

CLAY COUNTY FLORIDA

Small Towns. Big Passions.



WELCOME TO
CLAY COUNTY



Strategic Plan 2024-2028



HEALTH & SAFETY · DEVELOPMENT · GOVERNANCE · INFRASTRUCTURE ·
QUALITY & BALANCE OF LIFE

APPROVED DECEMBER 2023



The Commissioners



Mike Cella District 1

We are excited to embark on this historic milestone for Clay County- the introduction of the County's first-ever five-year strategic plan. Although the plan is just beginning, your input, insights, and feedback will continue to be crucial in shaping the path ahead.

Alexandra Compere District 2

There's a great quote that reads, "Good planning and hard work leads to prosperity," and Clay's strategic plan is a major step in the right direction. It will be an indispensable tool for casting a clear vision and meeting our community's needs.



Jim Renninger District 3

This strategic plan is a compilation of the best minds of leadership, management, and staff as guided by the public to provide a framework to guide Clay County over the next five years. Our residents deserve the very best performance of their public servants and with this blueprint, all efforts will be focused as one.

Betsy Condon District 4

Setting a vision forward with specific, measurable goals in transparency to the public is required to protect the way of life our citizens desire while providing the increased services our citizens demand. The strategic plan is the foundation for that vision.



Dr. Kristen Burke District 5

This strategic plan is truly a product of Clay County. Everyone, from our leaders to our community gave their input, and it will provide a blueprint as we look to the future and concrete the values we hold dear. This is one more step to fostering a future for our County that we can continue to be proud of.

A message from the County Manager Howard Wanamaker



On behalf of the Clay County Board of County Commissioners, I am proud to present Clay County's first strategic plan for 2024-2028. This plan provides a blueprint to direct the Clay County government's daily efforts to continue to improve the quality of life and opportunities for residents and augment the components that make Clay County so special.

This first-of-its-kind future outlook will provide staff with measurable goals that fall into alignment to fulfill five themes defined as priorities by our community, our County's leaders, and our staff. Within those themes are tangible targets and bold goals to be accomplished within the next five years. Overall, the strategic plan will preserve values, optimize resources, accommodate growth, and expand opportunities for our residents.

Each year, we will provide a detailed report on the status of our efforts as outlined in the plan. Ultimately, these reports will allow us to adjust expectations as we continue the process for years to come and align the County's vision and priorities to adhere to this roadmap to the future of Clay County.

This truly has been a countywide effort. From residents who call Clay County home, to staff who handle day-to-day operations, to the County's leaders to provide governance, every stakeholder had a chance to provide input to create this blueprint to map Clay County's future, and that is a unique aspect that truly makes this strategic plan wholly, Clay County.

We take great pride in our community values, traditions, and history. This plan will allow us to preserve those values, build upon what we have established, and continue to be strategically proactive as we look to the future to be "The Best" County in the State of Florida!

Howard Wanamaker
Clay County County Manager

Strategic Plan Overview

Strategic Vision

A community that is thriving, safe, and healthy.

Strategic Mission

To provide efficient public services that serve and empower our community.

Definitions

Vision: The vision statement of the strategic plan is an ambitious portrayal of the organization's future goals and accomplishments. Furthermore, it provides a blueprint for the ideal state of Clay County in the future.

Mission: The strategic plan's mission statement serves as a directive for employees, citizens, vendors, and other stakeholders by providing a clear purpose and direction. It not only mirrors the organization's vision but also offers a practical and actionable plan of action.

Priorities: Priorities of the strategic plan encompass the County's major areas of responsibility including Community Health and Safety, Economic and Community Development, Infrastructure, Good Governance, and Quality and Balance of Life. These high-level focus categories are crucial to the community's future and are central to its success. Every decision and initiative made by Clay County is guided by these strategic priorities as part of the strategic plan.

Bold Goals: Bold goals are those that are challenging and require significant effort to achieve, but are worth striving for. In Clay County, these goals may necessitate new partnerships, opportunities, and ideas.

Targets: The strategic plan's five-year targets align with each strategic priority and will serve as a clear communication tool for residents and the State regarding the expected measurable under each priority. Achieving these targets will demonstrate accountability, showcase results, and highlight the strength of long-term planning.

Actions: The strategic plan for 2024-2028 outlines specific policy decisions that are aligned with the County's priorities. These actions are designed to provide direction to achieve the overall priorities and achieve the stated priorities and targets.








Strategic Plan Priorities



Community Health & Safety



Priority: Provide for public safety and health of the citizens and visitors to the County through both our first responders and our County-led health and safety service programs.

-  CHS1 - Reduce risks that would cause the loss of life and property by improving Fire Rescue services.
-  CHS2 - Continue to enhance law enforcement best practices through accreditation and staffing. Continue to meet best practice standards demonstrated by maintaining law enforcement accreditation.
-  CHS3 - Provide resources to respond to citizens who are experiencing substance abuse issues and to provide assistance through the recovery process.
-  CHS4 - Coordinate public and private resources to provide access to basic healthcare, mental health resources, affordable housing, universal basic needs, and homelessness prevention for citizens in an effort to reduce mortality and morbidity.
-  CHS5 - Continue to provide and improve the efforts to ensure proper management of household garbage, yard trash, and recycling.
-  CHS6 - Maintain a plan to support our citizens and visitors during times of disaster. Ensure that the County is responsive to needs during disasters.
-  CHS7 - Provide proactive and comprehensive Animal Services to the citizens.

Bold Goal

Increase the number of engagements through the County care referral system to 1,000.



5-Year Targets



CHS1.T1 - Decrease the Fire Rescue response time to emergency calls by 15%



CHS1.T2 - Inspect 100% of all High-Risk Occupancy Buildings



CHS2.T3 - Increase law enforcement staffing to 1.76 deputies per 1000 residents



CHS2.T4 - Maintain current law enforcement accreditation standards



+ CHS3.T5 - Increase access to Automated External Defibrillators (AEDs) and Narcan around the County to 250 locations



CHS4.T6 - Register 100 private and non-profit agencies in the County care referral system



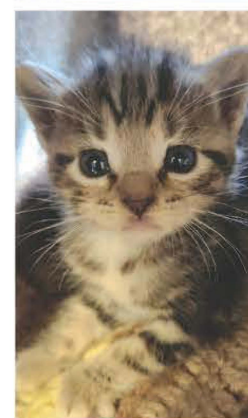
CHS5.T7 - Increase solid waste processing capacity to 1,500 average tons per day



CHS6.T8 - Increase the number of participants in PulsePoint by 20%



CHS7.T9 - Maintain a 90% live release rate (i.e., no-kill animal shelter)



Economic & Community Development



Priority: Advance community development by making Clay County more attractive, economically stronger, socially diverse, and resilient while maintaining the character of the County and protecting the natural environment.

ECD1 - Support job and economic growth with a focus on bringing opportunities to the County that support higher-paying jobs.

ECD2 - Enhance the County's tourism economy to attract a variety of cultural, dining, and entertainment opportunities.

ECD3 - Clarify and streamline the residential and commercial development process to ensure that citizens, businesses, and future opportunities can quickly and efficiently operate in the County while maintaining our standards, expectations, and outcomes.

ECD4 - Enhance ratings that allow the County to excel in all areas of local government, including housing, Public Safety, water resources, and mitigation.

ECD5 - Promote the preservation of agricultural lands to support our local food production.

Bold Goal

Achieve a Class 3 ISO Public Protection Classification.



5-Year Targets



ECD1.T1 - Attract 5 new types of businesses that are Targeted Economic Opportunities



ECD2.T2 - Attract 20 new multi-day tourism events within the County generating overnight stays



ECD3.T3 - Reduce the average permit review time for residential review to 7 days and commercial review to 30 days



ECD4.T4 - Reduce the County classification for the Community Rating System (CRS) program to a 5



ECD4.T5 - Improve Building Code Effectiveness Grading Schedule (BCEGS) score to a 4 for commercial and residential buildings



ECD5.T6 - Encourage at least one agricultural land owner to participate in the Florida Department of Agriculture and Consumer Services (FDACS) Rural and Family Lands Protection Program



Good Governance



Priority: Create a governmental environment that is accountable, responsible, and transparent for the citizens of Clay County; engages in fair and thoughtful decision-making; is forward-thinking and innovative; fosters opportunities for citizen engagement; and ensures good financial stewardship.

- ▶ GG1 - Inform Clay County citizens through multiple platforms to engage in consistent communication about important issues.
- ▶ GG2 - Work to ensure a financially responsible plan for both budget and purchasing of goods and services which includes looking for ways to diversify revenue to become less dependent on ad-valorem tax revenue.
- ▶ GG3 - Keep and attract a highly skilled Clay County employee workforce to provide the highest level of service to County residents and visitors. Ensure that the workforce is trained to perform their jobs at a high level.
- ▶ GG4 - Continue and build relationships with outside partner organizations' leadership (i.e., constitutions, other elected bodies, economic development partners, and developers) to provide a connected approach to the issues facing the County.

Bold Goal

Generate \$100 million in grant revenues.



5-Year Targets



GG1.T1 - Increase overall communication participation (i.e., social media, website, newsletter) by 50%



GG1.T2 - Increase participation in the County emergency alerting systems (i.e., AlertClay, SaferWatch) by 30%



GG2.T3 - Achieve 100% of procurements over \$20,000 being sourced through the County's procurement portal for fair bidding



GG3.T4 - Ensure that 95% of County employees receive at least 24 hours of training per year



GG3.T5 - Maintain a 90% County employee retention rate yearly



GG4.T6 - Host and facilitate 10 meetings with partner organizations



Infrastructure



Priority: Ensuring the County is maintaining its structures, facilities, and roads at the highest level while looking to grow and provide satisfactory resources and promote resiliency.

IN1 - Promote different forms of transportation to provide options to citizens. Examine ways to grow the existing transportation services that are offered in the County.

IN2 - Maintain and grow the County's current road system, ensuring that the road system supports the changing needs of the County.

IN3 - Develop community connectivity through the sidewalks and trails in the County to increase walkability and bikeability and create additional recreational opportunities.

IN4 - Improve systems to prevent flooding, protect waterbodies, and prevent damage to property and wildlife habitat. Take into account the impacts of hurricanes and sea water rise on stormwater systems and promote County resiliency.

IN5 - Maintain County facilities and technology systems to provide the highest level of service to the citizens of the County.

Bold Goal

Improve the overall County road rating for critical and deficient roads by 5%.



5-Year Targets



IN1.T1 - Increase ridership for public transportation (i.e., Jacksonville Transit Authority) by 20%



IN2.T2 - Resurface 100 miles of roadways



IN3.T3 - Improve or add 20 miles of sidewalks and/or trails



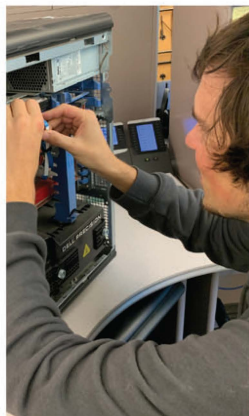
IN4.T4 - Maintain and improve 10,000 feet of pipes and ditches to improve stormwater system



IN5.T5 - Update IT infrastructure to prevent IT equipment from being more than 12 months past end of life




IN5.T6 - Reduce electricity and water consumption by 5%





Quality & Balance of Life




Priority: Provide services that improve citizens' comfort, health, and happiness while continuing to make the County an enjoyable place to live, work, and play.

- 

QBL1 - Provide and promote opportunities for youth and adults to engage in educational programs and cultural experiences.
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QBL2 - Provide access to various types of water-based activities (e.g., boating, kayaking, skiing, fishing).
- 

QBL3 - Build and enhance the opportunities for recreational activities in the County by providing access to a wide range of recreational spaces. Facilities should include opportunities for exercise, access to nature, sports facilities and leagues, recreational programs, and health education programs.
- 

QBL4 - Promote and provide access to conservation land through partnerships and donations to ensure that the County maintains a desired rural feel.

Bold Goal

Increase the number of participants in County educational, recreational, and cultural programs by 35%.



5-Year Targets



QBL1.T1 - Increase the number of overall County-hosted programs by 20%



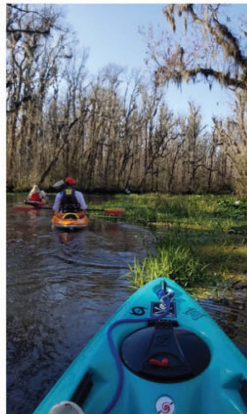
QBL2.T2 - Increase the number of recreational water access points (e.g., boat ramps, kayak launches) by 3



QBL3.T3 - Increase recreation space by 10%



QBL4.T4 - Increase the amount of conservation land by 10%



Strategic Actions:

Community Health & Safety



CHS1

- Build 5 fire stations.
- Continue to implement vehicle and equipment replacement plans.
- Design construction plan for the Public Safety Complex.
- Support Public Safety staffing plan.

CHS2

- Maintain benchmarks for law enforcement accreditation.
- Continue to implement the vehicle replacement plan.
- Support the Sheriff's staffing plan.

CHS3

- Implement a Narcan distribution location plan.
- Continue to support the Community Paramedicine Program.

CHS4

- Complete a housing analysis/study.
- Support and provide 1 County contribution housing project per year.

CHS5

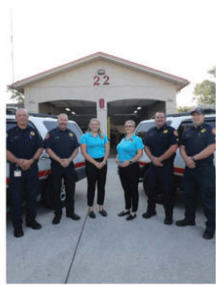
- Approve new collection contract.
- Expand and/or build a new transfer station.

CHS6

- Review and update Local Mitigation System (LMS) projects and their scoring annually.
- Update the LMS scoring criterion to be fair, equitable, and reflective of actual needs.
- Implement systems and enable personnel to speed up the process following a disaster.
- Implement policies to maximize disbursements of mitigation funds to eligible applicants.

CHS7

- Construct a new Animal Services facility.
- Continue to support the Trap Neuter Vaccinate Release (TNVR) program.
- Increase community involvement (i.e., number of volunteers, fosters) in Animal Services



Strategic Actions:

Economic & Community Development

ECD1

- Complete a market/sector job analysis.
- Establish a business district and employment hub along the First Coast Expressway.
- Meet with Camp Blanding and other regional partners to attract and grow aerospace and defense technology industries in the County.
- Engage with higher education institutions and trade schools to develop a skilled workforce.

ECD2

- Continue to review and realign the Tourism Development Council (TDC) grant process.
- Implement the Tourism Master Plan.
- Support municipalities as cultural and/or tourist destinations.

ECD3

- Complete an annual staff review of the Land Development Code (LDC) for changes and make updates to the LDC to reflect new codes and statutes.
- Update comprehensive plan in response to strategic plan and Evaluation and Appraisal Review (EAR).
- Build a new County building for development services and related departments.
- Implement Board-approved recommendations from 4 Urban Land Institute (ULI) studies completed.

ECD4

- Achieve International Accreditation Services (IAS) for Building Code Regulatory Agencies and Third-Party Service Providers Building Department recognition within 2 years.
- Achieve IAS for Building Code Regulatory Agencies and Third-Party Service Providers accreditation within 5 years.

ECD5

- Implement agricultural land conservation program with associated goals.



Strategic Actions: Good Governance

GG1

- Utilize various social media platforms to keep the citizens engaged in the activities of the County.
- Expand the use of technology, such as ChatBot, to provide citizens with up-to-date, real-time information.
- Maintain an efficient and up-to-date website to provide information as needed.

GG2

- Ensure all projects in the annual budget align with the strategic plan.
- Ensure that Clay County's Florida Recovery Obligation Calculation (F-ROC) reimbursement rate and recovery process are fully planned and resourced.
- Establish annual grant priorities that align with the strategic plan.
- Pursue state and federal grant opportunities that maximize funding for County projects.
- Streamline the purchasing process to enable projects to be expedited while maintaining the controls for competitive, cost-efficient projects.

GG3

- Continue to invest in the professional development of County staff including participation in the County's Management Training.
- Support the Sheriff in implementing a step pay plan for sworn officers to achieve and maintain recruitment and retention efforts.

GG4

- Hold annual meetings with the County's municipalities' elected officials to promote alignment in goals and objectives.
- Hold annual meetings with various stakeholder groups to encourage feedback and direction for the County overall.



Strategic Actions: Infrastructure

IN1

- Expand the Supporting Hope and Independence Through Free Transportation (SHIFT) program to provide 50-60 bikes per year.
- Enhance marketing efforts to promote community awareness of transportation options and offerings.
- Investigate alternative forms of public transportation.

IN2

- Implement Dirt Road Improvement Plan.
- Implement a pavement management program.

IN3

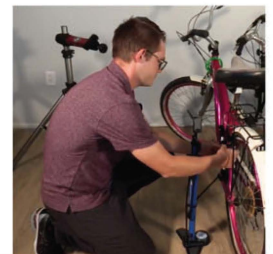
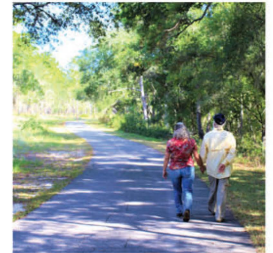
- Build inventory and conduct a needs assessment of existing sidewalks and trails.

IN4

- Create a plan and identify goals for resiliency.
- Implement the stormwater study.
- Complete septic to sewer plan.

IN5

- Invest funding for facility management software.
- Reduce leased office space by 30%.
- Implement a planned maintenance program for County facilities.



Strategic Actions:

Quality & Balance of Life

QBL1, QBL2, QBL3

- Implement the Parks and Recreation plan.
- Develop and execute the spending plan for Impact Fees.

QBL1, QBL3

- Update the Library Strategic Plan.
- Create a cultural council.

QBL4

- If adopted in 2024, implement the proposed conservation land program, with associated goals to be added to the strategic plan once the program and funding are approved.



CLAY COUNTY'S NEXT STEPS ROADMAP

JANUARY 1, 2024 - IMPLEMENT PLAN

2024 - 2028

- APRIL 15TH, JULY 15TH, OCTOBER 15TH, JANUARY 15TH - UPDATE MEASURABLES
- APRIL - SET BUDGET PRIORITIES
- JULY/AUGUST - ALIGN BUDGET WITH STRATEGIC PLAN
- SEPTEMBER - UPDATE ACTIONS
- JANUARY - ANNUAL REPORT TIED TO STRATEGIC PLAN

2026

MID STRATEGIC PLAN REVIEW/UPDATE

2028

UPDATE STRATEGIC PLAN FOR 2029

<p>Community Health & Safety</p>	<p>Bold Goal: Increase the number of engagements through the County care referral system to 1,000.</p>	<p>Targets</p>	<ul style="list-style-type: none"> • CHS1.T1 - Decrease the Fire Rescue response time to emergency calls by 15%. • CHS1.T2 - Inspect 100% of all High-Risk Occupancy Buildings. • CHS2.T3 - Increase law enforcement staffing to 1.76 deputies per 1000 residents. • CHS2.T4 - Maintain current law enforcement accreditation standards. • CHS3.T5 - Increase access to Automated External Defibrillators (AEDs) and Narcan around the County to 250 locations. • CHS4.T6 - Register 100 private and non-profit agencies in the County care referral system. • CHS5.T7 - Increase solid waste processing capacity to 1,500 average tons per day. • CHS6.T8 - Increase the number of participants in PulsePoint by 20%. • CHS7.T9 - Maintain a 90% live release rate (i.e., no-kill animal shelter).
<p>Economic & Community Development</p>	<p>Bold Goal: Achieve a Class 3 ISO Public Protection Classification.</p>	<p>Targets</p>	<ul style="list-style-type: none"> • ECD1.T1 - Attract 5 new types of businesses that are Targeted Economic Opportunities. • ECD2.T2 - Attract 20 new multi-day tourism events within the County generating overnight stays. • ECD3.T3 - Reduce the average permit review time for residential review to 7 days and commercial review to 30 days. • ECD4.T4 - Reduce the County classification for the Community Rating System (CRS) program to a 5. • ECD4.T5 - Improve Building Code Effectiveness Grading Schedule (BCEGS) score to a 4 for commercial and residential buildings. • ECD5.T6 - Encourage at least one agricultural land owner to participate in the Florida Department of Agriculture and Consumer Services (FDACS) Rural and Family Lands Protection Program.
<p>Good Governance</p>	<p>Bold Goal: Generate \$100 million in grant revenues.</p>	<p>Targets</p>	<ul style="list-style-type: none"> • GG1.T1 - Increase overall communication participation (i.e., social media, website, newsletter) by 50%. • GG1.T2 - Increase participation in the County emergency alerting systems (i.e., AlertClay, SaferWatch) by 30%. • GG2.T3 - Achieve 100% of procurements over \$20,000 being sourced through the County's procurement portal for fair bidding. • GG3.T4 - Ensure that 95% of County employees receive at least 24 hours of training per year. • GG3.T5 - Maintain a 90% County employee retention rate yearly. • GG4.T6 - Host and facilitate 10 meetings with partner organizations.
<p>Infrastructure</p>	<p>Bold Goal: Improve the overall County road rating for critical and deficient roads by 5%.</p>	<p>Targets</p>	<ul style="list-style-type: none"> • IN1.T1 - Increase ridership for public transportation (i.e., Jacksonville Transit Authority) by 20%. • IN2.T2 - Resurface 100 miles of roadways. • IN3.T3 - Improve or add 20 miles of sidewalks and/or trails. • IN4.T4 - Maintain and improve 10,000 feet of pipes and ditches to improve the stormwater system. • IN5.T5 - Update IT infrastructure to prevent IT equipment from being more than 12 months past end of life • IN5.T6 - Reduce electricity and water consumption by 5%.
<p>Quality & Balance of Life</p>	<p>Bold Goal: Increase the number of participants in County educational, recreational, and cultural programs by 35%.</p>	<p>Targets</p>	<ul style="list-style-type: none"> • QBL1.T1 - Increase the number of overall County-hosted programs by 20%. • QBL2.T2 - Increase the number of recreational water access points (e.g., boat ramps, kayak launches) by 3 • QBL3.T3 - Increase recreation space by 10%. • QBL4.T4 - Increase the amount of conservation land by 10%.

Let's Shape The Next Five Years Of Clay County Together.

[View the Strategic Plan online](https://www.claycountygov.com/strategicplan)

<https://www.claycountygov.com/strategicplan>

To provide feedback or make a service request, visit
www.claycountygov.com/community/clay-connected

[claycountygov.com](https://www.claycountygov.com)

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CLAY COUNTY, FLORIDA

Small Towns. Big Passions.

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