

**Official Minutes of
MARION COUNTY
BOARD OF COUNTY COMMISSIONERS**

March 13, 2025

CALL TO ORDER:

The Marion County Board of County Commissioners (BCC) met in a workshop session at 9:00 a.m. on Thursday, March 13, 2025 at the Marion County Governmental Complex located in Ocala, Florida.

INTRODUCTION OF WORKSHOP BY CHAIRMAN KATHY BRYANT

Chairman Bryant welcomed everyone to the joint workshop between Marion County BCC and the Ocala City Council. She noted it was one of the biggest groups they had seen in quite some time and expressed appreciation for those in attendance.

PLEDGE OF ALLEGIANCE

The meeting opened with the Pledge of Allegiance to the Flag of our Country.

ROLL CALL

Upon roll call the following members were present: Chairman Kathy Bryant, District 2; Vice-Chairman Carl Zalak, III, District 4; Commissioner Craig Curry, District 1; Commissioner Matthew McClain, District 3; and Commissioner Michelle Stone, District 5. Also present were County Attorney Matthew G. Minter, County Administrator Mounir Bouyounes, Assistant County Administrator (ACA) Tracy Straub and ACA Amanda Tart.

The following members of the Ocala City Council were present: City Council President Kristen Dreyer; City Council President Pro Tem Ire Bethea, Sr.; City Councilmember James P. Hilty, Sr.; and City Councilmember Barry Mansfield. City Councilmember Jay A. Musleh arrived shortly after the meeting commenced. Also present were Mayor Ben Marciano; City Manager Peter Lee; and City Attorney William E. Sexton.

The Deputy Clerk was in receipt of a 89 page Agenda packet to follow along with the PowerPoint presentations.

Chairman Bryant emphasized the importance of such workshops, as they demonstrate collaboration between the City and County in the best interest of all citizens, regardless of whether they live within the incorporated municipality or unincorporated area of Marion County. She advised that these meetings provide an opportunity to discuss ongoing projects that could be beneficial to both entities.

City Council President Kristen Dreyer expressed her appreciation to the BCC for allowing the City Council to have a seat at the table and being a part of the discussions.

WORKSHOP PRESENTATION

1. Presentation for Ocala/Marion County Priority Tourism Products

Tourist Development Director Loretta Shaffer advised that the Ocala/Marion County Visitors and Convention Bureau (VCB) has partnered with Hunden Partners to facilitate the development of the Ocala/Marion County Tourism Placemaking Plan and Feasibility Analysis, which was presented during a workshop on November 20, 2024, between the

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BCC and the Tourist Development Council (TDC). The direction from that joint workshop was to reconvene with the City of Ocala for review and discussion.

Executive Vice-President Bethanie DeRose, Hunden Partners, provided a brief overview of what was included in the Placemaking Master Plan and the Tourism Planning effort, as well as the outcomes of the November workshop. She highlighted the firm's expertise, noting they specialize in tourism and destination development, emphasizing their commitment to ensuring successful projects from beginning to end. Ms. DeRose noted the Tourism Planning process for Marion County resulted in over 400 pages of documentation.

Ms. DeRose advised that there are different industry sectors within tourism hospitality, noting Hunden's research of the Ocala/Marion County market resulted in the recommendation of potential projects such as a multipurpose facility, a conference hotel, and a mixed-use walkable district. During the market research study, the firm took due diligence steps to take into account what the community feels is important and what it wants to come to fruition for Ocala/Marion County including a family driven attraction (i.e., water park or major family "eatertainment" attraction). She stated the firm performed an evaluation of potential sites for development, ranking them to ascertain the best locations for tourism and hospitality projects. Various factors such as market segmentation, operational costs, and the impact of existing developments like the World Equestrian Center (WEC) were also considered crucial to the planning process. Different locations were assessed on their potential for tourism and hospitality development. Each was ranked to determine prime sites for advancing these new tourism facilities and projects, considering ingress, egress, site suitability, and overall potential for catalytic economic activity that aligned with these development aims. Ms. DeRose noted several of the proposed sites are within the City limits. She referred to the slide (as shown on the overhead screens), which provided detailed concept plans and inspirational layouts for various types of venues. These included a multipurpose facility, a conference center hotel, and a flexible entertainment venue. Ms. DeRose described the vision for each type of venue, illustrating how they could fit into a broader plan for enhancing tourism and economic development in Ocala and Marion County. For the multipurpose facility, Ms. DeRose showcased a concept plan with sections outlined for a tournament facility featuring nine different courts. This venue type was conceptualized to meet the community and regional needs, providing a versatile space for different events. She commented on how back-of-house (BOH) areas could be integrated into the design, noting the facility would accommodate a variety of activities and gatherings. The conference center hotel concept plan included a ballroom and meeting spaces, pre-function areas, and lobby areas. A specific feature was the planned drop-off area near the parking facilities, ensuring accessibility and convenience for visitors. The design aimed to create a comprehensive experience for conference-goers and meeting attendees, making it a sought-after destination for corporate events. The flexible entertainment venue was designed with versatility in mind. One layout included areas for open seating and tiered fixed seating for larger audiences. The venue was intended to host concerts and a variety of events, with the capacity to accommodate changes in seating arrangements depending on the type of event. This flexibility was a hallmark of the design, ensuring that the venue could attract and manage a broad spectrum of entertainment offerings.

Commissioner Stone questioned the size of the properties being considered suitable for the proposed projects.

Ms. DeRose commented on potential mixed-use developments that might incorporate these facilities, stressing the need for strategic parcel layouts and interconnectivity with existing urban structures. She emphasized the importance of understanding current projects within Ocala's downtown and the need for open communication lines between the City and County.

Mayor Ben Marciano questioned whether the WEC and their future plans have been taken into consideration. Ms. DeRose advised that future WEC plans have indeed been taken into consideration, noting the segmentation of the market and who would be the City/County target would need to be different, separate, and in addition to any conference facility or meeting space facility that is being designed at WEC. Any proposed facility would not be a competitor, but rather an additional facility that would have different market segmentation. She clarified that the WEC has been a stakeholder in this process, noting any future phases of work would need to be done in parallel so that it is not duplicative. Chairman Bryant advised that the BCC does not have a clear picture of what the City is planning to do downtown, which is why this conservation needs to happen before any decisions are made about future project priorities.

General discussion ensued.

Council President Dreyer questioned how adding radar to the City's airport would affect the operations in the short term, noting the Study addressed the possibility of a commercial airport with non-stop flights.

City Manager Peter Lee advised that the airport needs a new taxiway, noting staff are working on it at this time in order to make commercial passenger service possible.

City Councilmember Barry Mansfield opined that adding a manned control tower would be a huge benefit.

City Councilmember Jay A. Musleh arrived at 9:24 a.m.

Commissioner Zalak expressed his appreciation to the TDC members, noting the County has such a great team and the information they are putting together will help tourism move forward.

Ms. DeRose commented on catalytic developments and the need for an anchor "hero/halo" asset, which could come together through a public/private partnership.

City Councilmember Mansfield advised that he would like to see some kind of "driver venue" that could handle smaller concert venues to bring people to the downtown area.

City Manager Lee advised that the City is in the process of finishing up its 2050 Vision for the downtown "core" area and would be ready to bring back a presentation to share with the BCC within the next couple of months.

Chairman Bryant requested the County Administrator and City Manager to schedule another joint workshop once the City's 2050 Vision project is complete.

General discussion ensued.

City Council President Dreyer advised that the City has previously hosted Urban Planner Joe Minicozzi, Principal of Urban3, noting she is considering hosting him again. She opined that he is very knowledgeable and could help tie all of this together from a financial standpoint.

City Councilmember James P. Hilty, Sr. stated it appears the 42nd Street Flyover is the number one project for the County, noting the previous land owner passed away and the current landowner does not appear to be moving forward with the project since the WEC has come on the scene.

In response to City Councilmember Hilty, Ms. DeRose advised that her firm, on behalf of public entities, has run many private developer solicitations through the Request for

Proposal (RFPs) and Request for Qualifications (RFQs) processes in order to help find the right partner for these type of projects.

In response to Commissioner Curry, Ms. DeRose advised that her firm has spoken with the local development community throughout the planning process. She stated the firm is also connected with the regional and national development community, so if there are any large scale entertainment or attraction projects under consideration the firm could get that information out there to see if there is any interest from the private sector.

County Administrator Mounir Bouyounes advised that as part of the information in the Agenda packet, staff have provided a scope for the next phase and a timeline of approximately 6 months to dig deeper into the priorities. He opined that the Boards may want to wait until that study is completed prior to the next joint workshop. It was the general consensus of both Boards to wait until that study was completed prior to scheduling the next joint workshop.

Commissioner Curry out at 9:40 a.m. and returned at 9:41 a.m.

2. Presentation for Marion County Impact Fees for Emergency Medical Services

Fire Chief James Banta, Marion County Fire Rescue (MCFR), stated as the County continues to grow, the demand on Fire Rescue and Emergency Medical Services (EMS) has never been greater. To ensure staff can continue providing the highest level of service (LOS), he is present here today to discuss the implementation of EMS Impact Fees. Currently, Marion County does not collect Fire or EMS Impact Fees. This means that while new development increases demand on emergency services, there is no dedicated funding mechanism to help offset the cost of expanding infrastructure to meet that demand. The proposed Impact Fees aim to address this by ensuring new growth contributes its fair share toward the capital costs required to maintain the current LOS. Under this proposal, Fire Impact Fees would be collected in unincorporated Marion County and all municipalities, except for the City of Ocala, which provides its own fire services. EMS Impact Fees; however, would be collected Countywide including within the City of Ocala since MCFR provides EMS services to the entire County. For this to be effective, the City of Ocala would agree to collect EMS Impact Fees within its jurisdiction. This partnership is crucial in ensuring a fair and consistent approach to funding EMS for all residents and visitors. This is not just a financial discussion, it is about ensuring that as the community grows, staff maintains the emergency response capabilities that citizens rely on. Marion County has an estimated population of 419,000, which is the 18th most populated County in the State of Florida. Its projected annual growth rate is 0.9 percent (%) through the year 2050. Marion County is ranked 17th out of 67 Counties in growth rate and is ranked 15th in residential permitting.

Chief Banta provided a brief historical context of Impact Fees, noting Fire Rescue Impact Fees were originally adopted in Marion County in 2002 and then suspended in 2010 during the economic downturn and then ultimately repealed by an Ordinance in 2015. The County seeks to reinstate Fire Rescue Impact Fees and staff is exploring the introduction of an EMS Fee, which has never been collected before. The study provides technical support for Impact Fee calculations and uses the most recent and localized data available that ensures a legally and technically defensible fee structure. It is a consumption based Impact Fee methodology that charges based on the burden of each land use that is placed on emergency services or the demand. It is a population, per unit, for Fire Rescue and EMS Impact Fees and ensures fees align with infrastructure needs generated by new

growth only, as compared to a needs base, which seeks to improve current LOS and correct any inefficiencies. The methodology adheres to Florida State Statutes and subtracts future contributions from Non-Impact Fee Revenues to prevent double charging. Existing population revenues are not included in the credits, and it simplifies project cost allocation without estimating existing deficiencies.

Chief Banta provided a brief overview of the next steps, noting right now, staff are talking about data driven decisions, as reflected in the study. The County will have to have agreements with stakeholders such as the City of Ocala to actually collect those fees. The BCC would have to hold 1 public hearing to adopt a Service Area Impact Fee Ordinance. He provided information relating to the cost for providing EMS service, noting the information is strictly for EMS within MCFR and compares fiscal year (FY) 2024 budgeted versus FY 2024 actual. Chief Banta addressed the current funding gaps and the fiscal realities of providing EMS services in Marion County. For the fiscal year, ambulance fees collected amounted to around \$25,600,000.00. Yet, personnel services, the most significant expenditure, cost around \$32,000,000.00 resulting in a funding gap of \$8,200,000.00. This deficit is addressed through the County's General Fund, indicating a substantial financial burden. The implementation of EMS Impact Fees aims to offset these costs and secure a sustainable funding source to meet the increasing demands of a growing population.

Chairman Bryant advised that everyone in the County pays General Fund millage.

Chief Banta presented a 1 page handout entitled, "Table 8 – Fire Rescue and EMS Impact Fee Schedule" and provided a brief overview of the residential fees (single family and multi-family residential) that could be collected. He referred to the top of the chart on page 28 of the Agenda packet, which provided a breakdown of the EMS Countywide revenue projections that could be implemented at 50%, 80%, 90% and 100%. The middle chart reflects what would be the City of Ocala's contribution and the bottom chart reflects estimated revenues excluding the City of Ocala.

In response to Chairman Bryant, Chief Banta opined that it would not be fair to the rest of the County to collect an EMS Impact Fee that benefits the entire County without the municipalities being involved.

Chairman Bryant expressed concern that the County could open itself up to a lawsuit by not including all municipalities.

Mr. Minter utilized the School Board's Impact Fees as an analogy, noting the County had to have an Interlocal Agreement with the City of Ocala to collect those fees.

Chief Banta advised that the next slide addressed MCFR 15-Year Growth Plan, noting there is a scrivener's error that states it is a 5-Year Plan. He stated staff looked at the needs of Fire Rescue moving forward due to growth, and the list contains projected fire station locations and the associated costs. Chief Banta advised that even though the Department is a Countywide EMS system, the 3 highlighted stations (Westport, EMS West and Baldwin Ranch) in particular would have direct impacts to the City of Ocala. EMS West would actually be located inside the City of Ocala and would just be like Ocala Central, a smaller version, but it would be located inside the City and would be strictly EMS. He clarified that Westport and Baldwin Ranch would both be Fire Rescue/EMS stations. Chief Banta stated if the Department achieved all of this over the next 15 years, it is still looking at not collecting enough revenue in the current Impact Fee Study to cover all of the planned work over the next 15 years.

Chief Banta provided a brief overview of some of the associated costs, noting total cost for an ambulance, including the equipment, is about \$533,000.00. He addressed

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personnel costs, noting 1 ambulance operating 24 hours a day, 7 days a week has a personnel cost of around \$76,700.00.

Mr. Minter addressed the difference between these Impact Fees and the Marion County School Board (MCSB) Impact Fees, noting the County has a Constitutional requirement for children's education that must be uniformed for public schools. He stated the County does not have that factor involved in the EMS Impact Fees as it relates to the requirement to be Countywide.

Deputy Chief of Operation Robert Graff, MCFR, addressed how staff analyzed its service delivery and performance on a regular basis. He provided a brief overview of the common definitions and terminologies utilized by MCFR. The term Workload is utilized to measure how much work an individual unit incurs and could be as simple as a sum of incidents within a given period of time, such as a year. A more accurate method, although still not a perfect measure, is to consider the amount of time to which a unit is assigned and compare that to the amount of time the unit is in service, a measure referred to as unit hour utilization or "Time on Task". The imperfection of this measure is that it does not capture other on-duty activities such as training, station maintenance, apparatus maintenance, hydrant testing, hose testing, pre-incident planning, public education events, etc. Resource Reliability/Concurrency refers to the number of incidents occurring simultaneously (overlapping calls) within the service area. As the number of simultaneous incidents increases, the ability to respond to additional calls for service decreases. He advised that the level of reliability to respond to a call is measured in percentages, for example, Low level of concern for reliability (0-10 percent (%)); Moderate level of concern for reliability (11-20%) and High level of concern for reliability (21-30% or more).

Deputy Chief Graff addressed the common standards governing Fire Rescue, noting the National Fire Protection Association (NFPA) develops and publishes more than 300 codes, standards, and best practices that are designed to minimize the risk and effects of fire and other hazards.

Deputy Chief Graff advised that MCFR staffs 25 career Fire Stations across the County and 3 EMS Stations located within the City of Ocala every day with 811 dedicated staff members of which 115 are located within the City limits. He provided a brief overview of the FY 2023/24 service demand, noting there were 95,445 calls ranging from alarms, good intent calls, service calls, fires, EMS, and motor vehicle accidents. The largest percentage of calls that are answered are EMS in nature at 72%. Deputy Chief Graff advised that approximately 22,000 of those calls received came from within the City limits with 84% being for EMS. He provided an overview of the metrics utilized to gauge the Departments performance, which include the demand by day of the week, time of day, and from where in the County the calls are located in order to match up resources with service demands. Deputy Chief Graff stated 28 other fire based rescues answered 2,793 calls for service within the City limits (called in as units that are closest to the incident).

Deputy Chief Graff provided a brief overview of the service demand concurrency within the City of Ocala versus Countywide. He stated medic units M90 and M91 are peak hour units that are in addition to all other units and are manned by a part-time crew.

Deputy Chief Graff referred to the chart on slide 29 of the Agenda packet, which is color coded based on workload. He advised that white boxes mean the calls are below the workload concerns as they start to change color from yellow to red to black, that shows how busy the system is on any given day. Each 1 of those columns is a day, and this is the entire monthly chart.

Deputy Chief Graff addressed the 3 EMS stations that MCFR operates within the City

limits (EMS West #50, EMS East #70 and EMS Central #60), noting all three are 24 hour stations. He clarified that Logistics 62 warehouse to the north of the City boundary are where the “peak” hour units are located.

In response to Council President Dreyer, Deputy Chief Graff clarified that the chart on slide 29 is the daily workload, which can reach the severe workload point at some time during the day and the chart on slide 30 is the annual workload, which reflects an overall acceptable workload.

Deputy Chief Graff provided an overview of the resources located at EMS West, noting this is where Medic 50 and Medic 51 are located and run out of Ocala Fire Department (OFD) Station 6. The following resources are located at EMS East: Medic 70, Medic 71, and Medic 80, as well as Medics 90 and 91 during peak hours. The following resources are located at EMS Central: Medic 60, Medic 61, Medic 62, Medic 63, Medic 64 and Medic 65, as well as Critical Care 1, (CC1), Advanced Life Support, Level 1 (ALS1) and patient transport services/Basic Care (BC6). He stated the Medic 62 goes to Logistics Warehouse 62 to help cover during peak hours.

General discussion ensued.

Commissioner Curry out at 10:09 a.m.

In response to Mayor Ben Marciano, Chief Banta advised that the Impact Fee was determined based on population, noting the consultant looked at the different land uses and then came up with a number of people that are associated with those land uses, and people equate to emergency service needs.

Chairman Bryant clarified that the Impact Fee is not just for the City of Ocala, noting it will be the same Countywide.

In response to Chairman Bryant, Mr. Bouyounes provided a brief timeline associated with the EMS Impact Fees, noting the Study has been completed and 1 workshop was held by staff with the BCC. He stated at the upcoming April 15, 2025 regularly scheduled BCC meeting staff will bring the Board information relating to costs associated with Fire Rescue/EMS and then scheduled a public hearing for consideration. Mr. Bouyounes noted at that public hearing staff will request the BCC adopt an Ordinance establishing Impact Fees.

Commissioner Curry returned at 10:12 a.m.

Mr. Bouyounes advised that if the City is on board, staff would like to be able to work out that Interlocal Agreement prior to that public hearing.

Chairman Bryant stated she would like to request some feedback from the City Council prior to April 15, 2025 as to what direction it would like to proceed.

Council President Dreyer noted the Impact Fee Study addressed Benefit Districts and questioned if the Department will be implementing them.

Chief Banta advised that Fire Rescue and EMS are Countywide services, so unlike Transportation Impact Fees, Benefit Districts do not apply to Fire Rescue and EMS Impact Fees. He clarified that even though there are some units whose primary role and locations are based within the City of Ocala, it is a Countywide system, and any unit can be used in any part of the County at any time regardless of what municipality they are located within.

General discussion ensued in regard to collocating EMS units within or near Ocala Fire Stations.

Council President Dreyer expressed some concern that the proposed Impact Fees take into account the daytime population within the City of Ocala (approximately 250,000 people coming in and going out); however, the revenue from the One Cent Sales Tax is

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only based on its residential population without any acknowledgement of the proportionate share of daytime population.

Commissioner Stone opined that the One Cent Sales Tax revenue is providing for the roadway improvements and law enforcement public safety; whereas EMS Impact Fees are providing for what is going to be built that could quite possibly need that EMS service. General discussion ensued.

Mr. Bouyounes clarified that the Sales Tax is distributed by the State of Florida based on the State's formula.

General discussion ensued relating to the distribution of Sales Tax revenues.

City Councilmember Hilty opined that if the State would utilize a "point of sale" formula on the Sales Tax distribution, then it would definitely increase the City's collection.

General discussion resumed.

City Attorney William E. Sexton advised that the State formula for disbursement of Sales Tax revenue is the default formula utilized in absence of an Agreement between a County and its municipalities. He stated the City and County could separately agree on a different proration of the revenue.

Chairman Bryant disagreed and advised that the County explained to the voters when they passed that referendum exactly what it was going to do with that revenue and how those funds would be dispersed, noting those allocations are set for the next 20 years.

Commissioner Zalak opined that there is plenty of room to work together on projects, noting some projects may not happen unless there are Impact Fees and everyone works together to solve these infrastructure issues.

Chairman Bryant advised that even with the Sales Tax, there is going to be a funding gap when it comes to the infrastructure that is going to be needed based on the growth that the City and County have already seen and what is being projected to come Marion County's way in the future.

Chairman Bryant requested the City discuss this matter further as a Council and provide the BCC a letter stating its intent in regard to EMS Impact Fees.

3. Fort King Discussion

Commissioner Curry presented a 2 page handout entitled, "Parks & Recreation Department – Fort King Funding Summary" and a 1 page handout entitled, "Fort King Timeline". He commented on several projects that the City and County have worked on over the years, noting this is actually one of the larger ones that has been ongoing for approximately 34 years. Commissioner Curry expressed his appreciation to Administrative Assistant Kathy Sherling, Fort King Heritage Foundation (FKHA), for putting together the packets of handouts along with a thumb drive that contains a video regarding the history of Fort King.

Commissioner Curry advised that when the Memorandum of Understanding (MOU) was initiated between the City and the County, the County agreed to provide capital funding as needed with different projects, and the City agreed to fund the operational costs, as well as running the fort as a City park.

Commissioner Curry provided a brief overview of the historical timeline and advised that Fort King is the birthplace of Ocala in Marion County that goes back to 1827 when the first fort was built. In 1836, the first fort was burned to the ground by the Seminole Indians and in 1837 the United States (US) Army rebuilt the fort. In 1843 it was abandoned as a military fort and became Marion County's first Courthouse and public building. Ultimately, the second fort was torn down, and the lumber was used by the citizens to help build the

City of Ocala. He advised that in 1991, City of Ocala Manager Paul Nugent used his passion for history to try and preserve Fort King. Commissioner Curry stated Fort King is the only remaining fort that exists from the Seminole War period. In 2004 Fort King was designated a historic landmark by Congress, which puts Marion County on par with Gettysburg and all the other national treasures around the Country. In 2015 the City of Ocala was awarded the State of Florida Division of Historic Resource Grant for a replica of the fort palisade walls.

Commissioner Curry commented on local efforts to raise money and in-kind services to build the 4 walls of the fort, as well as the blacksmith shop that is sited where it actually stood in the 1800's. He noted over the years there has been a tremendous amount of volunteer effort put into this project. Commissioner Curry advised that the Master Plan created several years ago reflected an overall project cost of approximately \$15,000,000.00 to complete a total buildout. He stated the 3 beneficial pillars of this site are its historical, educational, and economic values.

Chairman Bryant passed the gavel to Commissioner Zalak who assumed the Chair Commissioner Bryant out at 10:37 a.m.

Commissioner Curry expressed concern that although there is a Master Plan, it seems to appear that the project is at a standstill.

Commissioner Bryant returned at 10:39 a.m.

Chairman Zalak returned the gavel to Commissioner Bryant who resumed that Chair.

Commissioner Curry advised that the FKHA had its sights set on building a Welcome Center; however, it would come at a cost of approximately \$7,000,000.00 to \$8,000,000.00. He questioned whether the County/City wants to pivot away from the larger projects and move toward completing smaller projects. Commissioner Curry commented on the need to move forward with a new vision for Fort King.

General discussion ensued.

Mayor Marciano opined that Marion County is blessed to have Fort King in the community. Chairman Bryant opined that due to the educational component, it may be appropriate to hold some conversations with the Marion County School Board (MCSB) to see if there are any projects that might fit in with the scope of what they do when it comes to bringing children out for field trips. She addressed the possibility of putting the call out to local scouting groups to see if there are any Eagle Scouts that might be willing to try and tackle one of the smaller projects.

In response to Council President Dreyer, Mr. Bouyounes advised that the County has a staff member position that does its legislative priorities, broadband and grant writing.

Council President Dreyer opined that it may be time for Marion County to branch out and try to find private donors to help with this project.

General discussion ensued.

(Ed. Note: The Deputy Clerk did not receive a copy of the thumb drive that contains a video regarding the history of Fort King.)

4. Other Topics for Discussion from Board/Council Members

Chairman Bryant commented on the need for more collaboration between the County and the City, noting she would like to see more joint workshops in the future to discuss current and future projects in order to discuss possible collaborations.

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BOARD DISCUSSION AND CLOSING COMMENTS

There being no further business to come before the Board, the meeting thereupon adjourned at 10:58 a.m.

Kathy Bryant, Chairman

Attest:

Gregory C. Harrell, Clerk

DRAFT