

RESOLUTION NO. 2022- 107

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF NASSAU COUNTY, FLORIDA, ADOPTING AN INTERIM STRATEGIC PLAN; PROVIDING FOR PURPOSE AND INTENT; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, according to estimates from the Bureau of Economic and Business Research (BEBR), Nassau County was the fourth fastest growing county in the State of Florida from 2020-2021 with a year over year population increase of 4.21%; and,

WHEREAS, Nassau County is projected by the Bureau of Economic and Business Research (BEBR) to be the seventh fastest growing county in the State of Florida over the next fifteen years (2020-2035); and,

WHEREAS, rapid population expansion not only brings more people and development to Nassau County, it brings new people and entities, with new and diverse ideas, experiences, expectations, and demands for local government services and operations; and,

WHEREAS, these new demands affect not only the quantity of services provided but also the complexity and sophistication of the solutions needed to meet demands in a responsible and sustainable manner; and,

WHEREAS, the administrative and operational functions that support the Board of County Commissioners must evolve their capacities and approach to protect the public health, safety and general welfare and ensure critical public duties are executed in an effective and efficient manner; and,

WHEREAS, the Board of County Commissioners held their inaugural Winter Strategic Planning Session on February 14 and 15, 2022; and,

WHEREAS, The Board of County Commissioners and county staff worked to construct and provide input on Nassau County's Interim Strategic Plan during the 2022 Winter Strategic Planning Session and during individual meetings; and,

WHEREAS, the Interim Strategic Plan is consistent with the Community Vision Plan (Vision 2032) and the 2030 Comprehensive Plan and directly informs the allocation of resources to execute the ideals espoused in both the community-wide vision and comprehensive plan; and

WHEREAS, it is the intent of the Board of County Commissioners that the Interim Strategic Plan will serve as a tool to assist in the formulation of public policy; and

WHEREAS, the Board of County Commissioners now finds it in the best interest of Nassau County and its citizens to adopt the Interim Strategic Plan.

NOW, THEREFORE, BE IT RESOVLED by the Board of County Commissioners of Nassau County, Florida, as follows:

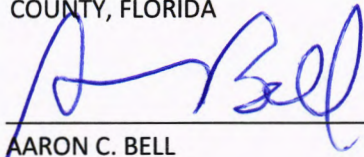
SECTION 1. FINDINGS. The above findings are true and correct and are hereby incorporated herein by reference.

SECTION 2. ADOPTION OF INTERIM STRATEGIC PLAN. The Interim Strategic Plan, dated May 18, 2022, attached hereto as Appendix A and incorporated herein by reference (the "Interim Strategic Plan"), is hereby adopted and will serve as a tool to assist in the formulation of public policy until a comprehensive strategic plan can be created and adopted by the Board of County Commissioners. Nothing herein prevents the Board of County Commissioners from amending the Interim Strategic Plan from time-to-time as they deem appropriate.

SECTION 3. EFFECTIVE DATE. This Resolution shall take effect immediately upon its passage.

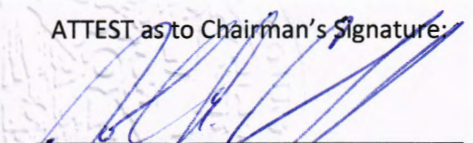
DULY ADOPTED this 18th day of May, 2022.

BOARD OF COUNTY
COMMISSIONERS NASSAU
COUNTY, FLORIDA



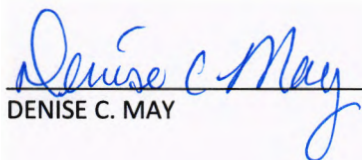
AARON C. BELL
Its: Chairrnan

ATTEST as to Chairman's Signature:



JOHN A. CRAWFORD
Its: Ex-Officio Clerk

Approved as to form and legality by
the Nassau County Attorney:



DENISE C. MAY

APPENDIX A

Interim Strategic Plan

NASSAU
FLA

INTERIM STRATEGIC PLAN

NASSAU COUNTY
BOARD OF COMMISSIONERS

Initiated: 12/15/20
Internal Use: 03/01/21
BOCC Adoption: 6/18/21
Resolution: 2022-0

Nassau is in the midst of extraordinary change. An evolutionary thrust brought about by rapid population expansion and resulting urbanization. This change has altered not only the physical and natural environment but also the social and cultural dynamics of the community.

Utilizing population estimates from the Bureau of Economic Business and Research (BEBR), Nassau grew by an extraordinary rate of 4.21% last year (4/1/2020-4/1/2021). This growth rate ranks Nassau as the 4th fastest growing County in the State (by %). This year-over-year growth rate is not an anomaly. Over the next fifteen years (2020-2035), BEBR predicts Nassau will be the seventh fastest growing county in the State of Florida (by %) with a projected population expansion of 47.5% resulting in over 137,200 people calling Nassau home by 2035.

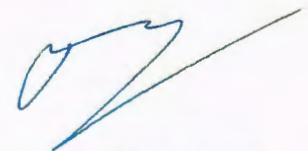
This rapid population expansion not only brings more people to Nassau County, it brings new people and non-residential entities, with new and diverse ideas, experiences, expectations, and demands. The diversification of the local arena has expanded the expectations and demands on local services and government operations. These new demands and expectations not only affect the quantity of services provided but also the complexity and level of sophistication necessary to be effective. This trend will continue for the foreseeable future. Thus, the organization and the individual components therein must evolve in order to protect the public health, safety, and general welfare and execute critical public duties in an efficient and effective manner. The status quo will not suffice.

How we, as a collective community, navigate this exceptional evolutionary moment will dramatically impact generations to come. In this era of transition, it is crucial that we promote a collaborative, inclusive and community-based approach to governance that places quality-of-life and generational sustainability at the apex of decision making. It is integral that we strive to establish a shared-governance structure that gives equitable validity to competing interests as a means of facilitating the shared pursuit of the greater common good and creating lasting public value.

The strategic direction established in this plan provides a path forward that will facilitate a more resilient, equitable, sustainable, and prosperous Nassau County. A review of the County's foundational studies/documents identified four high-level strategic priorities that capture the overarching values, primary objectives, and substantive concerns of the greater community. These four priorities will shape decision making and provide guide-rails as we move forward in an ever-evolving environment:

- Quality-of-Life & Quality-of-Place
- Environmental Stewardship & Resiliency
- Fiscal Stewardship & Economic Prosperity
- Governance & Leadership

It is with great excitement and expectation that I present Nassau County's first strategic plan. The purpose of this document is to serve as an interim step towards the creation of a comprehensive 5-year strategic plan that charts a collective path forward in the shared-pursuit of the greater common good and creation of lasting public value.



TACO E. POPE, AICP
COUNTY MANAGER

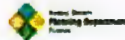
NASSAU COUNTY BOARD OF COMMISSIONERS



TIMBER TO TIDES PROJECT



CAPITAL IMPROVEMENT PLAN



Nassau County, Florida Growth Trends Report



GROWTH TRENDS REPORT

PREPARED BY:

Taco E. Pope, AICP
County Manager

Marshall Eyerman
Assistant County Manager

Robert T. Companion, PE
County Engineer/Deputy County
Manager

Amy Bell
Senior Management Analyst

Contact:

Sabrina Robertson
Public Information Officer
96135 Nassau Place
Yulee, Florida 32097
P: (904)530-6010 ext. 6003
E: srobertson@nassaucountyfl.com

CONTENT

context	P1
purpose and intent	P3
the five	P4
relationships	P5
structure	P7
strategic priorities	P9
bocc BPGs & top 10s	P10
strategic priority QL/QP	P11
strategic priority ES&R	P17
strategic priority FS&EP	P23
strategic priority G&L	P31
plan schematic	P37

PURPOSE & INTENT

The purpose of this document is to serve as an interim step towards the creation of a comprehensive 5-year strategic plan for the organizational functions under the direct leadership of the Board of County Commissioners. This interim strategic plan is intended to guide the formulation of public policy during the intervening years and provide a foundation from which a deliberate path forward can formulate, evolve, and succeed.

It is the intent of the Board of County Commissioners that this interim strategic plan will guide county-wide work programs, funding allocations, and policy priorities until a comprehensive 5-year strategic plan can be executed.

While it is the intent that this plan will provide consistent and stable direction for the organization until a comprehensive 5-year strategic plan can be executed, it is within the authority of the BOCC to amend this interim plan from time-to-time as determined necessary by the BOCC.

It is the intent of the Board of County Commissioners that the Interim Strategic Plan will be reviewed as part of the annual Winter Strategic Planning Session and updated as deemed appropriate.

It is the intent of this interim strategic plan to provide specific actionable items for the County Manager and his staff to execute during this transitional period. However, it is not intended, anticipated, or expected that every Strategic Initiative and/or Strategic Project will be executed nor that every Fearless Target will be reached.

This plan, as presented, pushes well beyond the current capacities of the organization. This ambitious approach was a deliberate decision as it challenges the organization, local leaders, and the community as a whole to strive for bold and transformational action. If only a fraction of the actionable items in this plan are successfully completed or commenced over the coming years, the organization and community will have moved forward exponentially.



Commissioner: John F. Martin
District One: North Amelia Island, Barnwell, Piney Island
Term: November 17, 2020-November 16, 2024
Contact: (904) 570-2594
E-mail: jmartin@nassaucountyfl.com



Commissioner: Aaron C. Bell
District Two: South Amelia Island, Nassauville, O'Neil
Term: November 20, 2018-November 14, 2022
Contact: (904) 451-4094
E-mail: acbell@nassaucountyfl.com



Commissioner: Jeff Gray
District Three: Yulee, Chester, Blackrock
Term: November 17, 2020-November 16, 2024
Contact: (904) 570-1946
E-mail: jgray@nassaucountyfl.com



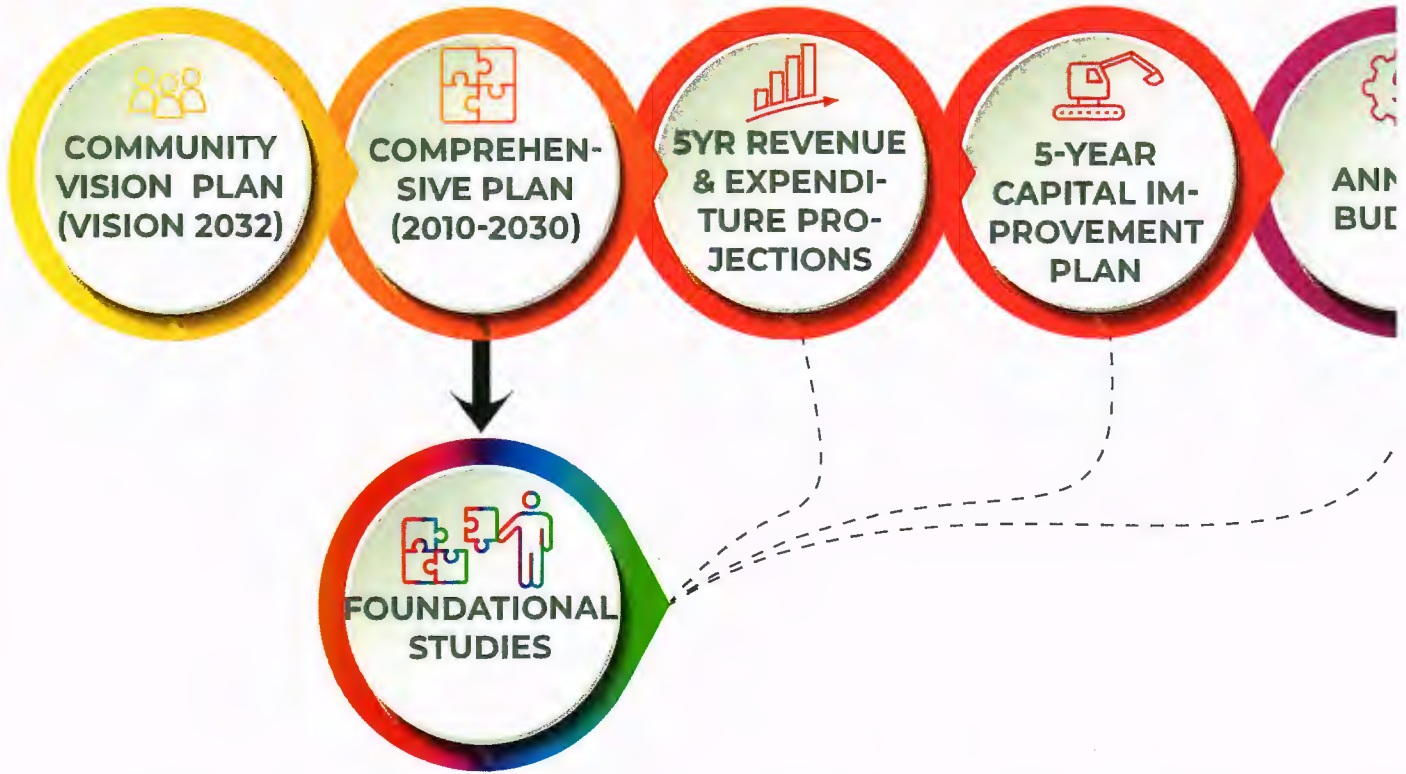
Commissioner: Thomas R. Ford
District Four: Hilliard, Bryceville, Kings Ferry, Boulougne
Term: November 20, 2018-November 14, 2022
Contact: (904) 451-0766
E-mail: tford@nassaucountyfl.com



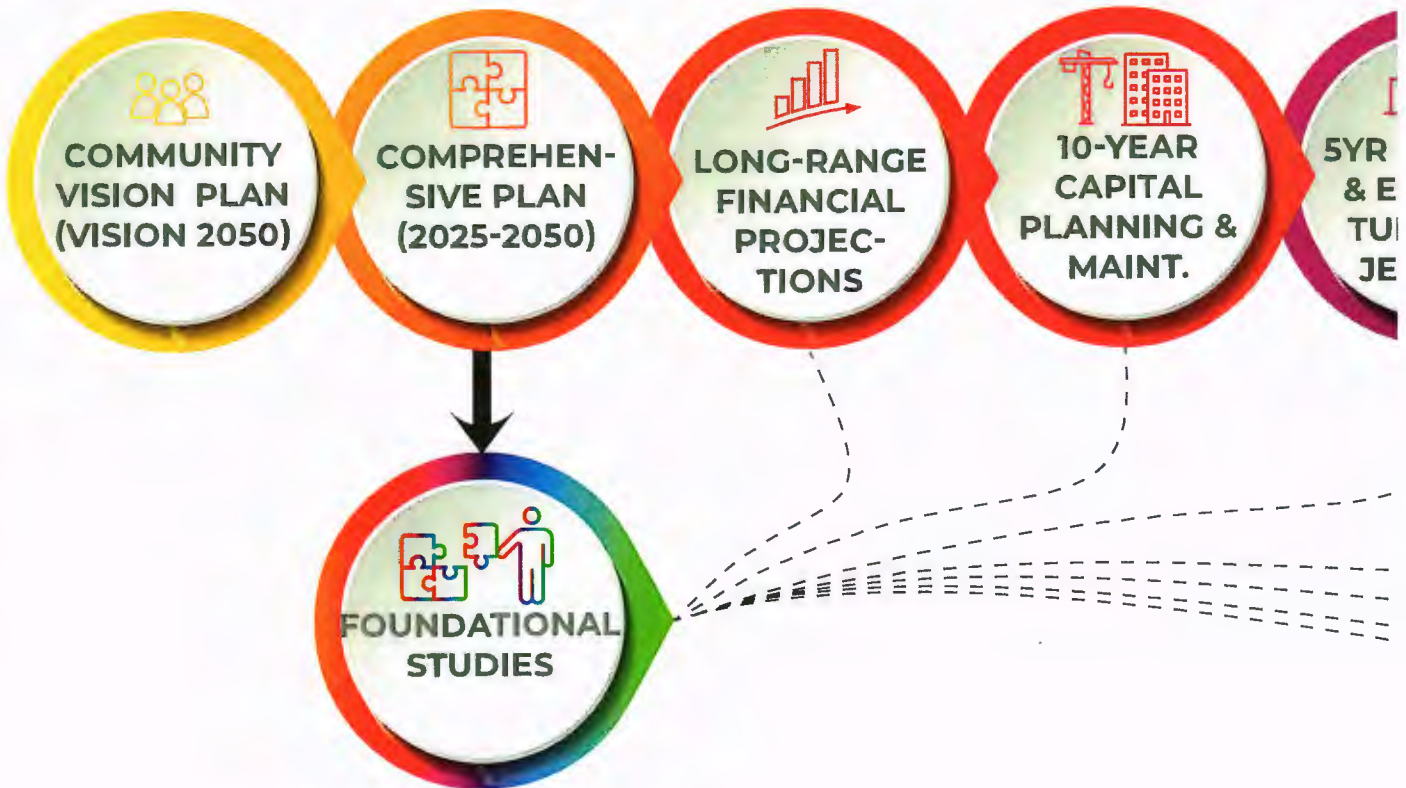
Commissioner: Klynt A. Farmer
District Five: Callahan, West Yulee
Term: November 17, 2020-November 16, 2024
Contact: (904) 570-1357
E-mail: kfarmer@nassaucountyfl.com

RELATIONSHIPS

current progression:



future progression:

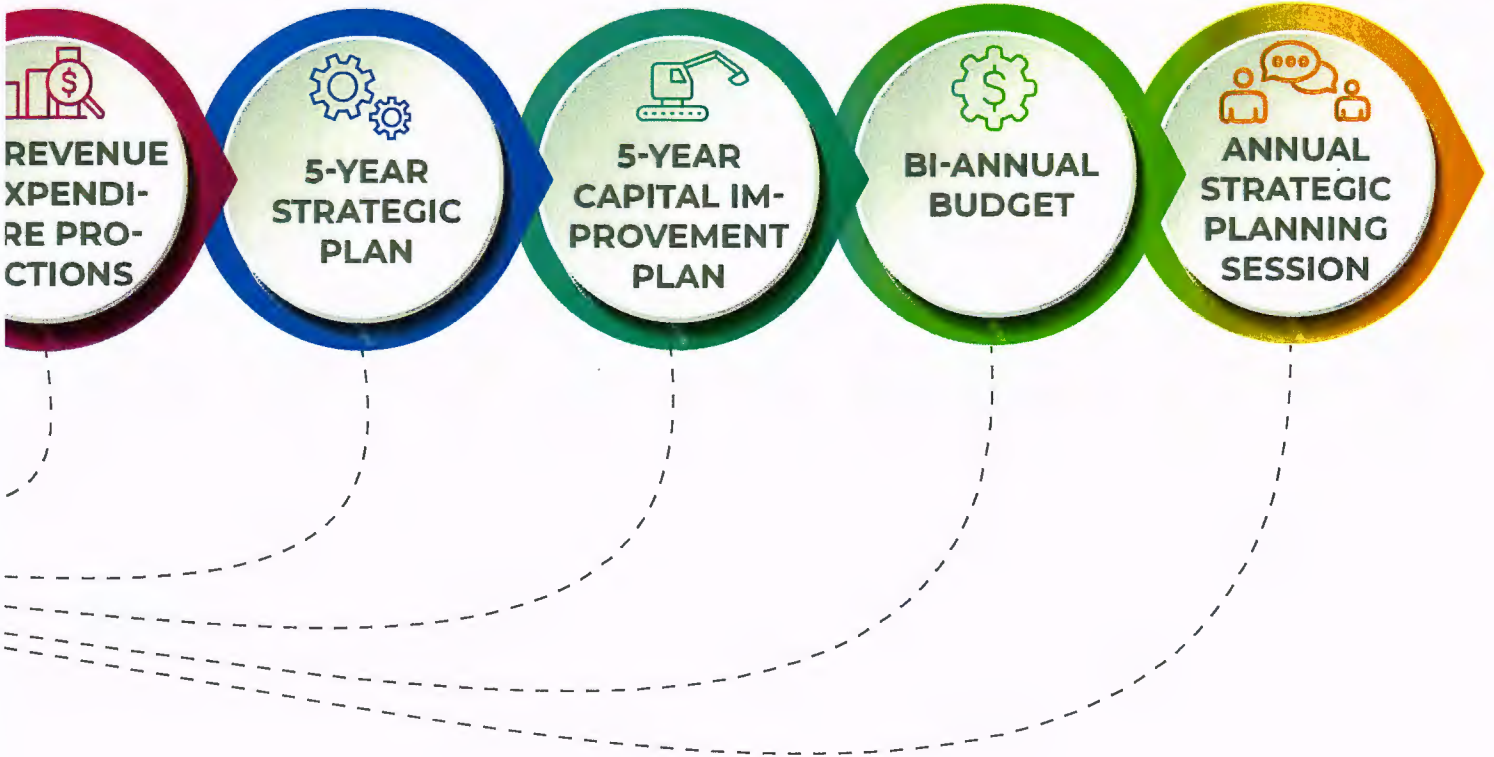




A strategic plan is not created in a vacuum nor is it static in nature. A strategic plan is the outcome of extensive analysis to arrive at definable and measurable action items and, by extension, the allocation of finite resources. A strategic plan is the manifestation of the County-wide community vision - Vision 2032. It is the vehicle that directly informs the allocation of resources to execute the ideals espoused in the community-wide vision.

While the overarching community ideals may remain constant over the planning-horizon of a visioning exercise, the correlating public policy formulation and execution is dynamic and ever-evolving. The navigation of a global pandemic provides an illustration of external influences on local policy and the necessity to remain nimble and fluent in the execution of our public duties. In short, as the environment in which we exist evolves, so must public policy in order to remain effective.

While we illustrate the progression here in a linear format to demonstrate how a community moves from the abstract (Vision 2032) to the actionable (annual budget) and the relationship between the various components, the actual formulation and execution is in a constant state of flux. It is a dynamic series of relationships that are interdependent and evolutionary in nature.



STRUCTURE

INTERIM STRATEGIC PLAN | 7



STRATEGIC OUTCOMES: A COMMUNITY THAT IS...



STRATEGIC INITIATIVES & PROJECTS



STRATEGIC PRIORITIES



FOUNDATIONAL STUDIES & PROGRAMS



COUNTY-WIDE COMPREHENSIVE PLAN



The above exhibit provides an abbreviated conceptualization of the plan's structure. On the following pages, the plan unfolds with more depth. This exhibit is intended to guide the reader and illustrate the interrelated nature of the plan creation inputs and, ultimately, the strategic outcomes. Before jumping into the details, the next page is a very brief description of each subsection used. For a more detailed schematic, see page 37.

Strategic Outcomes:

Strategic Outcomes are the characteristics that define the type of community where Nassau County residents aspire to live. As such, they are the desired and intentional outcome of the organization's efforts.

Strategic Projects:

Strategic Projects are specific actionable items or pursuits that are aligned with a Strategic Initiative in support of one or more Big Picture Goals (BPGs). A Strategic Project cannot exist if it is not furthering a Strategic Initiative.

Strategic Initiatives:

Strategic Initiatives are groupings of more than one individual or related strategic projects that are aligned with one or more BPGs. These initiatives guide the allocation of resources to achieve the community's top priorities. A Strategic Initiative cannot exist if it does not support one or more BPGs.

Fearless Targets:

Fearless targets are bold, aspirational, and measurable targets that force the organization to stretch and grow in pursuit of delivering the identified BPGs. It isn't expected the organization/community will reach these targets but, striving towards these targets will move the organization and community forward exponentially.

Big Picture Goals (BPGs)

Big Picture Goals set the overarching intent and purpose of each of the four Strategic Priorities. Each Strategic Priority should strive to have between five and seven BPGs that guide the formation of Fearless Targets, Strategic Initiatives, and Strategic Projects.

Strategic Priorities:

Strategic Priorities are high-level categories derived from the community's Foundational Studies/Documents that are centered around the County's primary areas of responsibility. These priorities are integral to the long-term success of the community as a whole. These priorities shape the decision making process, selection of initiatives to pursue, projects to commence, and, most importantly, provides guide-rails as the County progress through an ever-evolving environment.

Foundational Studies/Documents:

Foundational Studies/Documents are a collection of formative materials/reports/plans/documents that are utilized to guide public policy formation and resource allocation. These materials allow our elected and appointed officials to make informed decision and consider the long-term best interest of the citizens of Nassau County through the shared pursuit of the common good and creation of lasting public value.

County-wide Comprehensive Plan (2030 Comp Plan)

Following the adoption of the Vision 2032 Plan, Nassau County created and adopted the 2030 Comprehensive Plan. The Comprehensive Plan is a State mandated long-range planning document the serves to guide public policy. Where the Vision Plan is largely constant/static, the Comprehensive Plan is in a constant state of evolution as external forces, especially actions by the State legislature and evolutions in case law, necessitate amendments.

Guiding Vision, Mission, & Values (2007 - Vision 2032)

The County executed a visioning exercise in 2007 that resulted in the adoption of a guiding Mission, Vision, and Core values. These concepts shaped the creation of the 2030 Comprehensive Plan and subsequent Foundational Studies/Documents. As would be expected, it is anticipated that as part of a community-wide visioning exercise proposed in this plan to occur in 2024/2025 and subsequent crafting of the 2045 Comprehensive Plan, the Mission, Vision and Values of the community will evolve.

STRATEGIC PRIORITIES

QUALITY-OF-LIFE & QUALITY-OF-PLACE [QL/QP]

FISCAL STEWARDSHIP & ECONOMIC PROSPERITY [FS&EP]

ENVIRONMENTAL STEWARDSHIP & RESILIENCY [ES&R]

GOVERNANCE & LEADERSHIP [G&L]

The four identified Strategic Priorities are centered around the County's primary areas of responsibility. A review of the County's Foundational Studies/Documents, community feedback, and interviews with elected officials identified four high-level Strategic Priorities that capture the overarching values, primary objectives, and substantive concerns of the greater community and organization. These Strategic Priorities are integral to the long term success of the collective stakeholders and will be used to shape decision making and provide guide rails as we progress through an ever-evolving environment.

Quality-of-Life & Quality-of-Place

Fiscal Stewardship & Economic Prosperity

Environmental Stewardship & Resiliency

Governance & Leadership

While these overarching Strategic Priorities capture the essences of the foundational elements of the organization's core responsibilities, the Interim Strategic Plan identifies many goals, initiatives, projects and targets. While all the items identified in this plan are important, it is not practical or feasible to execute all of them at once. As such, the following are the consensus priorities and directives of Board of County Commissioners during this transitional period.

Top Five Big Picture Goals

1. Create a more effective, efficient, and transparent government. [FS&EP-BPG1]
2. Diversify the local economy, expand the tax base, develop alternative revenue streams, and reduce dependency on residential property ad valorem tax revenue. [FS&EP-BPG2]
3. Provide and maintain essential public infrastructure & high quality public places that are people-centric and socially engaging. [QL/QP-BPG3]
4. Promote sustainable and resilient growth/redevelopment that is orderly, intentional, generational and directed away from ecological corridors, environmentally sensitive lands, natural floodplains and functions, aquifer recharge areas, and working/agricultural lands. [ES&R-BPG4]
5. Protect the long-term fiscal health and financial viability of local government entities, non-profits, and community partners by creating a more resilient, sustainable, diverse, equitable, and generational economic ecosystem. [FS&EP-BPG5]

Top Ten Fearless Targets:

1. Reduce the property ad valorem millage rate (property tax rate) [FS&EP-T1]
2. Increase the acreage of developed park land under County management/ownership by 50% [QL/QP-T1]
3. Bring 1,000,000sf of new non-residential space on-line [FS&EP-T2]
4. Transition to a bi-annual budget starting in fiscal year 23/24. In September of 2023, adopt a budget for fiscal years 23/24 and 24/25. [G&L-T1]
5. On average, add 700 new jobs annually to our local economy. [FS&EP-T3]
6. Win the Government Finance Officers Association Outstanding Budget Award. [G&L-T2]
7. Place, or cause to be placed, 500 acres of land in perpetual conservation via acquisition, conservation easement or similar mechanism. [ES&R-T1]
8. On average, resurface 18 miles of County maintained Roads annually to prevent accumulation of deferred maintenance cost. [FS&EP-T4]
9. Expand the Tourist Development District to be County-wide. [FS&EP-T5]
10. Assist the Nassau County School District in securing two new school sites. [QL/QP-T4]

Top Ten Strategic Initiatives

1. Complete/adopt/implement the Parks, Recreation, & Open Space Master Plan (PROSMP). [QL/QP-Initiative:1, BPG: 1,2,3]
2. Expand park and recreation opportunities and capacities. [QL/QP - Initiative:6, BPG: 1,2,3]
3. Complete/Adopt/Implement the Conservation Land Acquisition Management Plan/Program (CLAM). [ES&R Initiative:1, BPG:1,2,3,4,5]
4. Ensure long-term fiscal sustainability and resiliency through sound financial policies/analysis, revenue/expenditure projections, capital planning and maintenance, and budgetary practices. [ES&R Initiative:1, BPG: 1,2,3,4,5]
5. Enhance Public Safety. [QL/QP Initiative:3, BPG:1,3]
6. Augment, grow and strategically evolve the tourism economy to expand the value-adding benefits of tourism to the community by creating new products and revenue streams that will create jobs, expand the economy, and improve the quality-of-life/place for visitors and citizens. [ES&R Initiative:2, BPG: 1,2,3]
7. Recruit, develop and retain an innovative world-class professional staff and skilled labor cadre with diverse skill sets that can create a more effective and efficient operation. Strategic investment in human capital. [G&L Initiative:2, BPG:1,3,5]
8. Promote proactive stormwater and natural wetland systems management. [ES&R Initiative:2, BPG:1,2]
9. Expand organizational and service delivery capacities, effectiveness, and efficiencies through investment in technology and centralization of public services. [G&L Initiative:6, BPG:1,3,5]
10. Direct growth and development away from environmentally sensitive lands, ecological corridors, natural floodplains, aquifer recharge areas and working lands. [ES&R Initiative:3, BPG: 1,2,3]

Top Ten Strategic Projects

1. Proactively cure and prevent deferred capital maintenance through the allocation of resources, sound financial policies, and forward-looking budget practices. See page 27 for correlating subcomponents. [ES&R Project:15]
2. Create an on-line public facilities, roads, and drainage maintenance work order portal that allows citizens to submit work orders directly to maintenance staff and subsequently monitor the progress of each work order. [G&L Project:31]
3. Develop the Westside Regional Park (WRP). See page 14 for correlating subcomponents. [OL/QP-Project:21]
4. Complete the Thomas Creek Drainage Basin Study and develop a mitigation plan/strategy. See page 18 for correlating subcomponents. [ES&R Project:16]
5. Proactively pursue economic development and job attraction/retention. See page 24 for correlating subcomponents. [ES&R Project:17]
6. Implement the Conservation Land Acquisition and Management CLAM Program - See page 18 for correlating subcomponents. [ES&R Project:18]
7. Centralize government operations at the Civic Center on William Burgess Blvd. See page 33 for correlating subcomponents. [G&L Project:34]
8. Improve/diversify health insurance options as means of improving recruitment and retention. See page 33 for correlating subcomponents.[G&L Project:11]
9. Collaborate with the AITDC and AICVB to create a new Nassau County tourist development strategic plan based on a hub-and-spoke model that introduces off-island products, expands the Tourist Development District to be county-wide, and identifies new/expanded revenue generation models. [ES&R Project:19]
10. Collaborate with the School District to develop a new school located off CR107 in the Nassauville community. See page 12 for correlating subcomponents. [OL/QP-Project:4]



PRIORITY STATEMENT:

While we may disagree as to what constitutes an acceptable quality-of-life and quality-of-place threshold, there are certain QL/QP characteristics that are generally universal - good schools/education systems, quality public infrastructure, access to healthcare, entertainment, recreation, and nature, availability of high-wage jobs, financial stability and opportunity for economic prosperity, high quality public safety/security, low crime rates, high quality public/communal spaces, a robust non-profit sector, and, above all else, a sense-of-place and sense-of-community. The sense that you exist in a place that is worth caring about and the sense you are part of a community that cares about you; A place that is worth your personal investment of time, energy and capital; A community that is worth your investment in others and a willingness to allow others to invest in you. A place you are

proud to call home and where you and your loved ones are safe, healthy, and connected to the built, natural and social environment in which you live your day to day life.

This priority seeks to enhance quality-of-life, quality-of-place and overall community vibrancy through the provision of social, cultural, entertainment, and recreational opportunities; beautification of our primary corridors and public spaces; support of high quality education; strategic investment in public safety, infrastructure, and high performance public spaces; improved development patterns and well planned communities that result in Nassau being the ideal place to live, work, play and stay.

BIG PICTURE GOALS:

1. Nurture the creation of complete communities and neighborhoods that promote sense-of-place and sense-of-community by encouraging compact, human scale mixed-use development patterns that use a placed-based aesthetic.
2. Transform the County's parks, recreation and open space systems to be a model for the State.
3. Provide and maintain essential public infrastructure & high quality public places that are people-centric and socially engaging.
4. Improve access to essential goods and services.
5. Develop a Mobility Plan that accounts for future population expansion, promotes compact mixed-use communities, and gives equitable validity to multiple modes of transportation.

FEARLESS TARGETS:

1. Increase the acreage of developed park land under County management/ownership by 50%.
2. Covert 10% of the land area in the William Burgess District and Timber to Tides District from euclidean zoning to a hybrid form-based code utilizing a transect paradigm.
3. Complete construction of two fire stations.
4. Redevelop and modernize two ocean front parks.
5. Assist the Nassau County School District in securing three new school sites.
6. Execute the installation of landscaping within the ROW of SR200/A1A from I-95 to CR107/Old Nassauville Road.
7. Construct or cause to be constructed 10 miles of multi-use trails.

INITIATIVES & PROJECTS

QL/QP-Initiative 1: Complete/Adopt/Implement the Parks, Recreation, & Open Space Master Plan (PROSMP) [BPG: 1,2,3,5]

QL/QP-Project 1: Complete the PROSMP

QL/QP-Project 2: Adopt PROSMP and direct staff to implement the PROSMP

QL/QP-Project 3: Implement the Ten Short-term Priorities of the PROSMP

- (QL/QP:P3a) Hire a Certified Parks and Recreation Director*
- (QL/QP:P3b) Hire or Contract for Parks Planning Services*
- (QL/QP:P3c) Amend Comprehensive Plan and LDCs*
- (QL/QP:P3d) Execute Beach Parking and Access Study*
- (QL/QP:P3e) Commence Planning for Yulee Regional Recreation and Aquatics Center*
- (QL/QP:P3f) Create a 10-year Parks & Recreation Strategic/Funding Plan*
- (QL/QP:P3g) Upgrade Existing Parks with the "Basic Nassau Package"*
- (QL/QP:P3h) Acquire Land for Regional Parks*
- (QL/QP:P3i) Improve Fishing and Kayak Access*
- (QL/QP:P3j) Develop and Implement a Pilot Program Plan (recreational programming)*

QL/QP-Initiative 2: Support Public School System [BPG: 1,2,3]

QL/QP-Project 4: Collaborate with the School District to develop a new school located off CR107 in the Nassauville community.

- (QL/QP:P4a) Complete a conceptual design and mobility/circulation plan for school*
- (QL/QP:P4b) Secure right-of-way to CR107 from the Amelia Concourse through the school site*
- (QL/QP:P4c) Convey school site to the School District*
- (QL/QP:P4d) Commence public roadway and utility design from Amelia Concourse to CR107 (or portion thereof) with stub-outs to extend the mobility network west from the school site.*

QL/QP-Project 5: Include school planning, siting and circulation in the review, creation, modification, and/or conceptualization of existing and new master planned communities, area plans, corridor plans, and other similar projects/exercises.

- (QL/QP:P5a) Crawford Diamond Area Plan*
- (QL/QP:P5b) US Hwy 90 Corridor Plan/301 Capital/ICI Villages Area Plan*
- (QL/QP:P5c) East Nassau Community Planning Area Sector Plan, DSAPs and/or PDPs*
- (QL/QP:P5d) Other master planned communities and large scale/large area development proposals*

QL/QP-Project 6: Collaborate with the School District to update the inter-local agreement for public school facility planning.

QL/QP-Initiative 3: Enhance Public Safety [BPG: 1,4,5]

QL/QP-Project 7: Complete construction and activate Fire Station 71

QL/QP-Project 8: Design, construct, & activate the Tributary Fire Station

- (QL/QP:P8a) Complete Negotiations with Tributary's development team*
- (QL/QP:P8b) Complete site and building design and permitting*
- (QL/QP:P8c) Commence construction of the Tributary Fire Station*
- (QL/QP:P8d) Budget for/fund staffing and equipment to activate Tributary Fire station*

QL/QP-Project 9: Replace/Relocate station 70, 90, and 30

INITIATIVES & PROJECTS

(QL/QP:P9a) Include funding for all three fire stations in the fy21/22 5-yr CIP

(QL/QP:P9b) Continue efforts to secure a parcel of land for the relocation of station 70 off CR107/Old Nassauville Road.

(QL/QP:P9c) Complete the conveyance agreement with Raydient for the relocation of station 30 to Wildlight Commerce Park.

(QL/QP:P10c) Continue to work with the Town of Callahan to secure a long-term lease or purchase of fire station 50.

QL/QP-Project 10: Execute an Assessment of the County-wide Radio System

(QL/QP:P10a) Explore the viability of a program to construct antenna support structures on County/public lands and remove antennas from leased space on commercial antenna support structures.

QL/QP-Project 11: Execute an Alternative Water Supply Plan for fire suppression in areas unserved by public water and sewer.

QL/QP-Project 12: Complete the Fire Fighter staffing plan started in 2018 based on NFPA Standards.

QL/QP-Project 13: Continue to coordinate with the Nassau County Sheriff's Office, Nassau County Fire Rescue and partner agencies to plan, prepare, and respond to emergent situations.

QL/QP-Project 14: Take steps to better position the County to more effectively recruit and retain public safety personnel, e.g. Animal Control Officers, Sheriff Deputies, Firefighter/paramedics, etc.

QL/QP-Project 15: Address Animal Care and Control Facility Capacity and contemporary needs

(QL/QP:P15a) Assess viability of expanding the current Animal Care and Control campus to address current and future needs.

(QL/QP:P15b) Explore possibilities of relocating the Animal Care and Control campus if the current land areas is not sufficient to meet needs.

(QL/QP:P15c) If relocated, explore co-locating with other public facilities.

QL/QP-Initiative 4: Expand the Non-vehicular Mobility Network. [BPG: 1,3,4,5]

QL/QP-Project 16: Amelia Island Parkway Trail, Fletcher Ave to 8th Street within the Amelia Island Parkway ROW.

(QL/QP:P16a) Complete final design and permitting of all four phases.

(QL/QP:P16b) Construct Phase 1 and 2.

(QL/QP:P16c) Construct Phase 3 and 4.

QL/QP-Project 17: Downtown Connector Trail [ARTS Trail to Hickory Street; Citrona Drive to Downtown].

(QL/QP:P17a) Seek funding through the NFTPO, State, and other avenues for design and construction.

(QL/QP:P17b) Collaborate with the COFB to seek alternative revenue streams to fund construction and maintenance of the project.

QL/QP-Project 18: William Burgess District Trail Network.

(QL/QP:P18a) Collaborate with developers and property owners along the primary corridors to complete the system spine from US17 to SR200

(QL/QP:P18b) Construct trail segment from US17 to Miner Road with the extension of William Burgess Blvd.

(QL/QP:P18c) Require trail construction with all new road construction and development within the William Burgess District consistent with the WBD Context and Connectivity Blueprint

INITIATIVES & PROJECTS

QL/QP-Initiative 5: Promote, Create and Require High Performance Public Spaces (HPPS).

[BPG 1,3,5]

QL/QP-Project 19: Explore adoption of policies and standards that require the construction of all new public spaces and redevelopment/ retrofitting of existing public spaces be executed consistent with the standards defining High Performance Public Spaces. [To qualify, public spaces must be "publicly accessible spaces that generate economic, environmental, and social sustainability benefits for their local community" meeting 80% of the 25 criterion that define HPPS.]

QL/QP-Project 20: Explore adoption of policies and standards that require HPPS principles to be applied to all new pseudo public spaces in private development, e.g. private parks, private amenity centers/ clubs, privately owned but publicly accessible amenities [e.g., river front promenades], be executed consistent with the standards defining High Performance Public Spaces.

QL/QP-Initiative 6: Expand Park and Recreation Opportunities and Capacities.

QL/QP-Project 21: Develop the Westside Regional Park (WRP).

(QL/QP:P21a) Complete conceptual design of entire park Q3-21.

(QL/QP:P21b) Complete site engineering for entire park Q4-22.

(QL/QP:P21c) Commence construction of phase 1 Q2-22.

(QL/QP:P21d) Commence construction of phase 2 in fy23/24.

(QL/QP:P21e) Continue to seek funding to construct phase 3.

(QL/QP:P21f) Continue to seek funding through alternative sources to construct the amphitheater, event lawn and associated supporting infrastructure. Explore the use of American Rescue Act Funds.

QL/QP-Project 22: Implement William Burgess District Park System.

(QL/QP:P22a) Commence construction of the Nassau Crossing Park.

(QL/QP:P22b) Commence construction of the Nassau Station Park.

(QL/QP:P22c) Complete design of Liberty Cove Parks.

(QL/QP:P22d) Complete design of the linear park connecting community amenities.

(QL/QP:P22e) Commence construction of linear park.

(QL/QP:P22f) Take ownership of all Liberty Cove Parks and Commence Construction on Phase 1 parks.

QL/QP-Project 23: Take ownership of Blackrock Cove Park and commence construction.

QL/QP-Project 24: Complete construction on phase 1 of Tributary Park.

QL/QP-Project 25: Begin implementing "Nassau Package" enhancements and expansions at existing parks.

(QL/QP:P25a) Explore redesign of Bryceville Community Park and Willson Neck Boat Ramp to include a food truck court and correlating social space.

QL/QP-Initiative 7: Implement the Western Nassau Heritage Preservation Project Vision Plan.

QL/QP-Project 26: Complete, Adopt & Implement the Conservation Land Acquisition & Management Program. [ES&R:P1-P3]

INITIATIVES & PROJECTS

- QL/QP-Project 27: Execute an area plan around the Crawford Diamond Industrial Park. (ES&R:P15d) (FS&EP:P6a)
- QL/QP-Project 28: Update the Mobility Plan based on the Crawford Diamond Industrial Park area plan. (ES&R:P15d) (FS&EP:P6a)
- QL/QP-Project 29: Complete Adopt, & Implement the Park Recreation and Open Space Master Plan (PROSMP). (QL/QP:P1-P3)
- QL/QP-Project 30: Execute an area plan around the US 90 Corridor/ICI Villages Industrial Park. (ES&R:P15e)(FS&EP:P6b)
- QL/QP-Project 31: Update the Mobility Plan based on the ICI Villages Industrial Park area plan. (ES&R:P15e) (FS&EP:P6b)
- QL/QP-Project 32: Complete the US Army Corps of Engineers (USACE) Planning Assistance to States (PAS) Thomas Creek Study. (ES&R:P4)
- QL/QP-Project 33: Continue community outreach and education through the Community Rating System (CRS) Program for Public Information (PPI) regarding flood risk and flood protection.(ES&R:P7)
- QL/QP-Project 34: Reassess County economic incentives packages for Western Nassau. (FS&EP:P1&2)
- QL/QP-Project 35: Create a plan to expand the broadband network for Western Nassau. (FS&EP:P3a)
- QL/QP-Project 36: Update the interlocal agreement for School facility planning/ school concurrency. (QL/QP-P6)
- QL/QP-Project 37: Collaborate with the Nassau County School Board to project expansion needs and identify potential future school sites in Western Nassau. (QL/QP:P5)
- QL/QP-Project 38: As a means of encouraging students in Western Nassau to enroll in FSCJ Nassau, implement portion of William Burgess District to increase access around FSCJ Nassau to retail, dining and entertainment options for FSCJ students. (ES&R:P15a)
- QL/QP-Project 39: Update the Future Transportation Map Series in the 2030 Comprehensive plan to reflect existing and potential networks in Western Nassau.
- QL/QP-Project 40: Update the County's mobility plan to reflect any newly identified projects in Western Nassau.

QL/QP-Initiative 8: Complete/Adopt/Implement the Timber to Tides (T2T) Project (SR200/A1A Corridor Design Study: Police Lodge Road to ICW/Amelia River).

QL/QP-Project 41: Complete the T2T Project.

QL/QP-Project 42: Bring forward the T2T Project final report for consideration to adopt as a planning tool and direct staff to bring back implementing legislation.

QL/QP-Project 43: Begin Implementing the 12 priority recommendations of the T2T Project.

(QL/QP:P43a) Adopt a transect-based land development code for the Corridor. Code includes requirement for development to underground utility lines along SR200/A1A with pay-in-lieu program for small sites.

(QL/QP:P43b) Work with FDOT, develop corridor-wide master plan for an east-west multi-use trail, spanning the extent of the Timber to Tides Trail. Develop interim guidance for consistent trail sections outside of SR200/A1A right of way required for new development.

INITIATIVES & PROJECTS

- (Q) (QIP45b) Work with the School Board, develop a conceptual level master plan for the Yulee Middle School site. As part of this plan, identify combined master stormwater facility and park space to be developed as a public amenity and serve as incentive for other private investment.
- (Q) (QIP46a) Develop non-derivative branding and signage initiative for gateway and corridor re-branding.
- (Q) (QIP46b) Position the OIA Sheriff's Administration site to maximize its value and leverage the asset to its full potential.
- (Q) (QIP46c) Position the James S. Page Governmental Center to maximize its value and leverage the asset to its full potential.
- (Q) (QIP46g) Work with FDOT to transform stormwater management facilities into active amenity spaces.
- (Q) (QIP46h) Accelerate or preserve the strategic view shed in strategic parcels identified in the plan.
- (Q) (QIP46i) Adopt policy and controlling legislation that incentivizes and requires the application of suburban retrofit techniques along the corridor.
- (Q) (QIP46j) Work with FDOT to implement and fund a view shed plan for SR90/AA and, as part of the local bridge funding process, dedicate additional funding to maintain the landscaped areas at a premium level.
- (Q) (QIP46k) Pursue alternative funding to construct parallel infrastructure in corridors running parallel to SR90/AA. This includes both motorized and non-motorized streets and transit.
- (Q) (QIP46l) Work with FDOT, Chamber of Commerce, Amelia Island Tourist Development Council, Amelia Island Convention and Visitors Bureau, and other partners to:
1. protect or enhance the view shed for travelers approaching and leaving Amelia Island; and
 2. create a clear transition from the mainland (the Timber) to the island (the Tide) using a planned, based aesthetic. This would be the transition from O'Neil Massway, LLC to the ICW/Amelia Island. This may be accomplished in a number of forms including, but not limited to:
 - funding for strategic land acquisition or purchase of development rights;
 - enhanced landscape treatments;
 - improved maintenance of natural flora;
 - accentuate the natural beauty of the area landscape;
 - adoption of new regulatory controls;
 - removal of exotic vegetation;
 - application of environmental branding solutions;
 - adoption of site and architectural design standards;



ENVIRONMENTAL STEWARDSHIP & RESILIENCY [ES&R]

PRIORITY STATEMENT:

Local government is in a unique position to lead by example and influence the actions of community members and entities operating within the County to care for and responsibly utilize our rich natural resources and consider the generational impacts of our collective decision making.

Ultimately, by promoting environmental stewardship and resiliency, we foster a local culture that prioritizes a productive and sustainable relationship with the natural environment which, in return, will create a more resilient, prosperous, economically viable, and healthy existence for the citizens and businesses/corporations of Nassau County.

BIG PICTURE GOALS:

1. Conserve and protect strategic ecological corridors, environmentally sensitive lands, natural areas, floodplains, aquifer recharge areas, viewsheds, and working lands.
2. Promote sustainable and resilient growth/redevelopment that is orderly, intentional, generational and directed away from ecological corridors, environmentally sensitive lands, natural floodplains and functions, aquifer recharge areas, and working/agricultural lands.
3. Promote the preservation of rural lifestyles, protect working lands, and promote use of best management practices in the forestry industry.
4. Preserve and protect native landscape and increase public access to natural lands and bodies of water including, the Atlantic Ocean, St. Marys River, Nassau River, Amelia River and related tributaries.
5. Protect natural landscapes and promote reestablishment of the native tree canopy, native under-story/landscapes and healthy forest.
6. Establish partnerships with community organizations and other agencies to leverage resources in any effort to restore natural ecological function, remediate forest and natural lands, and regenerate the native tree canopy.

FEARLESS TARGETS:

1. Identify and adopt a prioritized list of conservation lands for acquisition.
2. Place language on the November 2022 ballot for the citizens to choose if they would like to obtain financing to fund the conservation land acquisition and management program.
3. Place, or cause to be placed, 500 acres of land in perpetual conservation via acquisition, conservation easement or similar mechanism.
4. Plant, or cause to be planted, 500 trees on public land or on semi-public lands, e.g. private ROWs open to the public, neighborhood parks, social gathering spaces, etc.
5. Remove 1,000,000 tons of solid waste through hazardous waste amnesty and community clean-up events.
6. Establish the Atlantic to Okefenokee Conservation Project.

INITIATIVES & PROJECTS

ES&R-Initiative 1: Complete/Adopt/Implement the Conservation Land Acquisition & Management Program (CLAM)

ES&R-Project 1: Complete the development of the CLAM program, manual and implementing administrative capacities/functions

ES&R-Project 2: Adopt CLAM program and manual

ES&R-Project 3: Implement the CLAM

(ES&R.P3a) Appoint the CLAM Committee.

(ES&R.P3b) Execute contracting services contract with the North Florida Land Trust for technical assistance and land acquisition services.

(ES&R.P3c) Open the window for the county units to nominate properties for acquisition.

(ES&R.P3d) Adopt ranking of priority parcels for acquisition.

(ES&R.P3e) In collaboration with the Trust for Public Lands, execute a Finance

Feasibility Assessment for a potential bond to support the CLAM program.

(ES&R.P3f) Prepare both short-term (5-year) and long-term (10-year) and expenditure models that account for various financing options to support the CLAM program and provide the BOCC with adequate information to make an informed decision on impacts to annual budget.

(ES&R.P3g) Consider placing language on the November 2012 ballot for the citizens to choose if they would like to obtain financing to fund the CLAM program.

(ES&R.P3h) Hold a November 2012 referendum to allow citizens to decide if they want to fund the CLAM program.

(ES&R.P3i) Negotiate with property owners for acquisition.

(ES&R.P3j) Acquire land and create management plans.

ES&R-Initiative 2: Promote proactive stormwater and natural wetland systems management

ES&R Project 4: Complete the Thomas Creek Drainage Basin Study and develop a mitigation plan/strategy.

(ES&R.P4a) In partnership with the US Army Corp of Engineers, complete the Planning Assistance to State (PAS) Thomas Creek Drainage Basin Study, and publish recommended mitigation plan.

(ES&R.P4b) Introduce the study conclusions to the community and BOCC.

(ES&R.P4c) Work with FEMA to explore updating the HRM maps for the properties included in the modeling of the Thomas Creek Drainage Basin Study.

(ES&R.P4d) Begin to prioritize and explore how to implement fund the recommendations of the US Army Corp of Engineers.

ES&R Project 5: 'Clements Road' Drainage.

(ES&R.P5a) Complete a third party engineering to determine some of the contributing factors to drainage problems both north and south of Clements Road.

(ES&R.P5b) Execute funding/incentive options to execute improvements.

(ES&R.P5c) Execute mitigation improvements.

ES&R Project 6: Update the Nassau County Stormwater Drainage Master Plan and Continue Wetland Capacity Research.

(ES&R.P6a) Continue efforts coordinating and problem solving with the Stormwater Regulations Committee working group.

(ES&R.P6b) Update local policy based on research.

ES&R Project 7: Continue Participation in the National Flood Insurance Program Community Rating System (NFIP-CRS).

(ES&R.P7a) Transition the NFIP-CRS program from the PEO Department to the Engineering Services Department and Building Department.

(ES&R.P7b) Continue to work with the City of Fernandina Beach to create a unified Program for Public Information (PPI) regarding flood risk and flood protection.

INITIATIVES & PROJECTS

(ES&R:P7c) Complete the NFIP-CRS recertification process.

(ES&R:P7d) At a minimum, maintain participation in the program at a level 8.

ES&R - Project 8: Continue the wide-spread and vitally important work through the Road Department, in collaboration with the County's Engineering Services Department, to proactively maintain and, upon identification of issues, improve stormwater drainage systems across the County.

ES&R - Project 9: Spring Lake Estates drainage improvements

(ES&R:P9a) Complete the creation of a corrective action plan.

(ES&R:P9b) Seek funding to fully execute plan.

ES&R - Project 10: Bismark Road drainage improvements

(ES&R:P10a) Complete analysis and create a corrective action plan.

(ES&R:P10b) Seek funding to execute plan.

(ES&R:P10c) As internal capacity/resources are available, continue executing improvements County Staff can execute internally.

(ES&R:P10d) Complete the Spring Lake Estates drainage improvements project as it will have a positive impact on the Bismark road drainage.

ES&R-Initiative 3: Protect, promote, and enhance the tree cover and native landscapes on both public and private lands (this initiative is not inclusive of working lands).

ES&R - Project 11: Complete, adopt and implement the Amelia Island Tree Protection and Replacement Ordinance.

(ES&R:11a) Implement the Amelia Island Tree Protection and Replacement Ordinance.

(ES&R:11b) Establish the Amelia Island Tree Commission.

(ES&R:11c) Establish the Amelia Island Tree Planting Program.

(ES&R:11d) Fund and fill the County Arborist position.

ES&R - Project 12: Partner with Keep Nassau Beautiful to support the organization's Planting Nassau's Future program.

ES&R - Project 13: Partner with Keep Nassau Beautiful to support the organization's beautification efforts and identify public spaces to undergo a transformation via establishment of native plantings.

ES&R-Initiative 4: Direct growth and development away from environmentally sensitive lands, ecological corridors, natural floodplains, aquifer recharge areas and working lands.

ES&R- Project 14: Update land development regulations and Comprehensive Plan to promote environmental stewardship and resiliency.

(ES&R:P14a) Consider regulations that direct development away from environmentally sensitive lands, ecological corridors, natural floodplains, aquifer recharge areas and working lands.

(ES&R:P14b) Consider regulations that require a comprehensive view of the County's "green infrastructure" and require the arrangement of

INITIATIVES & PROJECTS

individual development projects to protect, expand, and enhance ecological corridors that protect environmentally sensitive lands, natural functions, and ecological corridors.

ES&R-Project 15: Create and implement Strategic Area Plans, Sector Plans, Rural Land Stewardship Area Overlays and other similar regulatory controls that require the master planning of large land areas.

(ES&R:P15a) Continue to implement the William Burgess District area plan

(ES&R:P15b) Continue to implement the ENCPA Sector Plan

(ES&R:P15c) Complete and implement the Timber to Tides Project/SR200-AIA Corridor Design Plan (SR200/AIA from Police Lodge Road to ICW/ Amelia River)

(ES&R:P15d) Create the Crawford Diamond Industrial Park Area Plan/Update Mobility Plan accordingly.

(ES&R:P15e) Program the creation of a US Hwy 90 Corridor Area Plan (ICI Villages Industrial Park)/Update Mobility Plan accordingly.

(ES&R:P15f) Program the creation of a I95/US17 Interchange Area Plan/Update Mobility Plan accordingly.

ES&R-Initiative 5: Protect and promote working lands as a foundation of our economy, a key partner in environmental stewardship, sustainability, resiliency, and a way of life.

ES&R-Project 16: Work with Florida Department of Forestry, SJRWMD, and the forestry industry to promote, encourage and incentivize use of best management practices for all timber operations no matter size.

(ES&R:P16a) Explore programs/incentives that protect and enhance strategic ecological corridors as part of profitable and sustainable timber operations.

ES&R-Project 17: Explore use of conservation easements and other similar mechanisms that allow timber/agriculture operations to continue to operate in perpetuity and, simultaneously, protect and enhance strategic ecological corridors, natural functions, and environmentally sensitive lands.

ES&R-Initiative 6: Promote balanced beach management. [BPG 1, 2, 3, 4, 5]

ES&R-Project 18: Continue to support responsible beach renourishment activities.

ES&R-Project 19: Continue to implement the Leave No Trace policy on the beaches of Amelia Island.

ES&R-Project 20: Continue to support the Amelia Sea Turtle Watch.

ES&R-Project 21: Maintain the Nassau County resident/property owner limited beach driving/parking policy (includes other exceptions, e.g., active military).

ES&R-Project 22: Explore alternative revenue streams to off-set cost of beach management, facilities, infrastructure, security, and maintenance.

ES&R-Project 23: Partner with the City of Fernandina Beach to execute a Beach Habitat Conservation Plan.

ES&R-Initiative 7: Explore more efficient and cost effective means of managing solid waste and prepare for future demand, regulatory changes, and rising

INITIATIVES & PROJECTS

costs. [BPG 1, 2, 3, 4, 5]

ES&R-Project 24: Complete the Nassau County Solid Waste Management Plan and Comprehensive Plan Element Update Project.

ES&R-Project 25: Continue to partner with and support KNB in executing hazardous waste amnesty programs/events.

ES&R-Project 26: Continue to support beach, river and community 'clean-up' events and initiatives

ES&R-Project 27: Plan for additional regulatory oversight related to management of solid waste when the County reaches a population of 100,000.

ES&R-Project 28: Explore alternative revenue streams to reinvest in waste management and off-set cost currently covered by ad valorem tax dollars.

ES&R-Initiative 8: Promote the phase-out of private septic tanks on Amelia Island [BPG 1,2,3,4,5]

ES&R-Project 29: Execute the American Beach Septic to Sewer Conversion Project.

ES&R-Project 30: Consider a mandatory connection ordinance for Amelia Island/NAU Service Area.

INITIATIVES & PROJECTS

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FISCAL STEWARDSHIP & ECONOMIC PROSPERITY [FS&EP]

PRIORITY STATEMENT:

Prudent, forward-leaning local governments approach financial decisions and policies with the understanding that the jurisdiction will exist in perpetuity. As such, each decision made must be considered with a generational perspective; not just 1 year, 5 years, or even 25 years. Nassau County is about to celebrate 200 years of existence as a political subdivision of the State of Florida. While local officials must "keep the lights on", they are also charged with creating a resilient and sustainable economic ecosystem from which local jurisdictions, citizens, non-profits, community organizations, and the business community can flourish over the next 200 years.

In this context, the budgeting process of the local government is not an accounting exercise, it is a long-range planning tool whereby the Board of County Commissioners define priorities

and shape the local fiscal and economic landscape through the allocation of scarce resources. The strategic allocation of these scarce resources plays a critical role in both the fiscal health of the local government and the health of the local economic ecosystem. When combined, the community at-large has greater opportunity for economic prosperity and improved quality of life.

BIG PICTURE GOALS:

1. Attract target industries and create new, high-wage and skilled labor jobs.
2. Attract, retain, and promote small business and the expansion/acceleration of local businesses, entrepreneurs, and innovation.
3. Strategically allocate resources and invest in public infrastructure that entices private investment, promotes business creation/expansion, facilitates innovation, and has long-term positive fiscal and economic impacts.
4. Protect the long-term fiscal health and financial viability of local government entities, non-profits, and community partners by creating a more resilient, sustainable, diverse, equitable, and generational economic ecosystem.
5. Diversify the local economy, expand the tax base, develop alternative revenue streams, and reduce dependency on residential property ad valorem tax revenue.

FEARLESS TARGETS:

1. Bring 1,000,000sf of new non-residential space on-line.
2. Expand the Tourist Development District to include all of Nassau County.
3. Grow the Tourist Development District revenue to \$10,000,000 annually.
4. On average, add 700 new jobs annually to our local economy.
5. Bring two industrial parks/complexes/developments on-line.
6. On average, resurface 18 miles of County maintained Roads annually to prevent accumulation of deferred maintenance cost.

INITIATIVES & PROJECTS

FS&EP-Initiative 1 : Prioritize economic development, business expansion/retention, job creation, and promote policies, programs, partnerships, and initiatives that facilitate the application of the Six Pillars of Florida's Future Economy as defined by Florida Chamber of Commerce.

(FS&EP-P1a) Let the County's first industrial development project be a model that works to maximize local resources, particularly a strong reliance on local and regional partners, promote a culture of entrepreneurship, building a resilient economic system, and implement the Board of County Commissioners' policies on Education.

(FS&EP-P1b) Commence efforts to work collaboratively with local government partners to develop a comprehensive Countywide economic development strategy plan that incorporates the six pillars of the Florida Chamber of Commerce's Florida's Future Economy: local business, capital infrastructure, private/public partnerships, workforce development, quality of life/life cycle activities, public education, attracting the creative class, finance, marketing.

(FS&EP-P1c) Commence efforts to update the Economic Development Element in the Comprehensive Plan.

(FS&EP-P1d) Explore updating the Florida Economic Development Incentive package to be more competitive in pursuit of economic development projects that create new jobs and the expansion of existing manufacturing facilities.

(FS&EP-P2a) Prioritize public water and wastewater solution including treatment of industrial trade wastewater in western Hernando County, particularly for the areas surrounding the Crawford Diamond Industrial Park and the US Hwy. 90 corridor/DC Village Industrial park.

(FS&EP-P2b) support efforts and coordination with FDOT, National, Southern and CSX to improve rail and truck access to the Crawford Diamond Industrial Park.

(FS&EP-P2c) support and coordinate with partners in increasing traffic circulation along the US Hwy. 90 corridor between Baker, Duval and Nassau counties.

(FS&EP-P2d) Prioritize public water and waste water solution including treatment of industrial effluent at the IFL-DC Hwy. 90 Interchange.

(FS&EP-P3) Consider creating a restricted capital fund solely for the purpose of investing in infrastructure that is competing for large scale economic development projects. A fund that will allow the County to move at the private sector's pace in a competitive environment if an appropriate economic development opportunity presents itself.

(FS&EP-P3a) Explore means to expand high speed Internet/broadband to unserved and under-served areas of the County.

INITIATIVES & PROJECTS

FS&EP-Project 4: Invest in incubating, developing, accelerating, retaining, and facilitating small business, entrepreneurship, and innovation.

(FS&EP:P4a) Explore the creation and/or expansion of existing business incubators, accelerators, innovation centers, and other similar programs/facilities.

(FS&EP:P4b) Explore related partnerships with the SBDC, Chamber, UNF Innovation Center, School District/FSCJ/Colleges/Universities

(FS&EP:P4c) Partner with the Chamber of Commerce, SBDC, Economic Development Board and others to provide/expand business speaker series, educational opportunities, mentorships, access to technical experts, and similar resources in the support of small businesses creation, expansion and retention.

(FS&EP:P4d) Expand maker's spaces and sophistication of offerings.

(FS&EP:P4e) Explore expanding/creating more robust co-working/shared office space.

FS&EP-Project 5: Review and update all financial, budget and reserve policies as part of the annual budget process and as needed throughout the year.

FS&EP-Project 6: Coordinate and execute community planning initiatives that promote, protect and facilitate land uses that can support economic development and revenue generating enterprises.

(FS&EP:P6a) Execute the Crawford Diamond Industrial Park Area Plan/Update Mobility Plan Accordingly.

(FS&EP:P6b) Program creation of a US 90 Corridor Area Plan (ICI Villages Industrial Park)/Update Mobility Plan Accordingly.

(FS&EP:P6c) Program creation of a I95/US17 Area Plan/Update Mobility Plan Accordingly.

(FS&EP:P6d) Protect industrial, commercial and mixed-use lands from being converted to residential uses.

(FS&EP:P6e) Protect working lands and active agriculture from conversion to residential uses and intrusion of incompatible land uses.

FS&EP-Project 7: Partner with/support SBDC, Chamber of Commerce, Economic Development Board, School District, colleges and universities and others to develop, prepare, retain and expand our local workforce.

(FS&EP:P7a) Maintain and further develop internal BOCC apprenticeship programs for skilled labor.

(FS&EP:P7b) Continue to support FSCJ in pursuit of establishing technical and trade programs at the Betty P. Cook campus in Yulee.

FS&EP-Project 8: Promote, encourage and consider incentives to facilitate workforce housing near current and future job centers.

(FS&EP:P8a) Through the Essential Housing Advisory Committee, consider amending the Local Housing Assistance Plan to incentivize the strategic location of workforce housing in areas identified by Nassau County as part of an area plan/corridor plan/sector plan or other similar master planned areas.

(FS&EP:P8b) Through the Essential Housing Advisory Committee, explore partnerships with major employers in Nassau County to provide workforce housing in close proximity - walking/biking distance - to concentrations of jobs.

INITIATIVES & PROJECTS

(FS&EP:P8c) As part of the creation of area plans, corridor plans, and other similar master planning exercises, identify areas appropriate for designation of High Density Residential (or similar designation) on the Future Land Use Map.

FS&EP-Project 9: Facilitate collaboration between the various local and regional entities associated with creating a strong economic ecosystem and take proactive steps to eliminate territorial conflict.

(FS&EP:P9a) Set regular round-table discussions with business and industry leaders.

(FS&EP:P9b) Set regular round-table meetings with industry associations.

(FS&EP:P9c) Regularly collaborate with partner agencies.

(FS&EP:P9b) Leverage the body of knowledge found in retired business/industry leaders living in Nassau County.

FS&EP-Initiative 2: Adopt a fiscal health model that provides indicators and metrics that gauge the organizations fiscal health.

FS&EP-Project 10: Establish key benchmarks and financial measurements.

FS&EP-Project 11: Monitor financial activities.

FS&EP-Project 12: Provide annual public updates.

FS&EP-Initiative 3: Ensure long-term fiscal sustainability and resiliency through sound financial policies/analysis, revenue/expenditure projections, capital planning and maintenance, and budgetary practices.

FS&EP-Project 13: Augment the budget process and relationships to match the progression defined on page 5 of this plan.

(FS&EP:P13a) Create and maintain long-range financial projections

(FS&EP:P13b) Create and maintain a 15-year financial plan that strives to reduce dependency on residential ad valorem tax revenue, utilizes alternative revenue streams, and strives to lower the millage rate.

(FS&EP:P13c) Create and maintain a rolling 10-year capital planning and maintenance cost feasible program.

(FS&EP:P13d) Create and maintain rolling 5-year revenue and expenditure projections.

(FS&EP:P13e) Prepare to execute a 5-year Strategic Plan.

(FS&EP:P13f) Maintain a rolling 5-year Capital Improvement Plan.

(FS&EP:P13g) Transition to a bi-annual budget (adoption of a 2-year budget) starting in fy 23/24 [In September of 2023, adopt a budget for fiscal years 23/24 and 24/25].

(FS&EP:P13h) Hold annual strategic planning session for the Board of County Commissioners.

FS&EP-Project 14: Strategically invest in capital planning and maintenance to serve as a catalyst for economic expansion, private investment, to prevent deferred maintenance, and keep pace with growth.

(FS&EP:P14a) Maintain funding to execute the adopted Five-year Capital Improvement Plan, as amended from time to time.

(FS&EP:P14b) Consider securing debt to finance construction of critical, long-term capital assets and provide strategic investments to spur economic

INITIATIVES & PROJECTS

expansion and diversification.

(FS&EP:P14c) Update, adopt, and implement a Mobility Plan that accounts for future population expansion, promotes compact mixed-use communities, gives equitable validity to multiple modes of transportation and improves, enhances, and cultivates high quality public spaces, facilities and infrastructure that strive to be people-centric.

FS&EP-Project 15: Proactively cure and prevent deferred capital maintenance through the allocation of resources, sound financial policies, and forward-looking budget practices.

(FS&EP:P15a) Adopt and fully fund the County-wide Pavement Management Plan.

(FS&EP:P15b) Adopt and fully fund the County-wide Chip Seal Program.

(FS&EP:P15c) Properly fund the Fleet Replacement and Management Program.

(FS&EP:P15d) Properly fund the HVAC replacement, roof replacement, and other similar facility maintenance programs.

(FS&EP:P15e) First, as part of the annual budget development process, update revenue and expenditure projections based on the estimated operations and maintenance costs associated with implementation of the Capital Improvement Plan. Secondly, annually appropriate adequate funding to support operation and maintenance costs.

FS&EP-Project 16: County Manager Pope to continue to serve as a Taskforce Member on the Northeast Florida Economic Resiliency Taskforce and the Northeast Florida Comprehensive Economic Development Strategy (CEDS) 2022 update.

FS&EP-Project 17: Consider establishing an economic uncertainty response plan that allows the BOCC, and the community partners/constitutional offices that depend on the BOCC, to 'bridge' short- to mid-term fluctuations in the economy/revenues and/or cost associated with emergency responses without adversely impacting operations, provision of services, public safety, capital maintenance programs, or delivery of capital projects.

FS&EP-Initiative 4: Execute the Nassau Florida Prosperity Plan (NFPP)

FS&EP-Project 18: Reserve for NFPP priority projects as adopted by the BOCC.

FS&EP-Project 19: Reserve for NFPP priority projects as adopted by the BOCC.

FS&EP-Project 20: Reserve for NFPP priority projects as adopted by the BOCC.

FS&EP-Project 21: Reserve for NFPP priority projects as adopted by the BOCC.

FS&EP-Initiative 5: Augment, grow, and strategically evolve the tourism economy to expand the value-adding benefits of tourism to the community by creating new products and revenue streams that will create jobs, expand the economy, and improve the quality-of-life/place for visitors and citizens.

FS&EP-Project 22: Collaborate with the AITDC and AICVB to create a new Nassau County tourist development strategic plan based on a hub-and-spoke model that introduces off-island products, expands the Tourist Development District to be county-wide, and identifies new/

INITIATIVES & PROJECTS

expanded revenue generation models.

FS&EP-Project 23: Create new products, opportunities, and revenue streams across the whole of Nassau County in such a manner that citizens, businesses, and all three municipalities can benefit from the tourism economy.

FS&EP-Project 24: Expand the Tourist Development District to include all of Nassau County.

FS&EP-Project 25: Explore sports-tourism, agri-tourism, eco-tourism and similar other opportunities that have potential to result in new product development and off-island revenue generation.

FS&EP-Project 26: Build-out the amphitheater and event space at the Westside Regional Park. Explore options for third party event ticketing and management.

FS&EP-Project 27: Execute and implement the Amelia Island Beach Front Park Harmonization and Visitor Experience Enhancement Initiative.

FS&EP-Project 28: Execute and implement the Amelia Island Florida Environmental Branding Initiative.

FS&EP-Project 29: Consider undertaking a County-wide branding initiative.

FS&EP-Project 30: Consider creating a County-wide Blueway plan.

(FS&EP:P30a) Acquire land and construct a non-motorized water access (Blueway Trailhead) on Lofton Creek near Pages Dairy Road.

(FS&EP:P30b) Commence planning and foundational work to acquire land and construct non-motorized access points (Blueway Trailheads) on the St. Marys River with a goal of having access points at four mile intervals along the entire river.

(FS&EP:P30c) Commence planning and foundational work to acquire land and construct non-motorized access points (Blueway Trailheads) on the Nassau River and major tributaries with a goal of having access points at four mile intervals.

FS&EP-Initiative 6: Protect the uniqueness of 'place' and promote the creation of vibrant, people centric built-environments that utilize fiscally sustainable and resilient development patterns as a means of diversifying the local economy and expand our workforce capacities by attracting the "creative class", remote workers, and dual professional income households.

FS&EP-Project 31: Adopt regulations and area plans/corridor plans that produce complete communities that are compact, walkable, socially engaging, and designed at a human-scale that apply a place-based aesthetic in a mixed-use environment.

(FS&EP:P31a) Continue to implement existing area plans/corridor plans/sector plans and create new planning areas based on place-based nodal development patterns.


FS&EP-Project 32: Protect historic and cultural resources, natural areas, and similar components of place that differentiate Nassau from competitors.

FS&EP-Project 33: Relocate the Board of County Commissioner's, Property Appraiser's, and Supervisor of Elections' administrative operations to the Civic Center Campus on William Burgess Blvd to serve as a economic catalysis for the William Burgess District.

S&EP-Project 34: Level 1 identified county owned real estate holdings to expand economy and government of

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STRATEGIC PRIORITY



GOVERNANCE & LEADERSHIP [G&L]

PRIORITY STATEMENTS:

Good governance is a manifestation of balance - the act of giving equitable validity to competing values and interests. In this paradigm, when community values/interest are in conflict, public officials [appointed and elected] have the fiduciary responsibility to exercise their decision making authorities to further the greater public good.

In addition, no single organization is capable of unilaterally solving complex public issues. Local government must rely on a cooperative and integrated approach to finding common solutions to shared problems. A collaborative approach to creating public policy and innovative service delivery systems is necessary to remain effective, efficient, and fiscally viable. Creating a strong foundation built on collaboration allows the whole of the community to prosper and evolve in a

sustainable and resilient fashion; In a generational manner.

In as much, nurturing a shared-governance structure and cultivating articulating networks will be a critical element of success over the coming decades. It is vital that elected and appointed officials take bold leadership positions and be the catalysis for true collaboration while concurrently mitigating the divisive actions of the few. Ultimately, facilitating a shared-pursuit of a common good that considers the long-term best interests of the greater community is paramount.

BIG PICTURE GOALS:

1. Create a more effective, efficient, and transparent local government.
2. Reduce dependency on residential property ad valorem tax revenue and strive to lower the overall millage rate (property tax rate).
3. Facilitate authentic civic engagement and nurture the collaborative pursuit of the greater common good.
4. Invest in people, prioritize human capital and strive to recruit, develop and retain top-tier professional talent and skilled labor.
5. Deliver world-class customer service and demonstrate the highest standards of public service.

FEARLESS TARGETS:

1. Reduce the property ad valorem millage rate (property tax rate).
2. Win the Government Finance Officers Association Outstanding Budget Award.
3. Transition to a bi-annual budget starting in fiscal year 23/24. In September of 2023, adopt a budget for fiscal years 23/24 and 24/25.
4. Create an internal Nassau County local government leadership academy.
5. Win the National Procurement Institute's Achievement of Excellence in Procurement award.

INITIATIVES & PROJECTS

G&L-Initiative 1: Prepare to celebrate the bicentennial anniversary of the formation of Nassau County (December 29, 1824) and, more importantly, set the foundation for the next 200 years of Nassau County.

G&L-Project 1: Prepare for a year-long (1/1/24 to 12/31/24) celebration that recognizes the community's formative history over the last 200 years and the incredible opportunities that the next 200 years have in store. Use the celebration as a means to (1) execute a county-wide visioning exercise with a planning horizon of 2050*, (2) foster sense-of-place, (3) nurture sense-of-community, and (4) build broad consensus amongst citizens.

(G&L:P1a) Create a bicentennial working group.

(G&L:P1b) Allocate funds in fy23/24 and 24/25 to facilitate special events and community celebrations. These celebration events will serve as critical public engagement events to support the county-wide visioning exercise and comprehensive plan development.

(G&L:P1c) Adjust annual work programs of key staff (Recreation, Planning, Management) to prioritize the bicentennial events and ensure the initiative is given the proper attention to be successful.

(G&L:P1d) Seek sponsorships and partners to further expand opportunities.

G&L-Project 2: In conjunction with and part of the bicentennial anniversary, prepare to execute a county-wide visioning exercise in fy23/24-fy24/25 with a planning horizon of 2050*. This initiative will require external support and 12-16 months to complete.

(G&L:P2a) Allocate funds, fy23/24 and 24/25, to execute a robust county-wide visioning exercise.

(G&L:P2b) Adjust annual work programs of key staff (Planning, Management) to prioritize the visioning exercise and ensure the initiative is given the proper attention to be successful.

G&L-Project 3: Prepare to execute a full rewrite of the County's Comprehensive Plan with a planning horizon of 2050*. This process would commence after the completion of the county-wide visioning exercise. This initiative will require a significant allocation of resources, external support in a number of specialties, and 18-24 months to complete.

(G&L:P3a) Allocate funds, fy24/25-25/26, to execute a full rewrite of the Nassau County Comprehensive Plan with a planning horizon of 2050.*

(G&L:P3b) Adjust annual work programs of key staff (Planning, Engineering, Legal, Management, etc.) to prioritize this initiative and ensure the proper attention and time can be dedicated to ensure a successful project.

G&L-Project 4: Prepare to execute a 5-year strategic plan. This process would commence after the adoption of the 2050* Comprehensive Plan. This project will require 12-14 months to complete and will require external support.

(G&L:P4a) Allocate funds, fy25/26-26/27, to execute a 5-year strategic plan.

(G&L:P4b) Adjust annual work programs of key staff (Management) to prioritize this initiative and ensure the proper attention and time can be dedicated to ensure a successful project.

(G&L:P4c) Develop metrics/performance standards for the organization.

*The planning horizon may be adjusted.

INITIATIVES & PROJECTS

G&L-Initiative 2: Recruit, develop and retain an innovative world-class professional staff and skilled labor cadre with diverse skill sets that can create a more effective and efficient operation. Strategic investment in human capital.

G&L-Project 5: Create and implement a local government leadership academy.

G&L-Project 6: Develop and implement a proactive recruitment and talent acquisition program.

G&L-Project 7: Create and implement an on-boarding program for new employees.

(G&L:P7a) Develop an on-boarding plan that includes pre-boarding, onboarding, and post-boarding activities.

(G&L:P7b) Create a policy that sets the minimum qualifications for all new hires from a procedural perspective.

G&L-Project 8: Prioritize professional development.

(G&L:P8a) Allocate resources to fund professional development and training programs.

(G&L:P8b) Explore offering on-site technical skills training for professional and administrative staff (Masters and doctoral students, etc.)

(G&L:P8c) Promote participation in regional, state and national organizations.

(G&L:P8d) Hold regular training for fundamental topics, e.g. public records, sexual harassment, diversity, cybersecurity, social media management, etc.

G&L-Project 9: Develop and retain skilled labor/trades and technical service positions and prepare them to move into leadership positions.

(G&L:P9a) Support existing or practice training centers for skilled labor/trades.

(G&L:P9b) For skilled labor/trades positions that do not currently receive apprenticeship programs, work with management and labor leadership to create an on-site internship/training program.

(G&L:P9c) For skilled technical service positions, work toward development of an on-site, hands-on training initiative, e.g. on program, curriculum, seminars, building inspection, construction inspectors, etc.

(G&L:P9d) Integrate leadership training and management skills into apprenticeship/training programs.

G&L-Project 10: Allocate resources to recruit professional leadership in key areas lacking administrative capacity and professional leadership thereby improving sophistication, capacity, efficiency and effectiveness while reducing liabilities and increasing revenues.

(G&L:P10a) Economic Resources Planning

(G&L:P10b) Technical Services/Information Technology

(G&L:P10c) Procurement and Contract Management

(G&L:P10d) Community Engagement, Advancement, and Strategic Initiatives/Projects Management

(G&L:P10e) Risk Management

G&L-Project 11: Improve/diversify health insurance options as means of improving recruitment and retention.

(G&L:P11a) Continue to promote and encourage paid and volunteer activities and programs.

(G&L:P11b) Work with the Insurance Committee to provide a more diversified set of plan options.

(G&L:P11c) Explore ways to reduce health insurance premiums for family and dependent coverage.

INITIATIVES & PROJECTS

(G&L:P11d) As it relates to family and dependent coverage and the amount Nassau County contributes towards premiums, make efforts to provide more equity between those employees hired prior to October 2005 and those hired after.

G&L-Initiative 3: Assess and re-engineer the organization to address administrative capacities, establish a new culture, and instill public service motives as means to better meet current and future demands.

G&L-Project 12: Promote public service motives, create a public service culture and prioritize the concepts of public morality.

(G&L:P12a) Adopt Customer Care Standards

(G&L:P12b) Create a series of 'citizen guides'

(G&L:P12c) Establish a mandatory training series and on-boarding program that includes the concepts identified in Project G&L12

(G&L:P12d) RESERVE

(G&L:P12e) RESERVE

G&L-Project 13: Begin transition to a division dedicated to pursuing, designing, managing, and executing capital improvement projects.

G&L-Project 14: Further evolve the Development Service Division to be a stand alone Department. As part of the effort, move related functions currently housed in the Planning Department to the Development Services Division, e.g. Development Review Committee, Development Compliance, etc..

G&L-Project 15: Elevate, recognize and give greater attention to key aspects of the organization identified as needing attention.

(G&L:P15a) Procurement and Contract Management

(G&L:P15b) Technical Services/Information Technology

(G&L:P15c) Economic Resources Planning

*(G&L:P15d) Community Engagement, Advancement, and Strategic Initiatives/
Projects Management*

(G&L:P15e) Risk Management

G&L-Initiative 4: Prioritize Civic Engagement/Public Participation, Improve transparency, nurture the public-government relationship, and be the catalyst for a collaborative approach to governance that facilitates the shared pursuit of the common good.

G&L-Project 16: Establish the American Beach Water and Sewer District Advisory Committee.

G&L-Project 17: Recommence the 'Ask the County Manager' series.

G&L-Project 18: Establish a community engagement director and proactively manage, organize, and lead Nassau County's efforts to increase public participation, enhance civic engagement, and improve transparency as a means of creating a more effective, efficient, and inclusive government.

G&L-Project 19: Include civic engagement programs as part of all major initiatives and projects, e.g. PROSMP, T2T, CLAM, WNHP Project, Westside Regional Park (WRP) design, etc.

G&L-Project 20: Engage and nurture relationships with industry groups, business community, non-profits and community organizations/groups.

G&L-Project 21: Establish a designated liaison with nonprofits, community organizations, citizen groups, non-governmental organizations, and

INITIATIVES & PROJECTS

partner government/agency.

G&L-Project 22: Develop 'citizen guides' to better communicate and demystify government operations as a means to facilitate more effective public participation.

G&L-Project 23: Create a nonprofit support and resources website. Consider establishing a quarterly non-profit round-table.

G&L-Initiative 5: Update the policies of the Board of County Commissioner's and administrative procedures of the organization.

G&L-Project 24: Update purchasing/procurement policies and procedures

G&L-Project 25: Restructure and differentiate BOCC "Board" Policy from Administrative "staff" Procedures

G&L-Project 26: Update/define roles, authorities, administration and appointment to/of subordinate boards and committees.

G&L-Project 27: Review and update all financial, budget and reserve policies as part of the annual budget process and throughout the year. [FS&EP Project 5]

G&L-Initiative 6: Expand organizational and service delivery capacities, effectiveness, and efficiencies through investment in technology and centralization of public services.

G&L-Project 28: Begin exploring and planning to convert to a full digital development permitting and review platform that is integrated with the Property Appraiser's/County's geo-spatial software system.

G&L-Project 29: Complete the transition from Microsoft to Adobe for publishing software.

(G&L:P29a) In consultation with Adobe, create a Nassau Adobe Creative Cloud Certification program.

G&L-Project 30: Implement the use of Planet Bids and similar software applications to streamline, reduce costs, and improve transparency in the procurement of goods and services.

G&L-Project 31: Create an on-line public facilities, roads, and drainage maintenance work order portal that allows citizens to submit work orders directly to maintenance staff and subsequently monitor the progress of each work order.

G&L-Project 32: Create a on-line reservation service for community centers, meeting rooms, sports facilities, and other spaces that can be rented by the public and community partners.

G&L-Project 33: Continue to collaborate and partner with Smart North Florida to find innovative solutions to public sector challenges.

G&L-Project 34: Centralize government operations at the Civic Center on William Burgess Blvd.

(G&L:P32a) Commence creation of a master plan and preliminary engineering for the Civic Center on William Burgess Boulevard.

(G&L:P32b) Create a phasing schedule to execute the project in lieu of expanding/remodeling existing facilities that have outlived their capacity to support operations.

(G&L:P32c) Explore financing options to execute the project.

G&L-Project 33: Explore creation/need for a consolidated civic center/civic campus centralized in Western Nassau that allows government agencies

INITIATIVES & PROJECTS

to expand services provided in Western Nassau County as the population expands.

- (iv) (B)(a) Coordinate with the Property Appraiser, Tax Collector, Fire Chief, Libraries Director, Sheriff, Animal Control Director, Building Official, Director of Department of Health Nassau, School District Superintendent, and others whose services are in demand across the rural and transitioning regions of the county.
- (v) (B)(b) Identify potential locations that are suitable for land and infrastructure.
- (vi) (B)(c) Develop administrative centers in Western Nassau County Center.
- (vii) (B)(d) Explore financing options for the project.

G&L-Initiative 7: Maintain and expand intergovernmental/inter-agency coordination, participation in regional, state and national organizations, and establish leadership roles on pertinent decision making bodies that impact Nassau County.

- G&L-Project 34: Continue participation in and support of the Northeast Florida Regional Council, North Florida Transportation Organization, the Florida Association of Counties, and similar organizations.
- G&L-Project 35: Continue to serve and encourage pursuit of leadership roles on regional, state, and national boards, committees and task-forces.
- G&L-Project 36: Continue to participate in the Nassau County School District's Land and Growth Committee.

G&L-Initiative 8: Update and consolidate the County's land development regulations/codes/standards.

- G&L-Project 37: Update and consolidate the County's signage regulations.
- G&L-Project 38: Update and combine the Development Review Regulations/ Subdivision Regulations, Land Development Code, and Roadway and Drainage Standards into a single ordinance.
- G&L-Project 39: Consider a post pandemic environment and changing economy/ market place.

SCHEMATIC

STRATEGIC OUTCOMES



SYNTHESIS

STRATEGIC INITIATIVES & PROJECTS*

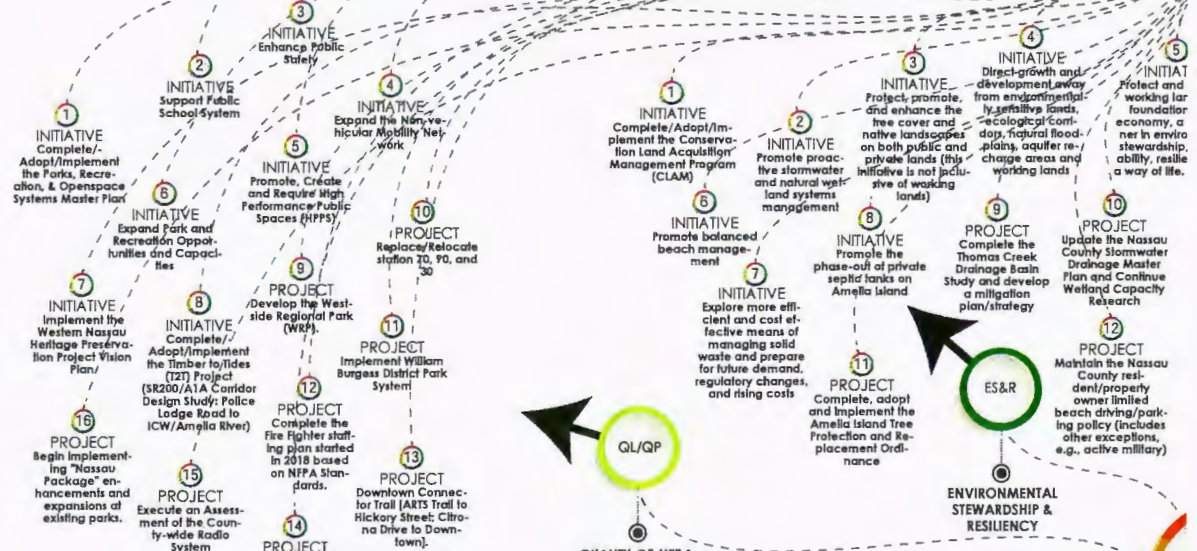
*The initiatives & projects listed in this representative graphic are a sampling and are not intended to be a comprehensive list. Reference the full document for a complete list of the Identified Strategic Initiatives & Projects.

STRATEGIC PRIORITIES

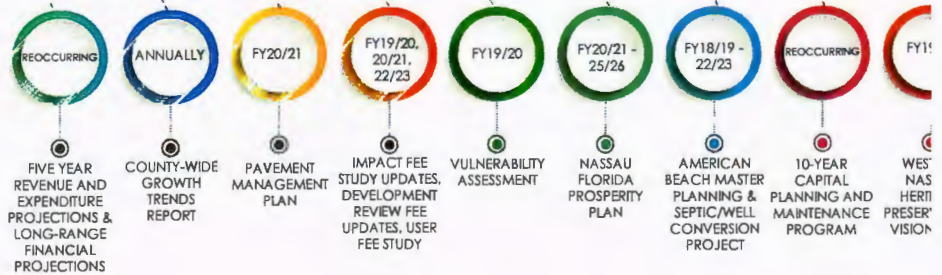
1. QUALITY-OF-LIFE & QUALITY-OF-PLACE [VIBRANCY]
2. ENVIRONMENTAL STEWARDSHIP & RESILIENCY
3. FISCAL STEWARDSHIP & ECONOMIC PROSPERITY
4. GOVERNANCE & LEADERSHIP

FOUNDATIONAL STUDIES & PROGRAMS**

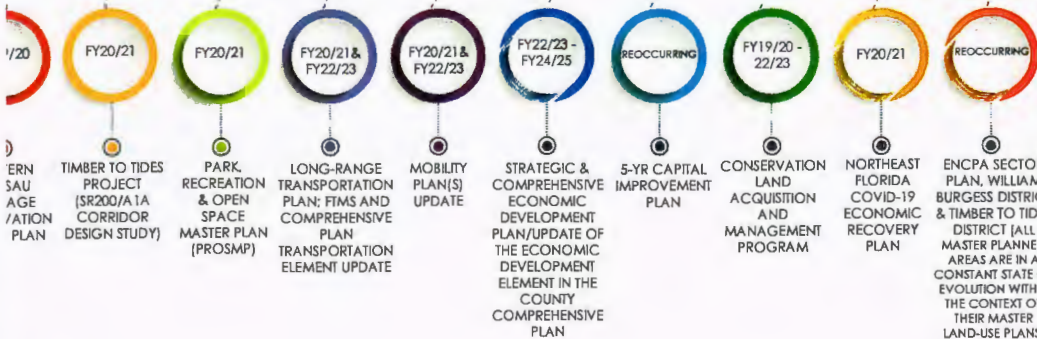
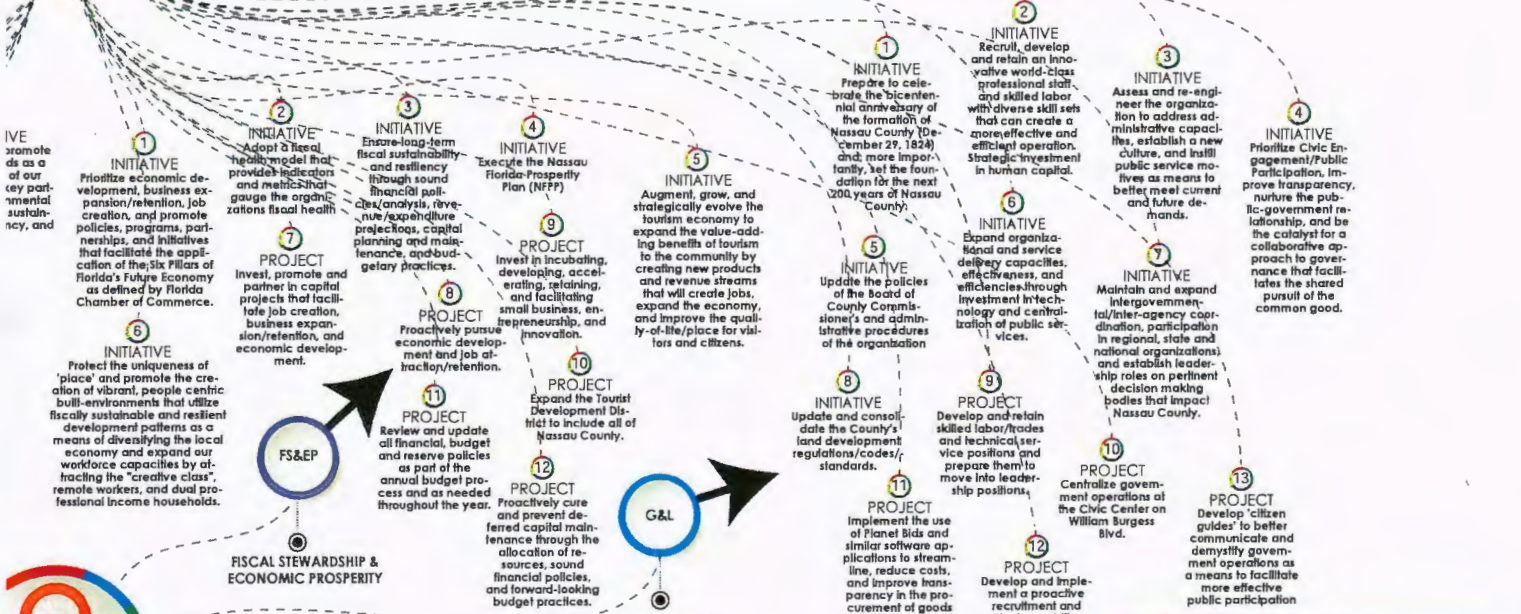
**The studies, reports, programs, and guidance documents listed are a sampling and are not intended to be a comprehensive list. Also, the Interim Strategic Plan will expand the County's foundational studies.



SYNTHESIS



5: A COMMUNITY THAT IS...



- Top Ten Fearless Targets [Res. 22-0]:**
1. Reduce the property ad valorem millage rate (property tax rate) [G&L-FI:1]
 2. Increase the acreage of developed park land under County management/ownership by 50% [QL/QP-FI:1]
 3. Bring 1,000,000sf of new non-residential space on-line. [FS&EP-FI:1]
 4. Transition to a bi-annual budget starting in fiscal year 23/24. In September of 2023, adopt a budget for fiscal years 23/24 and 24/25. [G&L-FI:2]
 5. On average, add 700 new county-wide jobs annually. [FS&EP-FI:4]
 6. Win the Government Finance Officers Association Outstanding Budget Award. [G&L-FI:2]
 7. Place, or cause to be placed, 500 acres of land in perpetual conservation via conservation easement or similar instrument. [ES&R-FI:3]
 8. On average, resurface 18 miles of county maintained roads each year to prevent accumulation of deferred maintenance. [FS&EP-FI:6]
 9. Expand the Tourist Development District to be County-wide. [FS&EP-FI:2]
 10. Assist the Nassau County School District in securing two new school sites. [QL/QP-FI:4]

NASSAU FLA

INTERIM STRATEGIC PLAN

NASSAU COUNTY
BOARD OF COMMISSIONERS

Initiated: 12/15/20
Internal Use: 03/01/21
BOCC Adopted: 5/18/2022
Resolution: 2022-0

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www.thecountyinsider.com

Contact:

Sabrina Robertson
Public Information Officer
96135 Nassau Place
Yulee, Florida 32097
P: (904)530-6010 ext. 6003
E: srobertson@nassaucountyfl.com