

NEFRC

BOARD OF DIRECTORS Meeting



Northeast Florida Regional Council
Hybrid Meeting
Virtual & In-Person



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MEMORANDUM

DATE: SEPTEMBER 7, 2023

TO: NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

FROM: ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

RE: NEXT BOARD MEETING

The next Board of Directors meeting will be held on Thursday, **October 5, 2023 at 10:00 a.m.** in **St. Johns County, Health & Human Services Bldg., 200 San Sebastian View, Ste. 2300, St. Augustine, FL 32084.**

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Northeast Florida Regional Council

BOARD of DIRECTORS

A G E N D A

Zoom Link: <https://nefrc-org.zoom.us/j/87499770491>

Zoom Dial In #: 1-786-635-1003 (or) 1-470-250-9358

Meeting ID: 816 0095 0326

THURSDAY, SEPTEMBER 7, 2023

10:00 a.m.

(ADDED OR MODIFIED ITEMS IN BOLD)

(*Denotes Action Required)

TAB

1. Call to Order
2. Roll Call – President Whitehurst
3. Pledge of Allegiance and Invocation – President Whitehurst
4. Welcome New Board Members – President Whitehurst
 - Councilmember Ken Amaro, City of Jacksonville
 - Councilmember Mike Gay, City of Jacksonville

5. Invitation to Speak – President Whitehurst

Members of the public are welcome and encouraged to speak on any item brought before the Council. The public will be recognized during public comments. At that time, virtual attendees who would like to speak will be asked to raise their (electronic) hand and they will be recognized in the order of response.

- *6. Consent Agenda – President Whitehurst

A. June 1, 2023 Draft Meeting Minutes	1
B. July 2023 Financial Report	2
C. Comprehensive Plan Amendment Review Report	3
• Nassau County Transmitted Amendment 23-6ESR	
• City of Palatka Transmitted Amendment PB23-15	
• Nassau County Transmitted Amendment 23-04SP (<i>Alt. Review</i>)	
• Nassau County Transmitted Amendment 23-05ESR (<i>Alt. Review</i>)	

7. Other Reports/Action Items

A. Comprehensive Plan Amendment Policy Issue – Mr. Jordan	4
B. The Future is Now-NEFL Regional Strategic Plan – Aundra Wallace, JaxUSA	5

*C. CEO Contract Renewal – Mr. Register	6
• CEO Evaluation Results / Current Contract	
D. Regional Leadership Academy: End of Year Recap – Mr. Nolen	7
E. Program Spotlight: CDBG Healthcare Grant – Ms. Dominguez	8
F. Community Resiliency Update – Ms. Ilami	9
G. Save the Date: 2023 Regional Awards Ceremony – Ms. Payne	10
8. Public Comment – <u>LIMITED TO 3 MINUTES PER SPEAKER</u>	
9. Local & Regional Issues Discussion – President Whitehurst	
10. Ex-Officio Members’ Reports:	
• Florida Department of Commerce – Mr. Register	
• St. Johns River Water Management District – Mr. Conkey	
• Florida Department of Transportation - Mr. Dixon	
• Florida Department of Environmental Protection	
11. Chief Executive Officer’s Report – Ms. Payne	
• Introducing of New Staff:	
Cassidy Taylor – Post Disaster Economic Development Coord.	
Sonya Abu-Sharar – Communications Specialist	
• Thank you to our JU Resiliency Intern, Payton Jamieson	
• Return On Investment (ROI) Flyer	
12. Upcoming Events:	
• Sept. 7, 2023 – Duval County TD Local Coordinating Board Meeting	
• Sept. 12, 2023 – Mayport Waterfront Partnership Meeting	
• Sept. 12, 2023 – St. Johns County TD Local Coordinating Board Meetings	
• Sept. 13, 2023 – Flagler County TD Local Coordinating Board Meeting	
• Sept. 18, 2023 – Putnam & Clay County TD Local Coordinating Board Meetings	
• Sept. 20, 2023 – Northeast Florida Healthcare Coalition meeting	
• Sept. 21, 2023 – Baker & Nassau County TD Local Coordinating Board Meetings	
• Sept. 25, 2023 – RLA Graduation / RCI Board Meeting	
• Sept. 27, 2023 – North Central Florida Healthcare Coalition meeting	
13. Next Board Meeting:	
	OCTOBER 5, 2023
	St. Johns County
	Health & Human Services
	200 San Sebastian View, Ste. 2300
	St. Augustine, FL 32084
14. Adjournment	
	(*Denotes Action Required)

Agenda

Item

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NORTHEAST FLORIDA REGIONAL COUNCIL
Board of Directors Meeting
June 1, 2023

MEETING WORKSHOP

The Northeast Florida Regional Council Board of Directors, pursuant to Chapter 120.525, F.S., held a hybrid meeting both in-person, at 100 Festival Park Avenue, Jacksonville, FL, and virtually via Zoom, on Thursday, June 1, 2023, at 10:01 a.m.

First Vice President Whitehurst welcomed everyone and called the meeting to order with the following members present:

BAKER: Commissioner Anderson **(in person)**
Mr. Griffis **(in person)**
Mr. Register **(in person)**

CLAY: Mr. Bourre **(virtual)**
Commissioner Condon **(virtual)**
Mr. Kennedy **(virtual)**
Commissioner Renninger **(in person)**

DUVAL: Councilmember DeFoor **(in person)**
Mayor Lynch **(in person)**
Councilmember Morgan **(in person)**

FLAGLER: Mayor Alfin **(in person)**
Mayor Robinson **(virtual)**
Commissioner Sullivan **(in person)**

NASSAU: Mr. Drew **(virtual)**
Commissioner Martin **(virtual)**
Vice-Mayor Sturges **(in person)**

PUTNAM: Commissioner Harvey **(in person)**

ST. JOHNS: Commissioner Arnold **(virtual)**
Commissioner Horvath **(in person)**
Commissioner Whitehurst **(in person)**

EX-OFFICIO: Mr. Austin, FDOT **(in person)**
Mr. Conkey, SJRWMD **(in person)**
Ms. Craver, FDEP **(in person)**
Mr. Hart, DEO **(in person)**

Excused: Commissioner Bennett

Absent: Commissioner Adamczyk and Mayor Brown

Presenters: Kody Glazer, Esq., Legal & Policy Director, Florida Housing Coalition

Guests: Brooks Dame
Staff: Matamron Bacon, David Chudzik, Margo Moehring, Annie Sieger, Jack Shad, Donna Starling, Elizabeth Payne, and Sheron Forde.

INVITATION TO SPEAK

President DeFoor stated that members of the public are welcome to speak on any item before the Board and will be recognized during public comment.

CONSENT AGENDA

President DeFoor called for a motion on the consent agenda. Commissioner Harvey moved approval of the consent agenda; seconded by Mr. Register. Motion carried.

OTHER REPORTS/ACTION ITEMS

Due to a scheduling conflict, presentation of Resolution 2023-04 was taken out of agenda order to be heard first.

Resolution 2023-04: Councilmember Morgan

Ms. Payne read the attached resolution honoring Councilmember Morgan for her service to the Regional Council and the Region into the record. It was shared by President DeFoor that this would be her last meeting with the Council due to her election as the first female, African American Duval County Property Appraiser.

President DeFoor called for a motion. Mr. Register moved approval of Resolution 2023-04; seconded by Commissioner Anderson. Motion Carried.

Mr. Griffis left the meeting.

Proposed FY 22/23 Amended Budget

Ms. Starling presented the proposed FY 22/23 amended budget; highlighting the changes since the budget was approved in June 2022: estimated increase in revenues to approximately \$2,800,000, expenses to \$2,754,000 resulting in a projected net income of approximately \$45,000. A brief discussion followed.

Mr. Register, Chair of the Personnel, Budget & Finance (PBF) Committee, provided an overview of the Committee's discussion regarding the proposed amended budget. He stated that discussion was also held on the County dues with regard to the use of the 2018 per capita calculations and that the Committee will discuss this at a future meeting.

President DeFoor called for a motion. Mr. Register moved approval of the proposed FY 22/23 amended budget; seconded by Commissioner Harvey. Motion carried.

Proposed FY 23/24 Budget

Ms. Starling provided the proposed FY 23/24 budget indicating that revenues are estimated at approximately \$2,700,000 and expenses at \$2,800,000 resulting in a shortfall of approximately \$100,000. She reminded the Members that with the budget being presented in June, and the fiscal

year beginning in October, there are unknowns at this time. However, staff have applied for grants and contracts to help fill the shortfall. An overview of the proposed budget was provided.

Mr. Griffis returned to the meeting.

Mr. Register stated that while the budget is showing a projected loss of approximately \$100,000, the Personnel, Budget & Finance Committee was informed of nine grants that staff has applied for in the amount of approximately \$694,000 that is not included in the proposed budget. He noted that included in the budget is a three percent increase for cost of living and another three percent for merit increase. If approved, the merit increase will create a pool that will be distributed among qualified staff based on performance at the discretion of the CEO.

President DeFoor called for a motion. Mr. Register moved approval of the proposed FY 23/24 operating budget; seconded by Commissioner Renninger. Motion carried.

FY 23/24 Officer Nominations

Mr. Register stated that due to the current President's decision not to run for re-election and the current 2nd Vice President's election to higher office, the PBF Committee is acting early to present its officer nominations to fill those roles to take effect in July; with the exception of the President's position that will take effect today following the Passing of the Gavel later on the agenda. The Committee nominates St. Johns County Commissioner Whitehurst for President, Clay County Commissioner Renninger for 1st Vice President, and Mr. Register of Baker County for Secretary Treasurer. The 2nd Vice President position will remain vacant until the City of Jacksonville appoints new members.

President DeFoor called for a motion. Commissioner Horvath moved approval of the FY 23/24 officer nominations as presented; seconded by Councilmember Morgan. Motion carried.

Resolution 2023-03: Mr. Holmes

Ms. Payne read the attached resolution recognizing Mr. Donald Holmes, City Manager of the City of Palatka, a municipal representative of Putnam County, for his service on the Northeast Florida Regional Council Board of Directors.

President DeFoor called for a motion. Commissioner Harvey moved approval of Resolution 2023-03; seconded by Councilmember Morgan. Motion carried.

Councilmember Morgan left the meeting.

Presentation: Affordable Housing – Legislative Impacts

Mr. Kody Glazer, Esq., Florida Housing Coalition's Legal & Policy Director, stated that he is able to join the meeting today through a state program called the Affordable Housing Catalyst program, a partnership between the Florida Housing Coalition and the Florida Housing Finance Corporation, that provides free training and technical assistance on all things affordable housing. His presentation included information on the work of the Florida Housing Coalition and highlighted impacts to local governments related to the Live Local Act. The impacts highlighted included: Funding of up to \$811 million for SHIP and SAIL programs; Tax Incentives – an optional exemption on specified affordable housing developments, a required exemption for nonprofit owned land utilized specifically for affordable housing with a 99-year ground lease, and a required

'missing middle' property tax exemption for newly constructed multifamily developments with more than 70 affordable units for qualified households; and Land Use Preemption as it relates to affordable housing, i.e., local governments cannot regulate the use, density, or height of an affordable housing development proposed for a commercial, industrial or mixed-use district with 40 percent affordable units. Mr. Glazer also shared some things local governments can do now regarding land use standards for affordable housing, and resources. He stated that the Act is still in the early stages and there are many nuanced legal interpretations and recommended the County/City Attorneys be consulted. Discussion followed.

Workplan: Ecotourism & Trails Update

Mr. Anderson provided an update on the Ecotourism & Trails project. He highlighted the 34 member Steering Committee that includes a wide variety of individuals, i.e., government, tourism, advocates and consultants. The project timeline showed the work recently completed, which included collection of economic impact data, an inventory of existing resources, and concluding the inventory of existing programs, studies, and legislation. Over the next two months, the Committee will be transitioning to the next two items on the task list that includes a checklist of official designations and highlighting successful places.

Mr. Anderson informed the Members that the Florida Senate passed SB 106, funding the expansion for access to Florida's Wildlife Corridor. The Bill was signed by the Governor in April. This connects the Corridor, approximately 17.7 million acres, to the SUN Trail Network and trail towns across Florida. It will include components that connect to nature trails, loop trails, or other points of public access wholly within a single park or natural area as potential parts of the SUN Trail Network. To include construction of shared use nonmotorized trails, the bill increased funding from \$25 million to \$50 million the annual amount allocated to the SUN Trail Network from motor vehicle registration fees. A \$200 million, nonrecurring, appropriation to the Florida Department of Transportation for the planning, design and construction of the SUN Trail Network. This also codifies an existing campaign of the Florida Department of Environmental Protection to recognize communities located along or in proximity to long-distance nonmotorized recreational trails as Trail Towns to promote trail-based tourism.

The Steering Committee is also working on GIS and Mapping storyboards. He shared an example of a draft of Clay and City of Palatka that shows the existing and proposed trails and amenities. However, it is now on hold until the SUN Trail inventory is completed. Resources were shared for program assistance. The next Ecotourism and Trails Steering Committee is scheduled for July 13, 2023. Discussion followed.

Mr. Hart asked for consideration on allowing private sector developments to connect directly to the trail; they are currently not allowed to do so. He asked that the steering committee consider reviewing possible standards and recommendations for private developers.

Ms. Payne stated that she believes this is a great example of a regional project that could bring federal funding into the Region. The partnership with the National Park Service could be up to two years so that they would come in and help facilitate putting this kind of thing together with all local control.

Ms. Craver stated that she can provide contacts for the FDEP funding sources that was mentioned, for installation and maintenance, and encouraged the Members to reach out to her for assistance if needed.

President DeFoor stated she believes, if done right, this could be a money maker and not a drain. This would also make it easy to show a return on investment for this agency.

Program Spotlight: Pediatric Restraint Purchase Update

Ms. Wilsey stated that the Healthcare Coalition received approximately \$68,000 from the Department of Health to fill a gap. The funding was used to purchase pediatric restraints for EMS agencies. The regular stretcher utilized by ambulances are designed to hold patients 100lbs or more; small children under 100lbs require specialized restraints. The statewide gap was realized during Hurricane Ian when a hospital had to be evacuated; there were 67 NeoMates, very small babies. She stated that staff worked with local and state agencies to purchase the same type of equipment to be shared around the State when needed. The Healthcare Coalition is purchasing the PediMate+ that fits a child 10-100lbs; most children will fit in these. A survey of the Regional EMS agencies, county and municipal, was conducted to identify the need. There were 500 requests of varying types of equipment. The Council identified an additional \$14,000 that could be utilized, totaling approximately \$82,000, to purchase 1) 183 PediMate+, all that was requested, 2) 43 NeoMates of the 157 requested, and 3) 19 of the KangooFix pouches of the 162 requested. For the Northeast Florida Region, 134 PediMate+ and 14-15 KangooFix pouches will remain here. It has not yet been determined how the NeoMates will be distributed. Now that the need is known, staff will continue to purchase these whenever funding is available. A brief discussion followed.

Regional Community Institute Heirs Property Update

Ms. Moehring stated that the Regional Community Institute (RCI) is currently considering the issue of Heirs Property. Inherited property does not have clean title unless it goes through probate. The issue is that this is not intuitive. It makes it difficult to sell, get funding for improvements and is a source of land loss for low income households. The RCI Board is looking into the potential for Heirs Property being a regional policy issue where they could add some value. The Local Initiative Support Corporation (LISC) has been working on this issue for some time in the City of Jacksonville and has some experience and lessons learned to share. This issue impacts all counties in our region, and all types of properties. The RCI can add value by sharing information. The RCI Board meets again on June 26th and will discuss next steps. A brief discussion followed.

Community Resiliency Update

Ms. Ilami provided an update on resiliency activities, highlighting the actions taken at the May Resilient First Coast Collaborative meeting, i.e., approved resiliency talking points; revised and approved the scope, outline and timeline for the Regional Resiliency Action Plan. She announced that Resilient First Coast now has a website recently built. She provided an update on the EPA Climate Pollution Reduction Grant in which the City of Jacksonville recently submitted a full application for the five-county Metropolitan Statistical Area (MSA) with a letter of support from the Council. It is the intent that the final deliverables will include Flagler and Putnam County, who are not part of the MSA, but are in our region. The Council's contribution will be to form an interagency working group, a committee of the Collaborative, to focus on stakeholder engagement. The Council will also provide technical assistance and coordination as needed to ensure consistency among all the entities involved in the project. This will lead to opportunities for competitive implementation grants.

Ms. Ilami also highlighted the status of Vulnerability Assessments, in which staff is working on completion of the deliverables. Staff is also working to finalize new contracts to begin work for Baker County and the Town of Welaka. She also shared information on ongoing resiliency tasks. The next Steering Committee will be July 19, 2023.

2023 Hurricane Season Update

Mr. Anderson shared the predictions for the 2023 Atlantic Hurricane Season. The National Hurricane Center is predicting 12-17 named storms, 5-9 hurricanes, and 1-4 of these could be major hurricanes; which are similar to the State of Colorado predictions. Mr. Anderson provided an overview of the St. Johns County Hurricane Exercise conducted in partnership with the Council in preparation of the Hurricane Season; provided annually. Another longstanding partnership is with JEA. The Council has worked with JEA annually to conduct their Hurricane Exercise for over 10 years with this year's exercise being held June 5-7. They have even invited other utilities to take part to see how they prepare and do things. The Council recently signed an agreement to conduct an exercise with the Jacksonville Transportation Authority in August. Additionally, information was shared regarding Council staff support during disasters, as requested by the local emergency managers, highlighting the number of hours of staff support provided since 2016 at no cost to local governments. A brief discussion followed.

1st Vice President Whitehurst stated that this is an example of the value of the Regional Council. St. Johns County is aware of the value of the Council through Mr. Anderson's work with the Emergency Operations Center.

President DeFoor agreed and stated that the Regional Council does so much that it is difficult to explain it. It is incumbent on the Members to ensure their Council/Commission understands what the Regional Council does for our communities.

Commissioner Horvath inquired about a Commodity Flow Study for Hazardous Materials that was completed a while ago and how often it is done. Mr. Anderson stated that it is something that is currently on our radar. They are seeking additional funding to conduct a regional study on the hazardous materials that are transported through the region. However, the difficulty is access to data as much of it is proprietary in transportation. However, it is something they are looking at.

Mr. Conkey stated that he has reached out to the EOC Directors to update information in case there is an opportunity for the Water Management District to help during a disaster. Should the need arise, they have equipment, boats, pumps, etc., they are available to provide assistance.

Regional Leadership Academy Highlights

Mr. Nolen provided an overview of the Regional Leadership Academy's May session, which took place in St. Johns County. This session addressed agriculture and affordable housing. Highlights of the day included a tour of the Blue Sky Farms that grow potatoes; and a tour of Tater Farms, the largest sod grower in the State. The class also received presentations on Agriculture in Northeast Florida from Mr. David Dinkins, and Affordable Housing in St. Johns County from Mr. Joseph Cone. The next session will take place in Clay County, including a tour of NAS Jax, on July 26, 2023. A brief discussion followed.

Commissioner Horvath suggested that staff request a presentation by Mr. Cone on utilizing the CDBG Disaster Recovery funding towards affordable housing. Ms. Payne agreed a request could be made for a future meeting.

CEO Evaluation

Ms. Payne informed the Members that the CEO evaluation will be emailed to them following this meeting. She encouraged them to complete the evaluation and provide their feedback for discussion at the August Executive Committee meeting.

Public Comment – None.

Local and Regional Issues Discussion – None.

EX-OFFICIO MEMBERS' REPORTS

Florida Department of Economic Opportunity – Mr. Register stated that the Governor recently signed HB 5, which consolidates the responsibilities of Enterprise Florida into the Department of Economic Opportunity and also renamed the department to the Department of Commerce. It creates a new direct support organization responsible for international economic development within the Department and also reconstitutes Visit Florida and the Florida Sports Foundation as direct support organizations within the Department of Commerce. He also announced the Governor's intention of appointing Alex Kelly, who is currently his Chief of Staff, to lead the Department of Commerce. A brief discussion followed.

Florida Department of Transportation – No agency report at this time.

Florida Department of Environmental Protection (FDEP) – **Ms. Craver** stated that recently there were over \$100 million land acquisitions approved by the Governor, of which 40,000 acres were put into Conservation within the Wildlife Corridor. Four of the land acquisitions were approved by FDEP through the Florida Forever program. While there weren't any for this region, recent legislation has appropriated \$100 million through the Florida Forever program for future land acquisition. She added that the FDEP's Northeast District office is looking to provide more technical assistance for living shoreline and restoration projects. They have partnered with UF IFS to participate in different workshops. She will provide staff with flyers about these upcoming events. A brief discussion followed.

St. Johns Water Management District – **Mr. Conkey** commented on Ecotourism, stating the District has 8,000 acres of which 96 percent are open to the public and plays a part in Ecotourism; on the Black Creek project, a Kayak launch will be added in Clay County; on the hurricane forecast, the District is doing their part by purchasing lands and creating flood plains to mitigate the issues encountered by local governments. Finally, he thanked President DeFoor for her leadership and service over the years.

CHIEF EXECUTIVE OFFICER'S REPORT

Ms. Payne directed the Members attention to the handout of the Resiliency Talking Points. It is provided to assist Members in summarizing what resiliency is. The talking points on the Regional Council will be reviewed by the Executive Committee in August when staff rolls out the Return

On Investments. Members were reminded about completing their Financial Disclosures. Members were also informed of an open position for a Post Disaster Economic Recovery Coordinator that is funded through an Economic Development Administration grant.

Passing of the Gavel

President DeFoor stated that it has been an honor to be a part of this Council and an even bigger honor to be President of it. She noted that when you sit around a room and there are Mayors, County Commissioners and City officials, it is so impressive and it makes her heart sing to know the type of representation we have for Northeast Florida. She stated that the truth of the matter is, one can't succeed without the other, and when we understand that, the better off we all are. She added that she will do everything in her power to ensure that Duval County remains a part of this.

Outgoing President DeFoor passed the Gavel to Incoming President Whitehurst.

President Whitehurst thanked Councilmember DeFoor for her service to the Regional Council and to the City of Jacksonville, for her leadership and vision in so many different areas. She certainly will be missed.

President Whitehurst also recognized former Commissioner Waldron, who was the senior representative from St. Johns County on this Council; his father was a long time County Commissioner before him, who also served on this Council. He stated that he is not only filling the remaining term of Councilmember DeFoor, but also filling the shoes of Commissioner Waldron. It is with that in mind that he humbly accepts the Presidency of this Council; it's a great honor and he looks forward to serving this Council.

Resolution 2023-05

Ms. Payne read the attached resolution honoring Councilmember DeFoor for her service to the Regional Council, the City of Jacksonville, and the Region into the record.

President Whitehurst called for a motion. Commissioner Anderson moved approval of Resolution 2023-05; seconded by Mr. Register. Motion Carried.

Councilmember DeFoor was presented with Resolution 2023-05 and a Plaque in appreciation for her service as President.

Next Meeting Date: The next meeting will be September 7, 2023.

Meeting Adjourned: 12:03 p.m.

Christian Whitehurst
President

Elizabeth Payne
Chief Executive Officer

Agenda

Item

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MEMORANDUM

DATE: AUGUST 30, 2023

TO: NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

THRU: ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

FROM: DONNA STARLING, CHIEF FINANCIAL OFFICER ^{DS}

RE: JULY 2023 FINANCIAL REPORT

The Northeast Florida Regional Council posted a Net Income of \$11,457 for the month of July and a Year-to-Date Net Income of \$86,500.

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Regional Council - Agencywide	Adopted Budget 22/23	July 2023	YTD	Represents 83% of Fiscal Year	Budget Variance
Revenues					
County Dues	\$ 694,757	57,896	578,964	83%	0%
Local Government Technical Assistance	\$ 243,200	29,670	203,053	83%	0%
Transportation Disadvantaged (TD)	\$ 176,015	13,563	149,799	85%	2%
Economic Development Administration (EDA)	\$ 78,000	4,119	68,835	88%	5%
Hazardous Analysis	\$ 13,849	4,298	11,363	82%	-1%
Local Emergency Preparedness Committee (LEPC)	\$ 70,000	3,591	68,455	98%	15%
Hazardous Materials Emergency Preparedness (HMEP) Program	\$ 75,878	(759)	49,659	65%	-18%
Division of Emergency Management Exercise Support	\$ 63,000	290	60,639	96%	13%
Small Quantity Generator (SQG) Program	\$ 5,000	-	4,999	100%	17%
Healthcare Coalition	\$ 816,860	22,715	754,574	92%	9%
CDBG North Florida Resiliency Plan	\$ 250,000	28,930	177,968	71%	-12%
CDBG Mitigation Assessment and Planning	\$ 55,000	3,031	40,664	74%	-9%
Florida Hospital Association	\$ 110,818	-	110,848	100%	17%
Department of Economic Opportunity (DEO)	\$ 101,678	-	101,678	100%	17%
Disaster Recovery Coordinator	\$ 16,000	5,542	5,542	35%	-48%
American Flood Coalition	\$ 15,000	-	15,000	100%	17%
Regional Leadership Academy (RLA)	\$ 4,200	490	2,870	68%	-15%
Other Revenue	\$ 20,892	1,462	19,452	93%	10%
TOTAL REVENUES	\$ 2,810,147	\$ 174,838	\$ 2,424,362	86%	
TRANSFER FROM GENERAL FUND	\$ (45,152)	\$ (11,457)	\$ (86,500)		
TOTAL REVENUE/GENERAL FUND	\$ 2,764,995	\$ 163,381	\$ 2,337,861	85%	
Expenses					
Salaries and Fringe	\$ 1,516,140	115,213	1,226,848	81%	-2%
Contract/Grant Direct Expenses	\$ 911,039	22,988	855,518	94%	11%
Indirect - Allocated Expenses*	\$ 194,186	16,916	158,993	82%	-1%
General Fund Expense*	\$ 143,630	8,265	96,502	67%	-16%
TOTAL EXPENSES	\$ 2,764,995	\$ 163,381	\$ 2,337,861	85%	
Net Income (loss)	\$ 45,152	11,457	\$ 86,500		

Northeast Florida Regional Council
 Balance Sheet
 July 2023

	FY 21/22 July 2022	FY 22/23 July 2023
ASSETS		
Cash	2,227,862	2,117,756
Accounts Receivable	596,943	629,934
Pension Liability-Deferred Outflows	334,226	439,576
WJCT Security Deposit	7,400	7,400
Total Current Assets	3,166,431	3,194,666
Property and Equipment:		
Office Furniture and Equipment	273,807	298,869
Less Accumulated Depreciation	163,073	199,210
Total Property and Equipment, net	110,735	99,659
Total Assets	3,277,165	3,294,325
LIABILITIES		
Accounts Payable	3,457	2,407
Accrued Salaries and Leave	115,472	103,194
Deferred Revenue	300,812	188,251
Pension Liability	428,190	1,087,234
Pension Liability-Deferred Inflows	566,417	56,671
Total Liabilities	1,414,347	1,437,757
EQUITY		
Equity and Other Credits:		
Retained Earnings	1,862,818	1,856,568
Total Equity and Other Credits	1,862,818	1,856,568
Total Liabilities, Equity and Other Credits	3,277,165	3,294,325

YTD Comparison

	21/22		22/23		21/22		22/23
	Net Income (Loss)		Net Income (Loss)		Cash Balance		Cash Balance

AGENCYWIDE

October	\$ 21,535	\$ 3,147	\$ 2,492,686	\$ 2,480,421
November	\$ 9,605	\$ 10,292	\$ 2,494,600	\$ 2,548,733
December	\$ 22,210	\$ 21,445	\$ 2,487,274	\$ 2,427,805
January	\$ 27,295	\$ 29,526	\$ 2,452,970	\$ 2,516,530
February	\$ 63,350	\$ 44,710	\$ 2,623,570	\$ 2,488,934
March	\$ 98,960	\$ 65,477	\$ 2,452,109	\$ 2,237,393
April	\$ 125,273	\$ 82,390	\$ 2,340,155	\$ 2,354,111
May	\$ 122,532	\$ 60,665	\$ 2,390,743	\$ 2,200,457
June	\$ 153,422	\$ 75,043	\$ 2,247,173	\$ 1,807,496
July	\$ 143,654	\$ 86,500	\$ 2,227,862	\$ 2,117,756
August	\$ 116,384		\$ 2,466,138	
September	\$ 50,907		\$ 2,425,296	



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MEMORANDUM

DATE: AUGUST 30, 2023

TO: NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

THRU: ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER *EP*

FROM: ^{DS} DONNA STARLING, CHIEF FINANCIAL OFFICER

RE: JULY 2023 INVESTMENT REPORT

Bank Account Interest

	<u>FY 21/22</u>	<u>FY 22/23</u>
July Interest	\$ 8	\$ 1,361
Year to Date Interest	\$ 85	\$ 8,755

Florida Local Government Investment Trust

	<u>FY 21/22</u>	<u>FY 22/23</u>
Current Balance	\$17,705	\$18,044

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📠 (904) 279-0881
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✉ info@nefrc.org

Serving the communities of Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns Counties

Bringing Communities Together

MEMORANDUM

DATE: AUGUST 30, 2023

TO: NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

THRU: ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER *EP*

FROM: ROBERT JORDAN, REGIONAL PLANNER *Robert C. Jordan*

RE: LOCAL GOVERNMENT COMPREHENSIVE PLAN AMENDMENT REVIEWS

Pursuant to Section 163.3184, Florida Statutes, Council review of proposed and adopted amendments to local government comprehensive plans is limited to adverse effects on regional resources and facilities identified in the Strategic Regional Policy Plan. The review is also limited to extra-jurisdictional impacts inconsistent with the comprehensive plan of any local government within the Region. Pursuant to Section 163.3184, Florida Statutes, a written report with an impact evaluation should be provided to the local government and the State land planning agency (Florida Commerce) within 30 calendar days of receipt (of the amendment).

A regional map of the listed amendments is provided on the next page, and site-specific maps are provided in the appendix herein. Upon approval of this report by the Northeast Florida Regional Council (NEFRC) Board of Directors for transmittal to the State land planning agency, a copy will be provided to the respective local government(s).

Two out of the four comprehensive plan amendments in the tabular report were evaluated through the alternate review process and are provided for information only. Only the first two plan amendments need to be reviewed for the NEFRC staff recommendation.

Recommendation

Staff respectfully recommend that the NEFRC Board of Directors approve the staff review report for the proposed amendments, Nassau County 23-6ESR and the City of Palatka 23-3ESR. The other amendments were previously approved through alternate review.

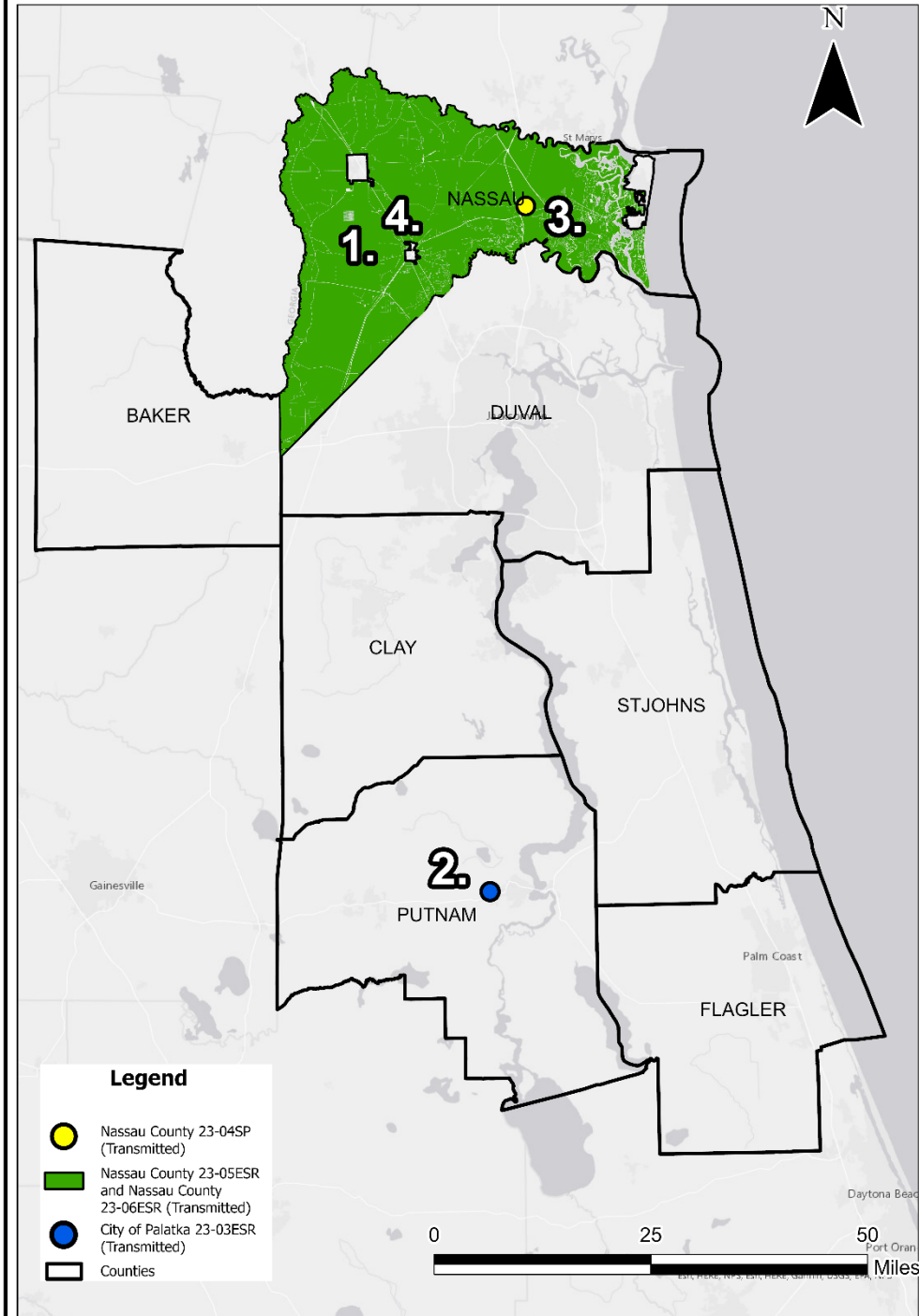
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REGIONAL MAP OF AMENDMENT LOCATION SITES

September 2023 Board Comprehensive Plan Amendments



Local Govt. & Plan Amendment	No. on Regional Map	Proposed	Adopted	County Location	Due Date to be Mailed to Local and State Govt.	Local Govt. Item Number
Nassau County 23-6ESR <i>(For Review)</i>	1	X		Nassau	9-8-2023	CPA23-006

- **Type:** Text
- **Issue:** This text amendment to the 2030 Nassau County Comprehensive Plan adjusts the Public School Facilities (PSF) Policy 08.04, which allows for exemptions from school concurrency requirements for age-restricted developments, from being recorded for a period of 50 years to 30 years. School concurrency is a system of land use regulations designed to meet the demands placed upon public school capacity by new residential development.
- **Background:** PSF.08.04 provides the ability to exempt age-restricted developments subject to deed restrictions and so prohibiting permanent occupancy of residents under the age of eighteen (18). This policy requires that the deed restrictions be recorded and irrevocable for a period of at least 50 years. This span is inconsistent with the Comprehensive Impact Fee Ordinance which requires the adoption of non-revocable covenants and restrictions for a period of 30 years.
- **Impacts:** No adverse impacts on Resources of Regional Significance in the Strategic Regional Policy Plan, nor adverse impacts to adjacent local comprehensive plans have been identified.
- **Recommended Intergovernmental Coordination:** No intergovernmental coordination is recommended for this amendment.

Local Govt. & Plan Amendment	No. on Regional Map	Proposed	Adopted	County Location	Due Date to be Mailed to Local and State Govt.	Local Govt. Item Number
The City of Palatka 23-3ESR <i>(For Review)</i>	2	X		Putnam	9-8-2023	Case PB 23-15

- **Type:** Future Land Use
- **Issue:** This large-scale Comprehensive Plan Amendment for 88.53 acres on St. Johns Avenue proposes to annex the subject parcel into the City of Palatka and amend the Future Land Use Map from Putnam County Urban Reserve (UR) to City of Palatka Residential, High Density (RH) and Commercial (COM). The zoning is also proposed to be revised from Putnam County Agriculture (AG) to City of Palatka Planned Unit Development/Mobile Home/Conventional Home Residential/General Commercial (PUD/R-4/C-1).
- **Background:** The property is currently being used for silviculture and currently outside the municipal limits of Palatka. The applicant is proposing to construct an age-restricted luxury mobile home park up to 100 spaces and affordable shop and office space within the commercial area. There are substantial jurisdictional wetlands (47 acres) on the property that will be preserved.

The mobile home park will be located on the eastern portion of the property, with the commercial area located on the western part; the wetlands essentially bisect the property. The mobile home portion will be approximately 25 acres in size, while the commercial area will be approximately 14 acres. Further, the property is bordered by St. Johns Avenue to the north where the entrance to the commercial area is proposed to be located. In contrast, the entrance to the residential area is proposed to be located on Old Wolf Bay Road. The applicant is working with Putnam County to provide access and pave the portion of Old Wolf Bay Road that borders their property. Also, current uses along St. Johns Avenue on the north side of the property include vacant agricultural land, silviculture, a Children’s Reading Center, a church, vacant industrial land, and duplex rental units under construction. To the south, current uses include vacant land, a stormwater pond, and residential. On the east side, there are medical offices; and the western edge of the property is lined with residential uses.

- **Impacts:** No adverse impacts on Resources of Regional Significance in the Strategic Regional Policy Plan, nor adverse impacts to adjacent local comprehensive plans have been identified.
- **Recommended Intergovernmental Coordination:** No intergovernmental coordination is recommended for this amendment.

The following plan amendments were handled through the alternate review process and approved by the Board President. They are included here as information only.

Local Govt. & Plan Amendment	No. on Regional Map	Proposed	Adopted	County Location	Due Date to be Mailed to Local and State Govt.	Local Govt. Item Number
Nassau County 23-4SP <i>(For Situational Awareness Only)</i>	3	X		Nassau	8-30-2023	CPA 23-005

- **Type:** Future Land Use
- **Issue:** The proposed amendment to the Comprehensive Plan Future Land Use Map (FLUM) encompasses 2,919 acres within the area known as Detailed Specific Area Plan 1 (DSAP1). The amendment area is located east of I-95, west of US 17, and generally north of SR 200 in the rapidly growing Yulee area. The property is currently designated on the FLUM as Multi-Use, which includes a number of customized future land use subcategories. The applicant is requesting a map change to the FLUM to expand the Regional Center sub-category with new boundaries and to adjust the borders of the remaining currently adopted land use sub-categories to align with recently completed surveys.
- **Background:** This amendment includes the revision of the FLUM, specifically changes to the location and distribution of the land use sub-categories; i.e., Residential Tier 2, Conservation Habitat Network, Employment Center, and Regional Center. The proposed land use sub-category mix has decreased the suburban Residential Tier 2 sub-category by 56 acres with those lands shifting to Conservation Habitat Network (CHN). The Employment Center sub-category has been reduced by 254 acres due to the expansion of the Regional Center sub-category and the increase in CHN. Adjustments to sub-category areas are shown in Table 1. Also, see Maps 1, 2, and 3 in the Appendix below.

Table 1: CPA 23-005 adopted and proposed land use sub-categories.

Type	Adopted Acreage	Proposed Acreage	Change in Acreage	% Change: Adopted to Proposed
Regional Center	279	375	96	34.41%
Employment Center	1,061	807	(254)	(23.94%)
Residential Tier 2	463	407	(56)	(12.10%)
Conservation Habitat Network	1,116	1,330	214	19.18%
TOTAL	2,919	2,919	0	

Nassau County planning supports the final land use mix because it provides for market-driven suburban development while expanding denser development adjacent to Interstate 95 near the SR200 interchange.

- **Impacts:** A connected street system and strong element provide an alternative, referenced by policies in this element of the Nassau Comprehensive Plan. Further, Wildlight Avenue is proposed to connect to the new east-west connector roadway, a facility that will provide direct access to I-95 just north of the Detailed Specific Area Plan (DSAP) 1 boundary. This will help reduce the number of additional trips on State Road 200, a Transportation Resource of Regional Significance, eastbound between I-95 and Daydream Avenue.
- **Recommended Intergovernmental Coordination:** No intergovernmental coordination is recommended for this amendment.

Local Govt. & Plan Amendment	No. on Regional Map	Proposed	Adopted	County Location	Due Date to be Mailed to Local and State Govt.	Local Govt. Item Number
Nassau County 23-05ESR <i>(For Situational Awareness Only)</i>	4	X		Nassau	8-30-2023	CPA 23-001

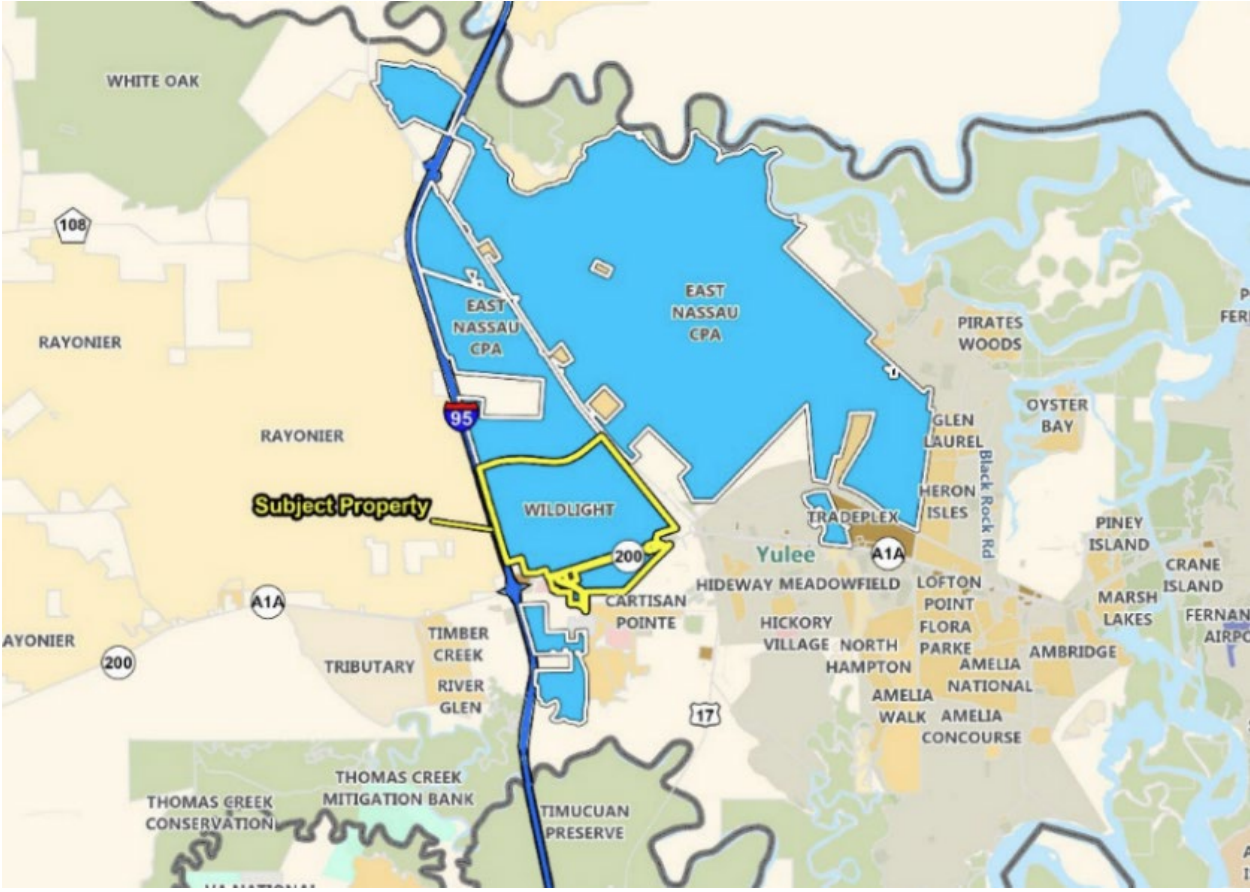
- **Type:** Text
- **Issue:** This amendment is intended to aid in the provision of affordable housing, to increase housing diversity, and to encourage the redevelopment of nonconforming uses, nuisance properties, and blighted areas through the establishment of a Tiny Home Development (THD) Program. The proposed ordinance provides definitions and establishes eligibility, density, and rental requirements for THD developments.
- **Background:** Nassau County, with a population of 95,809, has a median income of \$93,300, ranking in the top ten counties in Florida with the highest median income, and the third highest median income for counties with a population of less than 100,000. There are 32,983 workers living in Nassau County; of that number, 11,468 work within the county. Of those, 73.5% work in the service industry with rates of pay between \$13 to \$17 per hour, yielding an annual full-time salary of \$27,040 to \$35,360 (29% to 38% of the County’s median income). According to the Florida Housing Finance Corporation’s 2022 Income Limits and Rent Limits for Nassau County, these workers would qualify for Extremely Low or Very Low-Income Housing. With regard to homeownership, assistance can only be provided when the home price is below \$359,263; however, the average sales price of a single-family home in Nassau County is \$574,338, and \$575,000 for a condominium. While the County’s Comprehensive Plan Future Land Use Policy FL.01.03 provides an incentive for the construction of affordable housing through a density bonus program, this incentive is rarely used.

Mobile home and recreational vehicle (RV) parks have been routinely leveraged to meet the demands of affordable and workforce housing. Within the unincorporated limits of Nassau County, there are 25 mobile homes and/or RV Parks with the capacity to accommodate 356 spaces. Many of these parks are aging and the mobile homes are in poor condition, creating pockets of blight.

The Tiny Home Development program will allow existing mobile home parks, travel trailer parks, and RV parks to redevelop as affordable communities and will allow lands owned or managed by local government entities to provide diversified housing options as well. This amendment will create an incentive for developers to redevelop blighted areas while continuing to provide for long-term affordability and will allow local governments to help bridge the missing middle gap in housing. See Maps 4, 5, and 6 in the Appendix below.
- **Impacts:** No adverse impacts on Resources of Regional Significance in the Strategic Regional Policy Plan, nor adverse impacts to adjacent local comprehensive plans have been identified.
- **Recommended Intergovernmental Coordination:** No intergovernmental recommendation is recommended for this amendment.

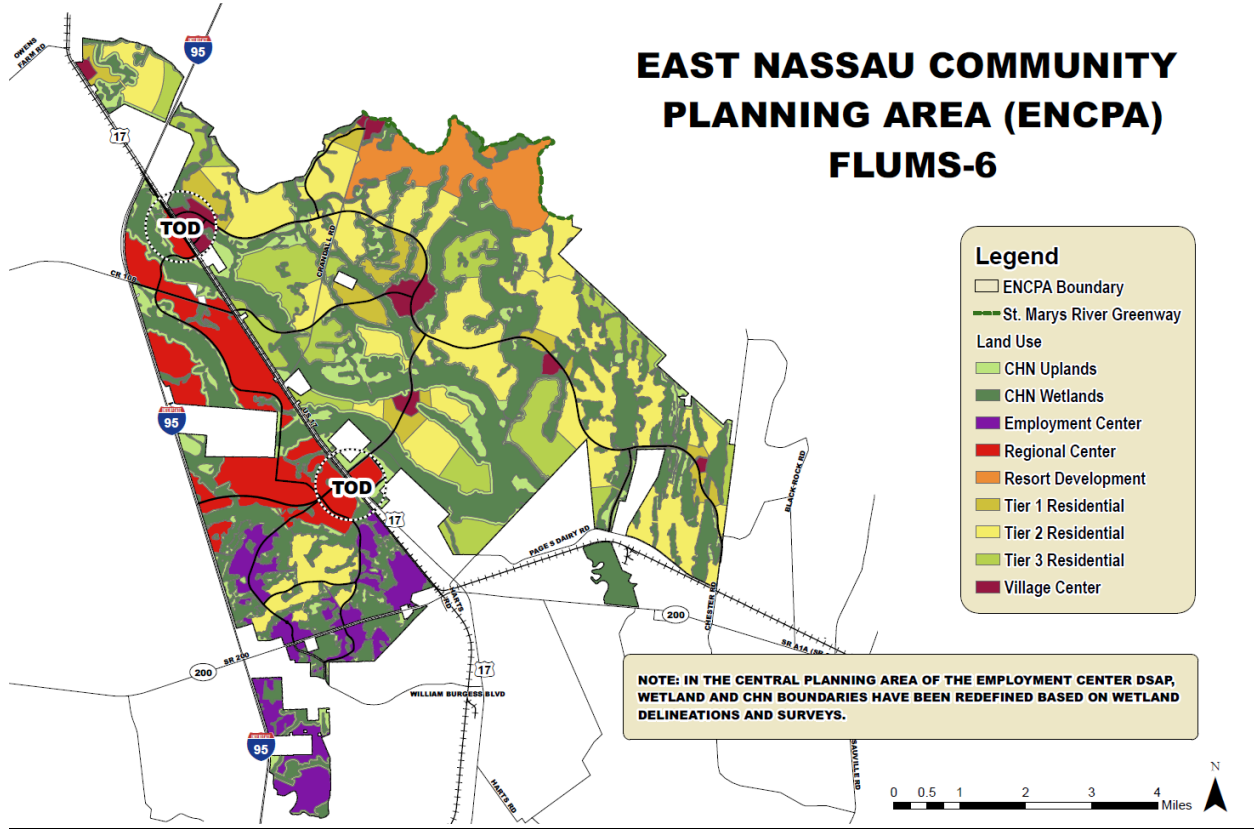
Appendix

Map 1: Nassau County 23-04SP (Location Map)



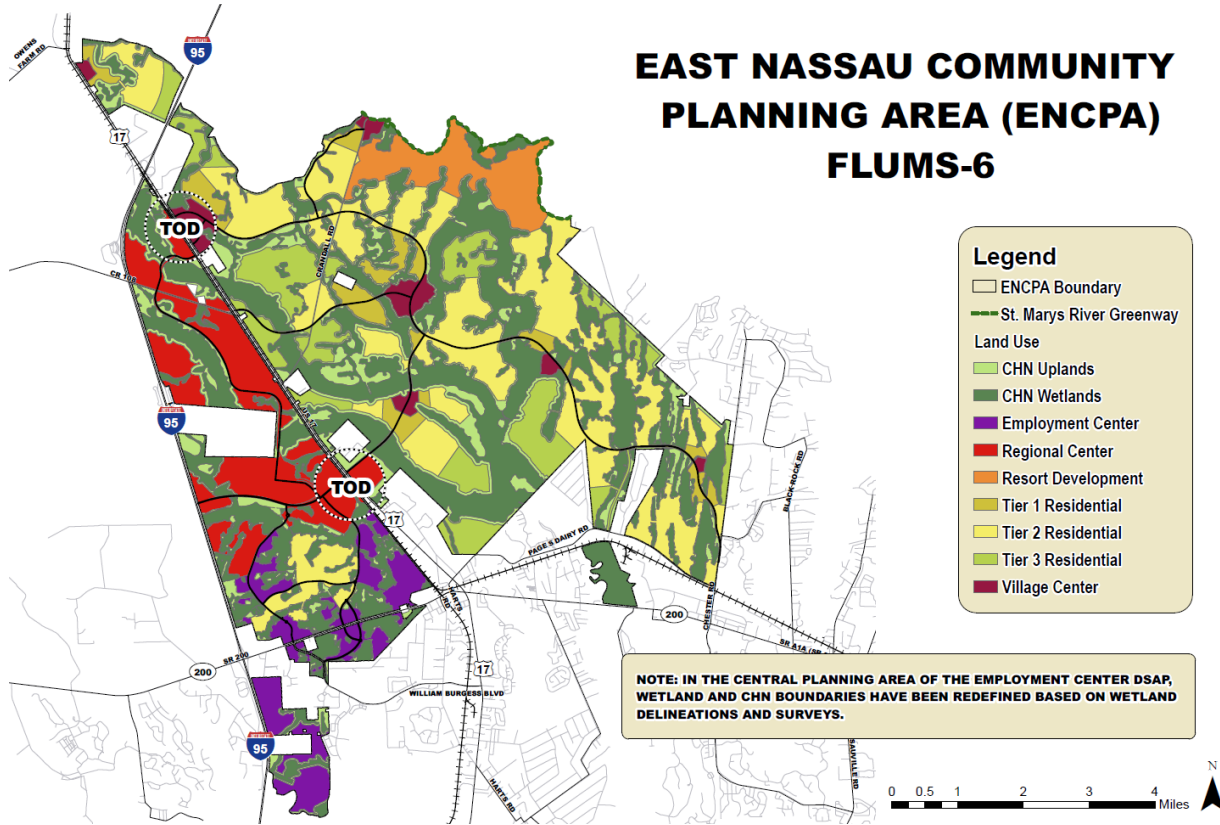
Map 2: Nassau County 23-04SP (Existing Future Land Use Map)

**EAST NASSAU COMMUNITY
PLANNING AREA (ENCPA)
FLUMS-6**

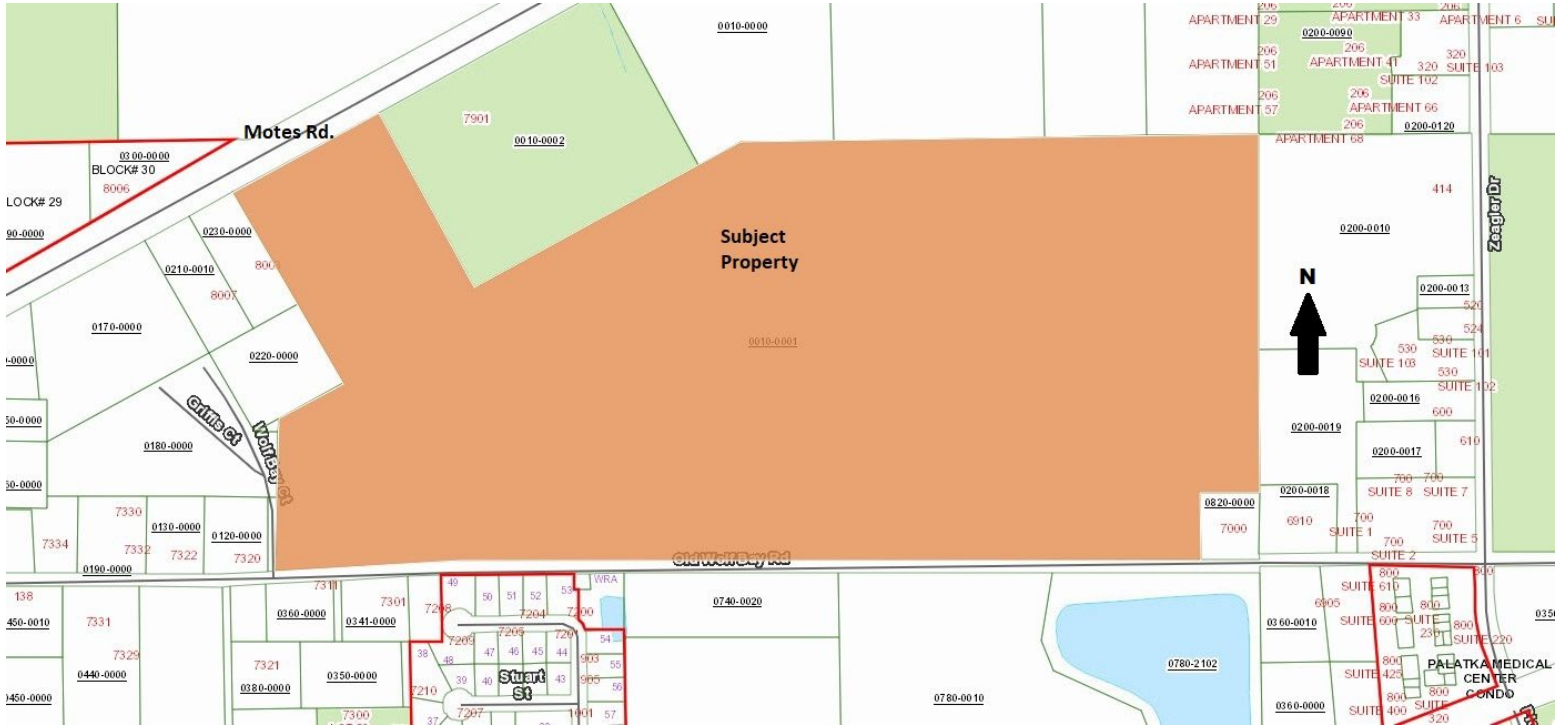


Map 3: Nassau County 23-04SP (Proposed Future Land Use Map)

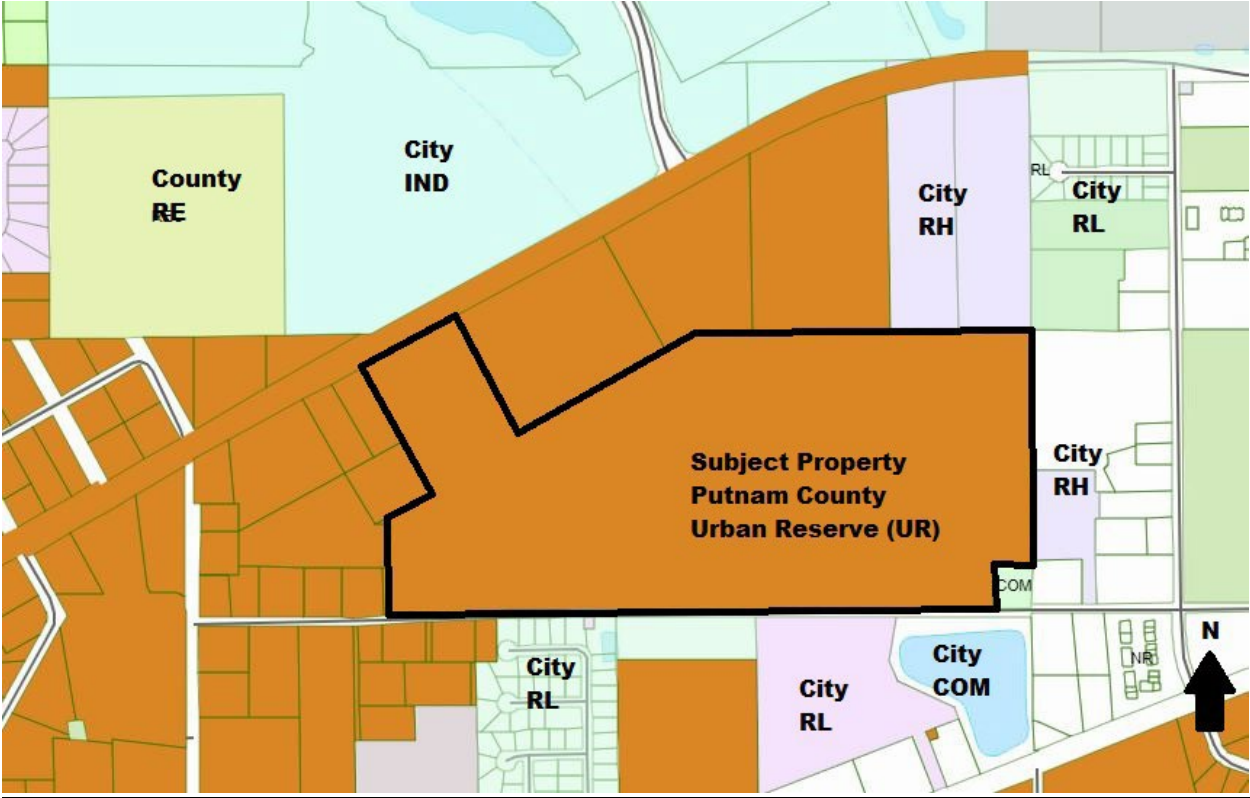
**EAST NASSAU COMMUNITY
PLANNING AREA (ENCPA)
FLUMS-6**



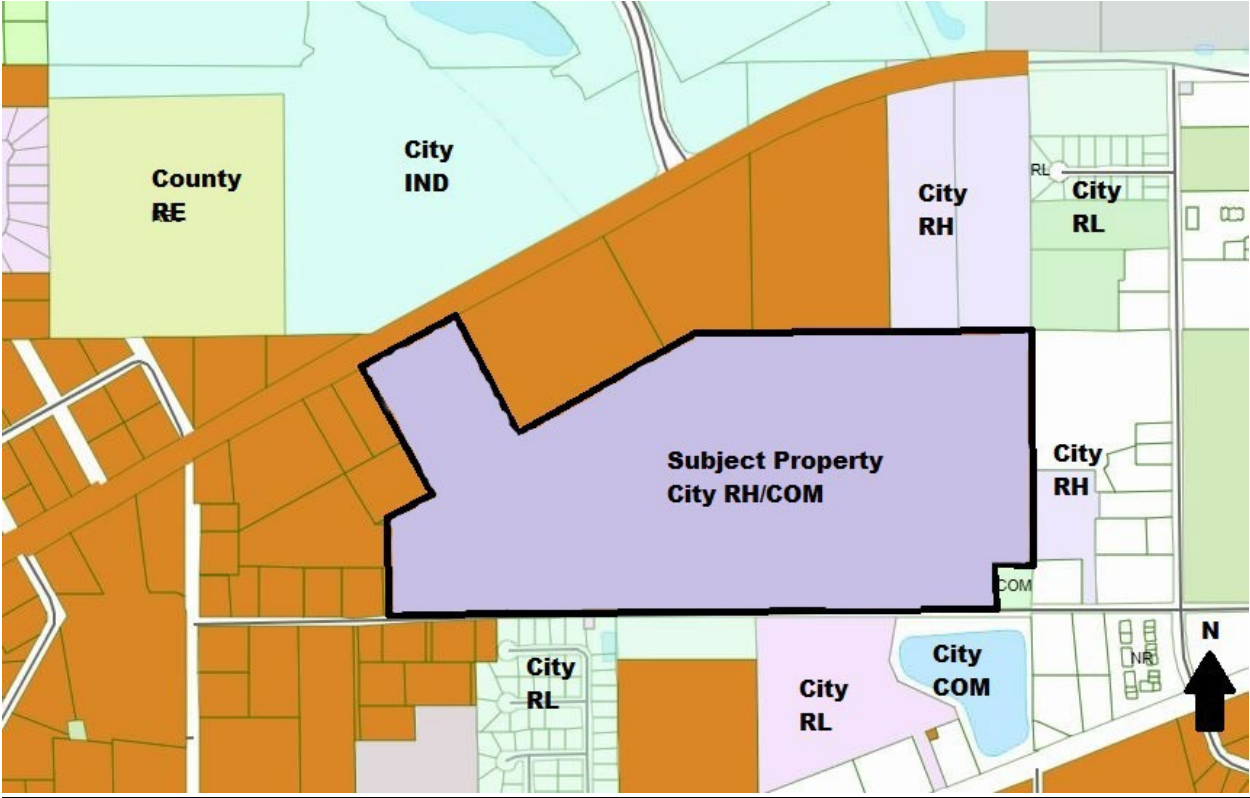
Map 4: City of Palatka 23-03ESR (Location Map)



Map 5: City of Palatka 23-03ESR (Existing Future Land Use Map)



Map 6: City of Palatka 23-03ESR (Proposed Future Land Use Map)



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Bringing Communities Together

MEMORANDUM

DATE: AUGUST 30, 2023

TO: NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

THRU: ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER *EP*

FROM: ROBERT JORDAN, REGIONAL PLANNER *Robert C. Jordan*

RE: COMPREHENSIVE PLAN AMENDMENT POLICY ISSUE

The Northeast Florida Regional Council (NEFRC) provides the Board reviews of development impacts to regional resources of significance. The NEFRC also reviews comprehensive plan amendments to inform regional partners about precedence potentially affecting or useful to other communities. This includes Nassau County's Comprehensive Plan amendment referenced below. Moreover, NEFRC staff will provide an update on newly submitted comprehensive plan amendment issues at the Board meeting.

Nassau County 23-5ESR (Transmitted)

Nassau County has amended the County's Comprehensive Plan which is intended to aid in the provision of affordable housing and encourage the redevelopment of non-conforming uses, nuisance properties, and blighted areas through the establishment of a County Tiny Home Development (THD) Program. This amendment was reviewed through the alternate review process on August 28, 2023.

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NORTHEAST FLORIDA

Regional Economic Development Strategy

EXECUTIVE SUMMARY

INTRODUCTION

In spring 2022, JAXUSA Partnership launched its most ambitious regional economic development planning process to date. Leadership from across Northeast Florida's seven counties (Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns) recognized that for economic development to be successful, it needed to represent the region as a whole. Therefore, it is imperative that the organizations and partners who assisted in the development of this plan serve as thought leaders and contributors throughout plan implementation. The result of this planning effort is a regional, people-centric economic development strategy. This focus acknowledges that talent is, and will continue to be, the most important driver of economic success for the region.

PLAN FRAMEWORK

The Future Is Now—Northeast Florida economic development strategic plan is anchored by a strong, regionally focused vision statement. The vision statement and the guiding principles were crafted with input from a 30-member steering committee and regional leaders. They form the framework on which the strategic action plan goals were formulated. The plan goals, strategies, and actions emerged from an extensive planning process.

Although the strategic plan is designed to be implemented over a 5-year planning horizon, the vision statement sets the economic direction for the next 20 years. *The Future Is Now* plan speaks to the desire of regional leaders to prioritize economic opportunity and to align resources in support of economic mobility for all residents.

The plan's guiding principles are the unmeasured, qualitative roles and functions that intersect the primary areas of the strategic action plan. Each principle is forward looking and helps orient goals and strategies toward regional growth and improvement.

REGIONAL ECONOMIC VISION

THE FUTURE IS NOW

Northeast Florida invests in its diverse talent base and vibrant communities to create a thriving economy that embraces regionalism.

GUIDING PRINCIPLES



GOALS



RESOURCE ALIGNMENT

GUIDING PRINCIPLES

1 COMPETITIVENESS

Northeast Florida continues to maintain a high quality of life and favorable business environment that attracts and retains top-tier talent and businesses.

2 REGIONALISM

Northeast Florida communities work in coordination with all of their partners to leverage one another's strengths and capitalize on opportunities leading to greater economic prosperity for all.

3 ECONOMIC MOBILITY

Northeast Florida recognizes the region's unemployed, underemployed, and underserved populations face barriers to fully participating in and recognizing the benefits of a robust economy and will intentionally address these systemic issues.

4 INNOVATION

Northeast Florida engages entrepreneurs, business leaders, higher education, and economic development partners to create a dynamic environment that fuels cross-sector partnerships and leads to cutting-edge technology.

5 RESILIENCE

Northeast Florida is not only prepared to withstand economic shocks, but also to quickly recover from economic impacts through regional collaboration and coordination.





PLANNING CONTEXT

To provide a common framework, TIP examined the policies, relationships, and priorities influencing economic development in Northeast Florida. This examination included a review of relevant background documents, like previous economic studies, county strategic plans, and regional resilience plans, in order to build on existing knowledge and align the new plan with current initiatives and programs. In addition to gaining an understanding of the regional economic development landscape, TIP conducted comprehensive quantitative analyses of economic and demographic factors, industry niches and global investment trends, and talent and workforce development data.

This data work was supplemented by a comprehensive and inclusive stakeholder engagement effort. The Future Is Now—Northeast Florida Steering Committee oversaw the planning process and coordinated the community engagement. Steering committee members represented a wide variety of organizations ranging from municipal governments and non-profits to private sector businesses. These individuals had a vital role in the plan's development and will play a critical role in plan implementation. In addition to virtual interviews and roundtables, in-person focus groups were conducted in every county to ensure robust participation. In total, over 215 participants took part in 18 roundtable sessions.

Findings from the quantitative and qualitative research, a thorough engagement process, and TIP's 28 years of experience, ultimately influenced the goals and strategies included in the strategic action plan.

COMMUNITY CONNECTIONS

7
County Tours

- Baker County
- Clay County
- Duval County
- Flagler County
- Nassau County
- Putnam County
- St. Johns County

17+
Individual Interviews

- Business and Industry
- Community Leaders
- Non-profit Partners
- Higher Education
- Public Sector
- Hispanic/Latino Chamber

30
Steering Committee Members

4
Steering Committee Meetings

2
Planning Workshops

ROUNDTABLES

18
Roundtable Sessions

- Higher Education and Workforce
- Nonprofits and Foundations
- Industry and Large Employers
- Entrepreneurs and Start-Ups
- Students and Young Professionals
- Real Estate and Development
- Ministers and Community Leaders
- Regional County Stakeholders
- Marketing and Talent Recruitment
- Civic Organizations

215+
Roundtable Participants

CATALYTIC INITIATIVES



TALENT

Migration data demonstrates that the region is **connected by talent**, and talent remains one of the most **pressing concerns** for employers across Northeast Florida. **Workforce development investments** are needed to ensure economic prosperity for all as well as investments in **talent attraction and retention**.



EMPLOYMENT CENTERS

Northeast Florida has the opportunity to take a regional approach to planning for future employment centers to ensure **businesses are able to expand and relocate** in a timely manner as well as to ensure **transportation networks** align between residential and job centers.



INNOVATION NICHES

Innovation niches are the **targets of the future** and must be developed with a longer-term vision and a deeper investment commitment than traditional industry growth. **Significant regional investments** include physical infrastructure, educational programming, talent pipeline development, and cross-pollination of institutional relationships.



DOWNTOWNS

Vibrant and dynamic downtowns in every corner of Northeast Florida are essential to creating high quality of life that attracts business and talent. Investments are needed to invigorate central business districts and Main Street corridors, with a focus on **residential and commercial infill**.



OUTDOOR ECONOMY

Northeast Florida has incredible natural resources and outdoor assets that can be leveraged for **talent attraction and recruitment** and as a catalyst for **community development**.

GOALS

This strategic action plan represents the culmination of a robust planning process and reflects an analysis of Northeast Florida's strengths, weaknesses, opportunities, and threats. The region is fortunate to have a strong network of economic developers, city and county leaders, and workforce and education partners who are dedicated to advancing the regional economy in collaboration with the private sector. Through this plan, Northeast Florida will improve its competitive positioning against peer markets to better attract talent, business, and investments that will continue to grow and diversify the economy. Although there is work to be done to move the region to the next level, there must be an acknowledgment of the tremendous work that has already been accomplished. In recognition of this fact, the plan includes strategies and actions that have proven successful and must be continued across the region, as well as strategies and actions that exist in parts of Northeast Florida, but which should be scaled up to benefit the entire region. The action plan also includes new initiatives that will strengthen the regional economy and foster new partnerships.

GOAL 1

TALENT DEVELOPMENT

Promote the development of accessible career pathways that create a robust talent pipeline reflective of employer needs.

- 1.1.** Grow career exploration and training programs that expose youth and adults to job opportunities across Northeast Florida.
- 1.2.** Deepen partner engagement across workforce and talent development initiatives to ensure talent is retained in Northeast Florida.
- 1.3.** Prioritize the workforce support ecosystem through collaborative partnerships.
- 1.4.** Bolster talent attraction and marketing initiatives to grow a diverse pool of top-tier talent.

GOAL 2

BUSINESS GROWTH

Attract, retain, and grow businesses while cultivating an inclusive, supportive ecosystem for innovation and entrepreneurship.

- 2.1.** Make critical investments to support startups and entrepreneurs, a segment which often represents the future of a regional economy.
- 2.2.** Drive business growth, retention, and expansion efforts throughout Northeast Florida.
- 2.3.** Implement a regionally collaborative and coordinated approach to target sector development to grow future niche industries in Northeast Florida.
- 2.4.** Support the growth and vitality of small businesses across Northeast Florida.
- 2.5.** Recruit new companies to Northeast Florida that offer high-quality jobs and are invested in the future of the region.



GOAL 3

QUALITY OF PLACE

Elevate quality of place projects that spur investment and create a desirable location for businesses and talent.

- 3.1.** Invest in Northeast Florida's downtowns and central business districts to spur investment and development, including downtown Jacksonville.
- 3.2.** Expand the number of housing units across Northeast Florida to meet the region's growth patterns.
- 3.3.** Maintain an authentic sense of community identity as new development and investment occurs.
- 3.4.** Invest in connectivity infrastructure and systems to support the regional economy and its residents.

GOAL 4

INFRASTRUCTURE NETWORKS

Prioritize place-based real estate development projects that spur investment and position the region as a preferred location for businesses and residents.

- 4.1.** Identify and focus development on commercial and residential corridors that link communities across Northeast Florida.
- 4.2.** Ensure a long-term supply of commercial and industrial employment ready sites across Northeast Florida.
- 4.3.** Proactively address permitting processes across the region to ensure sites and projects can be moved forward at a competitive pace.
- 4.4.** Approach connectivity from a holistic and regional perspective that includes the movement of information as well as the physical mobility of freight and commuters.

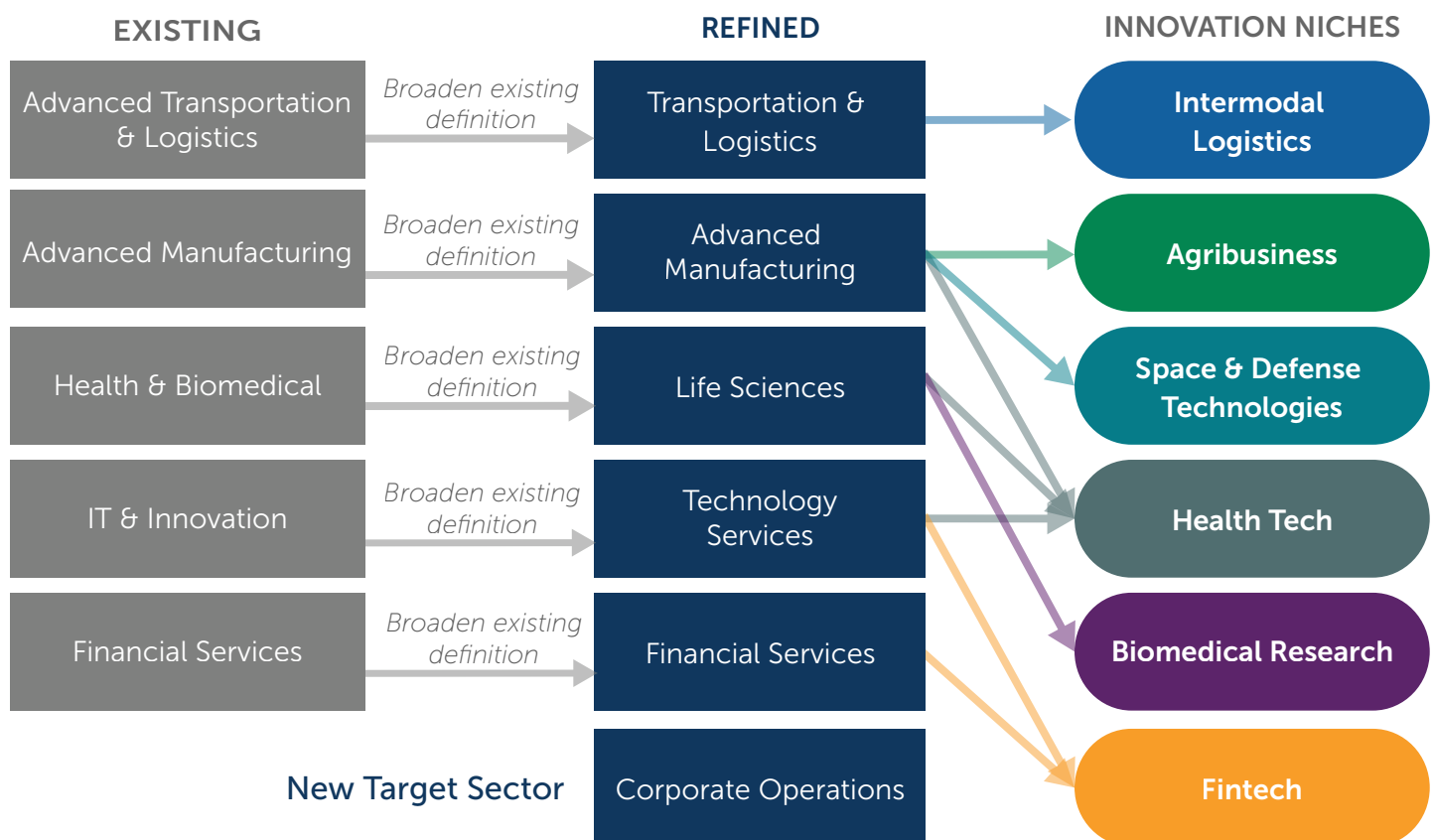
INNOVATION ECOSYSTEMS

The target industry clusters laid out in the 2018 *Elevate Northeast Florida* strategic plan were updated and refined to tighten regional marketing efforts and prospect coverage. But the challenge ahead for Northeast Florida is nourishing the underlying ecosystems of innovative activity already at work on the ground.

Six innovation ecosystems emerged from the current planning process. Initially, fintech, biomedical research, space and defense technologies, and intermodal logistics were identified. These four niches were later expanded to include health tech and agribusiness. If these nascent ecosystems are ever to become more than a sum of their parts, they will require an outspoken, high-visibility regional champion. Rather than focusing on business recruitment, this champion will be needed to address fundamental questions, including the following.

- ◆ Are anchor institutions providing a stable platform for economic development needs?
- ◆ Is startup activity occurring and do emerging companies have the resources they need to get off the ground, such as networking events, competitions, ample capital sources?
- ◆ And, crucially, is there public awareness of these activities? Without established and emerging media outlets spotlighting innovative companies and activities, an important opportunity to build momentum and community support for these ecosystems is lost.

The innovation areas highlighted will require significant investments—in physical infrastructure, in educational programming, in talent pipelines, and in the nurturing and cross-pollination of institutional relationships. These investments can occur alongside existing targets, but they must be developed with a different programmatic vision. Target recruiting serves a complementary purpose but represents a different point on the spectrum of industry lifecycles.





IMPACT

Measuring the impact of the strategic plan is a vital component of assessing the region's economic health. Metrics can be divided in three areas: baseline community indicators, economic development indicators, and strategic action indicators. Baseline community indicators include social and demographic metrics that can be benchmarked against other communities, such as population growth and educational attainment. Economic development indicators are tied to the actions of economic development organizations and would include metrics such as media impressions and the number of new businesses recruited to the region. The third area, strategic action indicators, can be found on the plan's implementation matrix (published separately). These measures track actions, such as forming a committee. In addition to tracking performance metrics, implementation partners will convene to ensure the plan is moving forward.

BASELINE COMMUNITY INDICATORS (Benchmarked to peer communities)

- ◆ Population change
- ◆ Educational attainment
- ◆ Housing starts
- ◆ Air travel trends
- ◆ Job growth
- ◆ Average annual wage
- ◆ Gross regional product (GRP)

ECONOMIC DEVELOPMENT INDICATORS

- ◆ New businesses recruited
- ◆ Businesses retained or expanded
- ◆ Capital investment
- ◆ Startup growth and investments
- ◆ Payroll impact
- ◆ Tax base change
- ◆ Media impressions

ACKNOWLEDGMENTS

PROJECT PARTNERS

The *Future is Now-Northeast Florida* strategy is made possible through the funding of JAXUSA Partnership, CareerSource Northeast Florida, Northeast Florida Regional Council (NEFRC), Jacksonville Civic Council (JCC), JEA, and Jacksonville Transportation Authority (JTA).

Equally important are the partners of Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns Counties who served as steering committee members, subject matter experts, and county liaisons during the planning process.

Without the support of JAXUSA Partnership investors, this work would not be possible. Many investors were active participants in the planning process and will be instrumental in plan implementation going forward.



FLORIDA'S
Putnam County
CHAMBER OF COMMERCE



STEERING COMMITTEE

- ◆ Greg Anderson, JAXUSA Partnership
- ◆ Joy Andrews, St. Johns County Government
- ◆ Aaron Bowman, JAXUSA Partnership
- ◆ Jim Bush, Florida Power & Light Company
- ◆ Holly Coyle, Nassau County Government
- ◆ Paul Crawford, City of Jacksonville, Office of Economic Dev.
- ◆ Jay Cunio, Jacksonville Aviation Authority
- ◆ Dawn Emerick, Jacksonville Civic Council
- ◆ Bruce Ferguson, CareerSource Northeast Florida
- ◆ Tien Flowe, JAXUSA Partnership
- ◆ John Freeman, JAXUSA Partnership
- ◆ Paul Gerrety, Jacksonville Aviation Authority
- ◆ Julie Hindall, JAXUSA Partnership
- ◆ Heidi Jameson, JAXUSA Partnership
- ◆ Dana Jones, Putnam County Chamber of Commerce
- ◆ Dolores Key, Flagler County Dept. of Economic Opportunity
- ◆ Palmer Kuder, Jacksonville Transportation Authority
- ◆ Anna Lebesch, JAXUSA Partnership
- ◆ Mark Litten, Putnam Co. Chamber of Commerce
- ◆ Rebecca Livingston, CareerSource Northeast Florida
- ◆ Scott Maynard, St. Johns County Chamber of Commerce
- ◆ Jeanne Miller, Jacksonville Civic Council
- ◆ Paul Mitchell, JEA
- ◆ Sherri Mitchell, Nassau County Economic Dev. Board
- ◆ Melanie Moore, JAXUSA Partnership
- ◆ Laura Pavlus, Clay County Economic Development Corp.
- ◆ Elizabeth Payne, NEFRC
- ◆ Robert Peek, JAXPORT
- ◆ Crawford Powell, Clay County Economic Development Corp.
- ◆ Ed Randolph, JEA
- ◆ Darryl Register, Baker County Chamber of Commerce
- ◆ Isabelle Renault, St. Johns County Chamber of Commerce
- ◆ Carlton Robinson, JAX Chamber
- ◆ Lyndsay Rossman, JAXUSA Partnership
- ◆ Jack Shad, NEFRC
- ◆ Chereese Stewart, Clay County Government
- ◆ Melissa Terbruggen, CareerSource Northeast Florida
- ◆ Angela Timberlake, JAXUSA Partnership
- ◆ Aundra Wallace, JAXUSA Partnership
- ◆ Kirk Wendland, City of Jacksonville, Office of Economic Dev.
- ◆ Shamika Wright, JAX Chamber Foundation
- ◆ Jennifer Zuberer, St. Johns County Government

PROJECT FUNDERS



JAXUSA Partnership is a private, nonprofit division of the JAX Chamber and is Northeast Florida's regional economic development initiative. Its mission is to be a catalyst for economic growth and maximize the region's unique resources to aggressively recruit jobs and private capital investment to the region. JAXUSA Partnership coordinates economic development efforts across a seven-county region that includes Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns.



CareerSource Northeast Florida is a publicly funded agency that provides extensive workforce-related services to six counties on Florida's First Coast: Baker, Clay, Duval, Nassau, Putnam, and St. Johns. Connecting workers to jobs and businesses to the talent they need to thrive, CareerSource Northeast Florida provides innovative services that build a talent pipeline for the jobs of today and the future.



The Northeast Florida Regional Council (NEFRC) is the regional planning organization (1 of 10 in the state of Florida) for Baker, Clay, Duval, Flagler, Nassau, Putnam, Nassau, and St. Johns Counties and their 25 municipalities. The mission of the NEFRC is to celebrate the unique assets of Northeast Florida and to engage its people, businesses, governments, and organizations.



JEA is a not-for-profit, community-owned utility located in Jacksonville, Florida, dedicated to improving lives and building community. Created as the Jacksonville Electric Authority by the City of Jacksonville in 1967, JEA provides services including electric, water, and sewer to more than one million Northeast Florida residents.



The Jacksonville Civic Council (JCC) is a nonpartisan, nonprofit organization established in 2010 by a diverse group of business and civic leaders seeking to shape and define Jacksonville's future. JCC members deploy collective resources to achieve the goal of creating a vibrant and sustainable future for Jacksonville and its people.



JACKSONVILLE
TRANSPORTATION
AUTHORITY

The Jacksonville Transportation Authority (JTA) is an independent state agency serving Duval County by providing safe, reliable, innovative, sustainable, and dignified mobility solutions and facilities. JTA has responsibilities across multiple transportation modes, including designing and constructing bridges and highways and providing a variety of mass transit services.



Unless otherwise noted, images featured in this document were provided by JAXUSA Partnership and include some taken by Ketterman Photography.



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Agenda Item

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Serving the communities of Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns Counties

Bringing Communities Together

MEMORANDUM

DATE: AUGUST 30, 2023

TO: NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

FROM: ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

RE: CEO CONTRACT RENEWAL

After a successful annual review by the Executive Committee, attached for your review, Ms. Payne was instructed to review and negotiate her new contract (current one expires 9/30/23) with the Council President, Commissioner Whitehurst. The result of the negotiations will be provided at the upcoming Board meeting.

Follow Us.



EQUAL OPPORTUNITY EMPLOYER

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
FY 22/23

Questionnaires issued: 24
Responses received: 16

1. VISION, MISSION, AND STRATEGIES

The Chief Executive Officer’s role has both strategic and operational components. Working with the Council, the Chief Executive Officer must develop a shared vision for the future of the organization, build understanding around the current mission, and develop appropriate goals and strategies to advance that mission.

1-1 The Chief Executive Officer has worked with the Council to develop a clear vision for the organization and understands his or her own leadership role?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>	1	
4. <u>Excellent</u>	15	X
5. Not personally observed		

Board Comment:

- Beth provides excellent balance to operational tasks as well as strategic initiatives.
- Vision is clearly stated, timely and relevant.
- Beth has clearly forged a vision for the NEFRC to be a leader in NEFL amongst all the local govts.

CEO Comment:

- One of the initiatives that I began in my role as CEO is the creation of a workplan each year. It is a way to further the reach of the Council, giving myself and staff the ability to prioritize relevant policy items of the Board. I believe this has been successful over the last few years, with a few workplan items taking hold and becoming programs (Opioid work and Resiliency). I believe with the intended outcomes of the Ecotourism initiative (the 2023 workplan focus), there could be longstanding work and added value to the Region as a result.

A cornerstone of the Council’s work is keeping an eye on the pertinent issues, which I see as a central component of my job. I spend time in our counties and cities in order to understand the issues and ultimately, ways the Council can add value. Our mission of convening and collaborating holds strong and can be applied to many issues the Region faces – resiliency, affordable housing, opioid abatement funds, etc.

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
FY 22/23

1-2 The Chief Executive Officer has a sense of what must change and what must remain the same in order to accomplish the organization’s mission and realize its vision?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>	_____	X
4. <u>Excellent</u>	16	_____
5. Not personally observed		

Board Comment:

- Beth knows the challenges and opportunities. She maximizes opportunities and minimizes challenges.
- Beth takes advantage of the skilled employees to expand their scope before expanding the workforce.
- Goals and priorities are consistent with vision and approved by BOD.

CEO Comment:

- I have grown in my role over the last few years, having a higher level of confidence in making the changes that I see as necessary. Those are taking shape in the organization structure of the staff, some of the physical office space and in my approach to new work and projects. I am working to build organizational capacity at Council to benefit us in both the short and long term.

2. ACCOMPLISHMENT OF MANAGEMENT OBJECTIVES

Working with the Council, the Chief Executive Officer establishes operational objectives that support the organizations mission. The Chief Executive Officer is responsible for leading the staff in the implementation of this mission.

2-1 The Chief Executive Officer selects and cultivates qualified senior staff, models effective behaviors and skills, and builds morale among staff and volunteers?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>	1	
4. <u>Excellent</u>	14	X
5. <u>Not personally observed</u>	1	

Board Comment:

- Calendars and timelines are completed and on time.
- Beth lays out clear objectives and has a strong staff to implement them in NEFL. It is a super team.
- Beth balances personnel assignments with daily functionality with upcoming tasks.

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
FY 22/23

CEO Comment:

- NEFRC continues to see change in staff and that is especially true over the last year. Half of the NEFRC staff has been here less than 5 years. There have been three new staff hired during this fiscal year to date. As such, I implemented a new organizational structure that better utilizes the skillsets of our staff, emphasizes our teamwork approach to projects and manages resources more effectively.

This structure requires additional mentorship with those that are managers to cultivate the type of office environment that produces the best work possible. I am confident in the teamwork-based approach that is well established in the office, and we strive to find the best team members to get the job done. I fully stand by the idea that satisfied and stable staff produce a superior quality product each day. I work hard to model this behavior and to support a work life balance for staff. I am fostering, through my leadership practices, a purpose-driven staff motivated to make a difference in Northeast Florida.

3. PROGRAM MANAGEMENT

The Northeast Florida Regional Council carries out its mission by offering specific programs and services. The Chief Executive Officer leads the staff in managing and administering these programs and services. This requires a thorough knowledge of the organization’s mission areas as well as an understanding of technical, operational, and ethical issues.

3-1 The Chief Executive Officer demonstrates substantive knowledge regarding the organization’s programs and services?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. Good		
4. <u>Excellent</u>	16	X
5. Not personally observed		

Board Comment:

- Her leadership goes beyond the staff by providing training to membership throughout the Council.
- Beth has provided critical programs/services for our members that enhances their quality of life.
- Presentations are informative and relevant.

CEO Comment:

- As a long-time staffer of the Regional Council (15 years), I have inherent knowledge from my tenure. I have been intimately involved with the establishment of our newer programs, including the Healthcare Coalition program and the Resiliency Program. As staff grows and new projects are undertaken, it can be difficult to maintain a depth of knowledge of each project. However, we have regular staff meetings and manager meetings to ensure that we have a shared understanding of the work being accomplished and how it can be leveraged across our programs. This is a never ending task on my list.

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
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3-2 The Chief Executive Officer, through effective oversight and staffing, sets high standards of high quality for the organization’s programs?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>	<u>2</u>	
4. <u>Excellent</u>	<u>14</u>	<u>X</u>
5. Not personally observed		

Board Comment:

- Looking forward to increased focus on Flagler County.
- Her selection of professional staff provides ability to flex into areas of new interest.
- Beth has assembled a top notch staff singularly focused on goals and objectives set by the NEFRC.

CEO Comment:

- The Council has a high performing staff that is an asset not only to the program they are assigned to, but in building the reputation of the Council. I have worked to better equip staff with the resources and tools they need to be successful and with the confidence to seek out and to take on new projects and programs. Each staff member takes pride in the organization and its mission, and it is with that sense of fulfillment that the highest quality of work is achieved.

4. EFFECTIVENESS IN RESOURCE DEVELOPMENT

The Chief Executive Officer, in partnership with the Board and appropriate staff, is responsible for developing and implementing appropriate financial development strategies. The Chief Executive Officer and Board use their combined strengths, knowledge, and relationships to help the organization achieve its objectives.

4-1 The Chief Executive Officer has a clear understanding of the current and future financial resources needed to realize the organization’s mission?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>		<u>X</u>
4. <u>Excellent</u>	<u>16</u>	
5. Not personally observed		

Board Comment:

- Beth has expertly managed the budget and maximized funding opportunities outside the organization.
- All planning and budget discussion is detailed, informative, and accurate.

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
FY 22/23

- She is constantly striving to bring in programs and grants to improve the financial picture.
- Always searching and applying for local, state, and federal resources with award of many grants.

CEO Comment:

- My focus each year is ensuring that the Council is well positioned financially. This is done through the basics of oversight of ongoing projects and programs, but also through one on one meetings with our members (Board members, BOCC Chairs and County Administration) to ensure we are providing a significant return on the investment. These meetings also allow me to get an idea of future work possibilities or issues that may be worth further investigating. While my days vary drastically each day, fiscal responsibility is something that I touch on each and every day.

4-2 The Chief Executive Officer is effective and works well with staff, Council members, and legislature to secure adequate funding commitments for the organization?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. Good		
4. <u>Excellent</u>	16	X
5. Not personally observed		

Board Comment:

- Collaborative and engaging team dynamics. All staff presentations are informative and efficient.
- Consistently drawing laudatory comments from Council members for her work as well as subordinates
- Beth epitomizes all the attributes we need to effectively lead and manage the NEFRC.

CEO Comment:

- I have committed to diversifying Council revenue streams, through grants, programs and projects. This can be challenging, as staff is encouraged to think outside of the box for additional funding sources for projects and programs that can benefit the region. There is a learning curve, as new projects and ideas are not always successful on the first try. Our multi-year grants are firmly underway, and the Council has benefitted from the stability of multi-year funding. We are challenging ourselves to find additional programs like those to sustain and enhance our budget moving forward. Over this last year, we have seen successful growth of our newest program – Resiliency. This includes several new funding opportunities – local government contracts, state agency funding and the possibility of a significant Department of Defense grant. In addition, funding for a new position was received from EDA, for a disaster recovery coordinator to assist throughout the region.

My focus this upcoming year is to be more active with State level government, including legislators and state agencies, as there have been many changes in Tallahassee. My role as the Chair of the Executive Directors Advisory Committee of FRCA, allows me to have a greater role in advocating, statewide, for the work of Regional Councils.

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
FY 22/23

5. FISCAL MANAGEMENT

Ensuring that resources are managed wisely is especially important for a nonprofit organization operating in the public trust. It is the role of the Chief Executive Officer to see that solid planning and budgeting systems are in place and that the organization’s goals serve as the basis for sound financial planning. In addition, it is the Chief Executive Officer’s responsibility to ensure that qualified staff are hired to accurately monitor, assess, and manage the financial health of the Council.

5-1 The Chief Executive Officer is knowledgeable regarding planning and budget management of the organization?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>	2	X
4. <u>Excellent</u>	14	
5. Not personally observed		

Board Comment:

- Budgets reflect expansion and anticipation which are routinely met by desired performance.
- Beth manages the budget advising the council in a consistent manner. The super audits prove the pt.
- All discussions regarding budget and financials are clear and accurate

CEO Comment:

- The Council maintains a good financial position, has healthy reserves, and receives a clean audit each year. Those are the standard measures of good financial management. The Council has fantastic fiscal staff to maintain accurate accounting practices and follow the policies and procedures required of our varied funding sources.

5-2 The Chief Executive Officer presents financial reports to the board on a regular basis and submits an annual budget for board review, revision, and approval?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>		X
4. <u>Excellent</u>	16	
5. Not personally observed		

Board Comment:

- Timely and accurate.
- Budgets are monitored closely for fiscal accuracy and efficiency.
- The assumption is that staff is preparing the reports and the CEO is passing them through.
- This is performed on a consistent and transparent manner. Well done.

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
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CEO Comment:

- Financial Reports transparency is necessary for me to gain and maintain trust of the Board Members. Detailed financial reports are provided consistently to the PBF committee, the Executive Committee, and the full Board each MONTH. Problematic issues are given full disclosure to the Board as needed and are always resolved effectively. When guidance is received by the Board on any financial issue, it is promptly addressed and implemented by staff.

6. OPERATIONS MANAGEMENT

The Chief Executive Officer is responsible for day-to-day management. The Chief Executive Officer works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the organization.

6-1 The Chief Executive Officer is knowledgeable regarding the operation of an effective office environment?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>	1	X
4. <u>Excellent</u>	9	
5. <u>Not personally observed</u>	6	

Board Comment:

- Beth and her staff manage key tasks/deliverables both in the office and out in the field on a daily basis
- Assume team is well coordinated.
- I feel like the work products that are produced reflect the successful operation in the office.

CEO Comment:

- I am straddling the continued world of hybrid work and have implemented a workable solution over the past fiscal year. This has resulted in a high level of productivity while maintaining a collaborative working approach among staff. As the world around us constantly changes, I keep apprised of what works elsewhere and keep an eye on the office environment and make sure to tweak things as needed.

7. COMMUNICATION WITH THE COUNCIL/EXTERNAL LIAISONS/PUBLIC IMAGE

The Chief Executive Officer and board members are key players in establishing and maintaining positive relationships with the many groups that support the work of the Council.

7-1 The Chief Executive Officer raises issues, asks questions, and provides adequate information to inform Council discussions?

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
FY 22/23

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. Good		
4. <u>Excellent</u>	16	X
5. Not personally observed		

Board Comment:

- Remarks and comments facilitate BOD discussions.
- I have personally observed this relationship building. The NEFRC is a major asset to local govts.
- Impressive performance is recognized throughout the Region and the State.

CEO Comment:

- Board Meetings over the last year have continued to present information to members on relevant and timely topics and issues, many at the request of a member. Members are engaging in discussion and sharing experiences, which provides for a successful meeting each month. New members have come to the table with new ideas and knowledge and have been willing to fully engage with the Board. This type of meeting makes it much easier to ‘sell’ elected officials on the opportunity to learn from and engage with their peers from across the region at these meetings. Attending Board meetings and networking with the leaders in Northeast Florida provide significant value to members and to the work happening in the region. This type of engagement is important to the success of the Council and a priority of mine.

7-2 The Chief Executive Officer maintains a positive professional reputation in the local community and is a good ambassador?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>	1	
4. <u>Excellent</u>	14	X
5. <u>Not personally observed</u>	1	

Board Comment:

- I am not close enough to see this personally, but her knowledge and ethics speak positively to this.
- Beth has built a superb team developing a reputation of service and excellence. Well done.
- Reputation is beyond reproach. Couldn't ask for a better ambassador.
- Exceptional!

CEO Comment:

- This is a daily task – to build relationships. I continue to do this throughout the region, with

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
FY 22/23

attendance at a variety of subject area meetings, but also in one-on-one meetings with elected officials and partner agencies. With many new faces around the region, I met with each of the newly elected County Commissioner this year (at least seven). It was a great way to introduce myself and the Council while having the opportunity to learn more about them – getting to know their values and priorities as they begin to shape their counties and the Region. During this time of year (budget season) I meet with each County Administrator, each Chair of a BOCC and all 19 City Council Members in Jacksonville to review the work of the Council, the Return on Investment and determine additional ways we can be of service.

7-3 The Chief Executive Officer is an articulate and knowledgeable spokesperson?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. Good		
4. <u>Excellent</u>	16	X
5. Not personally observed		

Board Comment:

- Always well prepared and engaging.
- Her reports are spot on providing critical insight to key issues at the local, regional and state level.
- An accomplished public speaker.

CEO Comment:

- I believe I get better at this task each year, as I gain additional experience and insight in telling the story of the Council. The challenge is to keep it fresh and reflect timely experience and work.

7-4 The Chief Executive Officer is well regarded by his or her professional peers in the organization’s area of focus?

<u>Rating</u>	<u>Board Response</u>	<u>CEO Response</u>
1. Unsatisfactory		
2. Needs Improvement		
3. <u>Good</u>	2	X
4. <u>Excellent</u>	10	
5. <u>Not personally observed</u>	4	

Board Comment:

- I believe this to be true.
- Well known and highly complimented.
- I personally hold Beth in the highest regard as a leader with a servant's heart. She gets the 'Oscar'.

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
FY 22/23

CEO Comment:

- I begin my second year as the Chair of the Executive Directors Advisory Council among my 10 peers around the State. This has given me an opportunity to be more involved with the statewide role of Regional Councils – including engagement and outreach. I just recently completed a podcast with the Florida Association of Counties on Regional Councils. This was a way to familiarize new elected officials with the work of Regional Councils as they begin to understand the resources available to them as Commissioners.

Additionally, this year I was nominated to serve as a member of the Council of Peers for the Southeast Regional Directors Institute (SERDI), which is the professional organization for regional councils across the Southeast United States. These roles have come with tenure and the desire to become more involved in shaping the profession.

8. OPEN ENDED QUESTIONS: OPTIONAL

1. Are there any limitations in the Chief Executive Officer's performance?

❖ **Board Comment:**

- Not that I am aware of.
- None whatsoever.
- None.
- None that I have seen.
- I would like to work with CEO to prioritize Palm Coast's 'western expansion' as future planning and economic development impact priority that merits NEFRC resource investment in favor of regional growth.
- Not that I'm aware of.
- I don't see any. I am proud to have her leading the NEFRC and serving the citizens of NEFL.
- None that I am aware of.
- None observed.
- None that I know of.
- Ms. Payne is ideally suited to the functions of CEO. She is extremely professional and always in search of initiatives which benefit all the Counties in the Council.
- No.
- Not that I can see.
- No.

❖ **CEO Comment**

- The limitation I struggle most with is the number of hours in the day and how to prioritize the many projects, communications, and meetings I have both internally and externally. It has been helpful in the reorganization of staff to create the position of Deputy CEO, which has freed some of my time, as Eric focuses on many internal issues. However, this remains a challenge I face each day.

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
FY 22/23

2. What have been the most significant achievements of the Chief Executive Officer over the last year?

❖ **Board Comment:**

- Bringing Green Cove Springs back to the table as a member of the council.
- Initiatives in Resiliency, Affordable Housing, Opioids and Emergency management.
- Continued effective staffing, grant applications and receipt of critical funding and maintaining good pulse of the region and related needs.
- Beth has focused her team on key issues and provided critical resources to the NEFRC counties thus providing services that otherwise might not have been provided. This in turn assists the regional council leaders in service to their constituencies making NEFL a model for others to follow.
- Ms. Payne is excellent in all areas of leadership needed in a strong CEO.
- Guiding us through all the different grant funding opportunities.
- The chief executive has challenged the Board on priorities, listened to what is important and gained consensus, and recognizes budgetary constraints and time constraints for staff commitment.
- Getting all counties to be members of NEFRC.
- Full recovery from the limitations incurred during the Covid Pandemic.
- As a new board member, I appreciate the welcome and explanation of BOD policies and procedures.
- Hiring staff during a difficult time to hire anyone. Working with the Council to address Affordable Housing, Resiliency and Infrastructure issues.
- Persuading Clay County to return to the NEFRC. Big Achievement.
- Seeking and securing grants that have provided critical funding to the organization.

❖ **CEO Comment**

- Two things come to mind, which are related. I have focused and prioritized work on local relationships with elected officials across all counties. I am proud of how I work with each of our Board Members and the relationships – some long stand and some new- I have with each. I have concentrated much of my time and effort in the City of Jacksonville. I worked hard to get to know the 19 Council Members over the past year and provide a continued understanding of the work of the Council. Because of those relationships, the NEFRC was asked to assist the Special Committee on Critical Quality of Life Issues by CM Michael Boylan. Staff worked a great deal to support the City's work on this effort (dozens of public meetings, coordination among City staff and the production of the final report). We were recognized by the City for this hard work and consistently get accolades for our performance, which strengths our relationship. I am always pleased when our local governments come to us for a partnership, to work alongside them for the betterment of the community. Just recently, the City Council President asked for our assistance on their newest Special Committee and work will begin with that effort next week.

NEFRC CHIEF EXECUTIVE OFFICER
EVALUATION SUMMARY
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3. What are areas in which the Board could provide better support to the Chief Executive Officer?

❖ **Board Comment:**

- Be clear in their requests (example: information on why counties or cities should have a CRO). This resulted in a short list of bullet points.
- I believe the Board responds well when support is needed.
- BOD members should offer provincial 'wish lists' of detailed requests for local project investment. CEO could consider and choose and develop projects that align with BOD annual priorities.
- Opportunities for funding are limited and using strength in numbers would be beneficial for the Region.
- Ensuring that the organizations which Board Members represent are regularly briefed and otherwise informed of the value that NEFRC provides to both their organization and all of the seven counties in our area.
- Be more engaged in asking how the Council can help their County. Beth understands how to use the Council's resources to bring solutions.
- I can't think of any.
- The Board could actually participate in opening more doors for the CEO to explain the Mission of the Council. (Mayors / Representatives / Senators / Councilmen / Commissioners).
- Can't think of any expansions other than the ones we are pursuing now.
- Beth is very focused, deliberate, and conservative. Sometimes allowing her to be bold and push the envelope locally and in Tallahassee might provide greater insights on issues important to the NEFRC.
- This is a questions for Ms. Payne. I found her very open to suggestions and guidance. She was incredible to work with and made my job as President easy.
- None.

❖ **CEO Comment**

- What I ask of the board is honesty and transparency. If things are going well, I of course, love the positive feedback. But even more valuable is honesty regarding things that could be improved. I have an open mind and ear for new ideas and innovations to explore for the Region.

ADDITIONAL COMMENTS

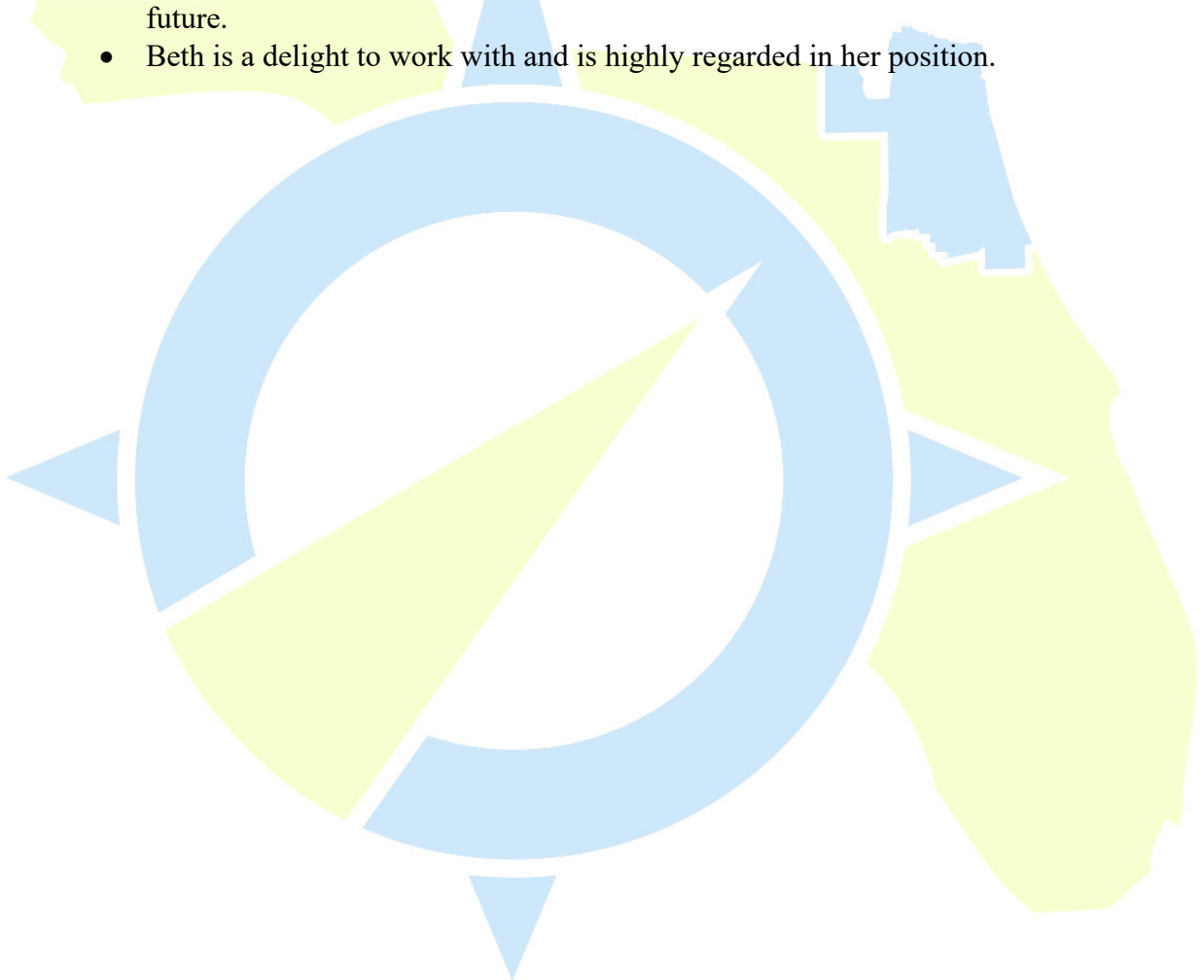
❖ **Board Comment:**

- Our CEO does a great job. Keep up the good work!
- I personally feel very lucky to work with a person that has so much knowledge, strong leadership, very high goals and just a nice person. Thank You Beth, for all your work as our CEO.
- I have known Beth for many years. There is no other that brings expertise, experience, passion, focus, performance, and a caring heart to a role. Her leadership, partnership and friendship have proven pivotal to the growth of the

NEFRC CHIEF EXECUTIVE OFFICER
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NEFRC becoming a critical asset to leaders and citizens in NEFL tackling issues of major impact and providing solutions and resources. Becoming the go-to team speaks volumes!

- I appreciated the ability to choose to come to meetings in person or through ZOOM last year.
- CEO has demonstrated a knowledgeable, engaging, and strong work ethic. Calendars and due dates are timely. CEO has been consistently available for questions, meetings, and contact for information. CEO, to her credit, has managed a BOD with many differing and some common interests. I look forward to building a strong working relationship for future success.
- Ms. Payne has done an outstanding job in successfully navigating NEFRC through the COVID epidemic and setting the Council up for a continued and successful future.
- Beth is a delight to work with and is highly regarded in her position.



EMPLOYMENT AGREEMENT

CHIEF EXECUTIVE OFFICER

NORTHEAST FLORIDA REGIONAL COUNCIL

This **EMPLOYMENT AGREEMENT** is made and entered into by and between the **NORTHEAST FLORIDA REGIONAL COUNCIL** (hereinafter called "**COUNCIL**") and **ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER** (hereinafter called "**CEO**"):

The **COUNCIL** is authorized and directed to employ a chief staff person for the **COUNCIL**; and the **COUNCIL** has determined that the **CEO**, by virtue of education, training, and experience, is well qualified to discharge the duties and responsibilities of the office of Chief Executive Officer for the **COUNCIL**.

It is agreed by and between the **COUNCIL** and the **CEO**, that the **COUNCIL** hereby employs the **CEO** of the **COUNCIL**, subject to the following:

SECTION 1. DUTIES. The **CEO** shall work to carry out the policies of the **COUNCIL**. She shall perform duties which shall include, but not be limited to: coordination of all programs and projects undertaken by the **COUNCIL**, development and management of the annual budget and work program of the **COUNCIL**, apprising the **COUNCIL** of the status of all programs and projects, and other duties which are normally performed by a **CEO**.

SECTION 2. COMPENSATION. The **CEO** shall receive a salary at a rate of \$115,000.00, payable in equal biweekly installments. The **CEO** shall be entitled to the same sick leave benefits as are provided for other employees of the **COUNCIL**, shall participate in the same group life insurance, group health and hospitalization plans, and other group benefits as are sponsored by the **COUNCIL** for its employees, and shall be entitled to observe the same holidays as are fixed for observation by the **COUNCIL**. Additionally, the **CEO** is hereby designated in the Senior Management Service classification in the Florida Retirement System. The **CEO** shall accrue leave at the following rate per pay period: 7.69 hours.

It is understood that the hours of work pursuant to this **CONTRACT** will fluctuate; and, therefore no work week will be established nor will overtime be authorized; provided, however, that the **CEO** shall be required to work a minimum average of eighty (80) hours per pay period which shall include holidays and earned leave properly taken during any such pay period.

The **CEO** shall also receive, into a qualified 457(f) deferred compensation program, an annual sum of \$8,000.00.

In addition, the **CEO** shall be provided the business and personal use of a **COUNCIL** supplied vehicle, including all preventative and routine maintenance, consistent with applicable tax laws and regulations. Furthermore, the **CEO** shall be reimbursed for out-of-pocket **COUNCIL** business related expenses based upon properly documented receipts.

SECTION 3. TERM. The term of this **agreement** shall commence on **June 1, 2020** and **be in effect for three years** and shall end or be extended on **September 30, 2023**.

The agreement will be reviewed by the **COUNCIL** and the **CEO** no later than September 30 of each year. The review of the agreement, and any adjustments, shall occur after the annual evaluation of the **CEO** by the Executive Committee of the Council. All members will complete a written evaluation of the **CEO** each year.

SECTION 4. TERMINATION.

The **CEO** shall be hired for a term of three years. Neither party shall terminate the period of employment with less than ninety (90) days written notice unless the other party waives the rights to such notice. The **COUNCIL** retains the right to suspend said **CEO** pending investigation and hearings on charges before the **COUNCIL**.

The **COUNCIL** may terminate this agreement at any time for cause due to any of the following actions of the **CEO**:

- a. committing any criminal act, classified as a felony; or
- b. knowingly violating a state or federal law or regulation while managing the business of the **COUNCIL**; or
- c. failing to execute the duties detailed in Section 1 of this agreement.

The Board of the **COUNCIL**, by majority vote of a lawful quorum, shall have the right to terminate the **CEO** who shall receive salary and benefits only to the effective date of termination.


DATED in Jacksonville, Duval County, Florida, this

**NORTHEAST FLORIDA REGIONAL
COUNCIL**



PRESIDENT

ATTEST:



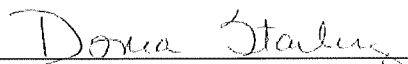
1st VICE PRESIDENT


CHIEF EXECUTIVE OFFICER



ELIZABETH PAYNE, AICP

WITNESSES:





**ADDENDUM TO
EMPLOYMENT AGREEMENT
CHIEF EXECUTIVE OFFICER
NORTHEAST FLORIDA REGIONAL COUNCIL**

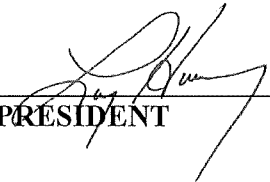
This addendum, effective October 1, 2022, changes SECTION 2, Paragraph 3 of the Employment Agreement to read as follows:

The CEO shall also receive, as additional salary, an annual sum of \$8,000.00 to invest in a qualified deferred compensation program of her choice for retirement purposes.

DATED in Jacksonville, Duval County, Florida

NORTHEAST FLORIDA REGIONAL COUNCIL

ATTEST:



PRESIDENT



1ST VICE PRESIDENT

CHIEF EXECUTIVE OFFICER:



ELIZABETH RAYNE, AICP

WITNESS:





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Serving the communities of Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns Counties

Bringing Communities Together

MEMORANDUM

DATE: AUGUST 30, 2023

TO: NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

THRU: ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER *EP*

FROM: TYLER NOLEN, SPECIAL PROJECTS COORDINATOR *TN*

RE: **2023 REGIONAL LEADERSHIP ACADEMY PROGRAM END OF YEAR RECAP**

Since January, the 2023 Regional Leadership Academy has been meeting in the seven counties of Northeast Florida. The program concluded on Wednesday, August 30, and will graduate 13 individuals at the **Regional Community Institute Annual Meeting on Monday, September 25**. Staff will provide a presentation at the upcoming September Board meeting.

Additionally, the nomination period for the 2024 RLA program has opened. If you wish to nominate individuals to participate in the program, please contact Mr. Tyler Nolen at tnolen@nefrc.org.

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2023 Regional Leadership Academy



Program Overview

- *The Northeast Florida Regional Leadership Academy (RLA)* is a program of the Northeast Florida Regional Council (NEFRC) *that nurtures and cultivates a commitment to Regionalism.*
- The Academy educates Regional Leaders and *invests in the future of our communities through a mission to make Northeast Florida a better place to live and work.*

2023 Program Schedule

- **January 25:** Baker
- **February 22:** Putnam
- **March 29:** Flagler
- **April 26:** Nassau
- **May 31:** St. Johns
- **July 26:** Clay/NAS JAX
- **August 30:** Duval
- **September 25:** Graduation*

Making a Living, Making a Life/Economy & Quality of Life

- M&R Specialty Trailers and Trucks
- Heritage Park
- Florida Power and Light Solar Farm
- Baker County Chamber of Commerce

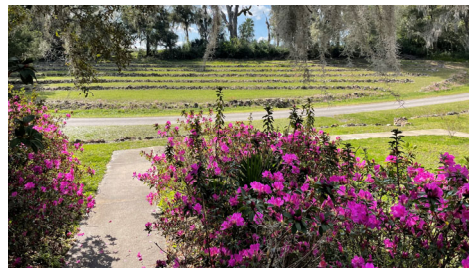


2023 Program Schedule

- **January 25:** Baker
- **February 22:** Putnam
- **March 29:** Flagler
- **April 26:** Nassau
- **May 31:** St. Johns
- **July 26:** Clay/NAS JAX
- **August 30:** Duval
- **September 25:** Graduation*

Flourishing/Environment Revival

- Palatka Walking Tour
- Palatka Waterworks
- Water Conservation Presentation
- Azalea City Brewing Company Presentation
- Ravine Gardens State Park



2023 Program Schedule

- **January 25:** Baker
- **February 22:** Putnam
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- **April 26:** Nassau
- **May 31:** St. Johns
- **July 26:** Clay/NAS JAX
- **August 30:** Duval
- **September 25:** Graduation*

Resilience/History, Climate Change, & Emergency Preparedness

- History and Development: International Telephone and Telegraph Corporation & Palm Coast
- Palm Coast Development & Floodplains
- Emergency Management
- Tourism



2023 Program Schedule

- **January 25:** Baker
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- **May 31:** St. Johns
- **July 26:** Clay/NAS JAX
- **August 30:** Duval
- **September 25:** Graduation*

Evolving, Development and Equity

- American Beach Museum
- American Beach Water and Sewer Conversion Project
- Conservation Lands Acquisition and Management Program
- Trader Hill Farms



2023 Program Schedule

- **January 25:** Baker
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- **May 31:** St. Johns
- **July 26:** Clay/NAS JAX
- **August 30:** Duval
- **September 25:** Graduation*

Growing Assets/Housing & Agriculture

- Blue Sky Farms
- Tater Farms
- Agriculture in Northeast Florida
- Affordable Housing Discussion



2023 Program Schedule

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- **May 31:** St. Johns
- **July 26:** Clay/NAS JAX
- **August 30:** Duval
- **September 25:** Graduation*

Really Cool Stuff/Transforming Government

- Naval Station Jacksonville
- Clay County Panel Discussion



2023 Program Schedule

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- **March 29:** Flagler
- **April 26:** Nassau
- **May 31:** St. Johns
- **July 26:** Clay/NAS JAX
- **August 30:** Duval
- **September 25:** Graduation*

State of the Region/Data & Politics

- Jacksonville University Public Policy Institute
- Marine Science Research Institute
- A.L.I.C.E
- "I Ran" Panel Discussion



2023 Program Schedule

- **January 25:** Baker
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- **March 29:** Flagler
- **April 26:** Nassau
- **May 31:** St. Johns
- **July 26:** Clay/NAS JAX
- **August 30:** Duval
- **September 25:** Graduation*

2024 Tentative Program

*Voluntary Participation Day on June 26: NAS JAX**

- **January 31:** Baker
- **February 28:** Putnam
- **March 27:** Flagler
- **April 24:** Nassau
- **May 29:** St. Johns
- **July 31:** Clay
- **August 28:** Duval
- **September 30:** Graduation*

Nominate Candidates Now!

Thank you for your Time

Tyler Nolen
Special Projects Coordinator
Tnolen@nefrc.org
(904) 279-0880 ext. 108



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Serving the communities of Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns Counties

Bringing Communities Together

MEMORANDUM

DATE: AUGUST 30, 2023

TO: NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

THRU: ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER *EP*

FROM: MONICA DOMINGUEZ, ECONOMIC DEVELOPMENT REGIONAL PLANNER *MD*

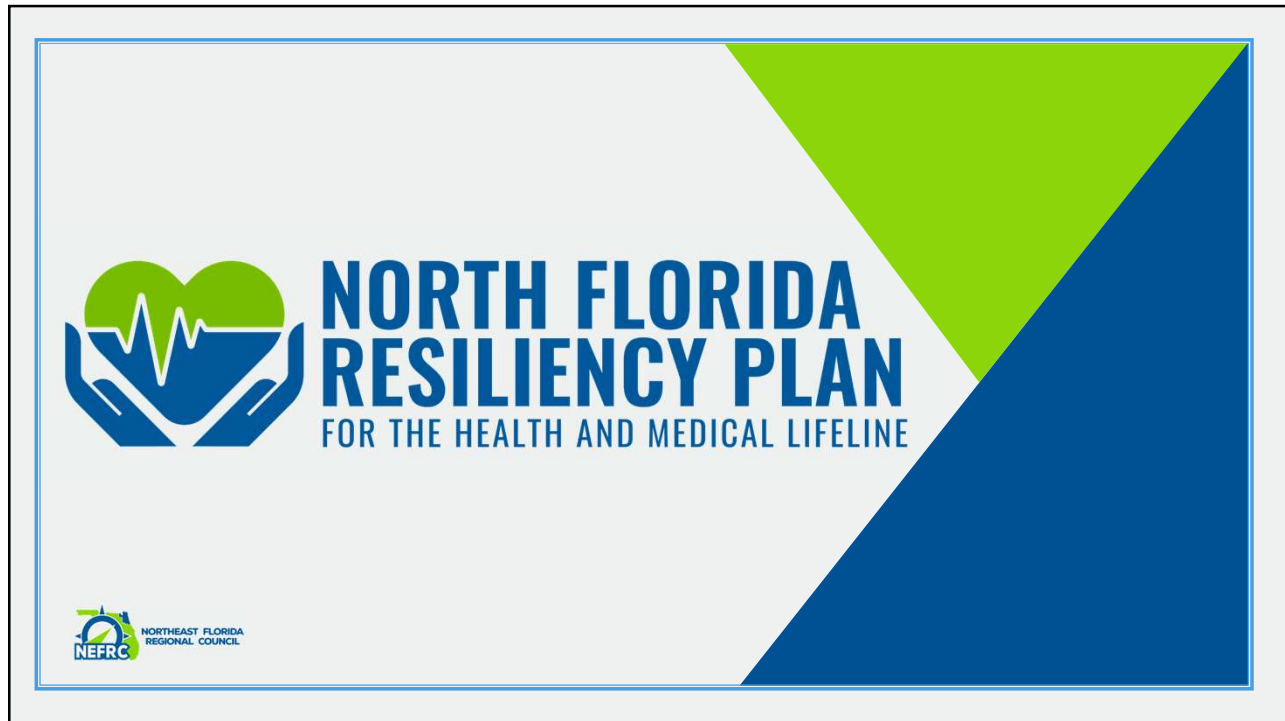
RE: COMMUNITY DEVELOPMENT BLOCK GRANT: HEALTHCARE RESILIENCY GRANT

Staff will provide an update on the North Florida Resiliency Plan for the Health and Medical Lifeline. The update will include an overview of the methodology, map series, climate exposure analysis, and healthcare facility engagement.

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1

North Florida Resiliency Plan for the Health and Medical Lifeline

	CHAMP
	North Central
	Northeast

18 counties in Region 3 Healthcare Coalition Alliance

Goal: Improve healthcare facilities' ability to function in the face of climate change and extreme weather events.

2

4-Year Delivery with 5 Elements

Element 1: Climate Risks and Community Vulnerabilities Assessment

Element 2: Healthcare Infrastructure Map Series and Climate Exposure Analysis

Element 3: Assessment of Healthcare Infrastructure Protection and Resilience (Climate Sensitivity), Healthcare Facility Outreach, and Mitigation Strategies



3

4-Year Delivery with 5 Elements

Element 4: Assessment of Essential Clinical Care Service Delivery, Healthcare Facility Outreach, and Mitigation Strategies

Element 5: Complete the North Florida Resiliency Plan for the Health and Medical Lifeline with Community Feedback Mitigation Strategies



4

Climate Exposure Analysis

This Climate Exposure Analysis (CEA) examines the inundation caused by various storm surge, flooding, and sea level rise scenarios and the resulting exposure to water of the county, its healthcare facilities, and its roads that provide access to these healthcare facilities.

Exposure Level Terminology	Percent Exposed	Color
Very high	90-100%	Purple
High	66-90%	Red
Moderate	33-66%	Orange
Low	10-33%	Yellow
Very low	0-10%	Green

5

Exposure Summary Table

The following table provides a brief overview of St. Johns County's vulnerability to the predicted exposure elements of storm surge, flooding, and sea level rise.

Exposure Level Terminology	Percent Exposed	Color
Very high	90-100%	Purple
High	66-90%	Red
Moderate	33-66%	Orange
Low	10-33%	Yellow
Very low	0-10%	Green

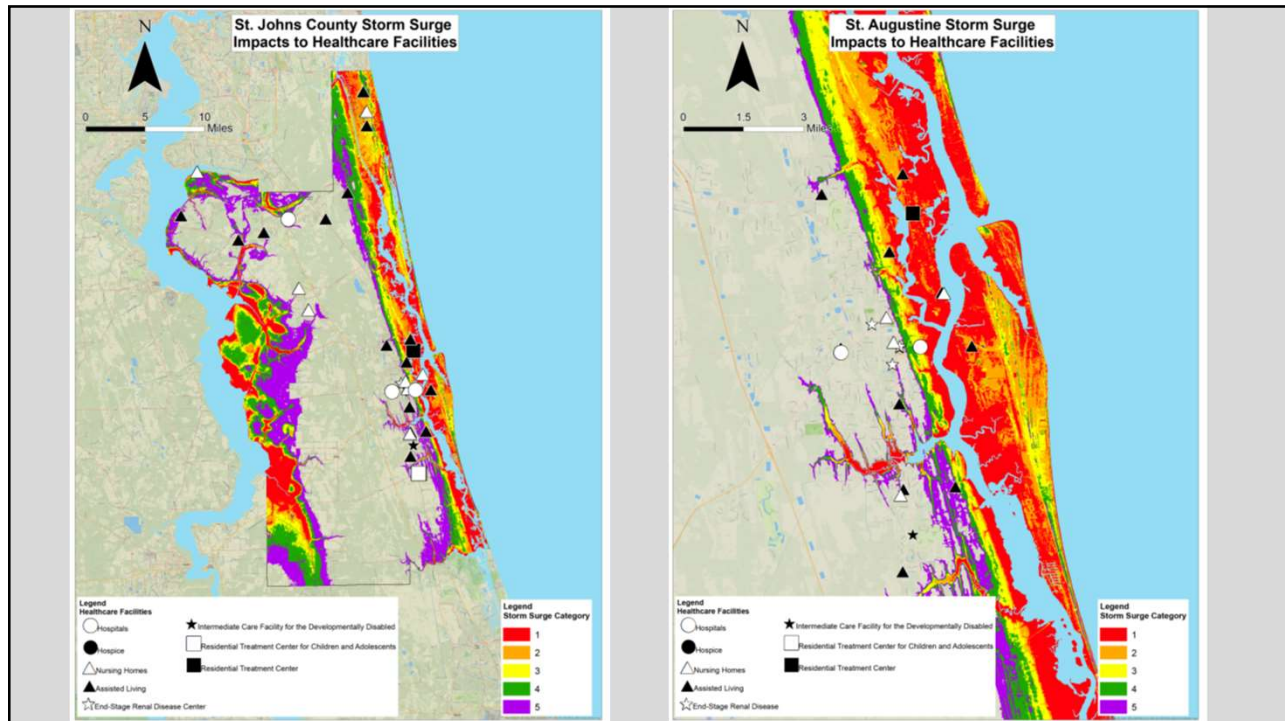
Exposure Element	Level	% of Developed Land in County Exposed (Total Acres: 68,420)	% of Healthcare Facilities Exposed (Total Facilities: 38)	% of Roads Exposed within 1 mile of hospitals
Storm Surge	Category 1	48.1%	28.9%	9.2%
Storm Surge	Category 2	58.8%	34.2%	34.7%
Storm Surge	Category 3	64.2%	34.2%	34.7%
Storm Surge	Category 4	71.7%	36.8%	66.1%
Storm Surge	Category 5	77.0%	44.7%	66.1%
Floodplain	100-year	73.4%	43.2%	62.3%
Floodplain	500-year	76.8%	43.2%	73.4%
Sea Level Rise	Intermediate Low and Intermediate High 2040 (1ft)	28.1%	13.2%	9.2%
Sea Level Rise	Intermediate Low 2070 (2ft)	29.3%	13.2%	9.2%
Sea Level Rise	Intermediate High 2070 (3ft)	36.1%	23.7%	9.2%

6

Storm Surge Exposure Analysis

Exposure Element	Level	% of Healthcare Facilities Exposed (Total Facilities: 38)	Number of Facilities Vulnerable to Storm Surge by Category					
			Total # of Facilities in the County	Cat 1	Cat 2	Cat 3	Cat 4	Cat 5
Storm Surge	Category 1	28.9%	20	6	8	8	9	12
Storm Surge	Category 2	34.2%	2	0	0	0	0	0
Storm Surge	Category 3	34.2%	3	1	1	1	1	1
Storm Surge	Category 4	36.8%	1	0	0	0	0	0
Storm Surge	Category 5	44.7%	8	3	3	3	3	4
Storm Surge	Category 4	36.8%	3	0	0	0	0	0
Storm Surge	Category 5	44.7%	1	1	1	1	1	1
Total			38	11	13	13	14	17

7



8

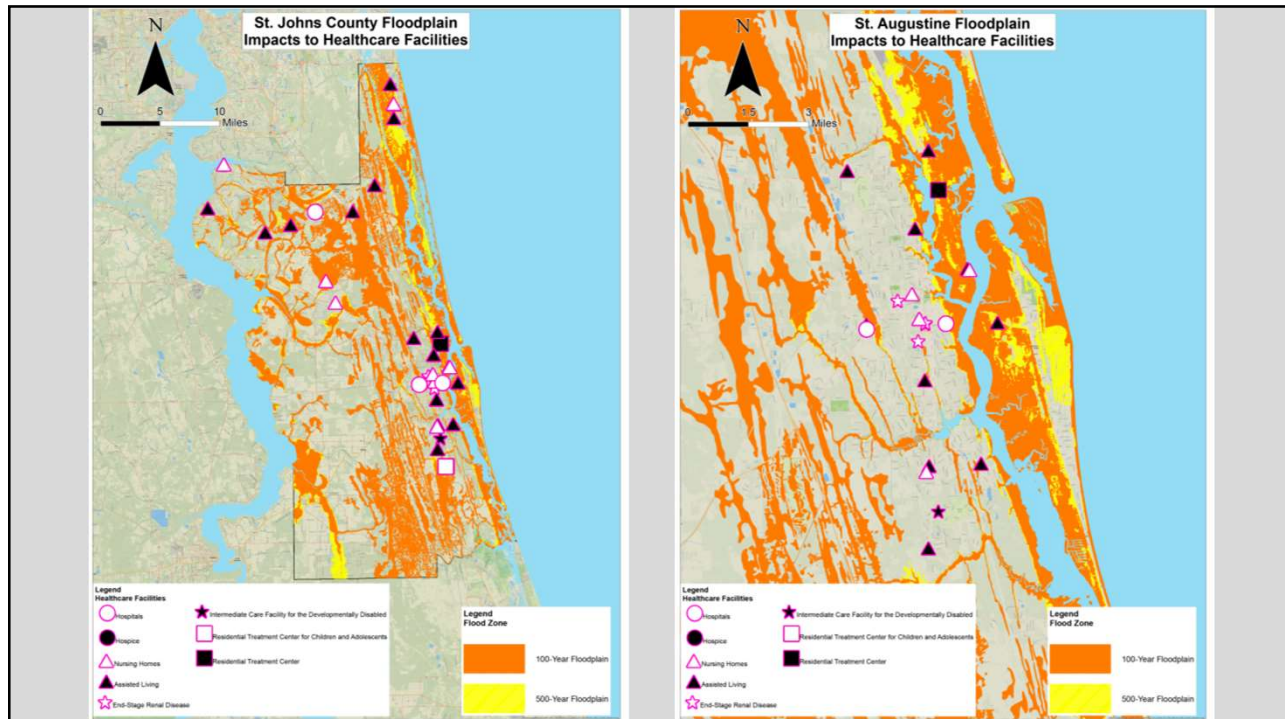
Overland Flooding 100 & 500-year Flood Event Exposure Analysis

Floodplain	100-year	43.2%
Floodplain	500-year	43.2%

In a 100-year and 500-year flood event, half of all the assisted living facilities and nursing homes would be vulnerable to this hazard. One hospital out of three hospitals and the only residential treatment facility would be impacted.

Number of Facilities within Floodplain			
Healthcare Facility Type	Total Facilities in the County	100-year Flood Event	500-year Flood Event
Assisted Living Facilities	20	10	10
Dialysis Centers	2	0	0
Hospitals	3	1	1
Intermediate Care Facility for Developmentally Disabled	1	0	0
Nursing Homes	8	4	4
Residential Treatment Centers for Children	3	0	0
Residential Treatment Facilities	1	1	1
Total	38	16	16

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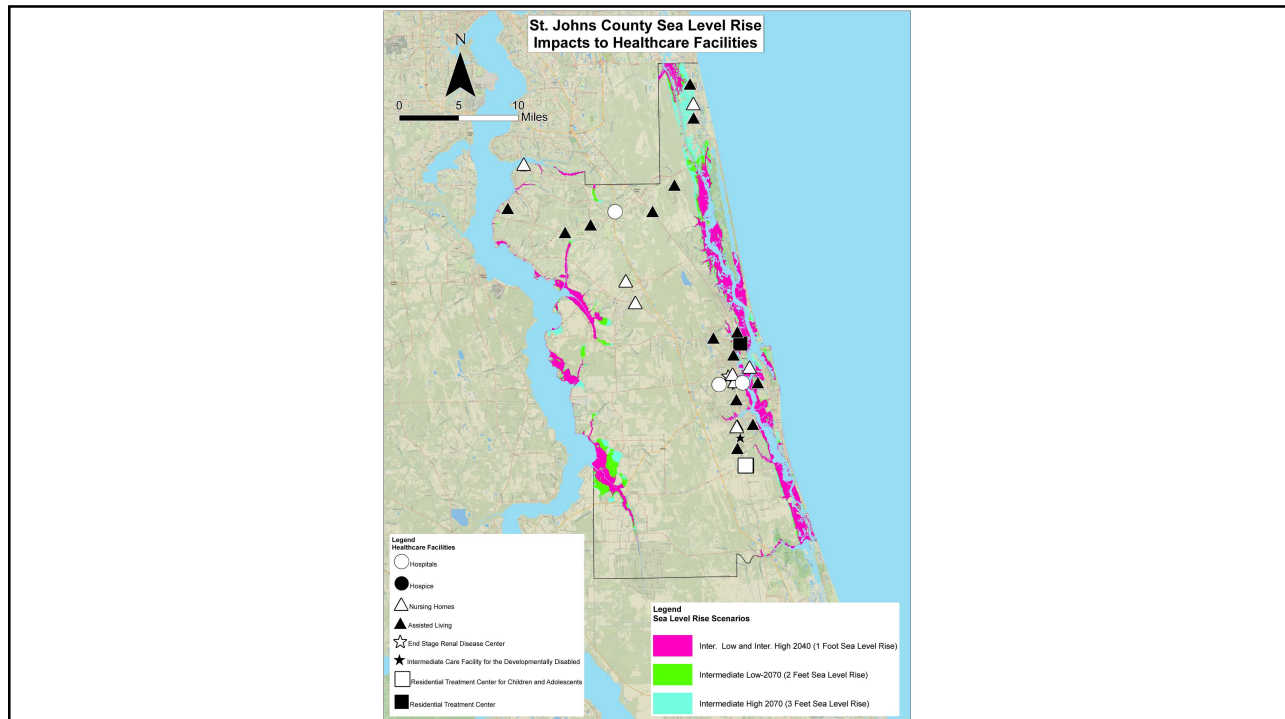
Sea Level Rise - Exposure Analysis

Sea Level Rise	Intermediate Low and Intermediate High 2040 (1ft)	13.2%
Sea Level Rise	Intermediate Low 2070 (2ft)	13.2%
Sea Level Rise	Intermediate High 2070 (3ft)	23.7%

In total five facilities would be exposed to a sea level rise of 1 ft and above. These same five facilities would be impacted by a sea level rise of 2 ft. For a sea level rise of 3 ft, four additional facilities would be impacted, for a total of nine facilities.

Healthcare Facility Type	Total Facilities in the County	Number of Facilities Vulnerable to Sea Level Rise		
		1ft (2040)	2ft (2070)	3ft (2070)
Assisted Living Facilities	20	2	2	4
Dialysis Centers	2	0	0	0
Hospitals	3	1	1	1
Intermediate Care Facility for Developmentally Disabled	1	0	0	0
Nursing Homes	8	2	2	3
Residential Treatment Centers for Children	3	0	0	0
Residential Treatment Facilities	1	0	0	1
Total	38	5	5	9

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Thank You

 Monica Dominguez 904-537-8554

 mdominguez@nefrc.org

 www.nefrc.org



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Serving the communities of Baker, Clay, Duval, Flagler, Nassau, Putnam and St. Johns Counties


Bringing Communities Together

MEMORANDUM

DATE: AUGUST 30, 2023

TO: NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

VIA: ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

FROM: FARA ILAMI, REGIONAL RESILIENCY MANAGER 

RE: COMMUNITY RESILIENCE UPDATE

Staff will provide an update on community resilience efforts being facilitated across Northeast Florida. This update focuses on the progress of the Resilient First Coast Collaborative to develop a Regional Resiliency Action Plan and the launch of its new website, <http://resilientfirstcoast.com>. The update will also include information on the newly awarded Regional Resilient Entity grant from the Florida Department of Environmental Protection's Resilient Florida program and how the NEFRC plans to increase capacity to complete this and other projects, including a vulnerability assessment for Baker County and a compound flooding analysis and adaptation plan for Flagler County. The update will also cover progress on the Climate Pollution Reduction Grant that the NEFRC is working on with the City of Jacksonville, grant applications now under consideration, and other ongoing resiliency work.

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Community Resiliency Update

NORTHEAST FLORIDA 2022-2023 DEVELOPMENTS

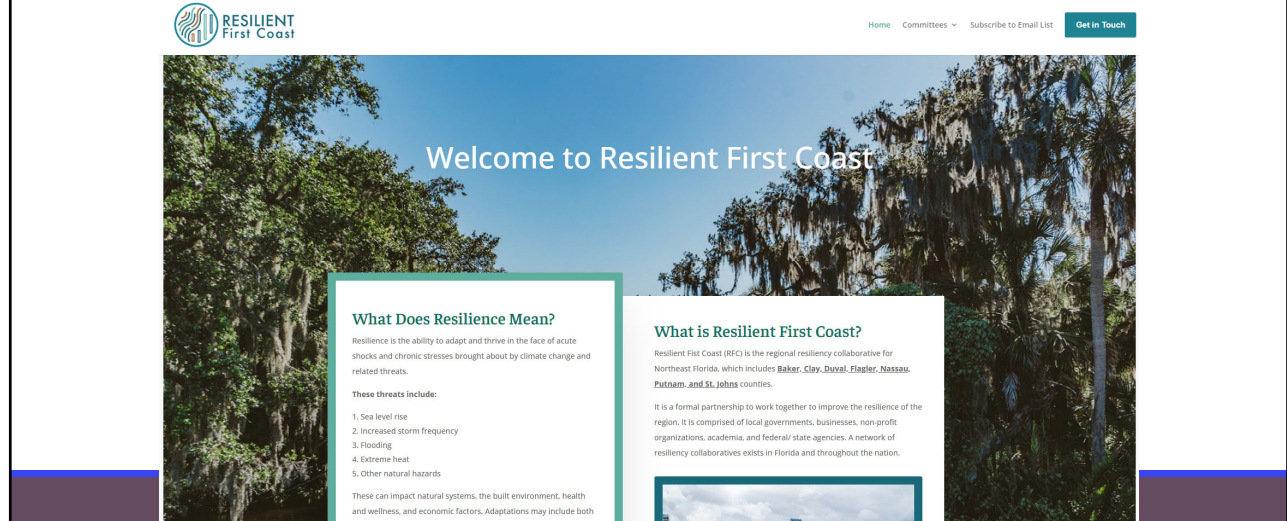
Resilient First Coast



Meeting Highlights from Full Collaborative (August 24):

- FEMA flood map interpretation
- Committee reports
- Input on Regional Resiliency Action Plan
 - Intended use by each organization
 - Additional target audience
 - Useful information to include
 - How to make it user-friendly
 - How attendees want to contribute

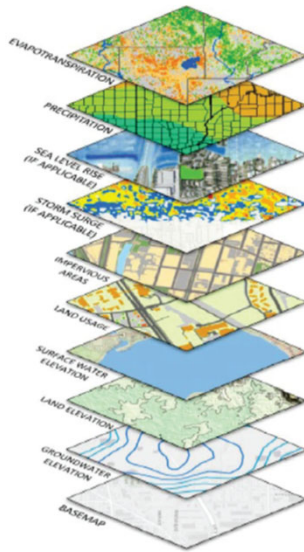
Resilient First Coast: Website



Regional Resilience Entity Grant



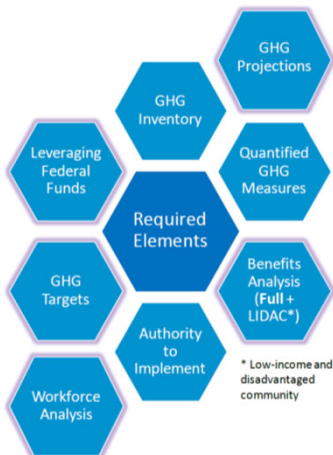
- 1-year grant for the following components (due June 2024):
 - \$75,000 for Regional Resiliency Action Plan: Phase 1
 - \$200,000 for Coordination of Vulnerability Assessments: Phase 2
- Work to be done by NEFRC resiliency staff in conjunction with Resilient First Coast committees/working groups



Local Government Assistance

- Flagler County
 - Deliverables for data collection for Vulnerability Assessment approved
 - Consultant working on exposure analysis
 - NEFRC finalizing contract to complete additional work: compound flooding analysis, outreach, and adaptation plan
- Baker County
 - Nearing completion of data collection task
 - Will be working with East Central Florida Regional Planning Council for guidance and potential consultant for GIS work

EPA Climate Pollution Reduction Grant



- City of Jacksonville serving as lead
- Working with Audubon Florida, ICLEI, and a special cohort of graduate students from local universities on the greenhouse gas (GHG) inventory
- Will soon be hiring a FUSE fellow for project management
- NEFRC will be facilitating coordination throughout the region via a new Resilient First Coast working group

Current Grant Applications



- National Fish and Wildlife Foundation (NFWF) National Coastal Resilience Fund
 - NEFRC partnered with South Atlantic Salt Marsh Initiative on \$1.5 million grant application
- National Oceanic and Atmospheric Administration (NOAA) Climate Resilience Regional Challenge
 - NEFRC partnered with East Central and Central Florida Regional Planning Councils on \$2 million grant application

Ongoing Resilience Tasks

- Staff is working with OLDCC to complete application for Military Installation Resilience Review (MIRR): target date October 2023
- Staff continues working on deliverables for CDBG Healthcare Resilience project.
- Staff has completed model runs and other tasks for CDBG Multiregional project
- Staff is working with City of Jacksonville on Environmental Symposium preparation
- Upcoming presentations:
 - Florida Planning Conference
 - Florida Association of Chamber Professionals Fall Conference
 - Florida Resilience Conference



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SAVE THE DATE

20th Annual

**Elected Official's Luncheon &
Regional Awards for Excellence**

January 4, 2024