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BOARD OF COUNTY COMMISSIONERS

THE KEYSTONE COUNTY-ESTABLISHED 1827
435 W. Walnut St., Monticello, Florida 32344

**Benjamin "Benny"
Bishop**

District 1, Vice-Chair

John Nelson, Sr.

District 2

Hines F. Boyd

District 3

Betsy Barfield

District 4, Chair

Stephen Walker

District 5

**Regular Session Agenda
June 17, 2014 at the Courthouse Annex
435 W. Walnut St. Monticello, FL 32344**

- 1. 6:00 P.M. – Call to Order, Invocation, Pledge of Allegiance**
- 2. Public Announcements, Presentations, & Awards**
 - a) **Recognition of Janaysia Jennings – Commissioner Nelson**
- 3. Consent Agenda**
 - a) **Approval of Agenda**
 - b) **Minutes of May 20, 2014 Regular Session**
 - c) **Minutes of June 3, 2014 Regular Session**
- 4. Citizens Request & Input on Non-Agenda Items (3 Minute Limit)**
- 5. General Business**
 - a) **Action on Jefferson County Vision ACTION Plan – Marcia Elder**
 - b) **Library Repairs Request – Library Director Kitty Brooks**
 - c) **Recognition Process for Deceased Elected Officials – Commissioner Nelson/CP Miller**
- 6. PUBLIC HEARING: GRANNY-FLAT TAX ORDINANCE**
- 7. County Coordinator**
- 8. Commissioner Discussion Items**
- 9. Adjourn**

From the manual "Government in the Sunshine", page 40:

Paragraph C. Each board, commission or agency of this state or of any political subdivision thereof shall include in the notice of any meeting or hearing, if notice of meeting or hearing is required, of such board, commission, or agency, conspicuously on such notice, the advice that if a person decides to appeal any decision made by the board, agency or commission with respect to any matter considered at such meeting or hearing, he will need a record of the proceedings, and for such purpose he may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

Kirk Reams
Clerk of Courts

Parrish Barwick
County Coordinator

T. Buckingham Bird
County Attorney

ITEM 3: CONSENT AGENDA ITEMS

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JEFFERSON COUNTY BOARD OF COUNTY COMMISSIONERS
REGULAR SESSION
May 20, 2014

The Board met this date in regular session. Present were Chairperson Betsy Barfield, Commissioners Benjamin “Benny” Bishop, Hines Boyd, John Nelson and Stephen Walker. Also present were Assistant County Coordinator Nick Flynt, County Attorney Buck Bird and Clerk of Court Kirk Reams.

ITEM 2: Public Announcements, Presentations and Awards

1. Kate Calvin announced that the FSU College of Medicine class would be visiting Jefferson County on Friday, May 30th.

ITEM 3: Consent Agenda

2. Chairperson Barfield requested that items 3d, 3e and 3f be pulled from the Consent Agenda and be placed as General Business items. **On motion by Commissioner Bishop, seconded by Commissioner Nelson and unanimously carried, the consent agenda—consisting of the approval of the agenda as amended and the Minutes of the May 6th General Session and May 1st Emergency Session—was approved.**

ITEM 7a: PUBLIC HEARING – Granny-Flat Tax

3. County Attorney Buck Bird recommended pulling this item to be re-advertised for the night meeting in June.

ITEM 4: Citizens Request and Input on Non-Agenda Items

4. Citizen Troy Averra requested that the lights at the Iwo Jima Memorial be replaced. Chairperson Barfield requested that Assistant County Coordinator Nick Flynt contact City Manager Steve Wingate to look into this issue.

ITEM 7b: PUBLIC HEARING – Code Enforcement Revisions/Amendments

5. Planning Attorney Scott Shirley introduced this item. He stated that the ordinance clarifies what happens should Code Enforcement Board members fail to attend meetings and also provides replacement procedures. He also stated that an abatement bidding procedure was added. Mr. Shirley also recommended the Board appoint Code Enforcement Board members upon adoption of the ordinance. Commissioner Bishop had questions about membership requirements, to which Mr. Shirley responded that membership requirements were addressed per statute whenever possible, but recommended filling the Board with available candidates moving forward. **On motion by Commissioner Boyd, seconded by Commissioner Nelson and unanimously carried, Ordinance No. 2014-052014-02, was approved.**

ITEM 5a: Proposed JCKC Support Resolution

6. Chairperson Barfield introduced owner Steve Andris and employees Luther Pickels and Mary Snelgrove. Mr. Pickels requested that the Board approved the proposed resolution to the Governor’s Office in an attempt alleviate restrictive rules and regulations that made it difficult to operate JCKC. Commissioner Nelson stated he was appreciative of what

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JCKC had done for him personally as well as the community at large. Citizens Paul Henry, Dick Bailar and Troy Averra spoke in support of JCKC and Mr. Andris. Chairperson Barfield requested that Mr. Bailar add this to the list of priorities for the Legislative Committee. **On motion by Commissioner Boyd, seconded by Commissioner Nelson and unanimously carried, Resolution No. 2014-052014-01 was approved.**

ITEM 5b: Mosquito Spraying

7. Commissioner Boyd introduced this item and gave his recommendation of starting a subscription service for mosquito spraying outside of budgeted funds. Mosquito Control Director Mark Positano stated the current budget allowed for three months of spraying and that FEMA assistance had been applied for but it was still uncertain as to whether funds would be available. Commissioner Boyd recommended authorizing Health Department Director Kim Albritton and Mr. Positano to bring a recommendation back before the Board. Ms. Albritton requested that she be able to work with the County Coordinator and the Clerk of Court. She also noted that mosquito spraying would be moved up to June 1st.

ITEM 5c: SCRAP Bid Recommendation – Lloyd Creek/Cherry Tree Road

8. County Engineer Alan Wise recommended CW Roberts as the low bidder for this project in the amount of \$701,567.30. **On motion by Commissioner Nelson, seconded by Commissioner Bishop and unanimously carried, the recommendation was approved.**

ITEM 5d: SHIP Bid Tabs

9. Assistant County Coordinator Nick Flynt introduced this item and stated that the program only allowed to spend \$40,000 on each property. **On motion by Commissioner Walker, seconded by Commissioner Nelson and unanimously carried, the Board approved the SHIP bid tabs.**

ITEM 5e: Wacissa Springs Restoration/Rehabilitation Grant Agreement

10. Clerk of Court Kirk Reams introduced this item and explained that the agreement memorialized the affirmative vote that the Board had previously taken on this project. **On motion by Commissioner Walker, seconded by Commissioner Bishop and unanimously carried, the Board approved this agreement.**

ITEM 6a: County Coordinator's Report / Requested LDC Review Workshop

11. Planning Official Bill Tellefsen presented the Land Development Code to the Board with an explanation of the changes and requested a workshop for final presentation. Chairperson Barfield requested that the LDC and the memo be placed on the County website and that the workshop be held with the Planning Commission. The workshop was set for June 12th at 6 pm.

ITEM 8: Commissioner Discussion Items

12. Clerk of Court Kirk Reams stated that budget worksheets would be sent out in mid-June. He also noted that the auditors were finishing the fiscal year 12-13 audit.

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- 13. Commissioner Walker requested that the Board consider opening up some county maintained roads for ATV access in the southern part of his district. Chairperson Barfield requested that FWC come to a future meeting to give a presentation on this issue.
- 14. Commissioner Bishop stated that Congressman Steve Southerland recently visited his business and held a discussion on his commitment to small businesses and other various topics.
- 15. Commissioner Boyd stated that Harrell Nut Company is open for business and at 70% capacity with 35 employees presently and up to 50 when pecan season begins.
- 16. Commissioner Nelson stated that the VFW/American Legion breakfast would be held on Memorial Day.
- 17. Chairperson Barfield stated that there would be a CRTPA meeting with consultant Kimly-Horn on Thursday, May 22nd from 1:30-3:30 pm at the Courthouse Annex.

ITEM 8: Adjournment

- 18. The warrant register was reviewed and bills ordered paid.
- 19. **On motion by Commissioner Bishop, seconded by Commissioner Nelson and unanimously carried, the meeting was adjourned.**

Chairman

Attest: _____
Clerk

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JEFFERSON COUNTY BOARD OF COUNTY COMMISSIONERS
REGULAR SESSION
June 3, 2014

The Board met this date in regular session. Present were Chairperson Betsy Barfield, Commissioners Benjamin “Benny” Bishop, Hines Boyd, John Nelson and Stephen Walker. Also present were County Coordinator Parrish Barwick, County Attorney Buck Bird and Chief Deputy Clerk Tyler McNeill.

ITEM 3: Consent Agenda

1. **On motion by Commissioner Boyd, seconded by Commissioner Walker and unanimously carried, the consent agenda—consisting of the approval of the agenda—was approved.**

ITEM 5a: Grant Submission Proposal for Implementation of Vision Action Plan

2. Director of Economic Development Julie Conley stated there was funding available from the Department of Economic Opportunity and she requested to submit a proposal. She also stated the deadline was Friday and there was no match required from the County. **Commissioner Boyd made a motion to approve applying for the grant, to which Commissioner Walker seconded for discussion.** Commissioner Bishop requested more information, to which Julie Conley responded that the \$59,000 applied for would be used a variety of ways: to put someone in place to go to the Tourist Development Council and oversee the action plan and track progress; to supplement the EDC budget, including improvements to the website; towards improvements already applied for by the City; and for web-based activities, as DEO likes to see technology used and it would help improve the grant score. County Coordinator Barwick stated that—in his opinion—that was a continuation of the plan already approved by the Board. Citizen Paul Henry stated this is what is wrong with government and stated we would be adding another layer of bureaucracy. Commissioner Boyd stated we were a small community with limited resources and that he had no reservations with accepting a little help. Commissioner Bishop stated he would likely support the grant submission but wanted to see results. He added that the County had been funding Economic Development for approximately 14 years and wanted to see results. **The above motion was unanimously carried.**

ITEM 5b: Proposed Financial Policies

3. Clerk of Court Finance Director Charles Culp introduced the four proposed financial policies. Commissioner Nelson stated the policies closely resembled the same policies used at the state level. Commissioner Boyd stated he liked the policies but did not care for the “personal liability” language included. County Coordinator Barwick stated he appreciated the time and effort put into these policies. Chairperson Barfield recommended the Commissioners review the policies and email Mr. Culp any recommended revisions/modifications for him to incorporate before bringing back before the Board for approval.

ITEM 5c: County Road Damage due to Heavy Vehicles

4. County Coordinator Parrish Barwick introduced this item for discussion. He stated that this issue has existed since he began with the County. He acknowledged that because this is a farming/rural agriculture community and there are activities such as logging it will continue to be an issue. He stated his intent was to have a discussion about what to do.

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Commissioner Bishop commented that the County could not prohibit people from moving product, as they paid taxes in the County and were within their rights to use the roads. Coordinator Barwick stated he was not talking about local citizens and gave an example of a log truck that came from Valdosta and then used Ashville Highway to cut over to US-19. Chairperson Barfield inquired if the County could pay local law enforcement to monitor this issue. Commissioner Boyd stated the Board could not stop this type of activity but could establish consequences for people that caused damage. Citizen Paul Henry stated there were three “e’s” to dealing with traffic enforcement: education, engineering and enforcement. He listed Martin Road as an example of how to possible deal with damage done to County roads. Citizen Dick Bailar stated that in the past Aucilla Shores had required loggers to put up a cash bond before starting work. Jeff Main, a consulting forester, stated he appreciated the even-handedness of the Board with regard to this issue. He stated that much of the time the loggers were caught in the middle because the trucks caused the damage but the land/location of the land was often the issue. Commissioner Boyd stated there were no consequences for the loggers at this time and therefore no incentive to stay off the road when it was wet. Chairperson Barfield requested Attorney Buck Bird, County Coordinator Parrish Barwick and Forester Jeff Main get together to discuss different ideas and come back to a future meeting with possible solutions. Commissioner Bishop added that Brooks County was a nearby county that also utilized cash bonds for loggers and would possibly be a good county to visit/discuss options with.

ITEM 6: County Coordinator’s Report

5. County Coordinator Parrish Barwick gave an update on various projects currently being worked on by the Road Department.

ITEM 7: Commissioner Discussion Items

6. County Attorney Buck Bird provided a copy of the road limit ordinance and stated it only applied to paved roads.
7. County Coordinator Barwick stated he had been working with the Sheriff to find a shooting range for Sheriff’s deputies to utilize.
8. Commissioner Boyd stated the county should address the potential retirement of Building Inspector Wallace Bullock and that, since the county currently shared Mr. Bullock with Madison County, the discussion should take place prior to Madison County and Jefferson County’s budgets were set. County Coordinator Barwick stated he would like to explore the idea of Mr. Bullock possibly working exclusively for Jefferson County but on a part-time basis. He stated this might result in some amended office hours/availability but that Mr. Bullock was an asset he would like to retain, even if on a contract basis. Commissioner Boyd asked Mr. Barwick to meet with Mr. Bullock and bring a recommendation back to the Board at a future meeting.
9. Commissioner Nelson thanked people that had attended the Memorial Day breakfast and explained how meaningful it was to him as a veteran.
10. Commissioner Boyd stated the 4th of July fireworks show would not be taking place this year. He noted that Mr. Bullock was still interested in doing the show in the future and that he hoped the money put forward by the County would be rolled over to go towards the fireworks show next year.

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ITEM 8: Adjournment

11. The warrant register was reviewed and bills ordered paid.
12. **On motion by Commissioner Walker, seconded by Commissioner Boyd and unanimously carried, the meeting was adjourned.**

Chairman

Attest: _____
Clerk

**ITEM 5(a): ACTION ON JEFFERSON COUNTY
VISION ACTION PLAN**

Jefferson County Vision ACTION Plan

The Vision ACTION Plan is a project of Jefferson County and partner organizations. It is meant to define community priorities, strategies and detailed actions for achieving related goals.

The Plan will be considered by the Board of County Commissioners (BOCC) for action on June 17. The BOCC and Jefferson County Economic Development Council (as Plan Oversight Committee) held joint workshops on the draft Plan on January 21 and June 3.

The Plan is considered to be a “living document” that will change over time. The current version identifies areas where additional work is underway.

Attached is a summary document with highlights followed by the full version of the current ACTION Plan.

The Plan will be maintained on the project Website at: <http://ouractionplan.org/our-action-plan/>. It is part of a larger project also described on that site.

Jefferson County 2014 Vision ACTION Plan

Following are highlights of the ACTION Plan, including a brief look at the Plan framework and rationale followed by identification of all Action Areas for the Plan with Goals, Objectives and Tasks for each. Examples of limited Action Steps for several of the Tasks are included as well.

Action Steps are a vital part of the Plan as the means of translating broader goals into tangible results. Decision-makers are encouraged to review the more detailed Plan document for an understanding of priorities and specific directions that it embodies.

Page numbers are indicated for each Action Area so that reviewers can quickly refer to subject areas in the Plan of immediate interest (e.g., economic development, agriculture, Plan implementation/administration, etc.).

The latest version of the ACTION Plan (June 10, 2014 version) is available here: <http://ouractionplan.org/our-action-plan/>

A summary of the purpose, background, process and status of the Plan appears at this same Web link.

Input from interested parties is welcome here: <http://ouractionplan.org/your-input/>



Planning & Administering for Success ▲ ▲ ▲

This first section of the ACTION Plan is about the foundation for making the Plan happen, translating it from aspirations into reality. It encompasses the Vision itself, support for the organizations involved in implementing the Vision ACTIONS, and a combination of the strategies, operations, procedures and approaches for carrying out the ACTION Plan.

Under the umbrella of "Planning & Administering for Success", it addresses four broad topics that govern the effectiveness and success of implementation:

- **Action Area I: Refining & Committing to the Vision** – Providing a compelling sense of purpose and clear focus for the ACTIONS being taken
- **Action Area II: Planning, Organizing & Managing** – Establishing the structure for action, including the organizations, assignments and process for those charged with ACTION Plan implementation
- **Action Area III: Creative Funding Solutions** - Ensuring that projects, programs and other needs in the ACTION Plan can be implemented by having access to needed funds
- **Action Area IV: Strategic, Effective Marketing** – Mapping out steps for the increasingly important role of marketing to make action steps happen

Defining & Focusing on Strategic Priorities ▲ ▲ ▲

Five major subject areas were chosen as the substantive focus for the ACTION Plan. These include:

- **Action Area V: Attracting, Retaining & Growing Business & Industry**
- **Action Area VI: Expanding Tourism & Tourist Spending**
- **Action Area VII: Boosting Agricultural Activity & Viability**
- **Action Area VIII : Revitalizing & Enhancing the Downtown**
- **Action Area IX: Ensuring Sound Land Uses & Environmental Protection**

Goals, Objectives, Tasks & Actions

Following is an overview of major Action Areas and Tasks contained in the ACTION Plan, including Goals, Objectives, Tasks and, for some of the Tasks, limited Action Steps. Individual Chapters of the Plan can be consulted for a look at more specific actions and other details (issues, strategies, assigned entities, priorities, status, costs and other key information).



Planning & Administering for Success ►

Action Area I: Refining & Committing to the Vision *Page 12*

Goal: Commit to a consensus-based, far-reaching Vision for the future of the community

TASK 1: Reaffirm or revise the 2011 County Vision Statement

Objective: Clearly define and resolve to implement the County-wide Vision

TASK 2: Examine past Vision processes & end products and determine implementation actions needed

Action Area II: Planning, Organizing & Managing *Page 15*

Goal: Ensure timely and effective implementation of the Vision ACTION Plan

Objective: Create the structure, processes and practices needed for Plan success

Objective: Commit to funding implementation of the Plan

TASK 1: Create an ACTION Plan Oversight Committee & operational process for ensuring implementation of the ACTION Plan

the Committee and expand its membership

1. Establish and follow procedures for **post-grant term Plan oversight**
2. Create an **advisory body** to the Oversight Committee composed of implementing partners and others – or identify additional candidates for

3. Create an **implementation coordinator/coordination** role and assignments
4. Make the ACTION Plan a **“living document”** that resides online and is updated to show progress and revisions

TASK 2: Determine division of responsibilities for Plan implementation by local entities and commit to providing and securing resources needed

1. Further define **assignments** & commitments for Plan implementation
2. Identify **resources needed** – direct funding, time, equipment, supplies, in-kind support, etc.
3. **Secure commitments from County, City and partner organizations**
4. Determine assignments for local entities to identify and pursue funding support and in-kind contributions from other sources

TASK 3: Continue support for and strengthen the abilities of the Jefferson County Economic Development Council (EDC)

TASK 4: Develop, adopt & implement a multi-year EDC Strategic Plan

TASK 5: Continue and strengthen the County Small Business Development Program (SBDP)

TASK 6: Assign ACTION Plan implementation duties to other appropriate County offices

TASK 7: Work with and provide support for other local organizations that strive to improve business and the economy for the community

TASK 8: Review County Budget, work plans, regulations, operations and priorities for other ways to support and carry out the ACTION Plan

TASK 9: Review City Budget, work plans, regulations, operations and priorities for other ways to support and carry out the ACTION Plan

TASK 10: Provide visibility and ready access to key County offices for economic & business development

TASK 11: Recognize fast-changing role of Internet technologies in the workplace & integrate technology uses, best practices and enhanced security for County-wide benefit

TASK 12: Seek ways to maintain & enhance communications with area residents on matters of community importance

** This relates to a specific set of roles where the County is the implementing entity.*

Action Area III: Creative Funding Solutions *Page 26*

Goal: Set funding priorities & secure needed funding for Plan implementation

Objective: Locate, secure & create adequate and reliable funding sources for ACTION Plan projects and needs

TASK 1: Define funding needs, priorities & timelines

TASK 2: Provide for local government funding of relevant local priorities

1. Integrate consideration of ACTION Plan into County and City annual **budget development cycles** and processes
2. **Commit to fund** priority projects and initiatives through adopted budgets
3. Give approval for solicitation of **grants and other funding** sources to meet local needs, including commitments to match funding and/or in-kind support

TASK 3: Actively pursue other known funding sources that match with local needs

TASK 4: Identify and pursue new strategies and resources for finding & securing needed funding

TASK 5: Sustain and increase legislative funding for priority needs

Action Area IV: Strategic, Effective Marketing *Page 33*

TASK 1: Develop a comprehensive & coordinated Marketing Strategy for the Jefferson economic & business organizations

TASK 3: Make strategic use of social media for economic & business development

TASK 2: Revamp and expand the EDC Website

Defining & Focusing on Strategic Priorities ►

Action Area V: Attracting, Retaining & Growing Business & Industry *Page 36*

Goal: Attract and support business and industry as a primary economic mainstay for Jefferson County

Objectives:

1. Position Jefferson County as a viable and appealing location for new industry and business
2. Successfully recruit desired new industry and business

3. Provide the necessary support to retain and grow new and existing business and industry

TASK 1: Identify, evaluate & target industries and businesses that Jefferson County desires to attract in order to meet economic and other needs of the community

TASK 2: Make Jefferson County appealing as a place for industry and business, particularly those on local target list

TASK 3: Recruit industries to locate or expand in Jefferson County

TASK 4: Support existing business & industry to stay and grow in the community while also fostering new business creation through local entrepreneurs

TASK 5: Create a brand and awareness of Jefferson County as a model community from an economic viability, sustainability and quality of life perspective

Action Area VI: Expanding Tourism & Tourist Spending *Page 51*

Goal: Enhance tourism opportunities and revenues for the Jefferson economy

Objectives:

1. Attract more tourists from outside of County who spend within the County
2. Create greater tourism and awareness among County residents

TASK 1: Identify & evaluate tourism assets & potential

TASK 2: Develop & implement a Multi-Year Tourism Development Plan

TASK 3: Expand visibility of County with visitors likely to contribute to the community & economy

TASK 4: Educate and inform local residents about tourism attributes of

Jefferson County and promote participation in accessing them

TASK 5: Implement priority projects for area tourist attractions

TASK 6: Integrate tourism planning and initiatives with business & economic development activities and plans

TASK 7: Obtain funding support for tourism initiatives

Action Area VII: Boosting Agricultural Activity & Viability *Page 64*

Goal: Maintain and grow a vibrant agricultural sector in support of local farmers and to achieve a sustainable local economy

activities for greater longevity and economic returns

4. Preserve agricultural lands as a distinct part of the County's rural heritage and an important economic asset for the future

Objectives:

1. Promote Jefferson County as a provider of food and other agricultural products to North Florida and other available markets
2. Provide marketing information and technical assistance to Jefferson County farmers to boost visibility and sales
3. Encourage diversification of local agricultural production and

TASK 1: Recognize & support agriculture as a vital resource for the economic future of Jefferson County

TASK 2: Ensure and increase the economic viability of existing small & mid-sized farms

TASK 3: Strategically diversify local agricultural production and activities

Action Area VIII: Revitalizing & Enhancing the Downtown *Page 79*

Goal: Create a vibrant downtown that meets the community needs of area residents and fosters thriving local businesses

Objectives:

1. Ensure a downtown that is walkable, safe, aesthetically pleasing and both appealing and popular as a place for community members and others to gather and for businesses to locate
2. Promote tourism as a way of supporting downtown business and the local economy as a whole

TASK 1: Develop a comprehensive downtown improvements plan

TASK 2: Consider transportation By-Pass to limit truck traffic in town

TASK 3: Engage public in review of and input on structural & other downtown improvements

TASK 4: Fund and implement targeted short and longer term downtown improvements

Action Area IX: Ensuring Sound Land Use & Environmental Protection

Page 84

Goal: Preserve the County's rural landscape and environmental features while supporting compatible land uses for economic vitality

Objectives:

1. Preserve rural lands for current and future agricultural uses and as a part of community identity and character
2. Protect environmental quality and the County's natural resources, for their current and long-term benefits to residents, wildlife and tourists as well as future generations
3. Strategically locate business and industry in areas that are compatible with community preservation goals

TASK 1: Examine and improve upon land use policies and practices

TASK 2: Engage in collaborative planning for a sustainable transportation network

TASK 3: Protect natural resources for current and future generations while safeguarding public health & environmental quality

Specific Action Steps for individual Tasks are available here along with other Plan details : <http://ouractionplan.org/our-action-plan/>.

JEFFERSON COUNTY 2014 VISION ACTION PLAN



6/10/2014

Creating and Sustaining Economic & Community Vibrancy for the Future

Action priorities, strategies and steps for Jefferson County, the JCEDC and community partners

Jefferson County 2014 Vision ACTION Plan

CREATING AND SUSTAINING ECONOMIC & COMMUNITY
VIBRANCY FOR THE FUTURE

Acknowledgements

Special acknowledgements & appreciation are extended to:

- **Florida Department of Economic Opportunity** – for making this Plan and related project activities possible through funding support provided
- **CPI Consulting & Marcia Elder** – for serving as County consultant for development of the Plan and manager of other project components
- **Jefferson County Economic Development Council & Julie Conley** – for serving as contract administrator for the project and for EDC members and its Director serving as Plan Oversight Committee
- **Vision ACTION Stakeholders Advisory Team** – to representatives of the City of Monticello, Tourism Development Council, Chamber of Commerce, Monticello Main Street, Extension Office and other organizations and individuals who have contributed to the project as part of this 2013-14 Team

Special thanks to all who have provided time, expertise & input to the project.

Please also see first entry in Appendix for others involved.

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Glossary

ARPC – Apalachee Regional Planning Council

BOCC – Jefferson County Board of County Commissioners

Chamber – Monticello - Jefferson County Chamber of Commerce

City – City of Monticello

DEO – Florida Department of Economic Opportunity

DEP – Florida Department of Environmental Protection

EDC – Jefferson County Economic Development Council

EO – Jefferson County Extension Office

Legislative Committee – Jefferson County Legislative Committee

LDC -- County Land Development Code

Main Street – Monticello Main Street

SBDP – County Small Business Development Program

TDC – Tourism Development Council

VST - Vision Stakeholders Advisory Team



Part I **Introduction & Background**

Chapter 1: Project History & Purpose

In 2011 Jefferson County, FL, undertook an in-depth project and process to define a community-wide Vision. The result was a “Vision for a Sustainable Future” Plan.

The Plan contains Goals, Objectives and Recommendations for the future of Jefferson County in four major areas: Environment, Circulation, Agriculture and Community. Results of that project [are here](#) (see downloadable documents at end of the page for this link, with Recommendations appearing in Volume III – or see [OurActionPlan.org](#)).

Through a joint project of the County and the Jefferson County Economic Development Council, a new initiative has been undertaken to translate earlier-crafted goals and other community desires and priorities into tangible action. The 2013 - 2014 project has involved **developing an “Action Plan” with specific steps for turning community aspirations into reality.**

Ideas and initiatives not addressed in the past Vision process but since deemed of priority for the community have been a major part of the Action Plan process, and an overarching theme of “economic prosperity” has been set for this Plan. Creation of an **Economic Diversification Strategy** is also part of the initiative.

2011 Community Vision Statement

The following statement resulted from the County’s 2011 community visioning process:

2011 VISION FOR A SUSTAINABLE FUTURE

Jefferson County is a rural community seeking to preserve and utilize its unique agricultural, cultural, and natural resources to achieve economic viability and sustainability in the present and into the future. The County recognizes that a thriving community depends on a clear understanding of the relationships between economic development, environmental protection, and social equity. Jefferson County endeavors to see its community flourish while preserving its unique natural environment.

Future of Local Economy Chosen as Overarching Theme for the Plan

Economic and business development needs are important if not urgent for many rural communities. For Jefferson County the need exists for new jobs, more diverse jobs and a more vibrant and sustainable local economy. These priority needs became the theme for the 2013-14 initiative.

Jefferson County was awarded a grant from the Florida Department of Economic Opportunity to carry out this work. The County partnered with the Jefferson County Economic Development Council to undertake a far-reaching action initiative.

In addition to the ACTION Plan, the initiative has included development of a Rural Economic Development Opportunities Report, organizing and hosting a series of statewide economic development Webinars for rural communities and creation of an Online Technical Assistance Clearinghouse.

An experienced expert in the multiple fields, CPI Consulting, was hired to carry out work of the project.

A Stakeholders Advisory Team composed of diverse community organizations and leaders was created to provide input for the planning process and review draft versions of the Plan. The JCEDC was assigned as the Oversight Committee for Plan implementation. The EDC includes representatives of the County Commission, City Council and area organizations and businesses. A team of additional partners will be engaged with the Committee to assist in implementation actions.

The ACTION Plan will reside online as a “living document” for updates, expansion and progress tracking. The EDC and Small Business Development Program, among others, intend to use the details of the ACTION Plan for their respective annual Work Plans.

Jefferson County Mission

The County Mission, as displayed at the County Annex, follows:

Protect & Preserve the Rural Community Atmosphere, Natural Environment
and Cultural Diversity and

Develop Our Economic Resources, Expand Sustainable Business Environment
and Create Job Opportunities

Proposed limited revisions in keeping with Stakeholder input and ACTION Plan direction include:

Protect & Preserve the Rural Community Atmosphere, Natural Environment, Historic Resources and Cultural Diversity and

Develop Our Economic Resources, [Expand] Foster a Sustainable Business Environment and Create Job Opportunities

Chapter 2: Organization of ACTION Plan

The ACTION Plan is divided into two major parts:

- Planning & Administration
- Strategic Priorities

A series of “Action Areas” is included for each part and each Action Area contains: a major topic, a Goal and Objective(s), a set of action steps and related notes. Where possible thus far, an indication of priority or need for action, timing for action, organizations assigned or anticipated to implement the actions and anticipated costs are also shown – with other details to be added to this “living document”.

The status of individual Tasks (and some Actions Steps) is also noted, with some having been identified and implementation begun or completed during the course of the grant term.

Key issues, opportunities and strategies are laid out at the start for each major section of the Plan.

Planning & Administering for Success ▲ ▲ ▲

This first section of the ACTION Plan is about the foundation for making the Plan happen, translating it from aspirations into reality. It encompasses the Vision itself, support for the organizations involved in implementing the Vision ACTIONS, and a combination of the strategies, operations, procedures and approaches for carrying out the ACTION Plan.

Under the umbrella of “Planning & Administering for Success”, it addresses four broad topics that govern the effectiveness and success of implementation:

- **Action Area I: Refining & Committing to the Vision** – Providing a compelling sense of purpose and clear focus for the ACTIONS being taken
- **Action Area II: Planning, Organizing & Managing** – Establishing the structure for action, including the organizations, assignments and process for those charged with ACTION Plan implementation
- **Action Area III: Creative Funding Solutions** - Ensuring that projects, programs and other needs in the ACTION Plan can be implemented by having access to needed funds

- **Action Area IV: Strategic, Effective Marketing** – Mapping out steps for the increasingly important role of marketing to make action steps happen

Defining & Focusing on Strategic Priorities ▲ ▲ ▲

Five major subject areas were chosen as the substantive focus for the ACTION Plan. These include:

- **Action Area V: Attracting, Retaining & Growing Business & Industry**
- **Action Area VI: Expanding Tourism & Tourist Spending**
- **Action Area VII: Boosting Agricultural Activity & Viability**
- **Action Area VIII: Revitalizing & Enhancing the Downtown**
- **Action Area IX: Ensuring Sound Land Uses & Environmental Protection**

The 2011 Vision Plan addressed concerns of the local economy primarily through actions called for in eco-tourism, agriculture and transportation. The ACTION Plan includes all of these and goes well beyond them under the ACTION Plan theme of enhancing the economy and fostering economic prosperity.

As an expansion of the earlier Vision Plan, an entire section of the ACTION Plan is devoted to the combined concerns of economic development and small business development. This section is the largest in the 2014 Plan and is accompanied by related actions under still other Action Areas.

Transportation and infrastructure (energy, water/sewer, roads, communications and other) have been acknowledged as important for the success of the Plan and these concerns are integrated into several of the five issue Areas.

Chapter 3: ACTION Plan Tasks

Following is an overview of major Action Areas and Tasks contained in the ACTION Plan for those who want a “snapshot” of these key elements. Individual Chapters can be consulted for a look at more specific actions and other details.



Planning & Administering for Success ►

Action Area I: Refining & Committing to the Vision

TASK 1: Reaffirm or revise the 2011 County Vision Statement

TASK 2: Examine past Vision processes & end products and determine implementation actions needed

Action Area II: Planning, Organizing & Managing

TASK 1: Create an ACTION Plan Oversight Committee & operational process for ensuring implementation of the ACTION Plan

TASK 2: Commit funding for ACTION Plan implementation where needed and determine division of responsibilities among local entities

TASK 3: Continue support for and strengthen the abilities of the Jefferson County Economic Development Council (EDC)

TASK 4: Develop, adopt & implement a multi-year EDC Strategic Plan

TASK 5: Continue and strengthen the County Small Business Development Program (SBDP)

TASK 6: Assign ACTION Plan implementation duties to other appropriate County offices

TASK 7: Work with and provide support for other local organizations that strive to improve business and the economy for the community

TASK 8: Review County Budget, work plans, regulations, operations and priorities for other ways to support and carry out the ACTION Plan

TASK 9: Review City Budget, work plans, regulations, operations and priorities for other ways to support and carry out the ACTION Plan

TASK 10: Provide visibility and ready access to key County offices for economic & business development

TASK 11: Recognize fast-changing role of Internet technologies in the workplace & integrate technology uses, best practices and enhanced security for County-wide benefit

TASK 12: Seek ways to maintain & enhance communications with area residents on matters of community importance

** This relates to a specific set of roles where the County is the implementing entity.*

Action Area III: Creative Funding Solutions

TASK 1: Identify funding needs & priorities

TASK 2: Provide for local government funding of local priorities

TASK 3: Actively pursue other known funding sources that match with local needs

TASK 4: Identify and pursue new strategies and resources for finding & securing needed funding

TASK 5: Sustain and increase legislative funding for priority needs

Action Area IV: Strategic, Effective Marketing

TASK 1: Develop a comprehensive & coordinated Marketing Strategy for the Jefferson economic & business organizations

TASK 2: Revamp and expand the EDC Website

TASK 3: Make strategic use of social media for economic & business development

Defining & Focusing on Strategic Priorities ►

Action Area V: Attracting, Retaining & Growing Business & Industry

TASK 1: Identify, evaluate & target industries and businesses that Jefferson County desires to attract in order to meet economic and other needs of the community

TASK 2: Make Jefferson County appealing as a place for industry and business, particularly those on local target list

TASK 3: Recruit industries to locate or expand in Jefferson County

TASK 4: Support existing business & industry to stay and grow in the community while also fostering new business creation through local entrepreneurs

TASK 5: Create a brand and awareness of Jefferson County as a model community from an economic viability, sustainability and quality of life perspective

Action Area VI: Expanding Tourism & Tourist Spending

TASK 1: Identify & evaluate tourism assets & potential

TASK 2: Develop & implement a Multi-Year Tourism Development Plan

TASK 3: Expand visibility of County with visitors likely to contribute to the community & economy

TASK 4: Educate and inform local residents about tourism attributes of Jefferson County and promote participation in accessing them

TASK 5: Implement priority projects for area tourist attractions

TASK 6: Integrate tourism planning and initiatives with business & economic development activities and plans

TASK 7: Obtain funding support for tourism initiatives

Action Area VII: Boosting Agricultural Activity & Viability

TASK 1: Recognize & support agriculture as a vital resource for the economic future of Jefferson County

TASK 2: Ensure and increase the economic viability of existing small & mid-sized farms

TASK 3: Strategically diversify local agricultural production and activities

Action Area VIII: Revitalizing & Enhancing the Downtown

TASK 1: Develop a comprehensive downtown improvements plan

TASK 2: Consider Truck By-Pass to limit truck traffic in town

TASK 3: Engage public in review of and input on structural & other downtown improvements

TASK 4: Fund and implement targeted short and longer term downtown improvements

Action Area IX: Ensuring Sound Land Use & Environmental Protection

TASK 1: Examine and improve upon land use policies and practices

TASK 2: Engage in collaborative planning for a sustainable transportation network

TASK 3: Protect natural resources for current and future generations while safeguarding public health & environmental quality



Part II **Planning, Organizing & Managing for Success**

Vision ACTION Implementation

Steps and approaches to ensure timely and complete implementation of the ACTION Plan head the list of priorities. Key elements are outlined here.

Issues & Opportunities

Community plans are often developed with enthusiasm then “sit on the shelf” for lack of an effective implementation strategy. When this occurs, resources are wasted and opportunities are missed. Most elements of the 2011 Jefferson Vision Plan were unassigned and have not yet been carried out. The Vision ACTION project has provided the opportunity to turn the Jefferson County Vision, and updates to the earlier Plan, into meaningful action.

Strategies

1. Assign responsibilities and accountability for implementation oversight
2. Pinpoint implementing organizations and specific actions needed
3. Provide for implementation coordination and supplemental support to assigned organizations
4. Through the implementing organizations, develop targeted operational Work Plans
5. Coordinate organizational functions and activities for economic and business development
6. Determine funding requirements & priorities and secure needed funding
7. Develop a coordinated, comprehensive Marketing Strategy

- 8. Maintain project Website and revamp and expand the EDC Website
- 9. Provide for ongoing Plan updates, including public awareness & involvement

Key Issues: 2011 Vision Plan implementation ... 2014 ACTION Plan implementation structure, process & funding ... support for implementing organizations ... strategic marketing ... public involvement



2011 Vision Plan action



2014 ACTION Plan implementation structure, process & funding



Support for implementing organizations

Chapter 1: Refining & Committing to the Vision

Action Area I: Refining & Committing to the Vision

Goal: Commit to a consensus-based, far-reaching Vision for the future of the community

Objective: Clearly define and commit to a compelling County-wide Vision

Demonstrate commitment by providing leadership, foresight and effective action to carry out the ACTION Plan for the near and long term benefit of Jefferson County

■ **TASK 1: Reaffirm or revise 2011 County Vision Statement**

Priority/Need: Fundamental part of the Vision ACTION process

Timing: January 2014

Assigned: Jefferson County (BOCC) & Jefferson County Economic Development Council (EDC) – Lead

Partners: Vision Stakeholders Advisory Team (VST) and member organizations

ACTION STEPS

1. Stakeholders review Statement as part of January 8, 2014 meeting (and email feedback for any unable to attend)
2. Oversight Committee and BOCC acknowledge statement and call for new or revised statement if desired

Budget/Cost: Part of grant project; no additional funding needed

Status: VST input invited. Suggestion made to add historic resources. No changes made to-date. Pending action. See Vision Statement on page 4 above.

Note: Were more time available Consultant would recommend that limited modifications be made to improve the statement (such as by including historical resources) ... but, given the time, recommends that decision-makers acknowledge the statement and focus on the ACTION plan and implementation needs.



■ **TASK 2: Examine past Vision processes and end products & determine implementation actions needed**

Priority/Need: Immediate priority as a fundamental part of the Vision ACTION project

Timing: Review undertaken as part of 2013-14 grant term

Assigned: Jefferson County & Jefferson County Economic Development Council – Lead
Partners: City of Monticello and other varied business & nonprofit organizations

Key Questions: Who has done what on the past Vision plans and with what results? ... What issues and needs were not addressed or have otherwise since arisen?

ACTION STEPS

1. Review 2011 Community Vision (Jefferson County) and 2004 Community Vision (City of Monticello); evaluate status; determine additional actions needed – along with related new issues, needs, opportunities, solutions and strategies

Assign/Status: VST requested to review & give input October – December, 2013.

EDC Director and Project Consultant conducted reviews December 2013. Consultant prepared report of results and related information plus questions, as circulated January 2.

2. VST & related organizations asked to provide input at & prior to January 8 meeting.

Planning Department & Planning Commission requested to provide status and feedback on all planning provisions by March 7, 2014.

2. From the Vision Plans and other sources, define and acknowledge the relevance and importance of key attributes of Jefferson County and their relationship to the Vision ACTION goals and priorities. Create a written statement that succinctly identifies and describes related community assets.

Budget/Cost: Part of grant project; no additional funding needed

Status: Initial assets listing prepared by Consultant for VST consideration; requires additional action by VST, others. Initial response on planning issues completed by Planning Department & County Coordinator April 16. Further review and response received May.



Planning, Organizing & Managing for Success

Chapter 2: Planning, Organizing & Managing

Action Area II: Planning, Organizing & Managing

Goal: Ensure **timely and effective implementation** of the Vision ACTION Plan

Objective: Create the structure, processes and practices needed for Plan success

Objective: Commit to funding implementation of the Plan

■ **TASK 1: Create an ACTION Plan Oversight Committee & operational process for ensuring implementation of the ACTION Plan**

Priority/Need: Required by grant and needed for project success

Timing: Committee created Oct. 2013 and initial procedures put in place. Added procedures by June 2104. Name other partners in 2014.

Assigned: BOCC & EDC. Partners: To be named as Committee is expanded

Key Questions: How can timely and complete implementation of the ACTION Plan best be ensured ... How can multiple organizations be kept actively engaged as implementers ... How can all involved parties inform others of their progress and stay informed on the related activities of others?

ACTION STEPS

1. Establish and follow procedures for **post-grant term** Plan oversight
2. Create an **advisory body** to the Oversight Committee composed of implementing partners and others – or identify additional candidates for the Committee and expand its membership
3. Create an **implementation coordinator/coordination** role and assignments. Include immediate action on projects that will produce visible results that continue momentum for Plan implementation
4. **Track progress and results** of implementation activities by the multiple partners involved

Include efficiency improvements achieved and possible.

5. Make the ACTION Plan a “**living document**” that resides online and is updated to show progress and revisions
 - Fund and maintain the project Website for this ongoing purpose – OurActionPlan.org
 - Create and host on the site a survey to invite stakeholder and public input ongoing, and continue to promote opportunities for input from all sectors of the community
 - Prepare updates to and expansion of Plan on an ongoing basis

Budget/Cost: No direct costs for #s 1 & 2 in first year (grant term) – agreed to as part of JCEDC functions and its organizational members, including Jefferson County. Other Committee appointees will serve as volunteers (though some of their implementation activities may require supplemental funding). Options for #s 3-4 under being pursued. As part of #5: Consultant covered Website expense through August/September 2014.

Status: Initial Committee established Oct. 2013 and initial procedures are in place. Also see Part IV of Plan. Other members/partners to be named in 2014 upon Plan action by BOCC. Proposal pending for implementation coordination. Plan is on project Website.

Note: JCEDC assigned as initial committee with shared responsibility assumed by County as project grantee. Members beyond County and JCEDC will be needed for implementation of broader aspects of the Plan.

Example of efficiency and quality improvements – online posting of decision documents of Planning Department, to reduce staff time and provide broader public access

Additional strategies and actions of value for Jefferson County are being drawn from Jefferson Webinars and Rural Economic Opportunities Report as part of Plan expansion

■ **TASK 2: Determine division of responsibilities for Plan implementation by local entities and commit to securing and providing resources needed**

Priority/Need: Essential for ACTION Plan implementation

Timing: 2014 & beyond – including as part of 2014 County & City budget cycles

Assigned: BOCC, City, EDC and partner organizations

ACTION STEPS *Also see Chapter 3 & proposed commitment approach in Appendix*

1. Further define **assignments** for Plan implementation
2. Continue and complete **cost estimates** for Plan components
3. Prepare a **master list** of action items involving direct costs
4. Identify appropriate sources of **local funding** for each line item on the list
5. Identify **other resources** needed – funding, time, equipment, supplies, etc.

6. Secure **commitments** from County, City and partner organizations
7. Determine assignments for local entities to identify and pursue funding support and in-kind contributions from **other sources**

Budget/Costs: TBA**Status:****Notes:** Master list needed to begin process, with items known to or likely to have direct costs to be listed for discussion purposes before all estimates are completed

■ **TASK 3: Continue support for and strengthen the abilities of the Jefferson County Economic Development Council (EDC)**

Priority/Need: Essential for ACTION Plan implementation**Timing:** 2014 County & City budget cycles, and beyond**Assigned:** BOCC, City & EDC**Key Questions:** What would be valuable means of strengthening the EDC ... for the funding part of that answer, how much funding is needed (for what purpose)?**ACTION STEPS**

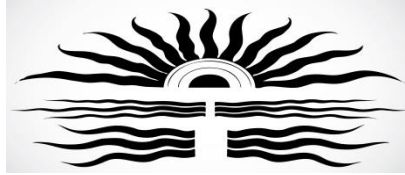
1. Continue and increase County funding support for the JCEDC
Assigned: BOCC (and EDC present request)
Question: Add City too? Amounts sought from each, or extent of any increase.

2. Identify additional funding source(s) to support expanded EDC activities
Question: What sources does it receive and has it considered, if others?

3. ADD: Other forms of support, acknowledgement, partnering, coordination needed

Budget/Cost: TBA

Note: Current County funding runs through September 2014.



■ **TASK 4: Develop, adopt & implement a multi-year EDC Strategic Plan**

Note: Multiple elements of the 2014 Vision ACTION Plan are planned as the focal point for this Strategic Plan and corresponding Work Plan.

Priority/Need: Needed for effective ACTION Plan implementation

Timing: 2014 - underway

Assigned: EDC

ACTION STEPS

Upon completion of draft ACTION Plan (due to State January 31) extract all items assigned to EDC (into an EDC interim Plan document), and add others as relevant for EDC operations. EDC adopt or approve this Plan and proceed with implementation, including ACTION Plan items designated for implementation during the DEO grant term. As part of the planning process, continue to provide support for the Vision ACTION initiative.

Assigned: EDC Executive Director and Council

Budget/Cost: No added costs for planning function; implementation costs TBA

Status: TBA

■ **TASK 5: Continue and strengthen the County Small Business Development Program (SBDP)**

Priority/Need: Needed for ACTION Plan implementation

Timing: 2014

Assigned: BOCC; with support from Coordinator's Office and County office assigned to provide administrative support. Implementation by SBDP Director

Key Questions: How can the program best be strengthened ... What options are available for added resources ... How can increased program visibility best be achieved ... Is there merit to considering an alternative organizational structure – or allowing grants solicitation for bolstering the program?

ACTION STEPS

1. Continue County funding for the program
2. Consider options for **increasing funding and services** through possible grants, fee-based supplemental services and other options
3. **Expand program scope** to include special projects aimed at serving and supporting small business development
4. Develop **strategic work plan**, procedures and priorities for program focus
5. Continue direct client support and increase services to existing businesses
6. Increase **program visibility** with prospective clients
7. Offer **training programs** for local businesses and those seeking to start businesses
8. Consider alternative organizational structure (options being evaluated)
9. Sponsor student internship through CareerSource (student arranged for June-July 2014)

Budget/Cost: TBA

Status: Funding proposal in development, with initial options to be included in Appendix. Procedures and focus proposed to BOCC and approved. Work plan excerpts to be included in Appendix. Special projects underway and more planned. Initial trainings conducted.

Note: Funding models can be provided from other communities and programs

■ **TASK 6: Assign ACTION Plan implementation duties to other appropriate County offices**

Priority/Need: Needed for ACTION Plan implementation

Timing: 2014 & beyond

Assigned: BOCC & Coordinator's Office with selected County offices

ACTION STEPS

1. BOCC assign role to Coordinator, including review of ACTION Plan draft
2. Provide feedback and information on action items that fall under County purview (with particular emphasis on community planning, land use and roads/transportation infrastructure)
3. Provide administrative and coordination support as needed where County offices and officials have roles in ACTION Plan implementation

Budget/Cost: No added costs for reviews and feedback; part of County functions. Other implementation costs TBA based on reviews.

Status: BOCC initial review done of January 2014 draft Plan. Planning Department and Coordinator initial response provided on planning issues April. Additional reviews, feedback from Planning attorney and director received in May.

NOTE: Assumed that section similar to above should be added for City.

■ **TASK 7: Work with and provide support for other local organizations that strive to improve business and the economy for the community**

Priority/Need:**Timing:** 2014 & ongoing**Assigned:** BOCC, City, partner organizations

Key Questions: What kind of support is needed by which organizations ... What would added support enable them to do and with what likely results?

ACTION STEPS

Work cooperatively with and provide direct support where needed to local organizations such as Monticello Main Street, the Monticello-Jefferson County Chamber of Commerce and the Jefferson County Tourism Development Council

Budget/Cost: TBA**Status:** TBA

NOTE: Spacing issue below to be corrected. Text losing proper format when moved.

■ TASK 8: Review County Budget, work plans, regulations, operations and priorities for other ways to support and carry out the ACTION Plan

Priority/Need: Budget as first priority. Incorporate overall as standard County function

Timing: Begin 2014 and do ongoing or annually as needed

Assigned: BOCC, with support from Coordinator's Office & affected County offices

Key Questions: What roles is the County prepared to assume in ACTION Plan implementation ... who will be assigned what duties, functions and deadlines?

ACTION STEPS

1. Identify County offices with roles to play in County Vision implementation
2. Inform County personnel of the Vision and ACTION Plan and how to access it
3. Assign reviews and responses by County staff
4. Determine and set implementation assignments
5. Track actions and progress; adjust and expand assignments as needed

Budget/Cost: TBA

Status: New action for review, discussion

■ TASK 9: Review City Budget, work plans, regulations, operations and priorities for other ways to support and carry out the ACTION Plan

Priority/Need: Budget as first priority. Incorporate overall as standard City function

Timing: Begin 2014 and do annually as needed

Assigned: City

Key Questions: What roles is the City prepared to assume in ACTION Plan implementation ... who will be assigned what duties, functions and deadlines?

ACTION STEPS

1. Identify City offices with roles to play in Vision implementation
2. Inform City personnel of the Vision and ACTION Plan and how to access it
3. Assign reviews and responses by City staff
4. Determine and set implementation assignments
5. Track actions and progress; adjust and expand assignments as needed

Budget/Cost: TBA

Status: New action for review, discussion



■ TASK 10: Provide visibility and ready access to key County offices for economic & business development

Priority/Need: Not urgent but a valuable step at minimal cost

Timing: 2014

Assigned: BOCC, with support from Coordinator's Office ; EDC and SBDP

ACTION STEPS

Create and post professional exterior signs/placards for the office locations of the EDC & SBDP – a directional placard for EDC similar to others on building; a regular sign for SBDP in the at-road structure for other County offices in Annex

Budget/Cost: TBA – low cost (est. under \$100)

Status: An at-road sign appears for EDC. A laminated flier is posted in Annex window for the SBDP but with limited visibility and not a professional sign.

■ TASK 11: Recognize fast-changing role of Internet technologies in the workplace & integrate technology uses, best practices and enhanced security for County-wide benefit

Priority/Need: Offers immediate ways to save time & money, expand outreach and accomplish more and faster for Plan implementation

Timing: 2014 and ongoing

Assigned: County, City, EDC, SBDP

Partners: Chamber, Main Street, Extension Office, others

ACTION STEPS

1. Support Extension Office implementation of grant program for e-commerce use by area artisans
2. Conduct training for local businesses on technology tools and trends
3. Conduct technology audit of County and identify opportunities for cost-effective improvements
4. Ensure adequate security software and measures for public agencies

Budget/Cost: No added cost for #s 1 & 2. TBA for #s 3 and 4 (software is low cost and discounted for volume purchases; est. \$1,000 or less for audit)

Status: #1 underway. For # 2, SBDP conducted initial training in April 2014.

■ TASK 12: Seek ways to maintain & enhance communications with area residents on matters of community importance

Priority/Need: Important for public involvement & support, including ensuring an informed community engaged in Plan implementation

Timing: 2014 & ongoing

Assigned: BOCC, SBDP; City

Partners: Monticello News, Chamber, Main Street

ACTION STEPS

1. SBDP offer support services to **Monticello News/Jefferson Journal** on evaluation of readership status and trends, methods and sources consulted on ways to combat decline, and possible solutions to increase readership

Budget/Cost: Assumed as part of SBDP program scope

Status: Underway – for further action in second quarter 2014.

Note: Local newspapers are a crucial tool for connecting with and informing area residents. Yet many people say that “nobody reads the local paper”. Reduced readership of print papers is happening nationwide. Improvements are possible and a matter of community best interest. *Consultant has contacts with state news associations & can recommend solutions.*

2. Identify additional means of **reaching general populace and specific target groups**. Develop master contact lists that can be used by key parties on priority needs (County, City, nonprofit partners).

Budget/Cost: TBA

Status: SBDP Director has requested lists from several offices for business outreach purposes and is preparing a report on same. Action needed by others, including leadership roles in database development and outreach

Note: Accomplishing this will involve multiple parties. An ad hoc committee could be assigned to address key questions and help compile a master outreach list. The list could reside with the County Coordinator and City Clerk.

Questions: What mailing lists do the County and City maintain? Which reach most or all (almost all) residents? (E.g., Tax Collector, Property Appraiser, Emergency Op Center, Supervisor of Elections). Which reach other targeted or niche lists (e.g., City Utilities, County Building Department, etc.)? Are there any restrictions on “stuffers” (fliers, brochures, other inserts from the same or sister local government? Are there other lists that could be accessible for priority County/City purposes in ACTION Plan implementation – e.g., Extension Office or USDA local office to reach farmers, utility or communication companies, others?

Planning, Organizing & Managing for Success

Chapter 3: Creative Funding Solutions

Action Area III: Creative Funding Solutions

Goal: Set funding priorities & secure needed funding for Plan implementation

Objective: Locate, secure & create adequate and reliable funding sources for ACTION Plan projects and needs

■ TASK 1: Define funding needs, priorities & timelines

Priority/Need: High, 2014 & ongoing

Timing: During grant term and ongoing

Assigned: BOCC, City, EDC

Partners: Main Street, TDC, SBDP, others TBA

ACTION STEPS **Resolve duplication under task above**

1. **Further define costs** and funding requirements for ACTION Plan implementation
2. Prepare **funding needs master list**, with excerpts from the Vision ACTION Plan (and other action priorities for addressing related community needs) including known priorities & requests, others anticipated, areas of likely future needs
3. Categorize the needs by the implementation bodies involved – County, City, nonprofits, other
4. Consider appropriate and strategic division of sources for funding support, including public and private sectors as well as institutional and philanthropic entities and private donors
5. Determine **priorities and timelines** for implementation needs
6. Identify any restrictions that may apply to funding solicited

Budget/Cost: TBA, pertains in part to existing duties

Note: This document will be used to guide funding research, tracking and proposals.

■ **TASK 2: Provide for local government funding of relevant local priorities**

Priority/Need: High, 2014 & ongoing

Timing: During grant term and ongoing

Assigned: BOCC, City

Partners: EDC, Main Street, TDC, SBDP, others TBA

ACTION STEPS

1. Integrate consideration of ACTION Plan into County and City annual **budget development cycles** and processes
2. **Commit to fund** priority projects and initiatives through adopted budgets
3. Give approval for solicitation of **grants and other funding** sources to meet local needs, including commitments to match funding and/or in-kind support

■ **TASK 3: Actively pursue known funding sources that match with local needs**

Priority/Need: High

Timing: During grant term and ongoing

Assigned: BOCC, City

Partners: EDC, Main Street, TDC, SBDP, others TBA

ACTION STEPS

1. Stay abreast of funding cycles, funder priorities, funding terms (schedules, restrictions, etc.), application/proposal requirements, other pertinent information

- 2. Timely pursue viable sources and opportunities

■ TASK 4: Identify and pursue new strategies and resources for finding & securing other needed funding

Strategically identify those of greatest relevance and funding likelihood for Jefferson County

Note: Spacing issue is occurring below and will be corrected.

Priority/Need: High

Timing: 2014 and ongoing

Assigned: BOCC, City

Partners: EDC, Main Street, TDC, SBDP, others TBA

ACTION STEPS

1. Consider hiring a **fundraising company** to scout and facilitate funding awards. Research available options. Identify for prospective companies their specialties, terms, clients and track record, including public sector experience.

Budget/Cost: TBA, depends on chosen firm. Some may be negotiable, including commission- or percentage- based.

Note: Such a company or consultant could address multiple needs – e.g., infrastructure for County and City; economic development projects; nonprofit services and projects; others. A coordinated effort is needed between benefiting entities.

2. Consider hiring a **grant writer** to develop proposals for government, private and foundation funds, and to help find potential funding sources

Budget/Cost: TBA

Note: This was proposed through Stakeholders Team for support to area nonprofits but could be done for County and City funding needs as well. Position could go well beyond paying for itself through returns produced for community. Models used successfully by other communities could be consulted. Position could also be made performance-based and assigned larger fundraising roles, not just grant writing.

Questions: What is history of past County grant writer position? Was it a staff or consultant role? Was it time-limited? If it was discontinued due to any problems how could they be avoided?

3. Tap strategic **resources on funders and their funding priorities** – such as annual funding directories of the national Foundation Center. See <http://foundationcenter.org/findfunders/>.

Budget/Cost: TBA, depends on chosen directories and services. Website lists options, prices. Free time-limited access offered periodically.

Note: Foundation Center is focused on nonprofits but public agency options are included for corporate and celebrity sources; others possible also. Some are appropriate for EDC, Main Street, Chamber of Commerce, other key organizations.

4. Identify and track **state and federal funding sources** for which Jefferson County would have a strong or reasonable chance of securing, including from agencies or specific sources not tapped in the past. As part thereof:

- a) Get on program lists for notifications of opportunities and deadlines.
- b) Include multiple programs of DEO -- as well as public-private partnerships, like

Enterprise Florida and Visit Florida.

- c) Follow proposed and new appropriations.
- d) Track State DMS bid and quote notifications.
- e) Other related actions.

Budget/Cost: TBA

Note: This could be a function of the fundraiser or grant writer. A systematic approach with close tracking of opportunities can yield substantial results.

5. Track and act upon **other appropriate funding opportunities** – like the BP recovery funds, corporate grant programs, nonprofit foundation funds and others

Budget/Cost: TBA

Note: Could be incorporated with above initiatives. Important to

6. Establish a program whereby area **residents are given the opportunity to contribute** to the costs of selected community improvements, at a time-certain (near-term) or through legacy funds (estate-based). Offer online contribution option (using low cost software or services). Consider innovative Internet-based crowdfunding.

Budget/Cost: TBA

Note: Models are available showing how such methods have worked for other communities. Determine whether any statutory restrictions apply. Market in a way where residents see themselves as partners. Provide public acknowledgements (including permanent ones where appropriate via plaques, signage, engravings).

This could be undertaken on a pilot basis, such as by the City for a high profile project – like historic street lights downtown or amenities at new Water Street park. A pilot option for the County could be the new Heritage Roads project.

7. Identify and undertake other **strategies for increasing funding awards** – e.g., establishment of partnerships with other local governments and organizations for regional initiatives (economic/business development and other).

As part thereof: explore forming an alliance with one or more counties and/or other organizations for incorporation as a regional economic development entity to qualify for grant funding for priority needs – e.g., for projects on small business development, sustainable agriculture, economic development, other needs

Assigned: Initially assigned to SBDP in coordination with EDC. Proposed Partners:

Madison and Taylor Counties to start – and possibly an identified nonprofit.

Budget/Cost: TBA – Can be undertaken as part of current roles

8. Develop an approach for **strategic evaluation** of funding opportunities and when best to pursue which ones for what purposes, including focusing on priorities and avoiding conflicts where sources are limited

Consider moving next Task to be Task 3 and adjust others to follow. Address spacing issue occurring below.

■ **TASK 5: Sustain and increase legislative funding for priority needs**

Priority/Need: High

Timing: 2014 & ongoing

Assigned: County Legislative Committee, BOCC, City

Partners: EDC, others TBA

ACTION STEPS

1. Follow established process of developing **recommendations to BOCC and City Council**, action thereon and submittal to Legislative Delegation
2. Increase attendance at **Legislative Delegation meetings** and otherwise convey strong local support for requested positions and proposals
3. Undertake **advance work with state agencies and Office of Planning & Budget** (OPB, Governor's Office) to offer and promote funding proposals (where relevant) for purposes of agency LBRs (Legislative Budget Requests to Governor) and Governor's Budget Recommendations (to Legislature).
Note: LBRs due to OPB in Fall (September in past years) and Governor's Recs due in January. Goal is to get into the Executive Branch package where JC has proposal

warranting such priority. This includes Vision Action priorities not necessarily in the County budget or legislative platform.

4. Track House and Senate "**Interim Committee Projects**" and identify related opportunities.

Note: The Legislature decides on these projects in the summer for issues to be of priority in the following Session. Committee staff is assigned to do research projects and develop reports, including proposed legislation. These can create opportunities to be included on the front end or added via amendment. This can apply to Vision ACTION priorities for funding as well as substantive legislation.

5. Arrange for **sponsorship** of all Committee/County/City proposals, through bills, amendments and appropriation line items
6. Where proposals relate to the interests of others, solicit **support from other organizations** whose endorsement could help with legislative support (Small County Coalition, Association of Counties, League of Cities, environmental agencies and organizations, others as applicable)

Budget/Cost: No direct costs for current functions; above TBA for expanded roles

Planning & Administering for Success

Chapter 4: Strategic, Effective Marketing

Action Area IV: Strategic, Effective Marketing

Goal: Strategically market and promote key action areas in the Vision ACTION Plan to achieve implementation and enhance results

Objective: Undertake marketing strategies that will stimulate economic, small business and tourism development

■ TASK 1: Develop a comprehensive & coordinated Marketing Strategy for the Jefferson economic & business organizations

Priority/Need:

Timing: 2014 (as soon as feasible)

Assigned: EDC, Main Street, Chamber, SBDP

Partners:

ACTION STEPS

Convene stakeholder organizations to coordinate on respective Marketing Plans (addressed as Action Steps elsewhere in this Plan) and to develop a cohesive, coordinated Strategy for implementation by each

Budget/Cost: No additional funding

Note: By working together in a coordinated, collaborative way the limited resources of each organization can be used to produce the greatest results.

■ **TASK 2: Revamp and expand the EDC Website**

Priority/Need: High

Timing: 2014 (as soon as feasible)

Assigned: EDC

ACTION STEPS

Hire consultant to evaluate current site, recommend new design and URL, create new site, assist with new content

Budget/Cost: Depends on extent of change and scope/size of new site plus any maintenance or training of EDC

Note: Websites are often the first point of contact with business and industry prospects and contacts, and their first impression. Websites also can be optimized to attract target audiences. Significant returns could result from this action.

EDC has noted the need for a new site. BOCC called early on for this item to be part of the ACTION Plan.

■ **TASK 3: Make strategic use of social media for economic & business development**

Priority/Need: Underway & build ongoing

Timing: 2014 & ongoing

Assigned: EDC, SBDP, TDC, Chamber, Main Street

ACTION STEPS

1. Continue Chamber and SBDP social media outreach

Note: Chamber has Facebook account with solid following. SBDP created initial

Facebook page in December 2013 and will market in 2014

2. EDC, TDC and Main Street (with Chamber) participate in social media training and implement the strategies

Note: SBDP requested permission of BOCC to provide related support to the named nonprofits and will create and organize a training to include hands-on social media action

Also see Tourism Action Area VI.

Budget/Cost: Low cost but requires staff time

Note: Facebook, Twitter and other social media have taken center stage as high impact business marketing tools. Significant returns will likely result from this action. Facebook has option of paid ads that target by geography, business sectors and other categories.

Part III **Defining & Focusing on Strategic Priorities**

Five major areas of concern for the future of Jefferson County are addressed in this part of the Plan. A summary of issues, opportunities and strategies is presented for each followed by action plans as well as key questions that pertain to each action area.

Chapter 1: Attracting, Retaining & Growing Business & Industry

Economic development and small business development are each means of bolstering local economies. Related issues and strategies follow.

Economic Development

Issues & Opportunities

Economic development is a highly competitive process that requires strategic thought and actions as well as capital investments by local communities. Rural communities that successfully compete in economic development typically do so by creating the kind of physical environment and business climate that attracts industries and major businesses to want to locate in their areas. By so doing, communities can create significant short and long range benefits, among them jobs for local residents, increased spending in the local economy, economic diversification for economic security, and a more favorable return on taxes compared with residential development.

Strategies

1. Target industries and companies likely to best meet community needs, now and for the longer term
2. Provide the facilities, infrastructure, sites and services needed by industry prospects
3. Consider creating incentives to attract desired industries
4. Develop and carry out a strategic marketing plan for recruiting and attracting sought after prospects
5. Provide for transportation and distribution facilities and services to move goods through and from the county to other sales destinations
6. Publicize community improvements to industry site selectors
7. Promote workforce development for job readiness of local residents
8. Track and plan for trends that will affect market demands, industry longevity and economic development sustainability
9. Form intergovernmental partnerships that support regional economic development beneficial to the county
10. Become a model for attracting and showcasing industries that produce and/or

distribute clean technology and sustainability products and services

Small Business Development

Small businesses represent over 98 percent of all employers in Florida and employ over 42 percent of the private sector workforce. The SBA notes: "Being such a large part of the state's economy, these businesses are central to Florida's health and well-being."

It is to the distinct benefit of local communities to support small business development and retention. Jefferson County has taken a leadership role toward that end by creating the Small Business Development Program. *The program began in mid-2012 and has recently been reorganized.*

Issues & Opportunities

1. Most new businesses fail in the first 1 – 2 years of operation.
2. The prospects for business sustainability are less in rural, economically-challenged communities such as Jefferson.
3. More and better paying in-county jobs are needed for Jefferson residents.
4. Strong interest has been shown by entrepreneurs in new business creation in Jefferson County.
5. Hundreds of businesses of all sizes are located in Jefferson County, many of them run by solopreneurs.
6. Small business development programs have a strong record of success in helping new entrepreneurs and already-established businesses succeed.
7. Business success leads to new jobs, retaining existing jobs & business expansion. Resulting effects include more spending in the local economy, a better return on tax dollars for public services, and better meeting local residents' needs by providing more products and services that consumers want and need. Local spending in turn helps local businesses and saves time and transportation costs for residents.

Strategies

1. Survey existing businesses on needs for growth and sustainability. Organize and conduct training sessions and coaching services to meet those needs.
2. Solicit and support entrepreneurs through new business evaluations, planning and development.
3. Identify resident needs and preferences for goods and services, and publicize business development opportunities for new businesses and business expansion.
4. Expand services to include farmers and other agricultural entities
5. *Other strategies reflected throughout the Plan ...*

Action Area V: Attracting, Retaining & Growing Business & Industry

Goal: Attract and support business and industry as a primary economic mainstay for Jefferson County

Objectives:

1. Position Jefferson County as a viable and appealing location for new industry and business
2. Successfully recruit desired new industry and business
3. Provide the necessary support to retain and grow new and existing business and industry

Note: Agricultural industries and businesses are included here and agriculture-specific priorities are addressed under Action Area VII. Tourism and downtown redevelopment are directly related as well and addressed in Chapters 6 and 8.

Key Issues: Targeting industries/businesses ... Developing greater local appeal (meeting the needs of prospects) ... Industry recruitment ... Business development & support



■ **TASK 1: Identify, evaluate & target industries and businesses that Jefferson County desires to attract in order to meet economic and other needs of the community**

Priority/Need: High priority to guide commitments for time, resources and timing in economic development and business promotions

Timing: Complete initial listing, 2014 (as soon as feasible)

Assigned: EDC & SBDP

Partners: Chamber, City of Monticello, Main Street

Key Questions: What does the community want ... what do we most want ... what impacts are likely from such choices ... what trends will affect our future ... who should we target in order to produce the best outcomes?

ACTION STEPS

1. Continue process begun as part of Vision ACTION project to find out desires, **preferences and priorities of community leaders and residents**. Use process/questions created by project Consultant (see Appendix).
 - a) Create and publicize **online survey** to gather broad input; host on project Website

Design survey to discover “what’s missing?” and what’s most desired – e.g., what products, services and business types would residents like to see here, and what businesses would they patronize if they were here rather than seeking such products/services outside of the county – as well as what do residents prefer not be solicited or promoted.

Assigned: SBDP design and create online. Prep press release and promotional flier followed by report of results. Coordinate with EDC. Support from others needed to publicize.

- b) Evaluate survey results and create initial list of viable targets

2. Research initially identified targets to find out, in further depth:
 - a) the likely or possible impacts of each (pros and cons)
 - b) their infrastructure, land use, utility and other needs
 - c) the competition for attracting them as new industry or business to Jefferson County

Identify, review and consider key information sources, including but not limited to: regional targeted industries list (North Florida Regional Workforce Development Board/CareerSource); state targeted industries list; brainstorm list created by 2013 Vision ACTION Stakeholders Team – as well as relevant state and national trends and conditions, including (but not limited to) consumer preferences, market demand, community sustainability and trends affecting business longevity

Assigned: EDC & SBDP

For research on industry prospects, focus on identifying what they would bring to the community, their needs and anticipated impacts. Create a checklist of key questions to investigate (job creation potential, wages, other economic impacts, infrastructure and public service needs, environmental impacts, etc.), with use of results in refining ultimate target list and priorities

Assigned: EDC

For consideration of competition:

- a) Identify and examine communities successfully attracting industry and business that could have located in Jefferson County (with current infrastructure, amenities, housing, etc.) – and what they have and are doing to be successful
 - b) Identify and examine communities successfully attracting industry and business on the Jefferson County target list (and what infrastructure, amenities, housing, etc. would be required to attract such targets in the future)
 - c) Expand the ACTION Plan to include additional success strategies
3. Identify **trends** likely to affect consumer spending and market demands with regard to viability, longevity and prosperity of industries and businesses that could be cultivated for the community
 4. **Create targeted industries/business list** for Jefferson County. As part thereof:

- a) Develop criteria for final selections to industry and business target list(s)
See Appendix for beginning list proposed by project Consultant
Assigned: EDC & SBDP as lead. Support from VST – and Partners: Main Street, Chamber, City, TDC. Review by EDC, BOCC and City Council.
- b) Identify types and names of businesses and industries deemed of interest and priority for recruitment and creation. See framework in Appendix
Assigned: EDC & SBDP as lead. Support from VST – and Partners: Main Street, Chamber, City, TDC. Review by EDC, BOCC and City Council.
- c) Identify opportunities for coordinated and collaborative targeting efforts with NFRWFDB, ARPC and, as applicable, adjacent counties
Assigned: EDC
- d) Establish a formal target list(s) and develop it further on an ongoing basis.
Include priorities for best focus of EDC, SBDP and partners' time and resources
Assigned: EDC & SBDP as lead. Support from VST – and Partners: Main Street, Chamber, City, TDC. Review by EDC, BOCC and City Council.
- e) Reflect consideration of trends and future conditions in the selection process as a strategy for economic sustainability.

Note: Such lists are standard in economic development as a guide for seeking industries deemed beneficial to the economy of a defined geographic area

- 5. **Publicize results** of target list development with local businesses, entrepreneurs, investors, economic development site selectors and other key parties in order to increase prospects for attracting and growing such businesses and industries as part of the local economic base
- 6. Acknowledge the **economic value of current businesses**, industries and business-oriented nonprofits. Example: Opera House as an economic driver

■ **TASK 2: Make Jefferson County appealing as a place for industry and business, particularly those on local target list**

Priority/Need: High priority, strong need

Timing: 2014 & ongoing

Assigned: BOCC, City, EDC

Partners: SBDP, VST, Main Street, Chamber

Key Questions: What do businesses and industries want and require ... who has to do what to provide the missing ingredients ... what investments are worthwhile for Jefferson County?

ACTION STEPS

1. Identify **advantages and disadvantages to industries & businesses locating, and staying,** in Jefferson County
 - a) Prepare draft for key parties to react to on what we already have to offer, what's needed, what are the priorities for creating assets and overcoming obstacles
 - b) Use final version to propose community improvements and investments

Assigned: EDC with review and action by BOCC & City

Note: Use draft in helping determine which targets we can realistically be prepared for and attract – plus preparedness steps needed for those we most want

2. Identify **optional and preferred locations** for new & expanding industry/business, and support directing new facilities and development to priority areas
 - a) Develop key questions and criteria to guide these considerations – e.g., likely appeal to prospects; Interstate and other transportation access and visibility, zoning and comprehensive plan requirements, environmental impacts, traffic and other quality of implications, water/sewer/energy/trash access, etc.
 - b) Identify landholdings at strategic locations as part of assessing potential (I-10 interchanges, US 27 and SR 59, US 27 and US 19, others)
 - c) Examine land use trends, including local, growth from Leon County and other area wide plans and indicators

- d) Identify vacant buildings and buildings and land for sale that could be an asset in attracting industry and business
- e) Evaluate information gathered and define opportunities
- f) Reflect these considerations into a Future Land Use Map, along with other comp plan purposes of agriculture land preservation, environmental conservation, etc.
- g) Other TBA RE process and end product

3. Improve and expand on **industrial and business park capacity**

- a) Improve on the existing Industrial Park by: Enhance appearance and marketing appeal of Park by:
 - Creating an attractive entrance with landscaping, lighting and new signage
 - Including signs for each available lot and/or a master sign with visual status of all lots
 - Developing a specific improvements plan and rendering
 - Determining costs of improvements
 - Identifying possible funding sources
 - Securing funds and implementing
- b) Evaluate the potential for additional industrial and business parks, including specialty parks such as green energy parks, distribution parks, others.
- c) Identify location options – large enough parcels, proximity to key transportation routes (especially I-10)
- d) Look at results of Planning Department review (2 or 3 years ago) of potential sites, any data or key information from the review, and public reaction

Budget/Cost: TBA

Status: TBA

Note: Appearance of existing Park sends message about the seriousness and commitment level of Jefferson.

4. Secure **natural gas infrastructure and energy supplies** for access by industry, institutions and businesses **UPDATE NEEDED to this section per 2014 action**

- a) Tap into existing natural gas line and provide access at optimal points, through:
 - Identifying known and potential end users (industrial, commercial,

- institutional)
 - Assessing location options for tap
 - Determining best route for lines
 - Identifying potential funding support
 - Securing needed funding

- b) Further evaluate alternative of partnering with City of Tallahassee as a gas service provider.

- c) Promote County capabilities as a natural gas provider, by:
 - Informing potential local users of actions underway and planned dates of service

 - Including related plans and progress in economic development outreach literature, Website and other communications with industry prospects

 - Ensuring that site selector organizations, literature and Websites reflect this added capability

 - Identifying past prospects and other targeted industries that would want to know of these plans and informing them

Budget/Cost:

Status:

Note: Exploration underway through County Engineer, BOCC/CC & EDC. Vision ACTION sub group continuing work on.

5. **Expand intermodal networks** to and through the County

a) Link into the existing CSX freight rail line that passes through Jefferson County, including by:

- Contacting FDOT Rail Bureau to learn process for requesting such a connection, including procedure, costs, any policy needs, CSX contacts
- Evaluate and proceed based on findings

b) As per Part III, Chapter V of ACTION Plan: Actively participate with CRPTA in development of **Regional Mobility Plan**

Budget/Cost: Personnel time (new function)

6. Improve and expand **other infrastructure** important for industry and business development
 - a) Establish priorities for infrastructure expansion, repairs and improvements
 - b) Determine timing needs in relation to targeted industry/business priorities and opportunities
 - c) Estimate costs and time required for implementation of each capital project
 - d) Identify appropriate and potential funding sources
 - e) Develop and pursue funding proposals
7. Ensure **Internet connectivity** county-wide, including high speed access
8. Keep **site selectors** up-to-date on area improvements and concrete plans (including any natural gas commitments) – and include such information of the EDC Website
9. Create one or more **freight and distribution centers** for movement of goods within and outside of Florida, including shipping County products to outside markets

Actions below are from recommendations of VST Subcommittee. Details appear in the Appendix.

Phase 1 Actions: Gather The Baseline Information necessary for Phase 2 Actions
(Develop Implementation Plan)

- Research and produce summary analysis of Jefferson County advantages and disadvantages against a set of different freight facility types.
- Create communications plan to educate and inform public officials, members of the public and companies engaged in freight.
- Identify the freight facility type most closely aligned with the three-way balance of providing a profitable freight environment to the company, generating economic stimulation and growth, and preservation of the rural feel of Jefferson County.
- Create a short to medium term plan (5 to 10 years) to implement all of the necessary locale and highway infrastructure elements currently deficient or lacking, and required by freight business and our vision plan.
- Engage 3 to 6 companies to consider Jefferson County as a location for their business enterprise.

Note: This action also offers strong potential for enhanced economic development and improved farm viability.

10. Consider additional ways to pursue **Enterprise Zone designation** for the substantial economic development benefits involved.

Note: Requires state legislation. Past legislation proposed for RACEC counties not passed.

11. Support **workforce development** for base of diverse and qualified personnel for new and expanding industry and business

- a) Identify potential workforce residing in Jefferson County (and surrounding communities) for individuals who want to work within the County
- b) Work with North Florida Regional Workforce Development Board (CareerSource) on training services relevant to Jefferson targeted industries/businesses
- c) Find ways to integrate career planning into High School curriculum, extra-curricular activities, internships and other options for student job preparedness
- d) Support other related improvements to public education system to meet needs of potential new business residents
- e) Identify ongoing updates and improvements that can be incorporated into economic development outreach and recruiting efforts
- f) Reach out to minority members of community as part of defining workforce interests, needs and opportunities

Note: Also see education related options in City Vision (beginning page 83)

Note: Importance emphasized of Jefferson being ready to act quickly when opportunities arise; otherwise we will be quickly by-passed for others who are.

■ **TASK 3: Recruit industries to locate or expand in Jefferson County**

Priority/Need: High

Timing: 2014 and ongoing

Assigned: EDC Lead; County, City and partners

ACTION STEPS

1. Make Jefferson County **easy to be found** by those seeking a place to locate – through Internet searches and access in particular (see Part II, Chapter __ above)
2. Review and build upon **recruitment tools** (literature, Website, other) and strategies

- and tap high impact online economic development resources (like PoweringFlorida.com and ZoomProspector – both of which are free)
3. Develop and maintain positive connections with professional **site selectors** and keep them apprised of and updated on what Jefferson County has to offer
 4. Clearly **identify all benefits** to industries that are considering locating here or are being recruited toward that end ... and ways to communicate the benefits for desired results
 5. Investigate and consider **financial and other incentives** for attracting new industry and being competitive as sources are considering locating in the area
 6. Conduct broad and targeted **marketing outreach** to local and regional target industries as well as other related entities that can support Jefferson goals (site selectors, state associations, state and regional agencies, others)
 7. Establish and maintain **communications with existing industries** with a goal to understand their needs, progress, satisfaction with the community and any plans to expand or re-locate
 8. Consider **regional partnerships** for attracting industry that can benefit more than one county – *and consider this in relation to proposed creation of a regional economic development entity (see Appendix)*
 9. Identify **barriers to industries** locating (or staying) in Jefferson County and possible ways to overcome those of priority to the community
 10. Create a **checklist** for use in recruitment planning and marketing, noting types of industry needs and what we have to offer
 11. Consider creating an e-zine or other **digital publication** with information about the area as a possible location plus the above-noted benefits, incentives, local testimonials and other timely information for business/industry decision-makers – and using it in outreach to varied targets
 12. Respond to **inquiries from industries** that initiate contact with County officials for possible location in the area or other economic development purposes

Budget/Cost:

Status:

■ TASK 4: Support existing business & industry to stay and grow in the community while also fostering new business creation through local entrepreneurs

Priority/Need: High

Timing: 2014 and ongoing

Assigned: SBDP, EDC Lead; County, City and partners

Key Questions: What do local businesses want and need in order to survive and prosper ... how can local governments and community organizations support them ... how can new business development best be achieved?

ACTION Steps:

1. Create **online survey** for businesses and entrepreneurs to provide input on their status and needs along with the services and support that they would find most valuable
Assigned: SBDP
Status: Completed and accessible on SBDP Website
2. Identify existing businesses in the community and create **database of contacts** for outreach regarding support services
Assigned: SBDP
Status: Initial list completed; report planned for second quarter 2014; initial outreach mailers conducted
3. Evaluate the potential for business expansion and new **business development**
Assigned: SBDP
Status: Underway
4. Offer and promote a range of business planning, training, coaching and other business **support services** to existing businesses and planned start-ups
Assigned: SBDP
Status: Underway
5. Publicize **target business types** as potential start-ups and business expansions where community demand is known or expected
Assigned: SBDP

Status: Underway

6. Reach out to **minority members** of community as part of defining small business interests, needs and opportunities, and host a training and collaboration session for interested parties. Provide support for newly designated training facility (May 2014).

Assigned: SBDP

Status: Workshop idea offered; pending finalization

7. Evaluate current **Employer Job Incentive Ordinance** for any changes needed to support small businesses
8. Acknowledge and spotlight the accomplishments and strategies of **successful small businesses**

Note: In June workshop several pointed to Glen Bishop as a stand-out example of entrepreneurial leadership and success.

9. Recognize and further define relative **value of small businesses** to local economy, including those with limited numbers of employees but successful operations
10. Identify additional ways that **County and City** can support local business development
Question: What steps might be listed now? Other actions for EDC, Main Street, Chamber, others?

Budget/Cost: SBDP services are a part of existing program now being expanded within current budget

■ **TASK 5: Create a brand and awareness of Jefferson County as a model community from an economic viability, sustainability and quality of life perspective**

Key Questions: What are the community's stand-out assets ... what are we proud of ... what do residents and businesses most value about being here ... why would others want to come here ... what qualities and features do we have that will endure over time?

ACTION STEPS

1. Define the community's **desired image and brand**
2. Identify **effective ways to promote** the County with target audiences using that theme
3. As part thereof, capitalize on **opportunities related to trends** where Jefferson County can become a leader or model and can otherwise be positioned for notable

economic returns. Examples include industries and businesses specializing in:

- Clean energy research, demonstration, manufacturing, sales & distribution
- Sustainability products, services & practices
- Information technologies, software and Internet-based services

Budget/Cost:

Status:

Notes:



Defining & Focusing on Strategic Priorities

Chapter 2: Expanding Tourism & Tourist Spending

Tourism is the state of Florida's top economic mainstay. Rural communities play an important role in attracting tourists and can do so even more so in the future. Opportunities and strategies for Jefferson County follow.

Issues & Opportunities

1. Jefferson County has a variety of assets for attracting tourists and the ability to create others – assets in the form of natural resources, historical and archeological resources, small town charm, rural character, special events and others.
2. Some Jefferson assets are unique and highly marketable for that quality – such as the Aucilla River pre-historic finds and being home to Florida's oldest brick school building
3. Over ___ million tourists visit the Sunshine State each year and spend an estimated ___ annually on tourism activities.
4. The Governor requested a substantial increase in 2014-15 funding for VISIT Florida's roles in tourism promotion, which include grant programs to Florida communities. Of the \$100 million requested the Legislature provided \$74 million, still a significant increase.
5. Jefferson County is strategically located with direct access to Interstate 10 and US Highways 90 and 19, as well as in close proximity to Tallahassee and Thomasville which draw tourists to the area for their own events and attractions.

Strategies

1. Take stock of all tourism assets and opportunities
2. Develop new assets along with existing assets that can be newly promoted
3. Develop and carry out a strategic plan for marketing Jefferson County as a tourism destination
4. Promote in-county tourism experiences for residents, for education, recreation and cultural awareness
5. Capture available funds to boost local tourism activity and spending by visitors

Action Area VI: Expanding Tourism & Tourist Spending

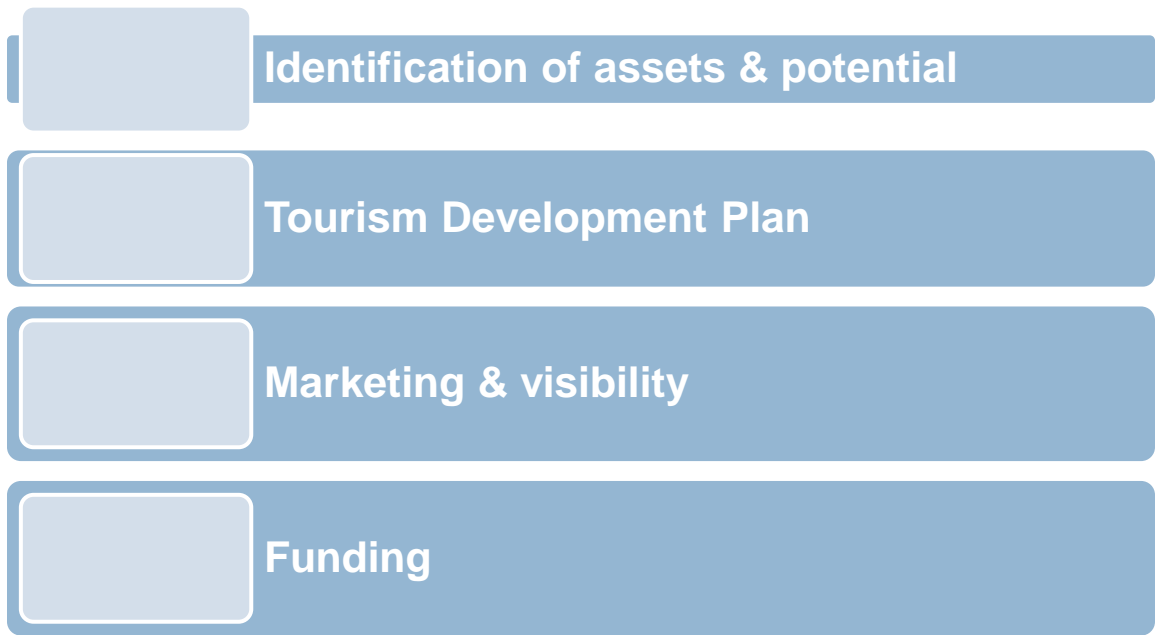
Goal: Enhance tourism opportunities and revenues for the Jefferson economy

Objective: Attract more tourists from outside of County who spend within the County

Objective: Create greater tourism and awareness among County residents

Note: Agri-tourism has been included under Agriculture Action Area an mentioned here – to be cross-referenced in the section Intro.

Key Issues: Identification of assets & potential ... Tourism Development Plan ... marketing & visibility ... local awareness ... funding ... economic & business development tie



■ TASK 1: Identify & evaluate tourism assets & potential

Priority/Need: High

Timing: 2014 and ongoing

Assigned: TDC Lead with Main Street coordination
Partners: Chamber, SBDP; EDC?

Key Questions: What tourism assets does Jefferson County currently have (and what is their status) ... what assets could be developed ... what is the potential economic return for each ... what steps can be taken to capture that potential ... what investments are needed in order to do so?

ACTION STEPS

1. Inventory local **tourism attractions** and other assets for drawing tourists to the County
2. Assess **status and appeal** of current assets, and identify steps needed to boost the tourist attraction value
3. Identify and promote **additional options** for creating and enhancing tourist venues, events, activities and other sources of tourist attraction. As a part thereof:
 - a) Review and consider detailed Tourism Action Steps from City of Monticello Vision Plan (pages 71 – 82)
Assigned: TDC, with Main Street with Chamber – complete during grant term
 - b) Consult tourism resources in Jefferson Rural Opportunities Report
 - c) Consider creating additional theme events with potential for drawing visitors from the region and beyond
 - d) Research clubs and other groups that hold annual and other periodic events that could be recruited for Jefferson County as the host site (see Appendix for samples)
 - e) Create a master list of options and solicit feedback and ideas from key parties and the public
 - f) Research information resources on any reports or surveys done on what the public wants and would frequent if it were available in North Florida or Florida
4. Evaluate **financial/economic potential** of assets and options – from sales, registrations, fees and other income, both direct and indirect – with a focus on revenues and other benefits that stay within the County (including jobs). *Request County/City funds and/or state or other grant if needed.*

Budget/Cost: Evaluation needed of what can be done within existing personnel and what requires new funding. Also, would SBDP be allowed to provide support (if desired)?

■ **TASK 2: Develop & implement a Multi-Year Tourism Development Plan**

Priority/Need: High

Timing: 2014 and ongoing

Assigned: TDC Lead with Main Street

Partners: Chamber, SBDP, Extension Office; EDC?

1. Develop a strategic though far-reaching Multi-Year **Tourist Development Plan**. As part thereof:
 - Engage participation of multiple organizations concerned about success of local tourism
 - Consult examples of such plans from other communities, including small rural communities acknowledged as models of success
 - Request assistance from Visit Florida in identifying such plans
 - Include development and sustaining of local assets, marketing and promotion of tourism venues and opportunities, regional coordination
2. Ensure effective **coordination and division of duties** between key organizations for best use of limited resources (particularly TDC, Main Street, Chamber) – and consider creation of ad hoc workgroup with these organizations and others (City, County) to work on these Action Steps
3. Determine effective approach for including and further emphasizing **agri-tourism**, with pinpointing and cultivating key parties to play leadership roles
4. Tap strategic planning & marketing support from SBDP

Budget/Cost: Marketing is part of current organizational roles, and more can be accomplished with added funding (additional roles and expanded marketing)

Status: In June 2014 the TDC along with its partners Main Street and the Chamber will meet to begin developing a multi-year Marketing Plan.

■ **TASK 3: Expand visibility of County with visitors likely to contribute to the community & economy**

Priority/Need: High

Timing: 2014 and ongoing

Assigned: TDC Lead with Main Street
Partners: Chamber, SBDP

Key Questions: Why would tourists and others outside of the area want to visit Jefferson County? What would draw them here – as individual and collective tourist attractions ... What would stimulate their spending money in the local economy, on tourist attractions and in secondary ways ... How can Jefferson County capture the attention of prospective tourists?

ACTION STEPS

Note: This Task was focused on Marketing Plan, now integrated into Task 1. Narrative below to be re-reviewed for any needed changes or merger of actions with above section.

1. Review current Marketing Plans and implementation strategies of key organizations
2. **Improve upon existing plans and develop an umbrella plan** that encompasses commitments, duties and priorities of the multiple local organizations involved, in ways that are coordinated, collaborative and make best use of limited resources

Include as part of such steps and strategies:

Note: This section to be updated; part may move to Marketing Chapter in Part II or Appendix.

- a) Use social media to create and maintain a strong and appealing online presence by way of an organized outreach campaign carried out by multiple organizations in the County

Need: Timely action here can produce substantial results.

Timing: Design & launch 2014

Assigned: Lead – TDC & Main Street. Support – Chamber, others TBA. Assign implementation roles to key individuals as well.

Budget/Cost: Personnel time -- unless social media ads run or outside support engaged

Note: Focus on Facebook, Twitter, Pinterest and Linked In. Calling on individuals to

Jefferson County 2014 Vision ACTION Plan

play a role in doing posts can help create “buzz” and build momentum and followers. SBDP Director has received approval to assist.

- b) Create a You Tube channel and series of videos promoting Monticello and Jefferson County as a tourist destination

Timing: Design & launch 2014

Assigned: TDC & Main Street

Budget/Cost: Personnel time only unless outside support engaged

Notes: Free and easy-to-use software is available to do this. You Tube is the second largest search engine in the world and offers tremendous opportunity for spreading the word about our community.

- c) Strategically tap other free publicity opportunities through newsletters of other organizations, articles in online directories, Websites, Blogs and other online and published resources

Assigned: TBA – A lead is needed and engaging multiple parties will make the load on any single entity or individual manageable.

Budget/Cost: Personnel time only

Note: Using the varied online sources available will enable outreach far and wide as well as to geographically targeted areas. Examples: EzineArticles.com, Visit Florida online Calendar of Events, many others – and posting regularly creates name recognition and interest

- d) Update and expand Monticello & Jefferson County information and photos/images on the Visit Florida Website to further attract visitors for events, displays, sightseeing and other tourist activities as well as rental of facilities (like Opera House for events of others)

Assigned: TDC & Main Street

Budget/Cost: No direct costs

Notes: This is a high profile site with strong promotional value. Being on a high traffic site also increases placement of Monticello tourism information in search engines like Google and Yahoo. Improvements since accomplished in 2014.

- e) Cultivate relations with Visit Florida to gain greater visibility for Monticello through its Website and promotions

Notes: Examples – Prominent article about North Florida rural areas good for tourism doesn't talk about Monticello or Jefferson County but lists Dixie, Suwannee and others -- <http://www.visitflorida.com/en-us/articles/2013/insider--off-the-beaten-path/florida-big-bend-counties-mckechnie.html>. Dropdown box for “Regions” shows a list of Florida cities, including Madison, but not Monticello.

- f) Create a tourism destination package and auction it through high profile online sites and services

Assigned: TDC & Main Street

Budget/Cost:

Notes: Promote area attractions to thousands in the process. Visit Florida has a free Auction service for this purpose. EBay is another option. A You Tube video could help promote the auction (and local attractions at the same time).

- g) Add and improve signage to attract potential visitors and direct them to tourist opportunities
Note: Add actions from CPI handout to VST about Interstate signage (and landholders) – and action for other area signage.
- h) Create app for informing and drawing tourists from Interstate into town
- i) Provide marketing support to local tourist attraction companies and organizations through group trainings and other professional services

Assigned: SBDP

Budget/Cost:

Note: Master list of attractions and contacts needed in order to proceed

- j) Promote events/activities/venues not generally thought of as tourist attractions but that could draw outside visitors as well as local traffic for participation and spending (example: Monticello Country Jamboree)
- k) Coordinate on publicity of events and activities happening in the same time-frame in order to draw more out-of-County visitors who will more likely travel in knowing of multiple opportunities available
- l) Publicize events and activities well in advance as a way to encourage hosting of additional revenue generating opportunities by area businesses given the time to plan ahead
- m) Encourage collaboration by multiple venues on days of events and activities so that more businesses and venues can attract visitors (example: Southern Music Rising annual music festival and arrangements with local restaurants and stores)
- n) Use opportunities of tourist events and venues to interview and poll visitors on questions that will help in evaluating tourism impacts while also enhancing the tourist experience
- o) Create fliers, brochures and online information to quickly and easily inform tourists of local events, activities and venues to access during their visits to the area
- p) Explore having signage added on US 90 and US 19 with a Webpage or social media address where such information (item o) can be quickly and easily obtained by travelers on the go. Request that Florida DOT create logo signage on same for I-10.

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Note: The TDC has launched a Word Press Blog page (May 2014) and hired a blogger to write two blogs per month on events happening in JC

■ **TASK 4: Educate and inform local residents about tourism attributes of Jefferson County and promote participation in accessing them**

Priority/Need:

Timing: 2014 & ongoing

Assigned: TDC. Main Street, Chamber, Historical Society

Key Questions: How aware are local residents about specific tourism attributes ... To what extent are tourist venues and activities frequented by local residents (and is there any measure of such done) ... To what extent do local residents spend money on such activities ... What are the best ways of informing residents on this subject ... Are residents more or less likely to take part in activities that attract outside tourists?

ACTION STEPS

1. **Publicize the assets list** created under Tourism Task 1 – and include schedules, contacts and summary information
2. Evaluate “Key Questions” above and determine any actions needed to derive a clearer sense of **resident awareness and involvement**
3. Create an **educational video(s)** that showcases the assets of Jefferson County for the education of residents as well as local workers in the hospitality industry (while at the same time further promoting the community more broadly as a tourist destination)
 - a) Contact FSU Department of Digital Media to see if they can provide assistance – or use training services of SBDP on how to create it “in-house” through local organizations
 - b) Write a script describing local tourism assets
 - c) Video record and obtain still photographs of such assets
 - d) Create the video – or more than one with different emphasis
 - e) Place video on You Tube and local organization Websites
 - f) Promote it to the local news, area businesses (to play for their employees), members of local business organizations, tourism information outlets for Florida attractions, other key contacts

4. Tap **FloridaMemoryProject.com** as a resource for historical photos and information about Monticello/Jefferson County.
 - Create displays around town, including “before and after” photos of specific buildings and areas showing days past compared to the present.
 - Consider hosting a contest for locals to identify people and places from historical photos

Budget/Cost: TBA

Status:

Note: Publicizing to the community has been challenging as many do not take the local paper. Many residents also feel that tourist attraction such as the rivers are for their use only ... and feel they should not have to pay to participate in the county's events.

■ **TASK 5: Implement priority projects for area tourist attractions**

Priority/Need:

Timing:

Assigned: TDC. Main Street, Chamber

Partners:

Key Questions: What projects will produce significant positive results in drawing tourists and generating spending and jobs in the local economy?

ACTION STEPS

1. Create a landmark tourism venue for **natural history and archeology**, including prehistoric findings within County

Assigned

Budget/Cost: TBA

Status:

Note: CPI (Consultant) arranged a local program of experts on this 10 years ago and one had offered substantial donations of fossils at the time for showcasing in Building A, including replica from the original Mastadon found in the river. He has since offered ideas on how to create an attraction elsewhere if Building A is not an option. TBA.

2. Establish Jefferson County as a premiere **biking destination** in North Florida

- a) Contact Florida Bicycle Association to identify opportunities for visibility through maps, newsletters, social media and other means, and to learn about upcoming events (including events held on an annual or regular basis) that may be relevant for Jefferson County with dates and contact information.
- b) Further research events and determine those of interest. Contact organizers to propose Jefferson County as a venue for launch/end point or stop-overs.
- c) Identify Facebook and Twitter pages with strong potential for publicizing the community for state and regional biking events and excursions.
- d) Develop promotional verbiage and do social media posts.
- e) Contact Visit Florida to identify opportunities for publicizing the community for biking events.

AssignedBudget/Cost: TBAStatus: Per TDC, May 2014 --Visit Natural North Florida is in the process of developing a page on its Website devoted exclusively to bike trails in the region. Capital City Cyclists has maps online to show bike routes in Jefferson County.

3. Support **Heritage Roads** initiative as a four trail system of heritage roads in Jefferson County (Magnolia-Miccosukee, the Spanish Trace, the Plantation Trail and the Flatwoods Wilderness Trail).

Question of City: Update of following needed ...

- a) Approval by the BOCC

The Jefferson County BOCC has given approval to use the Magnolia-Miccosukee Trail as a trial to see the feasibility of designating a heritage roads system

- b) Logos have been designed

- c) Application to Jefferson County Small Grant Program

An application to the JC Small Grant Program is being made for \$1,500 for the production of a brochure of the trails that can be distributed to the TDC, cycling clubs, etc.

- d) Secure additional funding for signage on the trails

The committee will explore funding possibilities with Neil Fleckenstein of Tall Timbers and grants through Main Street and the TDC.

Assigned: Heritage Roads Committee; TBABudget/Cost: TBAStatus: 2014-2015 grant from Visit Florida approved May 2014 to develop a brochure for the Heritage Roads. Funding for signage still needed.

3. Continue development of **Water Street Park, Recreational Trail**

- a) Construct boardwalk through park and secure necessary approvals
- b) Undertake bids for construction via City
- c) Through local Legislative Committee, seek \$100,000 legislative appropriation for a welcome center and bathroom facilities.

Assigned:

Budget/Cost: TBA

Status:

4. Offer and promote **Monticello Historic Tours**

- a) Create tour brochure
- b) Get commitments from historic sites and Bed & Breakfast Inns
- c) Describe historic sites and inns included on the tours (with long version for guides and short for brochure); collect photographs; design & have printed
- d) Identify and train at least three tour guides
- e) Disseminate and promote. Send letter and brochures to bus companies, retirement community recreation directors, Elderhostel travel directors, Pepper Institute and other key contacts. Follow-up with phone calls, emails, social media.

Assigned: Main Street

Budget/Cost: TBA

Status:

Questions: Are there other attractions or activities from TDC and Main Street Plans that would be furthered by including in the ACTION Plan? Who will undertake the Action Steps noted? Are there roles for Historical Society and other organizations?

■ **TASK 6: Integrate tourism planning and initiatives with business & economic development activities and plans**

Priority/Need: Important for leveraging & enhancing the success of all three priorities

Timing: 2014 and ongoing

Assigned: TDC, EDC, SBDP,

Partners: Main Street, Chamber, Historical Society

ACTION STEPS:

1. Include tourist attractions in the County **targeted business/industries** list (see Chapter 1)

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2. Inform entrepreneurs about the targeted industries list and other information about potentially viable **tourism business ideas and opportunities** for development in Jefferson County, such as results of surveys on same
3. Assist local merchants in ways to **better capture tourist traffic** from events, sight-seeing and other visitor activities

■ **TASK 7: Obtain funding support for tourism initiatives**

Priority/Need:

Timing: 2014 and ongoing

Assigned: TDC. Main Street, Chamber

Partners: Historical Society

Key Questions: How much support funding is needed to create a significant return (aside from attraction revenues) ... How should it be applied ... What funding sources are viable ... Who should solicit it?

ACTION STEPS

1. Secure **VISIT Florida** funding for local tourism initiatives
 - a) Support proviso to Governor's 2014 recommended budget increase for VISIT Florida directing support resources to rural communities

Note: This Action Step was created at first of 2014

- b) Determine status of 2014 Legislative Session on Governor's proposed funding increase for VISIT Florida, and find out agency plans for disbursement of funds

Note: SBDP proposed rural proviso and tracked down key information about the proposal pre-Session -- and is available to do the follow-up if desired

- c) Track VISIT Florida Web page for nonprofit and business grants <http://www.visitflorida.org/grants/>. Identify options for support of local public agencies and tourism delivery companies.

- d) Assist companies in how to effectively pursue funding opportunities

Assigned: TDC & Main Street with SBDP support where helpful

Budget/Cost:

Note: Per TDC, May 2014 -- Visit Natural North Florida has appointed a Legislative Committee to meet with CEO of VF and discuss ways to increase funding for small rural counties. VF has been reluctant to provide any direct additional funding. VNNF meets with VF every September to discuss these issues. The Legislative Committee will address helping to market to military and ways to help RACEC counties considering that the grant program no longer considers them.

2. Explore **alternative grant sources** for tourism development and promotion

Assigned: TDC & Main Street

Budget/Cost:

Notes:

3. Include tourism projects in earlier-described **donor program** (see section ___) – for billboards, other signage, benches, other

Assigned:

Budget/Cost:

Note: There is a movement afoot to do this but because of donors' desire to be anonymous it will not be announced until further study and work is done.

Question: Other sources and leads to pursue, actions to take?

Note: RE State tourism funding -- Per TDC - \$5 million of 2014-15 Visit Florida funds will be set aside for "Medical Tourism". \$1 million is funded through GI Bill for promoting tourism for veterans. The grant program that TDC accesses through VF are the Cultural, Heritage, Rural, Nature Tourism grants, on a 1 to 1 match basis. Match incentive for RACEC counties (lower match requirement) has been eliminated.

Question: Are these all small scale grants (under \$5,000)? Other sources available at higher levels?

TDC Executive Director is also Chair of the regional Visit Natural North Florida (formerly Original Florida).



Defining & Focusing on Strategic Priorities

Chapter 3: Sustaining and Bolstering Agricultural Activity & Viability

Jefferson County has a rich history as a farming and agricultural community. Related issues and strategies for the county follow along with Key Issues and action needs.

Issues & Opportunities

1. Substantial land is available in the county for farming and other agricultural uses.
2. The climate has generally been well suited for agricultural productivity, though the effects of climate change are showing up in weather patterns and other impacts.
3. Land use policies and practices on such matters as growth, rural sprawl from neighboring communities, subdivision of lands and land uses on agriculture-zoned properties affect the availability of large parcels of land and suitability of land for agricultural purposes.
4. A diverse range of agricultural products have been grown in Jefferson County and the potential exists for further diversification.
5. The USDA Census of Agriculture reported a 54% increase in the number of farms between its 2007 report and its 2002 report (642 vs. 418) and an 11% increase in land classified as farm land in that same period.
6. Some 24% of county income is derived directly from agriculture and forestry.
7. Many small to mid-sized farms face challenges with staying economically viable, despite the need for their products.
8. Farmers are dispersed location-wise and otherwise less accessible for outreach and communication purposes, including informing them of support services.
9. Some farmers resist or object to receiving funding or support services from government sources and some regard government regulations, access or involvement as intrusive.
10. Many farmers lack adequate access to the Internet and are not up-to-date on new and growing opportunities (and necessities) through Internet marketing and sales as well as information resources that can aid in farm productivity.

11. Jefferson County is well positioned (in proximity to major highways) as a distribution hub for agricultural products.
12. Opportunities exist for in-county renewable energy resource production on rural lands while the market for such products and services is rapidly growing.

Strategies

1. Maintain and expand the county's agricultural sector by ensuring land and water availability for farming and forestry, including large tracts and contiguous agriculture uses
2. Improve communication capabilities with and by farmers and other agricultural businesses
3. Create new opportunities for moving products to market through strategic marketing assistance, in-county sales venues and events, and out-of-county distribution services
4. Diversify agricultural products and services offered by Jefferson area farmers and suppliers as well as diversified methods of marketing, sales and distribution (including Internet-based)
5. Track trends on market demand and offer products and services to capture economic opportunities based on consumer responses – such as the increasing popularity of home grown and organic produce, sustainable farming methods, new methods of humane animal care and renewable energy use
6. Grow the agricultural workforce, in numbers and capabilities, with emphasis on helping farmers keep their farms viable, encouraging youth to stay and work in the county, and encouraging innovators (such as youth and others interested in sustainable practices and Internet marketing and sales)
7. Provide support services to farmers while being respectful of concerns about government roles
8. Strengthen the abilities of farmers to tap the Internet as a resource for improved farm viability
9. Promote local leadership in methods that prevent or mitigate the adverse effects of climate change on agricultural production and silviculture

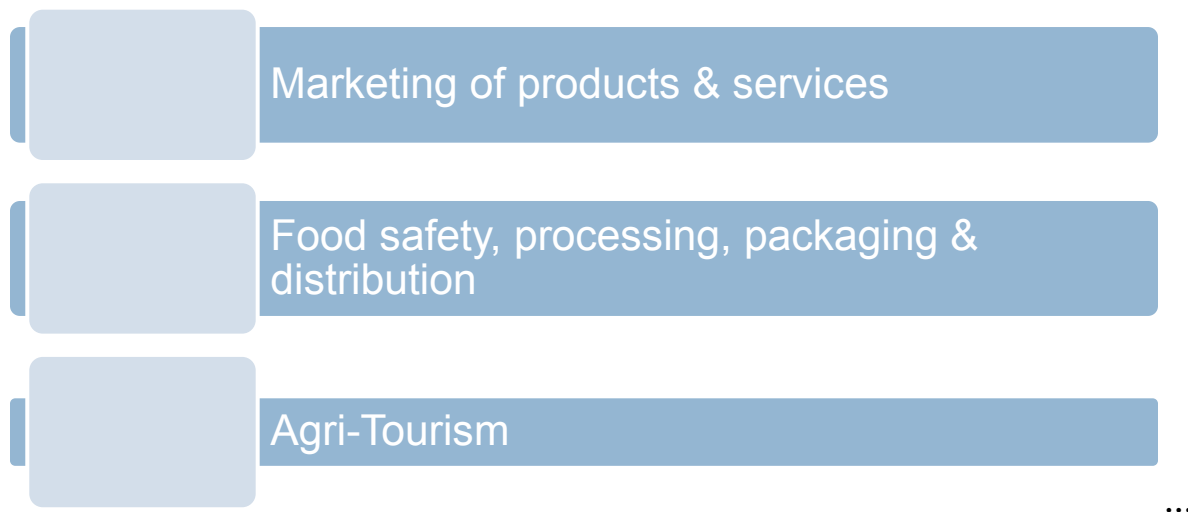
Action Area VII: Sustaining and Bolstering Agricultural Activity & Viability

Goal: Maintain and grow a vibrant agricultural sector in support of local farmers and to achieve a sustainable local economy

Objectives:

1. Promote Jefferson County agriculture as a provider of food and other agricultural products to North Florida and other available markets
2. Provide marketing information and technical assistance to Jefferson County farmers to boost visibility and sales
3. Encourage diversification of local agricultural production and activities for greater longevity and economic returns
4. Preserve agricultural lands as a distinct part of the County's rural heritage and an important economic asset for the future

Key Issues: Marketing (branding, direct marketing initiatives, other) ... diversification ... food safety ... processing & packaging ... product out-of-county sales & distribution ... succession planning ... farm support services & outreach ... agri-tourism ... rural land planning & preservation



Diversification of products & services

Rural land preservation

■ **TASK 1: Support agriculture as a vital resource for the economic future of Jefferson County**

Priority/Need: High

Timing: 2014 & ongoing

Assigned: Extension Office with support from SBDP, EDC, County Planning Department

Partners: Seed Time Harvest, other local farmers and collaborators

ACTION STEPS

1. Examine creating a **committee or council** composed of key organizations and individuals to address important agricultural issues and opportunities on an ongoing basis and to recommend solutions.

Questions: What can be done to facilitate formation of an independent group? What role should the County play – inviting periodic recommendations from the group, serving on the group, appointing a group if not created independently?

2. As part of the above or as a related activity, foster the establishment of an organized **network or forum for local farmers** to meet and communicate on concerns of mutual interest.

Note: Seed Time Harvest hosts a monthly meeting of farmers with like-minded interests for coordination, education and networking.

3. Provide for **education** about the importance of agriculture and the important role that providers of agricultural products and services have in Jefferson County
 - a) Consider creation of a student internship program or paid positions that would target K-12 students as a way of educating youth about the value and functions of agriculture and encouraging their future employment in this field

- b) Continue and expand Extension Office role in hosting day camps, field trips and other educational events
- c) Provide informative and strategic information online focused on agricultural topics of concern for Jefferson County – meetings to advance agricultural goals, examples of leadership and success stories featuring local farmers and other agricultural businesses, agricultural products and producers in the area, etc.

Note: SBDP is available to provide support in design and launch of such a service

- 4. Preserve **agricultural lands** through community planning and land use decisions so that suitable and adequate parcels are available to achieve and sustain agricultural vitality in the county. *Also see Chapter 5 below.* As part thereof:

- a) Support agricultural production by limiting Comprehensive Plan Map amendments to convert agricultural lands to other uses
- b) Encourage the use of conservation easements, and limit the subdivision of such lands, to protect agricultural lands from higher densities and premature conversion

Note: A significant quantity of acreage in the northern areas of the County have been protected through conservation easements. These lands are associated with the historic plantations. Conservation easements can also be utilized to protect lands preserved as open space where clustering is used during the subdivision process.

Residential densities in the agricultural land use categories are currently limited to 20, 5 or 3 residential units per acre, depending on whether the use is in AG 20, AG 5 or AG 3.

- c) Otherwise support and ensure land uses consistent with the comprehensive plan and LDC
- d) Adopt a voluntary Farmland Mitigation and Protection Ordinance that supports and facilitates no net loss of farmlands

Note: Clustering policies contribute to the no net loss goal. Clustering is required to achieve the maximum allowable density for residential uses in the AG 20 AG5 and AG 3 land use categories.

- e) Adopt a local Transfer of Development Rights Ordinance to further protect agricultural lands

Note: There is currently little development pressure to convert farmland to other uses. Planning Department recommends that the County wait to create and implement any TDR program until such time as growth pressure would make such a

program viable. The 2011 Vision Plan called for such an ordinance.

- f) Allow agricultural uses in additional land use categories and encourage small scale home-based farming, where feasible and appropriate

5. Seek **funding** for a far reaching initiative to implement multiple action steps (and multiple categories) in this Chapter

Note: Ideas in development for this -- TBA

Assigned:

Budget/Cost:

Note: 2011 Vision Plan emphasized the need for consensus on the importance of agriculture in the area.

■ TASK 2: Ensure and increase the economic viability of existing small and mid-sized local farms

Priority/Need:

Timing: 2014 and ongoing

Assigned: Extension Office with support from SBDP, EDC, County Planning Department

Partners: Partners: Local farmers and and other collaborative groups

ACTION STEPS

A. General

1. Continue to provide support to the **County Extension Office** as a valuable resource for supporting farmers, farming production and agricultural viability
2. Identify and promote **services available to local farmers** through agriculture-related or supportive organizations, including information, technical assistance, tools, loan programs, grants, other incentives and other resources -- and including (but not limited to): UF/IFAS, FAMU, Farm Credit of Northwest Florida, Florida DACS (ag offices and Florida Energy Office), USDA, Florida Farm Bureau, American Farmland Trust, others

Status: SBDP completing an informative document on lenders and other funding sources for supporting local agriculture (May 2014)

Budget/Cost: Part of existing functions thus far

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Questions: Do the local organizations convene for purposes of coordination and collaboration? If not, would there be interest if SBDP (and/or Extension Office) facilitated?

Is there a brochure or other "one-source" literature available on the various available organizations and services?

Note: Promotion could occur through other marketing initiative described below.

3. **Track US Census data** and other reliable information sources on key agricultural statistics (growth or decline in agricultural sector, how much land in the county is agricultural, local agricultural products, Florida county comparisons, etc.

4. Use **comparative data** on how Jefferson ranks as a provider of individual agricultural products to spot opportunities for new business development and existing agricultural business expansion in Jefferson County.

Note: SBDP can assist in this capacity

5. Obtain or create (or expand upon) a **database of the small to mid-size farms** in the county with contact information

Questions:

- Is there already a database of local farmers?
- Do local farmers participate in organized gatherings where there could be an opportunity to meet with and engage them?
- What are relevant services of the Florida Farm Bureau and how large is their local membership? Is there a local newsletter (that we could tap into)?

Note: This will be used in providing farmers with timely information for their benefit while also involving them in identifying needs and developing and implementing solutions.

Budget/Cost: TBA

6. Provide **technical assistance** and other support to farmers in applying for grant and loan funds or support services
7. Foster **community supported agriculture (CSA) programs** to augment farmer's income
8. **Track trends in climate change** and keep farmers/growers informed of actual and anticipated impacts – on growing seasons, pest management needs, temperatures, excessive wet periods, storm protection, etc. – and both preventive and remedial action that they can take

As part thereof, publicize success stories, especially those in Jefferson County that others can learn from.

Status: Extension Office is participating in a workgroup that is examining these concerns

and that includes participation of the Florida Climate Institute. Significant changes in rainfall patterns has been flagged as a major topic.

Two local farmers have initiatives underway to mitigate adverse effects, such as methods to control and limit soil erosion.

B. Marketing & Development

1. **Create a brand** to use in publicizing and marketing the agricultural assets of Jefferson County

Note: The Florida Department of Agriculture created a brand several years ago that the agency uses widely: *Fresh from Florida*. What should our brand be? What are the components – what's important to us about agriculture? What makes us stand out? What do we want to be remembered for? What's a generic label that fits across the board, like DACS' does? VST responded with several strong candidate names (to be noted in Appendix)

Assigned:

Budget/Cost:

Notes:

2. Establish a **direct marketing initiative** for local producers to advertise their products and production capabilities to the surrounding 150-mile area. Achieve this by:

- a) Identifying organizations and key individuals to target through such marketing
- b) Developing a database of contact information for outreach uses (see section A above)
- c) Creating marketing information that can be delivered via electronic newsletter/ bulletins, social media, online events and traditional marketing means (direct mail, email and fax)
- d) Creating an Internet marketing strategy and plan for specific outreach steps
- e) Considering ways to fund and run an organized outreach initiative. Include sponsorships, donations, grant funds and other possible options as well as in-kind support
- f) Cultivating partnerships and in-kind supporters with leverage for outreach purposes – such as requesting publicity by organizations with valuable membership rosters and other mailing lists – like the Florida Restaurant Association (for publicizing Jefferson producers) and both Visit Florida and the Florida Attractions Association (for agri-tourism)
- g) Dovetail local produce sales and promotions with other local activities that are well publicized and offer opportunities for dual benefits – like the annual Watermelon Festival as an opportunity to more actively promote other Jefferson ag-products as well

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- h) Create a local or regional Website for active publicity of such information and/or expand Extension Office Website for these purposes

Assigned:

Budget/Cost:

Notes:

3. Continue to explore and establish **connections with local vendors, restaurants and institutions** as potential purchasers from local farmers, including by:

- a) Create a network of interested local farmers and a directory of the products that they each offer along with their contact details and other relevant information (seasonal offerings, delivery options, volume discounts, etc.)
- b) Organize contributors or hosts for producing, printing and disseminating the document – beginning with a request of the Extension Office
- c) Distribute the directory to relevant local businesses and promote its use
- d) Create an online directory and/or publicize with local farmers opportunities for listing of their produce on Web clearinghouse sites focused on the Big Bend area (Red Hills Alliance and others).

Assigned:

Budget/Cost:

Notes:

4. Explore creation of a **small business incubator for agricultural** businesses or incorporation of agriculture into a larger business incubator

Assigned:

Budget/Cost: TBA

Notes: Other communities (such as Gainesville) have successfully done this. Also see 2012 SBDP conceptual proposal for County (not presented for action).

5. Develop and conduct **training program** for interested farmers on “new era” marketing strategies, including Internet based tools, market access and commerce opportunities

Assigned: Extension Office and SBDP.

Note: Multi-county grant has been received by NW district for Internet business/commerce development series.

6. Promote and encourage **events sponsored by local farms** – like the fall corn maze at Aunt Louise's Farm, Opening Day at Myrtle Creek Farms (tour, hay rides, farm fresh food, produce sales, education, networking), Mayhaw Day at Golden Acres Ranch -

featuring local produce and artisanal crafts.

7. Identify members of the **public interested** in the subject – locally grown foods, healthy fresh produce, agriculture-related events, home growing strategies, etc. – and connect with them as a way of promoting local agriculture
 - a) Create a Web page with an opt-in box to collect names of interested members of the public
 - b) Create Web content focused on such topics in Jefferson County
 - c) Create a bulletin for publicizing events and other pertinent information

Note: Ideas in development, TBA

C. Specific Initiatives

1. Actively encourage food production facilities to develop **food safety plans** for implementation of Good Agricultural Practices (GAP) as specified by the USDA. Achieve this by:
 - a) Promoting participation by local farmers in GAP trainings
 - b) Consider hosting a local GAP certification class for local farmers at the Jefferson County Extension office sponsored by the Lake City office

Assigned: Extension Office with support from Seed Time Harvest

Budget/Cost:

Status: A May 2014 training was held in Tallahassee and promoted for attendance by County farmers

Notes: Aimed at ensuring that safety regulations and requirements are followed, to combat disease outbreaks and address other public safety needs

As producers increase volume and breadth of food product distribution, food safety plans are a business requirement. The Food Safety Modernization Act of 2011 includes produce packers, processors, repacking and distribution operations, nut shellers, and anyone else who falls under Food and Drug Administration jurisdiction.

2. Identify **regulations** that apply to local farmers and others engaged in agricultural business or the independent processing or preparation and sale of food – and inform those affected

Assigned:

Budget/Cost:

Notes:

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3. Facilitate establishment of a **local processing and packaging plant** to enable increased commercial and consumer sales. As part thereof:
 - a) Determine the specifications for a viable facility of the different possible types (size, utilities, interior/exterior access, etc.), along with types and extent of equipment and other capital investments needed.
 - b) Contact the School Board to find out the availability of unused school facilities –in particular, the Howard Middle and old Jefferson High School cafeterias.
 - c) Identify other possible facilities and sites, including any at or near Interstate 10.
 - d) Include the need for such a plant on the forthcoming list of new business needs to be published through the project [proposed] and promoted by the EDC and SBDP for prospective business owners.
 - e) Provide direct support to prospective owners/operators for a successful business venture
 - f) Inform local farmers in advance about the forthcoming availability of such a plant and how they can make arrangements with the new facility. *Consider market survey of farmers who would use such a service -- as an aid to facilitating a business start-up.*
Note: Identify potential support roles for CSA or nonprofit(s) in plant creation?
4. Consider including **distribution capability** as part of the processing operation described above – and consider as a separate facility and service
5. Establish single and **multi-purpose certified commissary facilities** that can be used for small to medium scale food processing in support of small agricultural businesses

Assigned:

Budget/Cost:

Status:

Notes:

6. Promote **direct marketing** of local farm products through special events and venues. Include as part thereof:
 - a) Support of existing **farmer's market** along with establishment of additional market(s) as an outlet for sale of Jefferson County produce
 - i. Consider potential sites and land availability – Interstate; Nash Road; other – and consider smaller scale weekly or monthly sales at high profile location like adjacent to Courthouse or Annex

- ii. Identify farmers who would be interested in taking part
- iii. Look at models of success, including Thomasville and any at Interstate locations outside of rural communities
- iv. Publicize opportunities and assist potential entrepreneurs in creating a related business venture

Note: SBDP could provide support for the latter

Assigned:

Budget/Cost:

Status:

Notes:

- b) Host **agricultural festivals and other events** featuring local farmers, the sale of their products, education for visitors about growing and farming, and other activities likely to draw area-wide audience. Consider including a green/sustainability theme for added marketing appeal.

Status: Event for region proposed to Extension Office, to take place in August with Seed Time Harvest as co-organizer. To also include SBDP services to farmers and connections for future support to farmers.

- 7. Continue to connect local farmers into the hub of producers for collaborating efforts of **succession planting**, growing and expanded variety of items for consumer satisfaction

Assigned:

Budget/Cost:

Status:

Notes:

Question: Conflicting comments received on this. How best to address? Received note to include this in 6 b) above.

- 8. Recognize and enhance the economic impact of equine operations and equine events in the county including training facilities, competitions and associated businesses. As part thereof, train horse owners in Florida Best Management Practices and sustainable grazing practices.

Assigned:

Budget/Cost:

Note: The 2012 Ag Census shows Jefferson County has nearly as many farms with horses as cattle (163 vs. 183).

■ **TASK 3: Strategically diversify local agricultural production and activities**

Priority/Need: Represents a significant opportunity for farmers and the Jefferson economy

Timing:

Assigned: Extension Office, others TBA

Partners: Seed Time Harvest, SBDP, others TBA

ACTION STEPS

1. Increase income to farmers and the local economy through **agriculture- based tourism & agri-tainment**

- a) Assist local farmers and entrepreneurs in identifying and pursuing options for new and expanded ventures of these types. As part thereof:

Tap strategies used by models of success, such as Long & Scott Farms (Mount Dora) for eco-tourism and produce sales

Note: See project Website for Webinar replay and slides, Economic Diversification event – OurActionPlan.org ... & Agriculture section of project Rural Economic Development Opportunities Report

- b) Promote local events like annual Tour of Farms and fall corn maze

Note: Long & Scott Corn Maze attracts over 30,000 tourists per year, is a fee-based activity and dovetails with sales of access to other activities, fresh farm produce and other products.

Local farm tour and corn maze estimated to have attracted 1,600 visitors at individual sites in 2014, a strong turn-out for the county and one that can be built upon for future events

2. **Promote naturally grown crops** through education and marketing to farmers and consumers, including by:

- a) Developing (or obtaining and adapting) easy-to-understand information on benefits and techniques of natural growing relevant to Jefferson farmers and widely

disseminate it to farmers in the county

- b) Determining ways to put existing facilities to work in organic production – *for instance, there are at least 5 unused green houses, 2 unused or under-utilized hydroponic systems, and a pending aquaponic system which could easily add to the production of a natural and organic food system.*
 - c) Identifying viable markets for organic produce grown and harvested in the area
 - d) Promoting SBDP business services to existing and potential organic farmers
3. Capture opportunities for **renewable energy production** using agricultural resources of the county by:
 - a) Evaluating the potential for bio-energy crops and uses
 - b) Evaluating the potential for dual use of agricultural lands for food/fiber and sustainable energy production
 - c) Other TBA
 4. **Expand upon range of agricultural products** grown and harvested in the county
Note: Add steps or examples, categories
 5. Promote and publicize **conservation oriented methods** of food production (such as hydroponics) and other innovative approaches to local agriculture
 6. Promote Jefferson County as a **venue for educational events** related to agriculture

 Note: Extension Office campus includes conference room that seats 35 with presentation equipment plus smaller workshop room.
 7. Assist local farmers in **expanding to remote markets** through Internet-based marketing and mail-order sales
 8. **Communicate with farmers** on the benefits of and opportunities for diversification in local agriculture, including direct economic benefits to them
 9. Promote **agricultural conservation practices** that maintain and enhance the quality of the county's soil, water and air as well as the economic vitality of local farms. As part thereof, implement 2011 Vision proposals to:
 - a) Host a series of workshops to inform local farmers about strategies to integrate sustainable practices into their operations
 - b) Find ways to better monitor pesticides used and environmental gains in Jefferson County (e.g. improved water quality) upon implementation of sustainable practices
 - c) Conduct a study or survey to better understand barriers to sustainable agriculture

- and assistance opportunities for farmers
- d) Promote implementation of such agricultural practices by publicly recognizing farmers providing food while reducing environmental impact

Budget/Cost: TBA

Assigned:

Budget/Cost:

Notes:



Defining & Focusing on Strategic Priorities

Chapter 4: Revitalizing & Enhancing the Downtown

The city of Monticello is known for its charm and quaint small town appeal. Downtown improvements make the city even more appealing for residents and help attract tourists who contribute to the local economy.

Issues & Opportunities

1. The downtown of an area is typically the, or a, hub of community activity. The city of Monticello serves that purpose.
2. Downtown Monticello has seen steady improvements in appearance, the presence of shops and stores, and local activities.
3. Grant funds are available to assist with some of the improvements being sought for the city.
4. Additional steps are needed to ensure safety of pedestrians crossing downtown streets.
5. Planning and public engagement are vital tools for continued downtown improvements
6. The City has achieved improvements through its approach to code enforcement.

Strategies

1. Undertake master planning for a cohesive, effective approach to downtown improvements
2. Involve local businesses and residents as partners in defining revitalization goals and approaches
3. Cultivate volunteers and donors who will contribute to ongoing improvements
4. Other TBA

Action Area VIII: Revitalizing & Enhancing the Downtown

Goal: Create a vibrant downtown that meets the community needs of area residents and fosters thriving local businesses

Objectives:

1. Ensure a downtown that is walkable, safe, aesthetically pleasing and both appealing and popular as a place for community members and others to gather and for businesses to locate
2. Promote tourism as a way of supporting downtown business and the local economy as a whole

INSERT Key Issues & graphic of

■ TASK 1: Develop a comprehensive downtown improvements plan

Priority/Need: High

Timing: Completion by 2015 (August)

Assigned: City

Partners: Main Street, downtown merchants, TDC

ACTION STEPS

1. Identify and secure the **professional services of an appropriate urban planner or engineer** to assist in development of a comprehensive plan for road and right-of-way improvements, including state right-of-way and city-owned street improvements

Note: With the increase of pedestrian traffic downtown due to opening of new stores and restaurants, the issues need to be addressed to ensure safety and provide improvements conducive to economic activity

2. Identify and secure **funding support** for plan development

Budget/Cost: \$25,000 for study

Status: As of May 2014, City has submitted proposal to DEO for funding this need.

Note: The retailers downtown have asked for improvements in the infrastructure (sidewalk repairs/lighting/consideration of signage to identify location of stores and restaurants). They have also requested consideration of additional designated parking for the area.

Beautification funds obtained from DOT; also have effect in creating sense of entering downtown and the need to slow down

The City will be able to use this plan to seek funding from various grant programs, such as CDBG -- or, in the alternative, develop a plan for improvements by breaking down the components into several stages which could be completed by the city.

■ **TASK 2: Consider Truck By-Pass to limit truck traffic in town**

Priority/Need:

Timing: Immediate check needed on noted DOT workshops

Assigned: City & County

ACTION STEPS

1. Determine status of **FDOT review** and scheduled revisit of the need and past proposals
2. Look at strategies and impacts for **similarly sized communities** that have added truck routes
3. Consider **alternative locations and impacts** on development, environment, commerce

Note: DOT did study and a follow-up study was later done. The subject was to be revisited in current time-range (2013 -15). DOT workshops are currently underway that may be relevant.

Budget/Cost: Per City, estimated cost of additional study \$50 -60,000

Status: Check with Clerk for details

■ **TASK 3: Engage public in review of and input on structural & other downtown improvements**

Priority/Need:

Timing:

Assigned: City

Partners: Main Street

ACTION STEPS

Plan and conduct an active campaign for public review of proposed improvements and receiving input.

Various agencies which should be involved in review of the plans include the County Commission, Monticello Local Planning Agency, Community Traffic Safety Team, Capital Regional Transportation Planning Authority, the City Historic Design Review Board, Main Street and Chamber of Commerce. Downtown property owners should also be involved to provide input into changes.

Status:

■ **TASK 4: Implement targeted short and longer term downtown improvements**

Priority/Need:

Timing:

Assigned: City

Partners: Main Street

ACTION STEPS

1. Evaluate and address **public input received**
2. Establish and act upon **priorities** for capital and other improvements. As of January

2014:

The City is proceeding on several concurrent tracks for addressing identified needs:

Renumber subsections

1) On FDOT right-of-way:

a. Engineering of "bumpouts":

The City is engineering bumpouts on the four corners of the intersections of Dogwood St. and U.S. 19 and Pearl St. and U.S. 19; and the four corners of the intersection of Cherry St. and U.S. 90.

b. Study of accessibility issues, i.e. curb slopes, levelness, sidewalk width, etc. which may need to be corrected.

c. Consideration of needed engineering for stormwater improvements

2) On city streets:

a. Seeking of funding for the installation of and/or re-design of sidewalks, appropriate landscaping, undergrounding of utilities, installation of lighting to encourage evening activities downtown

b. Coordination of the concurrent need to encourage continued redevelopment of vacant or underutilized downtown structures to allow for additional retail activity and/or combined residential/commercial activity

c. Exploration of methods to enhance the historic character of the downtown area, which is included in the City Historic District, to enhance tourism and protection of these historic resources

3. Identify and **secure funding** to carry out capital and other improvements, and consider creative alternatives for certain improvements (example: legacy & donor programs such as in Part __ above.

Note: ICMA 2013 Annual Conference (International City Managers Association) provided examples of successes through this approach

Budget/Cost: The costs of the state right-of-way improvements will be paid for by the state. It has been estimated that the cost of completion of utility undergrounding, installation of new lighting, new sidewalks and new landscaping could run approximately \$100,000 per city block.

Status:

Defining & Focusing on Strategic Priorities

Chapter 5: Ensuring Sound Land Uses & Environmental Protection

Issues, opportunities and strategies are noted followed by the Key Issues for this Chapter and action items on those and other related concerns and priorities.

Issues & Opportunities

1. Land use planning and development decisions significantly affect rural community character, environmental quality and quality of life. Sound planning and preservation can be highly compatible with economic vitality and sustainability. Preserving rural lands is vital for a thriving agricultural sector.
2. "Rural sprawl" is a statewide issue whereby growth from urban areas is "spilling" into rural areas, often imposing adverse fiscal impacts on local governments and community economies. The financial contribution of new residents (through property taxes, other taxes and fees, etc.) is typically less than the cost to local governments of public services required to support them. Impact fees are sometimes used to address the added costs. Sprawl is often unplanned growth with environmental and other consequences. Sprawl effects on Jefferson County were curtailed with the economic downturn effect on new development, and can continue with an economic upturn.
3. The County Planning Department and Commission have prepared a proposed rewrite of the County Land Development Code (LDC). It addresses varied issues of importance to the future of the county and their proposals are before the County Commission (beginning May 2014).
4. Local governments have been required by State law to adopt local comprehensive plans and to include a Future Land Use Map (FLUM). Many local governments also develop a corresponding zoning map that provides greater clarity and direction for land use purposes.
5. The process for policy change and the draft policies themselves can be difficult for "everyday citizens" to deal with and public participation in local land use policy has been limited. Options for affording greater access and involvement are available, and for a clear understanding of policy proposals, and their implications, by the public and decision-makers.
6. The Florida Department of Environmental Protection (DEP) has conducted studies of Florida springs and the health, safety and environmental impacts of human activity that are occurring at springs statewide (from dumping of trash, chemicals, etc.). A provocative DVD is available as commissioned by DEP. The 2011 County Vision Plan laid out a series of options for local spring protection.

7. Local governments nationwide adopt codes for protection of health, safety, the environment, land uses, property values and other purposes of concern to communities. It is the responsibility of those local governments to enforce their own codes. Jefferson County has had a code but has lacked the personnel and administrative structure to carry out enforcement.

Strategies

1. Adopt an improved Land Development Code that will achieve the goals and objectives of the ACTION Plan
2. Create a zoning map as an extension of the local comprehensive plan FLUM
3. Improve opportunities for public awareness, understanding and input on related matters ... and ensure that clear and complete information is provided on issues, proposals and implications for the decision-making process
4. Give priority to springs protection as an environmental need with notable economic benefit
5. Improve upon and carry out County codes for community welfare
6. Integrate planning, zoning and land use with local economic development goals and initiatives
7. Tap available expertise and resources on environmental and land use best practices, innovative solutions and other viable approaches for rural communities

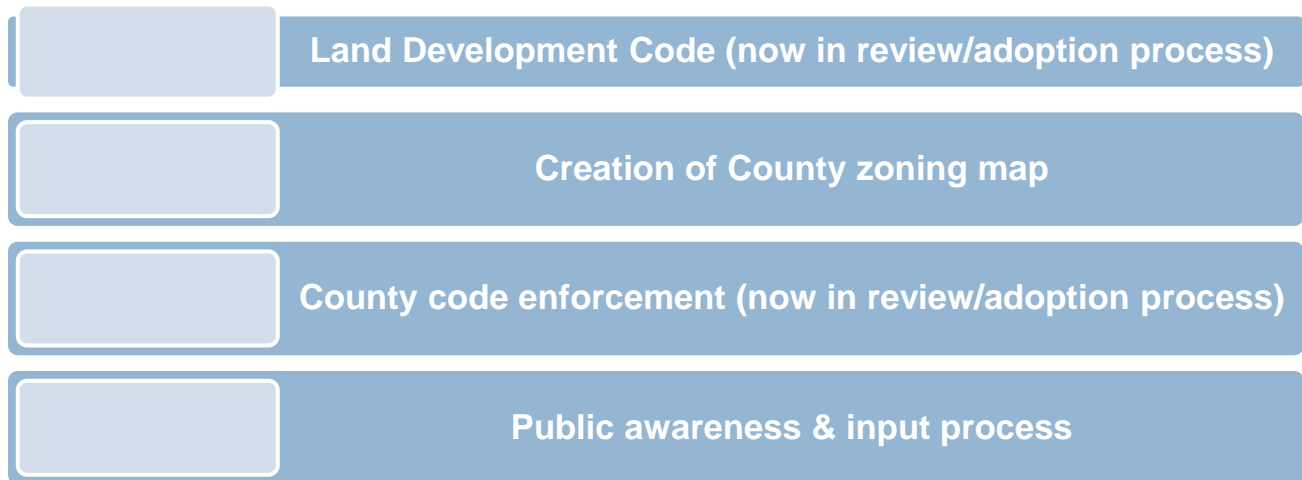
Action Area IX: Ensuring Sound Land Uses & Environmental Protection

Goal: Preserve the County’s rural landscape and environmental features while supporting compatible land uses for economic vitality

Objectives:

1. Preserve rural lands for current and future agricultural uses and as a part of community identity and character
2. Protect environmental quality and the County’s natural resources, for their current and long-term benefits to residents, wildlife and tourists as well as future generations
3. Strategically locate business and industry in areas that are compatible with community preservation goals

Key Issues: Land Development Code (now in review/adoption process) ... code enforcement (now in review/adoption process) ... zoning map ... public awareness & input process ... cost of service reviews



■ TASK 1: Examine and improve upon land use policies and practices

Priority/Need: High

Timing: 2014 & beyond

Assigned: Planning Department, Planning Commission, JCEDC, VST, 2011 Vision stakeholders

ACTION STEPS

1. Update and improve upon the **County Land Development Code** (LDC)

Assigned: BOCC

Status: Planning Commission completed recommendations for new 2014 LDC on May 8, 2014 and will present to BOCC on May 20. Review process with public workshops to follow (3 – 6 month process).

Action Needed: Content of lengthy code was significantly reorganized. Clear summary needed on the restructuring (so reviewers can follow the changes), as well as on the proposed substantive policy revisions (explaining what was done, why and the implications)

2. Identify and undertake **additional land use actions** to advance purposes of the Vision Plans and implementation of the ACTION Plan. As part thereof:
 - a) Create a County zoning map in addition to the more generalized Future Land Use Map
 - b) Consult key sources for best practices, model policies and innovative planning approaches for achieving the County Vision and ACTION Plan implementation*, with specific review of the ACTION Plan provisions
 - c) Identify ways to direct growth for economic development purposes while maintaining the integrity of the local comprehensive plan, land use code and environmental and conservation goals for the community
 - d) Give special attention to preservation of rural lands for environmental purposes, eco-tourism and support of sustaining and increasing agriculture as a vital part of the local economy *See Chapter 3 above*
 - e) Evaluate Tall Timbers 2013 study and report on economic impacts of conservation land uses for North Florida counties, including Jefferson
 - f) Consider findings from cost of service studies relative to the comparative economic and related impacts on communities from different types of development and land use (agriculture, commercial, industrial, residential)

Note: Cost of service studies are an established tool for evaluating the fiscal, infrastructure and other impacts of growth on local governments and the communities they serve.
 - g) Similarly consider the impacts of different types of residential growth in terms of

Jefferson County 2014 Vision ACTION Plan

typical impacts on communities demand for public services, spending in the local economy, taxes paid (e.g., retirees vs. families with young children, etc.)

Assigned: County (BOCC, Planning Department); Planning Commission. Collaboration with EDC on item c). Request tech assistance and input as needed from Tall Timbers.

** Florida Department of Economic Opportunities, Division of Community Development; American Planning Association (Rural & Small Towns Division) & Florida Chapter; American Farmland Trust, others; also see project report on Rural Economic Development Opportunities Report for others*

3. Create an effective administrative structure (code, personnel and practices) for ensuring adherence to **County codes and ordinances**. As part thereof:
 - a) Consult Florida Association of Counties and Florida League of Cities for examples of effective approaches, including possible model communities with like circumstances as Jefferson County
 - b) Consider successes achieved through code enforcement practices of City of Monticello
 - c) Identify time requirements as part of assessing staffing options
 - d) Revisit criteria for Code Enforcement Board – check on any statutory requirements (and requirements of law to have code enforcement)

Status: Since development of above actions: County Coordinator & Solid Waste Department Director prepared revised County policy for improved structure and enforcement; presented to BOCC. Approval given for appointment of Solid Waste Department Director as Code Enforcement Officer and required certification training has been completed. May 20, 2014 public hearing scheduled to adopt revisions to code enforcement procedures. County is in process of advertising for applicants for Code Enforcement Board. A formal code enforcement program should be operational before the end of the fiscal year 2013/2014.

Note: VST member pointed out (2013 meeting) that the absence of a code enforcement program is a detriment in grant applications.

4. Improve upon process for **public awareness and input** on related planning matters and solicit public involvement and support in implementation of the Vision ACTION Plan.
 - a) As part thereof, obtain 2011 Vision stakeholders list and invite their input while also informing them of upcoming workshops on 2014 Land Development Code
Questions: Who has the contact list? Who can conduct an email or physical mailer?

Status: One of 2011 coordinators contacted with no success. Contact needed with past project manager. However, two VST reps have said they don't recall sign-in lists being used. 2011 Plan Appendix refers to 68 participants in the visioning forums and survey.

- b) Place draft planning documents and Planning Commission agendas online to enable an informed public and meaningful public input

Planning Department could be given permission to host a secondary Web page (similar those for the Action Plan and the SBDP) connected to the main page and maintained by the Planning Office with current downloadable documents posted to the site for the public, Commissioners and others.

Assigned: County (Coordinator's Office, Planning Department)

Note: Lag time in County Website updates has been a barrier to using main site for this purpose, given time-sensitivity of the documents. Alternative is to notate on site that meeting agendas and documents for review are available in print or by email through the Planning Department. But this places added time and resource demands on that office and is less accessible to interested parties at the times they want the materials and in the needed turn-around time.

5. Review and evaluate related sections of **2011 County Vision Plan**. Recommend implementation actions.

Assigned: Per January initial draft Plan, County Planning Department & Commission asked to provide review and report, with feedback on status, recommendations for further action. VST, Oversight Committee & Consultant to review results and provide conclusions and recommendations

Status: Underway for inclusion in "final" Plan. Initial Planning Department comments provided; others forthcoming. VST and other feedback, recommendations added.

6. Review and evaluate related sections of **City Vision Plan** (pages 66 – 68); recommend actions

Assigned: County Planning Department

Status: Planning Department recommends that this be referred to City and resolved through the City Council and the City Local Planning Agency

Note: City Vision was through a grant to the City but addressed County-wide concerns. Key issues since raised through 2011 Vision and ACTION Plan.

Budget/Cost: Most if not all steps included as part of existing functions

Question: Question raised at VST of the need for having a City planner plus planning and design software. Action needed?

■ **TASK 2: Engage in collaborative planning for a sustainable transportation network**

Priority/Need:

Timing:

Assigned: County, City

ACTION STEPS

1. Actively participate with CRPTA in development of **Regional Mobility Plan**
2. Implement the County **Bicycle and Pedestrian Master Plan** as part of creating an intermodal transportation network

Assigned:

Budget/Cost:

Status: In early 2013 the County approved its Bicycle and Pedestrian Master Plan as funded by CRTPA.

Task 3: Protect natural resources for current and future generations while safeguarding public health & environmental quality

Priority/Need: High for #1

Timing: 2014 for # 1

Assigned: County

ACTION STEPS

1. **Springs Protection**
 - a) Strengthen Article Four of County **Land Development Code** which deals with resource protection
 - b) Create/appoint a **springs working group** or a springs technical advisory committee

to evaluate threats to the spring system, gather and map information, inquire into potential further protections and recommend actions that BOCC and others can take to protect the springs. As part thereof, consider specific recommendations in the 2011 County Vision Plan. Also consider possible incentives and benefits to farmers affected by runoff controls (see Chapter 3 above).

c) Consult with DEP Springs office for **technical input** and other resources

d) Support clean-up of **Wacissa Springs**

Assigned: County (Planning Department, BOCC, Clerks' Office)

Status: LDC review process is underway – May 2014 for estimated 3 – 6 months to adoption. Clerk's Office has clean-up grant.

Note: DEP produced an informative DVD on condition of springs and spring protection. Consider hosting a community workshop that includes showing the DVD.

Strong sentiment expressed in June 3 BOCC/EDC workshop for springs protection. Per Original Florida, its 10 member counties (including Jefferson) have the highest collective number of springs in the world

2. **Septic Tanks** - Monitor studies and site-specific data on impacts of aging and leaking septic tanks. Based on findings, consider strengthening requirements for replacing aging and faulty septic systems – and consider incentives and educational options for encouraging such choices by builders, land developers and home buyers

Assigned: County (Planning & Health Departments; BOCC)

Status: The County Planning Department noted, April 2014 - "Septic Tanks are under state jurisdiction, optional elements from the state providing more strict standards were rejected by the Board of County Commissioners in recent years."

Note: Per VST, tie this action to springs with a focus on tanks located near rivers, streams and other environmentally sensitive areas.

3. **Water Supply** – Safeguard future water supplied for the community. As part thereof, continue monitoring of policies, proposals and trends related to water resources and the inter-district transfer of water from North Florida counties to other areas of the state; and provide input to state decision-makers to avoid placing unreasonable demands on local water supplies.

Note: This item relates to aquifer protection under Article Four of the LDC.

Assigned: County; Legislative Committee

4. **Wetlands** – Maintain or strengthen protection of wetlands for their economic and natural resources benefits in water quality enhancement, wildlife habitat, flood control and water supply, eco-tourism, and rural preservation

As part thereof, follow work of the DACS Water Policy Workgroup and tap related

expertise

Question (of Extension Office): Here or Water Quality? Add to the point?

Assigned: County (Planning Department, BOCC)

Status: City has adopted Best Management Practices

Question (of City): Do the BMPs go here? Other info?

5. **Sewer System** – Inform residents of the importance of keeping “disposable wipes” out of the public sewer system, for efficient system operations and to avoid unnecessary costs to taxpayers from required cleanups
6. **Public Health** – Identify ways to integrate County Health Department programs and activities with purposes and initiatives of the Vision ACTION Plan

Assigned: County

7. **Energy** – Identify and implement ways to reduce energy use in government facilities. Consider earmarking or allotting savings for new economic development initiatives (see Chapter __ above).

Assigned: County Coordinator; City Manager TBA

Note: Coordinator previously proposed performance contracting evaluation. This approach has yielded significant savings to local governments across the country.

Question: What is status of proposal – and cost if under consideration?

8. **Awareness** -- Keep local **decision makers and county residents** informed about the environmental, economic and health benefits of natural resource protection, and involve the public in related decision-making

Budget/Cost: For a), consideration of such issues is part of LDC process – and other noted County functions; no additional funding required; TBA if infrastructure or need for other expenditures identified.

Part IV: ACTION Plan Implementation

The community of Jefferson County is committed to coordinating and carrying out the ACTION Plan over the next three years and beyond. The following terms, strategies and steps are all part of our approach toward that end.

1. In addition to the County, **multiple organizations have become partners** in the ACTION Plan initiative for implementation of the Plan, in the immediate term and beyond.
2. The Jefferson County Economic Development Council (EDC) will continue to serve as the **Oversight Committee** for Plan implementation.
 - Oversight Committee business will be included on the monthly meeting agendas of the Economic Development Council.
 - The Committee will schedule special meetings where more in-depth coverage of Plan implementation business is needed.
 - The Committee will create an ACTION Plan Implementation Team composed of other key organizations involved in the implementation process.

This will include some from the Vision ACTION Stakeholders Team, including the City of Monticello, Tourism Development Council, Chamber of Commerce, Main Street, Extension Office and others. Key businesses will be invited to take part as well, such as Seed Time Harvest, an active Stakeholder Team member involved with the agriculture component.

3. The EDC will prepare an **EDC Work Plan** that includes all assignments to the EDC from the ACTION Plan and distinguishes between lead responsibilities and support roles.
 - Other lead organizations will be called on to do the same and to report to the Oversight Committee on accomplishments, progress, updates, needs and proposals.
 - The Small Business Development Program start the process by preparing its Work Plan as an example for others to consider.
4. The **project Website** will be maintained as a means of public awareness as well as a tool for the Oversight Committee and other implementing organizations to share information with each other and with other stakeholders on implementation progress and activities. The public input interface plus project e-mail address will be maintained as well.
5. The ACTION Plan will be kept on the project Website as a dynamic **"living document"**.
 - Recognition is given that the Plan is not set in stone and will evolve as new opportunities arise and other developments occur at the community level ...

with the Plan being a dynamic document and tool to be kept "alive" and used by multiple parties for the benefit of the community.

- Updates will be made to the Plan as needed on an ongoing basis.
6. The Plan will be **kept in the public eye** through continued media releases as well as reporting by stakeholder organizations to their respective members and constituents.
 7. Funding support will be sought for an **implementation coordinator/coordination role** to:
 - Carry out assigned tasks in the Plan (as added expertise and "manpower" for the implementing bodies, and to ensure that more gets done and faster)
 - Follow-up with assigned organizations on implementation assignments
 - Prepare Plan updates
 - Maintain the project Web site

The first item will be the most significant duty given the resource constraints (time, funding, expertise) of the various organizations involved, and the significant progress that can be made through creating this role.

8. **Additional funding** will be pursued by multiple implementing organizations and funding needs further defined for individual actions in the Plan where not currently known.

Appendix

Sections on the following topics are included or planned. Some will be added as supplemental information on a time permitting basis.

- A. Acknowledgements -- Stakeholders Advisory Team, Plan Oversight Committee, others (see below)
- B. Economic Diversification Strategy – Reflected in the Plan and key points to be highlighted in separate document
- C. Local Targeted Industries/Business List – See facilitation process and framework for targeting industry/business (used by CPI Consulting for VST) and beginning list from brainstorming process with VST
- D. Small Business Development Work Plan (excerpts coming from SBDP)
- E. Freight & Distribution Centers VST Recommendations (see below)
- F. Tourism Assets/Attractions (framework/form and beginning list planned)
- G. 2011 Vision Plan Implementation – Status report on Plan implementation. Draft of this document is being further developed for State submittal per grant terms
- F. Implementation Coordination – Proposal pending with detailed assignments to be defined

Acknowledgements

Stakeholders Advisory Team – In addition to named organizational partners (see page 1 – and [list names](#)), special thanks are extended to the following individuals for donating their time and input to the project: Phil Calandra, Cetta Barnhart, Jay Adams and Roy Schleicher along with other volunteers, among them Jack Carswell, Gretchen Avera and Paul Michael.

Oversight Committee -- Participating members of the Jefferson County EDC include: Ron Cichon, Bill Gunnels, Sheryl Rehberg, Dick Bailer, Larry Halsey, Frank Blow, Steve Wingate, Commissioner Hines Boyd, Monty Morgan, [\[others\]](#)

Others – Among the others who contributed to the project are: Kirk Reams (as a Stakeholder Team member, EDC member and County Clerk), Scott Shirley & Bill Tellefsen (review and feedback on county planning matters) and [\[insert others\]](#)

Freight & Distribution Centers

The following is from **VST Circulation Sub-group reports**.

ACTION STEPS

Task for these actions includes (and is not limited to) in-County agricultural products

Phase 1 Actions: Gather The Baseline Information necessary for Phase 2 Actions (Develop Implementation Plan)

- Identify current transportation companies in Florida and Georgia
- Identify appropriate parcels at strategic locations
- Assess infrastructure existing and needed
- Obtain highway capacity information reports
- Gather information about Lake City Inland Port
- Obtain Leon County, State and Federal highway planning information
- Develop a view of possible multimodal transportation such as road and rail

VST Sub-group Report #2:

Establish freight facilities that foster desired economic growth and respects the rural nature of Jefferson County using research, understanding freight needs, targeted marketing, infrastructure improvement, land use designation and assistance.

Objective a:

Research and produce summary analysis of Jefferson County advantages and disadvantages against a set of different freight facility types.

Tasks:

1. Produce a list of the key advantages and disadvantages related to the following:
 - a. Highway capacities and routes
 - b. Highway constraints and deficiencies
2. Prepare a competitive position for Jefferson County against:
 - a. Counties in the Panhandle from Jacksonville to Pensacola
 - b. South Georgia counties
 - c. The broad transportation network including highway, rail and sea
3. Identify the various freight facility types
 - a. For all facility types describe their most common operational requirements
 - b. For each facility describe specific requirements unique to that type facility
 - c. Describe the general and specific benefits of each facility type
4. Combine the detail into an executive summary table

Objective b:

Create communications plan to educate and inform public officials, members of the

public and companies engaged in freight.

Tasks:

1. If approved by BOCC design and schedule workshop and / or public hearings to gather and disseminate information about freight needs, county capacities and general inputs.
2. Design shall include:
 - a. a process for two-way exchange of information and views for future consideration
 - b. an agenda to maximize the use of time and achieve the educational element of the objective
 - c. a record of meeting results and any potential actions or next steps
 - d. Attempt to create a short list of principles associated with the broad transportation, commuting, pedestrian and cycling network.

Objective c:

Identify the freight facility type most closely aligned with the three-way balance of providing a profitable freight environment to the company, generating economic stimulation and growth, and preservation of the rural feel of Jefferson County.

Tasks:

1. Based on the production of a three-way matrix as described in the Objective c, identify the types of freight facility(s) that most closely align with Jefferson County's future.
2. Research companies who have needs for such facilities in the Southeast and contact them to determine if they have some present or future needs and whether they might be interested to continue to discuss Jefferson County as a possibility

Objective d:

Create a short to medium term plan (5 to 10 years) to implement all of the necessary locale and highway infrastructure elements currently deficient or lacking, and required by freight business and our vision plan.

Tasks:

1. Prepare a broad list of potential sites for freight facilities across the county that includes location, access to highways, potentially available land and any other relevant information
2. From the research and analysis of advantages and disadvantages identify the major and minor missing requirements necessary to attract and implement a freight oriented highway and land environment
3. Use the major and minor requirements to create a very broad timeline and order of magnitude cost for planning purposes
4. Produce diagram(s) depicting the information as described above for discussion and action planning

Objective e:

Engage 3 to 6 companies to consider Jefferson County as a location for their business enterprise.

Tasks:

1. Research trade organizations, related databases and state government sources to identify those companies who engage in or have freight components as a key part of

Jefferson County 2014 Vision ACTION Plan

their supply chain.

2. Perform a desk analysis of said companies to narrow the field and follow-up with direct contact to start the conversation
3. Prepare a formal prospectus of what Jefferson County has to offer said companies and determine if visiting their offices or their visit to Jefferson County is the most advantageous
4. Assist said companies at every step of the process to establishing a freight facility and efficiently operating

Note: Sub-group reports and resource materials available as an aide in carrying out this Task.

Budget/Cost: TBA

Note: Consider establishing a stand-alone committee to work on this opportunity in coordination with EDC and BOCC. Many steps are required for this one Task area and a team working with EDC would be a significant asset.

**ITEM 6: PUBLIC HEARING:
GRANNY-FLAT TAX ORDINANCE**

NOTICE OF INTENTION TO ADOPT ORDINANCE

NOTICE IS HEREBY GIVEN that the Board of County Commissioners of Jefferson County, Florida, on June 17th, 2014 at 6:00 P.M., or soon thereafter, in the Jefferson County Courthouse Annex, 435 West Walnut St., Monticello, Florida 32344, will consider adopting an ordinance the title and substance of said proposed ordinance being:

ORDINANCE NO. 2014-061714-01

AN ORDINANCE AMENDING JEFFERSON COUNTY ORDINANCE NO. 2013-111913-02; PROVIDING FOR REFERENCE AS THE “ELDER LIVING QUARTERS TEMPORARY ASSESSMENT ABEYANCE ORDINANCE”; PROVIDING FOR EXERCISE OF COUNTY POWERS; AUTHORIZING A TEMPORARY ABEYANCE IN THE INCREASE OF THE ASSESSED VALUE OF HOMESTEAD PROPERTY; PROVIDING THAT SAID TEMPORARY ABEYANCE IN THE INCREASED OF THE ASSESSED VALUE RESULTS FROM THE CONSTRUCTION OR RECONSTRUCTION OF THE PROPERTY FOR THE PURPOSE OF PROVIDING LIVING QUARTERS FOR ONE OR MORE NATURAL OR ADOPTIVE PARENTS OR GRANDPARENTS OF THE OWNERS OF THE PROPERTY OR THE OWNER’S SPOUSE IF AT LEAST ONE OF THE PARENTS OR GRANDPARENTS FOR WHOM THE LIVING QUARTERS ARE PROVIDED IS AT LEAST 62 YEARS OF AGE; PROVIDING FOR ADJUSTMENTS; ESTABLISHING ANNUAL FILING REQUIREMENTS; PROVIDING FOR A PENALTY; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

The proposed ordinance may be inspected by the public at the Office of the Clerk to the Board of County Commissioners located in the Jefferson County Courthouse during regular business hours.

All persons wishing to speak upon the adoption of this ordinance are invited to attend the meeting and they shall be heard.

Should any person decide to appeal any decision made by the Board at this meeting, such person will need a record of the proceeding and may need to ensure that a verbatim record of these proceedings is made, pursuant to Florida Statute 286.0105

DATED THIS 30th day of May, 2014
Kirk Reams, Clerk of the Circuit Court Elisabeth “Betsy” Barfield, Chairman, JBOCC

JEFFERSON COUNTY - GRANNY FLAT TAX
2013

AMENDING ORDINANCE NO: _____

AN ORDINANCE AMENDING JEFFERSON COUNTY ORDINANCE NO: 2013-111913-02 ; PROVIDING FOR REFERENCE AS THE “ELDER LIVING QUARTERS TEMPORARY ASSESSMENT ABEYANCE ORDINANCE”; PROVIDING FOR EXERCISE OF COUNTY POWERS; AUTHORIZING A TEMPORARY ABEYANCE IN THE INCREASE OF THE ASSESSED VALUE OF HOMESTEAD PROPERTY; PROVIDING THAT SAID TEMPORARY ABEYANCE IN THE INCREASED OF THE ASSESSED VALUE RESULTS FROM THE CONSTRUCTION OR RECONSTRUCTION OF THE PROPERTY FOR THE PURPOSE OF PROVIDING LIVING QUARTERS FOR ONE OR MORE NATURAL OR ADOPTIVE PARENTS OR GRANDPARENTS OF THE OWNERS OF THE PROPERTY OR THE OWNER’S SPOUSE IF AT LEAST ONE OF THE PARENTS OR GRANDPARENTS FOR WHOM THE LIVING QUARTERS ARE PROVIDED IS AT LEAST 62 YEARS OF AGE; PROVIDING FOR ADJUSTMENTS; ESTABLISHING ANNUAL FILING REQUIREMENTS; PROVIDING FOR A PENALTY; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF
JEFFERSON COUNTY, FLORIDA, that:

Section 1. This amending ordinance is adopted pursuant to and in accordance with Section 125.01, Florida Statutes, and other applicable law and amends Jefferson County Ordinance _____ as follows:

Section 2. Section 5 of Ordinance _____, (page 2) is hereby amended in its entirety and the following is substituted:

Section 5. Application. The temporary abeyance in the increase of the assessed value which is granted pursuant to this Ordinance applies only to construction or reconstruction that has been substantially completed after January 7, 2003 and before January 1 of the year in which the reduction is requested, to an existing homestead and applies only during taxable years during which at least one such parent or grandparent maintains his or her primary place of residence in such living quarters within the homestead property of the owner. (the change is underlined for emphasis)

Section 3. Severability. If any Section, subsection, sentence, clause, phrase or provision of this Ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such holding shall not be construed to render the remaining provisions of this Ordinance invalid or unconstitutional.

Section 4. Effective date. This Ordinance shall take effect upon filing with the Secretary of State.

PASSED AND ENACTED by the Board of County Commissioners of Jefferson County, Florida, this _____ day of _____, 2014.

**BOARD OF COUNTY COMMISSIONERS
OF JEFFERSON COUNTY, FLORIDA**

By: _____
Chairman

ATTEST: Kirk Reams, Clerk of Court

Rendition Date: _____

By: _____
Clerk

Effective Date: _____

APPROVED AS TO FORM

T. Buckingham Bird, Esq.