

# NEFRC

## PERSONNEL, BUDGET & FINANCE POLICY COMMITTEE

Meeting

**September 7, 2023**  
**9:00 a.m.**

**Northeast Florida Regional Council**  
Hybrid Meeting  
Virtual & In-Person



100 Festival Park Avenue  
Jacksonville, FL 32202  
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## **MEMORANDUM**

**DATE:** SEPTEMBER 7, 2023

**TO:** NEFRC PERSONNEL, BUDGET AND FINANCE POLICY COMMITTEE

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER *EP*

**FROM:** <sup>*D.S.*</sup> DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** NEXT COMMITTEE MEETING

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The next Personnel, Budget & Finance Policy Committee meeting will be held at **9:00am** on **Thursday, November 2, 2023**. This will be a hybrid meeting, virtual and in-person, at the Northeast Florida Regional Council office located at 100 Festival Park Avenue, Jacksonville, FL 32202.

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**Northeast Florida Regional Council**

**PERSONNEL, BUDGET & FINANCE**  
**POLICY COMMITTEE**

**A G E N D A**

**Zoom Link:** <https://nefrc-org.zoom.us/j/87499770491>  
**Zoom Dial In #:** 1-786-635-1003 (or) 1-470-250-9358  
Meeting ID: 874 9977 0491

**THURSDAY, SEPTEMBER 7, 2023**  
**9:00 a.m.**

**(ADDED OR MODIFIED ITEMS IN BOLD)**  
**(\*Denotes Action Required)**

**TAB**

1. Call to Order and Roll Call – Chair Register
2. Pledge of Allegiance and Welcome – Chair Register
3. Invitation to Speak – Chair Register

*Members of the public are welcome and encouraged to speak on any item brought before the Council and will be recognized during public comments.*

- \*4. Approval of June 1, 2023 Meeting Minutes – Chair Register .....1
- \*5. July 2023 Financial Report – Ms. Starling .....2
- \*6. CEO Contract Renewal – Ms. Payne .....3
  - CEO Evaluation Results
7. FY 23/24 2<sup>nd</sup> Vice President Discussion – Ms. Payne .....4
8. Project Funding Update – Ms. Payne .....5
9. Public Comment – LIMITED TO **3 MINUTES PER SPEAKER**

10. Next Meeting Date: **THURSDAY, NOVEMBER 2, 2023**  
100 Festival Park Avenue  
Jacksonville, FL

11. Adjournment

**\*Denotes Action Item**

# Agenda Item

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# NORTHEAST FLORIDA REGIONAL COUNCIL

Personnel, Budget & Finance Committee

June 1, 2023

## MINUTES

A hybrid meeting of the Personnel, Budget & Finance Committee was held on Thursday, June 1, 2023, at 9:00 a.m. via Zoom. **Chair Register** called the meeting to order with the following members present:

Members: James Bennett, Randy DeFoor, Larry Harvey, John Martin, Jim Renninger, Darryl Register, David Sullivan, and Christian Whitehurst

Excused: Joyce Morgan

Staff: Elizabeth Payne, Donna Starling, Tyler Nolen, and Sheron Forde

### Invitation to Speak

**Chair Register** announced that the public is welcome to speak on any item that is brought before the Committee.

### \* Approval of Minutes

**Chair Register called for a motion on the May 4, 2023 Meeting Minutes. Commissioner Harvey moved approval of the May 4, 2023 Meeting Minutes; seconded by Commissioner Renninger. Motion carried.**

### \* April 2023 Financial Report

Ms. Starling reported that the Council posted a net income of \$16,914 for the month of April, with a year-to-date net income of \$82,390.

**Chair Register called for a motion. Commissioner Harvey moved approval of the April 2023 Financial Report for Board consideration; seconded by Commissioner Whitehurst. Motion carried.**

### \* FY 22/23 Proposed Amended Budget

Ms. Starling provided an overview of the initial budget, which reflected a deficit of approximately \$137,000. The proposed amended FY 22/23 budget was presented, highlighting the revenues and expenses. The Council did receive additional revenues, through grants and other funding opportunities, which have removed the deficit and provided an expected net income of approximately \$45,000 for the fiscal year. Discussion followed.

**Commissioner Bennett** mentioned the discrepancy of the difference noted in the Transfer From General Fund and the Projected Net Income (loss) totals. Ms. Starling stated that it appears to be a formula error and that the amount should be \$182,438. **Commissioner Bennett** also inquired about the amount of the Total Revenues/General Fund difference. Ms. Starling indicated that this is also a formula error and that both of these will be corrected prior to the full Board meeting.

**Commissioner Harvey** inquired if the Council regularly amends the budget as new work is taken on. Ms. Payne stated that it is done regularly but not brought to the Board. **Mr. Register** stated that the practice has been to amend the budget in June/July annually. Discussion continued regarding providing a final reconciliation.

**Councilmember DeFoor** suggested that staff revisit the dues per capita from 2018 to current population, which may ensure a fairer contribution by counties due to growth. **Commissioner Renninger** suggested that the reduction of the \$0.41 could also be a consideration. **Commissioner Martin** recommended that staff be directed to look into the dues per capita and possible reduction of the \$0.41 associated with it.

**Chair Register called for a motion. Commissioner Whitehurst moved approval of the Proposed FY 22/23 Amended Budget for Board consideration; seconded by Commissioner Harvey. Motion carried.**

\* FY 23/24 Proposed Budget

Ms. Starling provided an overview of the proposed budget for FY 23/24 depicting revenues at approximately \$2,700,000 and expenses at \$2,800,000; reflecting a shortfall of approximately \$100,000. It was also mentioned that the Council has applied for a number of grants that would assist in closing the deficit. Ms. Payne distributed a spreadsheet listing funding applied for by the Council in the amount of approximately \$694,000 that, if awarded, would assist in covering the deficit. She stated that staff will provide this information on a quarterly basis.

*Commissioner Sullivan arrived.*

Discussion followed on the increased expenses relating to the proposed cost of living and merit increases with cautionary suggestions relating to perceptions.

**Chair Register called for a motion. Commissioner Whitehurst moved approval of the Proposed FY 23/24 Budget for Board consideration; seconded by Commissioner Harvey. Motion carried.**

\* FY 23/24 Officer Nominations Discussion

Chair Register stated that, as discussed at the last Committee meeting, the proposed FY 2023/2024 officer nominations for the Board of Directors are: Commissioner Whitehurst for President, Commissioner Renninger for 1<sup>st</sup> Vice President, and Mr. Register for Secretary/Treasurer. The 2<sup>nd</sup> Vice President position will remain vacant until the City of Jacksonville's appointments are made. At that time, this Committee will make a nomination for that position. If approved by the Board, these officers will begin their new roles in July, with the exception of the President who will begin today following the passing of the gavel.

**Chair Register called for a motion. Commissioner Harvey moved approval of the Officer Nominations for Board consideration; seconded by Councilmember DeFoor. Motion carried.**

CEO Evaluation

The Members were informed that they will be receiving the CEO evaluation for their completion

following today's meetings. The evaluation will be discussed with the CEO at the August Executive Committee meeting.

Public Comment

None.

Next Meeting Date

At the discretion of the Board of Directors, the July meeting may be cancelled. If so, the next Committee meeting will be on Thursday, September 7, 2023.

Adjournment

Meeting adjourned at 9:50 a.m.

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Darryl Register  
Chair

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Elizabeth Payne  
Chief Executive Officer

# Agenda Item

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## **MEMORANDUM**

**DATE:** AUGUST 30, 2023

**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**FROM:** <sup>DS</sup> DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** JULY 2023 FINANCIAL REPORT

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

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

Northeast Florida Regional Council  
Balance Sheet  
July 2023

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

## YTD Comparison

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

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



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## MEMORANDUM

**DATE:** AUGUST 30, 2023

**TO:** NORTHEAST FLORIDA REGIONAL COUNCIL BOARD OF DIRECTORS

**THRU:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER *EP*

**FROM:** *DS*  
DONNA STARLING, CHIEF FINANCIAL OFFICER

**RE:** JULY 2023 INVESTMENT REPORT

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### Bank Account Interest

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

### Florida Local Government Investment Trust

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

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# Agenda Item

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## **MEMORANDUM**

**DATE:** AUGUST 30, 2023

**TO:** NEFRC PERSONNEL, BUDGET AND FINANCE POLICY COMMITTEE

**FROM:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**RE:** CEO CONTRACT RENEWAL

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

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NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22/23

Questionnaires issued: 24  
Responses received: 16

### 1. VISION, MISSION, AND STRATEGIES

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

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

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

**Board Comment:**

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

**CEO Comment:**

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

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



NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22/23

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

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

**Board Comment:**

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

**CEO Comment:**

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

**2. ACCOMPLISHMENT OF MANAGEMENT OBJECTIVES**

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

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

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

**Board Comment:**

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

NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22/23

**CEO Comment:**

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

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

**3. PROGRAM MANAGEMENT**

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

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

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

**Board Comment:**

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

**CEO Comment:**

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

NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22 / 23

- 3-2 The Chief Executive Officer, through effective oversight and staffing, sets high standards of high quality for the organization's programs?

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

**Board Comment:**

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

**CEO Comment:**

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

**4. EFFECTIVENESS IN RESOURCE DEVELOPMENT**

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

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

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

**Board Comment:**

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

NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22/23

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

**CEO Comment:**

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

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

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

**Board Comment:**

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

**CEO Comment:**

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

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

NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22/23

**5. FISCAL MANAGEMENT**

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

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

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

**Board Comment:**

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

**CEO Comment:**

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

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

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

**Board Comment:**

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



NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22/23

**CEO Comment:**

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

**6. OPERATIONS MANAGEMENT**

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

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

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

**Board Comment:**

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

**CEO Comment:**

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

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

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

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

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

**Board Comment:**

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

**CEO Comment:**

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

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

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

**Board Comment:**

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

**CEO Comment:**

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

NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22/23

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

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

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

**Board Comment:**

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

**CEO Comment:**

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

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

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

**Board Comment:**

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



NEFRC CHIEF EXECUTIVE OFFICER  
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FY 22/23

**CEO Comment:**

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

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

**8. OPEN ENDED QUESTIONS: OPTIONAL**

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

❖ **Board Comment:**

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

❖ **CEO Comment**

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

NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22 / 23

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

❖ **Board Comment:**

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

❖ **CEO Comment**

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

NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22 / 23

3. What are areas in which the Board could provide better support to the Chief Executive Officer?

❖ **Board Comment:**

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

❖ **CEO Comment**

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

ADDITIONAL COMMENTS

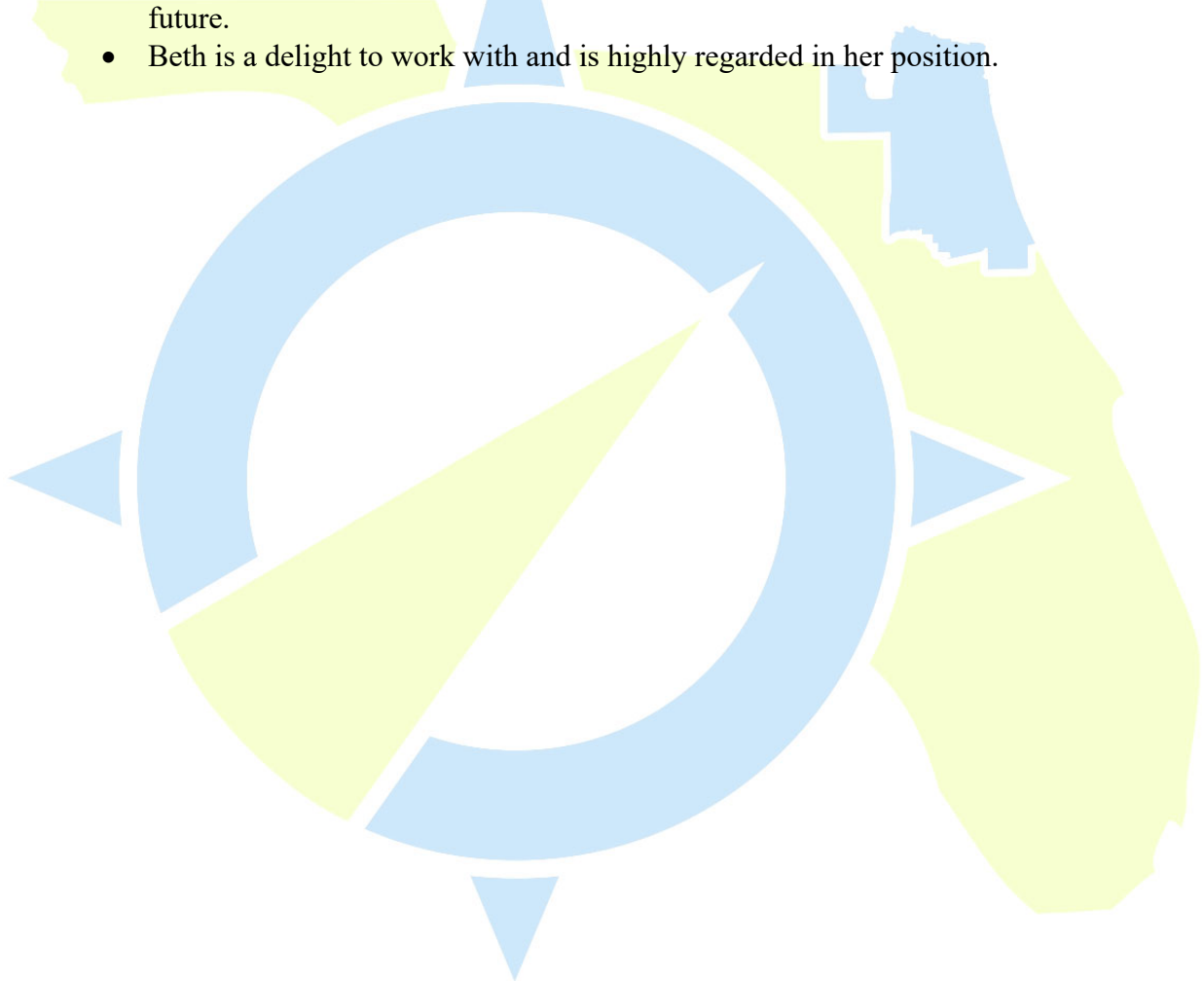
❖ **Board Comment:**

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

NEFRC CHIEF EXECUTIVE OFFICER  
EVALUATION SUMMARY  
FY 22/23

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

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



## **EMPLOYMENT AGREEMENT**

### **CHIEF EXECUTIVE OFFICER**

#### **NORTHEAST FLORIDA REGIONAL COUNCIL**

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

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

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

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

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

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

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

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

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

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

**SECTION 4. TERMINATION.**

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

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

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


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

**DATED** in Jacksonville, Duval County, Florida, this

**NORTHEAST FLORIDA REGIONAL  
COUNCIL**

  
\_\_\_\_\_  
**PRESIDENT**

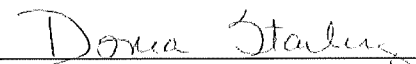

**ATTEST:**

  
\_\_\_\_\_  
**1<sup>st</sup> VICE PRESIDENT**

**CHIEF EXECUTIVE OFFICER**

  
\_\_\_\_\_  
**ELIZABETH PAYNE, AICP**

**WITNESSES:**

  
\_\_\_\_\_  
  
\_\_\_\_\_

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

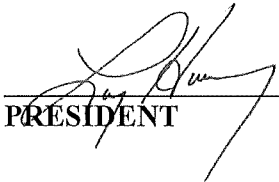
This addendum, effective October 1, 2022, changes SECTION 2, Paragraph 3 of the Employment Agreement to read as follows:

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

**DATED** in Jacksonville, Duval County, Florida

**NORTHEAST FLORIDA REGIONAL COUNCIL**

**ATTEST:**

  
\_\_\_\_\_  
**PRESIDENT**

  
\_\_\_\_\_  
**1<sup>ST</sup> VICE PRESIDENT**

**CHIEF EXECUTIVE OFFICER:**

  
\_\_\_\_\_  
**ELIZABETH RAYNE, AICP**

**WITNESS:**

  
\_\_\_\_\_

  
\_\_\_\_\_

# Agenda Item

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100 Festival Park Avenue  
Jacksonville, FL 32202  
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***Bringing Communities Together***

## **MEMORANDUM**

**DATE:** AUGUST 30, 2023

**TO:** NEFRC PERSONNEL, BUDGET AND FINANCE POLICY COMMITTEE

**FROM:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**RE:** FY 2023-24 2<sup>ND</sup> VICE PRESIDENT

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The 2<sup>nd</sup> Vice President position on the NEFRC Board is reserved for a City of Jacksonville Council Member. There are two new members appointed – Council Member Michael Gay and Council Member Ken Amaro. Ms. Payne has met with each Council Member for their NEFRC Orientation to discuss the Council, its operations and work programs. Their first meeting will be the September 7<sup>th</sup> Board Meeting.

It will be necessary for the Committee members to discuss an approach moving forward for how to fill this position with one of the two new Jacksonville Board Members.

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EQUAL OPPORTUNITY EMPLOYER

# Agenda Item

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***Bringing Communities Together***

## **MEMORANDUM**

**DATE:** AUGUST 30, 2023

**TO:** NEFRC PERSONNEL, BUDGET AND FINANCE POLICY COMMITTEE

**FROM:** ELIZABETH PAYNE, CHIEF EXECUTIVE OFFICER 

**RE:** PROJECT FUNDING UPDATE

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For the upcoming 2023-24 Fiscal Year, staff will maintain a Project Funding Tracking Sheet, which provides the Committee with an overview of funding opportunities that the NEFRC has applied for or is considering. This funding tracking sheet will be shared with the Committee at least quarterly during the upcoming fiscal year.

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**Follow Us.**



EQUAL OPPORTUNITY EMPLOYER

# NEFRC Project Funding – Tracking Sheet

Award Status	Program, Product or Service	Type	Total Revenue	Term	Start Date	Current End Date	FY 23/24	FY 24/25
P	Town of Welaka Vulnerability Assessment	Direct Contract	\$ 116,400	2 Yrs	7/1/23	6/30/25	\$ 58,200	\$ 58,200
A	Regional Resiliency Entity (Vulnerability Assessment Coordination)	FDEP Grant	\$ 200,000	1 Yr	7/1/23	6/30/24	\$ 200,000	
A	Regional Resiliency Action Plan	FDEP Grant	\$ 75,000	1 Yr	7/1/23	6/30/24	\$ 75,000	
Finalizing Contract	Flagler VA - Additional Work		\$ 200,000	2 Yrs	7/1/23	6/30/25	\$ 100,000	\$ 100,000
N	Pomona Park - Comp Plan Compliance Update	DEO TA Grant	\$ 26,000	1 Yr	7/1/23	6/30/24	\$ 26,000	
N	Regional Resiliency Action Plan	DEO TA Grant	\$ 75,000	1 Yr	7/1/23	6/30/24	\$ 75,000	
N	Flagler County - Ecotourism Strategic Plan	DEO Comp FL	\$ 40,000	1 Yr	7/1/23	6/30/24	\$ 40,000	
N	Keystone Heights - Vision Plan	DEO Comp FL	\$ 42,500	1 Yr	7/1/23	6/30/24	\$ 42,500	
A	HOPE Grant - Putnam County	FDOT	\$ 75,000	1 Yr	Upon Contract	1/31/24	\$ 75,000	
P	Statewide Regional Evacuation Study Program Update (FDEM)	FDEM	\$ 250,000	1 Yr	10/1/23	9/30/24	\$ 250,000	

A = Awarded/New

P = Possible

N = Not Awarded

FY TOTAL	\$ 941,700	\$ 158,200
Awarded	\$ 350,000	

As of  
8/23/2023