

SEMINOLE COUNTY, FLORIDA

*COUNTY SERVICES BUILDING
1101 EAST FIRST STREET
SANFORD, FLORIDA
32771-1468*



Meeting Minutes

Monday, April 1, 2024

9:00 AM

Board Retreat

**Justice James E.C. Perry Annex
91 Eslinger Way
Sanford, FL, 32773**

Board of County Commissioners

I. Welcome and Agenda

Present: Chairman Jay Zembower
Vice Chairman Andria Herr
Commissioner Bob Dallari
Commissioner Lee Constantine
Commissioner Amy Lockhart

Additional Attendees: County Manager Darren Gray, County Attorney Kate Latorre, Deputy County Manager Tricia Johnson, and Deputy Clerk Kyla Farrell.

Chairman Zembower called the meeting to order at 9:32 a.m. He welcomed staff and thanked everyone for attending. County Manager Darren Gray discussed staff's work on putting together the Key Strategic Priorities (KSPs) and stated they will discuss today how to move forward.

II. Session Overview and Ground Rules

Dr. Ron Piccolo, meeting facilitator, addressed the Board and reviewed today's work session schedule and procedures. Mr. Piccolo's resume was received and filed.

III. Key Strategic Priorities Update

1. Develop a Strategy for Effectively Managing Development Activity [2024-0413](#)
(Rebecca Hammock, Development Services Director and Jose Gomez, Development Review Chief Administrator)

Ms. Hammock and Mr. Gomez reviewed Agenda Item 1 as outlined in the agenda backup. Mr. Gray noted the items in the presentation that have check marks are items that have been completed already.

Deputy County Manager Tricia Johnson discussed the slide regarding Code Enforcement.

The Board shared their comments and asked questions regarding the presentation.

2. Improve the Quality of the County Government's Technology Infrastructure (James Garoutsos, Chief Information Officer) [2024-0414](#)

Mr. Garoutsos addressed the Board and reviewed Agenda Item 2 as outlined in the agenda backup.

The Board shared their comments and asked questions regarding the presentation. Andrea Wesser-Brawner, Chief Strategy and Innovation Officer, answered some of the Board's questions.

Commissioner Lockhart confirmed with Mr. Garoutsos that staff did not think that the Board's direction was for the County to become an internet service provider or funder. Mr. Garoutsos noted they would not subsidize services for folks, but they would have partnerships. Mr. Gray confirmed with Ms. Wesser-Brawner and Mr. Garoutsos that they understand the direction the Board had given them and there is no confusion.

3. Develop a Strategy for Capital Asset Management (Lorie Bailey Brown, CFO/Resource Management Director) [2024-0415](#)

Ms. Bailey Brown addressed the Board and reviewed Agenda Item 3 as outlined in the agenda backup.

The Board shared their comments regarding the presentation. Timothy Jecks, Management and Budget Director, answered Board questions with Ms. Bailey Brown. Mr. Gray advised during the budget session, if there is an issue, he wants the Commissioners to bring it up. They will be letting the Board know what some of the staff struggles are. Chairman Zembower asked for clarity that the two items on the Recommendation/Requested Action slide are the only two things staff is still working on. Mr. Jecks answered he would hesitate to say they are close to finished, but they are making great strides. They do need to do an inventory of assets so that when requests come through, they can put it in context. His only concern with that is that getting an updated list of all assets into JD Edwards is going to be a challenge, but they are committed to doing it. Ms. Bailey Brown added their inventory of assets has an overly robust process. They inventory 100% of the County's assets every year. For this endeavor, they focused on how the departments prioritize their capital assets that they submit to OMB, and then understand the tools that they use and then documenting that process. Ideally, they would like to have all of those assets maintained in JD Edwards that they can pool so everyone is working from one source. They aren't there yet, but it is something they intend to enforce. Mr. Gray noted he did a gap analysis when he came on board to look at where the County's gaps were, and this was probably one of the highest priorities.

Chairman Zembower recessed the meeting at 11:23 a.m., reconvening at 11:38 a.m.

4. Continued Emphasis on Affordable and Workforce Housing Initiatives [2024-0416](#)
(Allison Thall, Communications Director)

Ms. Thall addressed the Board and reviewed Agenda Item 4 as outlined in the agenda backup.

The Board shared their comments and asked questions regarding the presentation.

Chairman Zembower opined they may be able to remove this from the KSP list because it is an ongoing initiative that they are already doing. Commissioner Constantine agreed that it probably doesn't need to be as high of a priority. Commissioner Dallari stated it's debatable whether or not it should stay a KSP, but it does still need to be looked at.

5. Develop and Implement Plans for Leadership, Succession, and Talent Development (Christina Brandolini, Human Resources Director) [2024-0418](#)

Ms. Brandolini addressed the Board and reviewed Agenda Item 5 as detailed in the agenda backup.

The Board shared their comments and asked questions regarding the presentation.

Commissioner Lockhart stated it strikes her that staff training isn't mandatory. She asked if that is a County Manager decision or something the Board has to weigh-in on. Discussion ensued. Commissioner Lockhart requested the County Manager look into making staff training courses mandatory instead of voluntary.

Mr. Gray noted Ms. Brandolini is getting ready to launch the County's internship program, so the Board will be hearing more about that coming up. The Board discussed whether or not this item should stay a KSP. Commissioner Constantine pointed out just because they remove an item from the KSP list, doesn't mean it isn't just as important.

Chairman Zembower recessed the meeting at 12:25 p.m., reconvening at 1:01 p.m.

6. Continue Funding Reserve Accounts (Lorie Bailey Brown, CFO/Resource Management Director and Timothy Jecks, Management and Budget Director) [2024-0419](#)

Mr. Jecks and Ms. Bailey Brown reviewed Agenda Item 6 as detailed in the agenda backup.

The Board shared their comments and asked questions regarding the presentation.

Discussion ensued regarding an appropriate level of reserves. Mr. Piccolo asked if this is a KSP or a policy decision. Chairman Zembower stated it is something they need to address. Commissioner Constantine stated he doesn't think it needs to be a KSP because they already have a policy for it. Mr. Gray explained why it is hard to compare reserves from other counties.

7. Create a Community Health Initiative (Allison Thall, Community Services Director and Matt Kinley, Fire Chief) [2024-0420](#)

Ms. Thall and Fire Chief Kinley reviewed Agenda Item 7 as detailed in the agenda backup.

The Board shared their comments and asked questions regarding the presentation.

8. Continue Implementation of the Five Points Project (Darren Gray, County Manager, Chad Wilsky, Fleet and Facilities Director, and Kristian Swenson, Assistant County Manager) [2024-0421](#)

Mr. Swenson and Mr. Wilsky addressed the Board and reviewed Agenda Item 8 as detailed in the agenda backup.

The Board shared their comments and asked questions regarding the presentation. An extensive discussion ensued. The Chairman summarized he believes there is consensus to not look at Phase 3, although he himself does not agree with that; not have a new Five Points Master Plan study done, but allow staff to make changes and updates to the original 2020 Master Plan to later present to the Board; and direct staff to put together a plan of action to market the Civil Courthouse and County Services Building for sale. Mr. Gray advised he will have staff go back and put together a plan of action to bring back to the Board to see if they can get consensus. They're not going to have all the answers yet; but as they build it, they will get there. He will bring the plan back to the Board quickly before staff puts anything out to bid or updates any of the projects.

Chairman Zembower recessed the meeting at 2:20 p.m., reconvening at 2:50 p.m.

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9. Increase Engagement with Regional Partners (Darren Gray, County Manager and Tricia Johnson, Deputy County Manager) [2024-0422](#)

Ms. Johnson reviewed Agenda Item 9 as detailed in the agenda backup.

Vice Chairman Herr stated this is part of what staff does naturally and doesn't need to be a KSP. Commissioner Lockhart stated although it no longer needs to be a KSP, it is still important. She noted all partnerships need to show merit; just because they are a partner now, doesn't mean they will be one forever. Commissioner Dallari agreed it no longer needs to be a KSP.

10. Develop a Holistic Water Policy (Kim Ornberg, Environmental Services Director) [2024-0423](#)

Ms. Ornberg addressed the Board and reviewed Agenda Item 10 as detailed in the agenda backup.

There was consensus to move forward with the Recommendation/Requested Action.

IV. KSP Wrap Up and Next Steps

Chairman Zembower discussed the different ways they could rank the KSPs. Mr. Piccolo talked about some reasons why they would keep something as a KSP and why they would rank it higher than another KSP. Discussion ensued.

- Recommended Status of Current KSP's

Mr. Piccolo polled the Commissioners item by item, and it was determined that they will eliminate the following KSPs: 5 - Develop and Implement Plans for Leadership, Succession, and Talent Development; 6 - Continue Funding Reserve Accounts; 7 - Create a Community Health Initiative; and 9 - Increase Engagement with Regional Partners; and they will combine KSPs 4 and 1 leaving KSPs 1 + 4 - Develop a Strategy for Effectively Managing Development Activity and Continued Emphasis on Affordable and Workforce Housing; 2 - Improve the Quality of the County Government's Technology; 3 - Develop a Strategy for Capital Asset Management; 8 - Continue Implementation of the Five Points Project; and 10 - Develop a Holistic Water Policy.

- Rerank KSP's

Chairman Zembower advised he doesn't believe the KSPs need to be ranked since they've got the KSPs down to only five. Mr. Gray stated he plans to do a quarterly update for the Board on the five KSPs. For the items that are no longer KSPs but are still important to the County, he will provide updates on those as well.

- Add New KSP's

Chairman Zembower asked if there are any new KSPs the Board would like to discuss. Commissioner Constantine discussed the Sustainability Plan. Mr. Gray advised that item will be before the BCC at their next meeting. Vice Chairman Herr asked if staff has any recommended KSPs. Mr. Gray answered the Board has covered everything he had on his list including his goals that he had originally listed on his review. He has direction and is clear going forward.

V. Chairman's Agenda

- Medical Examiner Plan Update

Chairman Zembower provided a brief explanation of the history of the Medical Examiner's Office. Mr. Swenson presented the Medical Examiner Plan Update (presentation received and filed) and reviewed the Board's options recommended by staff: Option 1 - Continue with District 5/24 Partnership; Option 2 - Partnership with Volusia County; Option 3 - Build a Dedicated Seminole County Facility; and Option 4 - Build Dedicated Facility with 3rd Party. Chairman Zembower stated they need to get the conversation going because at some point he will have to tell their partners whether they are in or out. There was a lengthy discussion regarding their options.

Commissioner Lockhart noted Mr. Gray should sit down with the Sheriff and include him as part of the conversation. Vice Chairman Herr suggested this is an item that needs to be moved into the County Manager's Office and out of the hands of the BCC. They need to see full contracts to figure out whatever they're doing. The options need to be figured out a little better; and maybe it needs to be its own separate work session, but they need to clearly understand the timeline.

- **Board Operating Policies and Procedures Discussion**

Chairman Zembower asked if there should be something in the Policies and Procedures related to the annual review for the County Manager and County Attorney; is it okay as it is now, or does it need to be changed. Discussion ensued and there was Board consensus to discuss it at a BCC meeting as part of the agenda.

- **Sustainability/Resiliency - BCC presentation 4/9**

Mr. Gray announced this item, and the following item (Rosenwald), will be presented at upcoming BCC meetings.

- **Rosenwald - BCC presentation 4/23**

Commissioner Lockhart advised she has asked the County Manager to provide individual presentations on Rosenwald prior to the April 23 BCC meeting.

VI. ADJOURN

Chairman Zembower recessed the meeting at 4:20 p.m.