Definition, Direction, Funding, Performance Reports	Top Priority
4. Risk Manager Position: Definition, Direction, Funding	High Priority
5. Compensation Market Adjustment: Direction, Funding	High Priority

**MANAGEMENT IN PROGRESS 2015**

1. IT Storage (SAN Replacement)
2. IT Policy Update
3. New World System
  - A. Fire
  - B. Law Enforcement
  - C. CAD
4. Performance Review Development Launch
5. Mosquito Control: Service/Effectiveness Performance Evaluation Report
6. Ticketing System: Development
7. Radio Communication System Study and Plan
8. Re Addressing Project

**MAJOR PROJECTS 2015**

1. Jody, Powell & Kayla Road Project: Completion
2. Tax Commissioner Computer Upgrade (Property Tax)
3. Purchasing Policy: Revision
4. Human Resource Policy and Handbook: Appeal, Leave of Absence, Drug & Social Media Policy
5. LMIG Road Resurfacing
6. Colerain Road Project: Phase 1 – ROW, Phase 2 – Concept
7. Fuel System: Location, Study, Funding
8. Fisher – Massey Paving Project: ROW, Concept
9. IT Hardware Replacement: Annual Major Purchases
10. Jail Expansion Project: Completion

## ON THE HORIZON 2016 – 2020

1. School Board Service Consolidation
  - Fleet
  - Healthcare
2. Shared Services: Library
3. Management Succession Plan: Evaluation, Development, Action Steps, Funding
4. Jail per Diem Charge for Cities: Review, Direction
5. County Services Review: Inventory, Priority Direction on Services and Levels of Services (Appropriate Role of Government), Incorporating into Budget
6. County Infrastructure Plan: Review, Project Priority, Funding
7. Shared Services: Public Works
  - Interlocal Agreement
  - Cities/PSA's
8. Social Media Policy: Refinement, Direction
9. Privatization/Contracting for Service Delivery: Evaluation Report, Options, Direction, Next Step
10. Customer Service Audit: Evaluation, Report with Recommendations, Direction, Action Plan
11. Communications Plan with Residents and Businesses: Evaluation of Effectiveness, Goals/Desired Outcomes, Direction, Action Steps
12. Curbside Recycling: Requirement Review, Direction, County Role

# Goal 2

## Grow the Local Economy

### OBJECTIVES

1. Effective JDA organization producing results: new businesses and more
2. Successful operating Spaceport
3. Campus development by Georgia Tech
4. More sports tournaments bringing in tourists
5. Development of a Technical College
6. Development of Aerospace Commerce Center

### VALUE TO RESIDENTS

1. More job opportunities and specifically quality jobs for our children
2. Opportunities to start and grow a business in Camden County
3. Expanded commercial tax base reducing the tax burden on property owners
4. Ability to work near home - more leisure and family time
5. Businesses investing in Camden County

### **SHORT TERM CHALLENGES**

1. Uncertain future and developing JDA organization, plan and work program
2. Slow economic recovery with expanding business investment
3. Securing the Spaceport
4. Expanding sports facilities for more tournaments
5. Defining the County's role and types of incentives

### **LONG TERM CHALLENGES**

1. Lack of quality high-speed internet connectivity
2. Working with Georgia Tech and Technical College to secure campuses
3. Workforce development and preparing workers for 21<sup>st</sup> century jobs
4. Tapping into expanding port facilities and activities: Jacksonville and Savannah
5. Land available for business development
6. Funding future economic development activities

### **POLICY ACTIONS 2015**

- |  | <b>PRIORITY</b>  |              |
|--|--|--------------|
| 1. Technical College Strategy: Goals/Desired Outcomes                            | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority   |  |              |
| 2. Aerospace Commerce Center Master Plan   | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority   |  |              |
| 3. Spaceport Development   | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority   |  |              |
| 4. JDA County Economic Development Plan  |  |              |
| 5. Indoor Sports Facility: Feasibility Study, Direction, County Role, Next Steps |  |              |

### **ON THE HORIZON 2016 – 2020**

1. Millage for Economic Development: Decision for Next Budget
2. Tourism Development Strategy and Action Plan: Development, Action Steps, Link to PSA
3. Agricultural Development Strategy: Evaluation, Goals/Desired Outcomes, Direction, Action Steps
4. Georgia Tech Attraction Strategy: Goals/Desired Outcomes, Potential Candidates, County Role, Initiate Contact, Action Steps

### **MANAGEMENT IN PROGRESS 2015**

1. Economic Development Visioning Session
2. JDA Annual Work Program for Economic Development
3. JDA: Performance Reporting, Re-direction

# Goal 3

## Planned and Managed Growth

### OBJECTIVES

1. Expanded water and sewer capacity
2. Maintained/upgraded condition of County roads
3. Quality residential development consistent with the County plans and development regulations
4. Workable Unified Development Code throughout Camden County

### VALUE TO RESIDENTS

1. Protection/enhancement of property values
2. More attractive and beautiful community
3. Quality housing choices and options
4. Less traffic congestion and predictable travel times
5. Better quality County road with a "smoother" drive



### **SHORT TERM CHALLENGES**

1. Funding for infrastructure maintenance and upgrade
2. Increasing federal government and State of Georgia mandates and regulatory requirements
3. Slow recovery from the economic recession
4. Few grants and outside funding sources for infrastructure and roads with increased competition and requirements
5. Developing a workable Unified Development Code
6. Defining government's role in regulating and planning for growth
7. Working with municipalities on water and sewer issues and potential agreements (House Bill 49)

### **LONG TERM CHALLENGES**

1. Rising cost of raw materials and labor
2. Determining who should pay for growth: current residents or new residents
3. Completing projects from the SPLOST list
4. Land available for development
5. Conflict between personal property rights and community value

**POLICY ACTIONS 2015**

- |  | <b>PRIORITY</b>   |               |
|--|---|---------------|
| 1. High Speed Internet: Evaluation Report with Options | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority  |   |               |
| 2. Unified Development Code: Land Use Map              | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority  |   |               |
| 3. Sewer Plan: Condition Assessment                    |   |               |
| 4. Long Term Water Supply Plan: Assessment             |   |               |

**MANAGEMENT ACTIONS 2015**

- |   | <b>PRIORITY</b>   |               |
|---|---|---------------|
| 1. Regional Septic Tank Assessment Report Participation | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority   |   |               |

**MANAGEMENT IN PROGRESS 2015**

1. Builders/Public Outreach Program

**ON THE HORIZON 2016 – 2020**

1. Undergrounding Utilities: Evaluation, Goals, Direction, County Actions
2. Waterway Utilization Strategy: Report with Options, Direction
3. ROW Land Acquisition for County Roads: Evaluation, Direction, Funding
4. Sewer Plan: Condition Assessment
5. Long Term Water Supply Plan: Assessment

# Goal 4

## Great Place to Live

### OBJECTIVES

1. More attractive entrances and gateways to Camden County
2. Maintained/enhanced the partnership between the County government and private sports associations
3. Expanded recreational programs for all
4. Improved access to the County waterways
5. Expanded library services and programs

### VALUE TO RESIDENTS

1. More beautiful community
2. Increasing choices for your leisure time
3. Protection/enhancement of property values
4. Facilities, programs and activities for all family generations
5. More reason to live in Camden County

### **SHORT TERM CHALLENGES**

1. Working with the community and a variety of private organizations
2. Pressure by individual special interest groups
3. Funding for nonessential quality of life amenities
4. Potential land for acquisition
5. Determining the community leisure and recreational needs

### **LONG TERM CHALLENGES**

1. Defining the role of Camden County government
2. Determining priorities for Camden County
3. Potential conflicts among recreational uses, local tournaments and regional/national tournaments
4. Changing recreational patterns including passive leisure on computers

### **POLICY ACTIONS 2015**

- |   | <b>PRIORITY</b> |
|---|-----------------|
| 1. Heroes Park Sport Field Development: Needs Assessment                  | High Priority   |
| 2. Splash Pad Development: Feasibility Analysis                           |                 |
| 3. Joint Law Enforcement/Community – Military Gun Range: Concept, Funding |                 |

### **MAJOR PROJECTS 2015**

1. Law Enforcement/Community Gun Range: Construction

### **ON THE HORIZON 2016 – 2020**

1. Arts and Culture Master Plan: Development
2. Boat Ramp: Direction, Location
3. Entrances/Gateways Beautification Plan/Signage: Development
4. Youth Sports: Evaluation, County Role, Direction
5. Performance Arts Center: Feasibility Study, Options, Direction, County Role, Action Steps
6. Sports Tourism Development Strategy: Goals/Desired Outcomes, Direction, Action Steps

# **CAMDEN COUNTY ACTION AGENDA 2015**

# *Camden County Policy Agenda 2015*

## **TOP PRIORITY**

**Technical College Strategy: Goals/Desired Outcomes**

**Aerospace Commerce Center Master Plan**

**Spaceport Development**

**Special Purpose Local Option Sales Tax (SPLOST)  
(Preliminary Identification of Tier 1 Projects)**

**Planning: Co-Location and Customer Service**

## **HIGH PRIORITY**

**Heroes Park Sport Field Development: Needs Assessment**

**High Speed Internet: Evaluation Report with Options**

**Fleet Capital Outlay Program**

**Comprehensive County Facilities Plan**

**Unified Development Code: Land Use Map**

# *Camden County Management Agenda 2015*

## **TOP PRIORITY**

**County – City Fire/EMS Functional Consolidation**

**Fleet Services: Building and Kingsland Agreement**

**Grant Writer Position: Definition, Direction, Funding, Performance Reports**

## **HIGH PRIORITY**

**Risk Manager Position: Definition, Direction, Funding**

**Compensation Market Adjustment: Direction, Funding**

**Regional Septic Tank Assessment Report: Participation**



# *Management in Progress 2015*

**IT Storage (SAN Replacement)**

**IT Policy Update**

**New World System**

**Performance Review Development Launch**

**Mosquito Control: Service/Effectiveness Performance Evaluation Report**

**Ticketing System: Development**

**Radio communication System Study and Plan**

**Re Addressing Project**

**Economic Development Visioning Session**

**JDA Annual Work Program for Economic Development**

**JDA: Performance Reporting, Re-direction**

**Builders/Public Outreach Program**

# ***Major Projects 2015***

**Jody, Powell & Kayla Road Project: Completion**

**Tax Commissioner Computer Upgrade (Property Tax)**

**Purchasing Policy: Revision**

**Human Resource Policy and Handbook: Appeal, Leave of Absence, Drug & Social Media Policy**

**LMIG Road Resurfacing**

**Colerain Road Project: Phase 1 – ROW, Phase 2 – Concept**

**Fuel System: Location, Study, Funding**

**Fisher – Massey Paving Project: ROW, Concept**

**IT Hardware Replacement: Annual Major Purchases**

**Jail Expansion Project: Completion**

**Law Enforcement/Community Gun Range: Construction**