

Nassau County Board of County Commissioners
Strategic Session, February 14, 2022, 9:00 a.m.
Florida State College at Jacksonville
76346 William Burgess Blvd., Yulee, Florida

Commissioners:

Present: Chairman Aaron C. Bell, Commissioners John F. Martin, Aaron C. Bell, Jeff Gray, Thomas R. Ford, and Klynt A. Farmer.

Other Officials Present: Denise May, Assistant County Attorney; Taco Pope, County Manager; and Marshall Eyerman, Assistant County Manager.

Staff Present: Heather Nazworth, Deputy Clerk; and Gwen Osbourne, Recording Secretary.

Official Agenda Summary:

WS220214 - 9:18:28 Mr. Pope came forward to discuss the winter strategic session's intent and goals. Ms. May briefly read a statement for the record regarding the strategic winter sessions.

Mr. Pope stated that the Board is typically presented with the report and presentation on the County Manager's Annual Report, which is completed. He briefly reviewed the initiatives that the County has completed. He discussed the Growth Trends Report that the Planning Department compiles. According to the Bureau of Economic and Business Research (BEBR), Nassau County moves at a high growth rate, and population projections for 2023 will be from 93,012 to 123,700 by 2030. The State of Florida will grow 16 percent, and Nassau County is considered the 7th fastest growing County by 2030.

Mr. Eyerman reviewed the personnel policy and procedures adopted by the customer care standards. He stated there has to be value to the most important asset, the staff, and resources. Mr. Pope provided the Commissioners with the policy that was adopted. He reviewed the Position Control Rooster and Road/Bridge Training Program. Mr. Eyerman added that the focus is to invest in current employees to deliver more to the community. David Hearn, Assistant Director for Road and Bridge, stated that seven employees are ready to

start Road/Bridge Training Program. The group further discussed the program and the employee's interests.

Mr. Pope further reviewed the Development Services Department, internal leadership program, and the filled key positions. The group discussed the programs that have been implemented. Mr. Pope referenced the interim strategic plan that will eventually be adopted after a community visioning exercise and the Comprehensive Plan. He stated that with the rate of growth in Nassau County, there needed to be internal capacities to create a 5-year Strategic Plan. The Strategic Plan is not intended, anticipated, or expected that every initiative and/or strategic project will be executed; however, goals are set to move forward positively. Mr. Pope reviewed the current relationships, including the Community Vision Plan (Vision 2032), Comprehensive Plan, 5-year Revenue and Expenditure Projects, and Annual Budget. He discussed the goals for the future are to update the Community Vision Plan (Vision 2050), Comprehensive Plan (2025-2050), Long-Range Financial Projections, 10-year Capital Plan and Maintenance Program, 5-year Revenue and Expenditures Projects, 5-year Strategic Plan, 5-year Capital Improvement Plan (CIP), Bi-Annual Budget, and Annual Strategic Planning Session. Mr. Pope requested the Commissioners to provide their thoughts and ideas on the big picture goals and top priorities. Mr. Eyerman further explained that Quality of Life and Quality of Place is big picture goals and fearless targets. He stated that he wants to ensure that the Commissioner's key priorities are being met. Further discussion ensued regarding the funding and the types of recreation, special districts, and goals.

The Board took a brief recess at 10:43 a.m. and reconvened at 11:03 a.m.

Mr. Pope continued discussing the Interim Strategic Plan priority, Environmental Stewardship, and Resiliency. He provided a brief overview of the big picture goals and initiatives. The group discussed ongoing projects and the projects to consider.

Next, Mr. Pope discussed Fiscal Stewardship and Economic Prosperity. He briefly reviewed the big picture goals, fearless targets, and initiatives and projects. He discussed priority, Governance, and Leadership, which is a huge component of the Interim Strategic Plan. He discussed

the big picture goals, fearless targets, and initiatives and projects. Mr. Pope stated that the Interim Strategic Plan would be presented to the Commissioners at a public meeting to be adopted via Resolution.

Mr. Eyerman reviewed the County Manager's Topics. He discussed the Fiscal Year Budget 2020/2021 updates. Financial audits are being performed and receiving feedback for the future. He noted that surtax collections were discussed, and the State's Projections were \$15.6 million with an excess of \$17 million received. He stated that moving forward, the State will adjust the projections, creating a tighter surtax collection. He referenced the Tourist Development budget, which dropped and is recovering. Mr. Pope added that in individual meetings and discussions with community members, there are certain projects that have been ongoing for several years, and there may be one-time funding for those projects. The Board provided suggestions of items to consider.

Mr. Eyerman continued the review, noting that there are Capital Improvement Projects (CIP) to be considered, and due to the cost increase, the nine-year CIP index averaged 1.57 percent and has now increased to 4.7 percent. He discussed the current fiscal year and the increased credit rating, which creates a good financial foundation. He reviewed the items to be considered for the current budget and noted that the requests would be brought back throughout the year. Mr. Eyerman discussed the Fiscal Year 2022-2023 budget process, and departments had been requested to search for any savings prior to any requests.

Mr. Eyerman discussed the Financial Policies. He provided the Commissioners with copies of the old and new policies. He reviewed the Budget Policy. The group further discussed the process of Budget Policy. Mr. Eyerman continued to review the Fund Balance and Reserve Policies, Revenue Policy, Expenditures Policies, Capital Improvement Policy (CIP), Capital Expenditure Policy, and Debt Management Policies. Further discussions ensued.

Ms. Coyle came forward to review the Conservation Land Acquisition and Management Program (CLAM), which was adopted in 2021. There have been meetings with the CLAM Committee to open/close the first nomination period. The program is long-term to protect and preserve environmentally significant land in the County. She

provided an overview of the conservation network overview and the corridors within Nassau County. Ms. Coyle discussed the revisions to the conservation network, next steps, and schedule. Further discussion ensued regarding conservation projects.

DISCUSSION ITEMS:

WS220214 - 1:39:58 All the Commissioners expressed appreciation to the staff for their presentations.

There being no further business, the regular session of the Nassau County Board of County Commissioners adjourned at 1:41 p.m.

Approved on: September 26, 2022

Jeff Gray, Chairman

Attest:

John A. Crawford, Ex-Officio Clerk