

**CLAY COUNTY DEVELOPMENT AUTHORITY
REGULAR SCHEDULED PUBLIC MEETING
ORANGE PARK, FLORIDA
June 17, 2015**

AGENDA

**CHAIR
VICE-CHAIR
TREASURER
SECRETARY**

**CHIP DOBSON
REV. BILL RANDALL
MATT CARLTON
VIRGINIA HALL**

- | | |
|--|-----------------------|
| 1. Welcome/Call to Order 3:00 pm | Chip Dobson |
| 2. Roll Call | Josh Cockrell |
| 3. Invocation | Rev. Randall |
| 4. Approval of March 25, 2015 Minutes | Chip Dobson |
| 5. Action taken at Committee Meetings
DEVCOM
Strategic Vision Planning | Chip Dobson |
| 6. Comments from the Public | Chip Dobson |
| 7. Treasurer's Report
First Atlantic Bank CDs / Compass Bank Money Market
Audit Review by Magers & Associates – Mary Ann Magers | Matt Carlton |
| 8. Chair's Report
IRB Opportunity
Gubernatorial Appointments Update
Financial Disclosure
Coleman & Associates Contract | Chip Dobson |
| 9. Staff Report
Grants Update
Upcoming Conferences
Challenge Enterprises Update | Josh Cockrell |
| 10. Attorney's Report | Grady Williams |
| 11. Economic Development Report
Economic Development Plan RFP Response Report | Bill Garrison |

12. Old Business/New Business/Board Comments

Chip Dobson

Economic Development Plan Next Steps

Adoption of Strategic Vision Plan

Update on Transportation Project Proposed by Rev. Randall

13. Adjournment

Chip Dobson

Dates of Upcoming CCDA Meetings:

July 15, 2015 at 4:00pm

September 16, 2015 at 4:00pm

NOTE: Items 4, 5 and 7 through 14, above, are subject to discussion, consideration, and action by the Board of the Clay County Development Authority.

PUBLIC COMMENTS: Pursuant to F.S. s. 286.0114 (2013) [*and Clay County Development Authority policy*], speakers intending to offer public comment must complete a provided speaker's card, turn in the same to the recording secretary for the public meeting, and may address the Board when recognized by the Chair of the meeting with their public comments for a period of not more than three (3) minutes. The Chair of the meeting has the authority and discretion to make special provisions for a group or faction spokesperson. The Chair of the meeting has all requisite authority and discretion to maintain orderly conduct or proper decorum of the public meeting.

**CLAY COUNTY DEVELOPMENT AUTHORITY
BOARD OF DIRECTORS MEETING
MINUTES**

March 25, 2015

Present: Chip Dobson, Bill Randall, Matt Carlton, Russell Buck, Greg Clary, Debbie Ricks (via phone), Grady Williams, Counsel

Absent: Joe Mobley, Matt Welch, Paz Patel, Virginia Hall

Guests: Bill Garrison, Ken Willey, Tresa Calfee, Brian Knight, Elizabeth Adams

Staff: Josh Cockrell

Call to Order: Chair **Chip Dobson** called the Clay County Development Authority ("CCDA") Board meeting to order at 4:00 PM.

Invocation: **Bill Randall** provided the invocation.

Approval of February 25, 2015 Minutes: **Greg Clary** motioned to accept the minutes. Motion seconded, and passed unanimously.

Action taken at Committee Meetings: None

Public Comment: None

Treasurer's Report: **Matt Carlton** reviewed the financial reports for February 2015. Josh Cockrell stated that after the financial report was generated, the CCDA received a check for reimbursement for one of the Camp Blanding grants and that it will be reflected in the next report. Russell Buck motioned to accept the report. Motion seconded, and passed unanimously.

Staff Report: **Josh Cockrell** recommended that the Board approves the draft Economic Development Plan RFP and offers its full support to the Clay Economic Development Corporation as it procures the RFP. CCDA will assist financially in the payment of the economic development plan, but until we receive responses, we will not know how much money we will commit at this time. Josh Cockrell stated that economic development plans typically cost between \$50-100k. Bill Garrison stated that he has submitted an application for a DRG grant to receive funding to help pay for the plan. Josh stated that the Clay BCC has voted to appropriate \$20k towards the plan. The response deadline for the RFPs is May 8th. Following that date, the responses will be reviewed. Greg Clary asked how the BCC is tied to the RFP other than their investment. Bill Garrison stated that the BCC is the authority to conduct economic development in Clay County and that they have designated CCEDC to

conduct economic development on their behalf. Debbie Ricks stated that by the BCC committing funds to the plan indicates their confidence in both the CCEDC and CCDA. Matt Carlton brought up the issue with impact fees and the moratorium that is set to expire. He believes it should be reviewed as part of the RFP scope. Josh Cockrell stated that it can be reviewed as disincentives that may harm economic development. The RFP scope will be revised to provide an analysis of incentives and disincentives. Greg Clary made a motion to approve the RFP with changes. It was seconded and passed unanimously.

Economic Development Report: Bill Garrison provided an update on the Global Cities Initiative that CCEDC is participating in. He also stated that he believes the BCC, CCDA, and CCEDC is working well together. The CCEDC is conducting a market study that will include rebranding of CCEDC. He also provided updates on projects that he is working on.

Brian Knight provided a presentation on the income distribution in the county. It is most dense in Fleming Island, more so than in Ponte Vedra. He then discussed the opportunity to have a co-located facility that would be termed the Entrepreneur Epicenter (E²) and would house CCEDC, CCDA, Small Business Development Center, Co-working space, Accelerator, Incubator, Clay Chamber, and a visitor's center. He stated that CCEDC is applying for a grant to receive funds to assist in developing an accelerator in the county, similar to what has been done in Collier County and in other states. Potentially, the CCDA could build a facility or purchase a building to house this concept and lease the spaces to generate a revenue stream.

Chair's Report: Chip Dobson stated that the strategic vision plan is being drafted and asked that any comments be directed to Josh Cockrell so that he can incorporate the revisions. In order to move the plan forward, Chip proposed that a committee be formed to complete the draft. Greg Clary, Russell Buck, Matt Carlton, Debbie Ricks and Virginia Hall were appointed to serve on the Strategic Vision Plan Committee. A 4-hour meeting was scheduled on April 29 at 12pm for the committee. Josh stated that during the committee meeting, the draft will be revised and goals and objectives defined. Russell Buck shared concerns in regards to the CCDA not being mentioned at EDC functions like it once was. Josh stated that he is having conversations with Bill regarding this.

Chip Dobson stated that there are several applications that have been submitted for appointment to CCDA as well as reappointment.

The CCDA's next regularly scheduled meeting is May 20. Understanding that the Strategic Vision Planning Committee will need to meet in addition to updates from DEVCOM Committee and the review of the Economic Development Plan RFP responses, it was recommended that the meeting be moved back to May 27 at 3pm. DEVCOM Committee will meet on April 29 at 4pm.

Attorney's Report: None

Old Business: None

New Business: **Matt Carlton** brought up the impact fee and stated that CCDA should take a look at the issue at a future meeting.

The next CCDA Board meeting will be on May 27, 2015 at 3:00P.M.

Adjourned: 5:50 P.M.

DATES OF UPCOMING CCDA MEETINGS:

May 20, 2015 at 4:00pm– RESCHEDULED FOR MAY 27, 2015 at 3:00pm

May 27, 2015 at 3:00pm

July 15, 2015 at 4:00pm

September 16, 2015 at 4:00pm



COLEMAN & ASSOCIATES
Certified Public Accounting Firm

ACCOUNTANTS' COMPILATION REPORT

To the Board of Directors of
Clay County Development Authority
Orange Park, FL

We have compiled the accompanying government-wide balance sheet of Clay County Development Authority (a governmental organization) as of March 31, 2015 and 2014, and the related statements of revenues and expenses for the one month and six months then ended, and the accompanying supplementary statement of revenues and expenses – budget vs. actual – current month and current year to date.

We have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or provide any assurance about whether the financial statements are in accordance with accounting principles generally accepted in the United States of America.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the compilation in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The objective of a compilation is to assist management in presenting financial information in the form of financial statements without undertaking to obtain or provide any assurance that there are no material modifications that should be made to the financial statements.

Management has elected to omit the management discussion and analysis, the governmental fund financial statements and substantially all of the disclosures required by generally accepted accounting principles. If the omitted management discussion and analysis, governmental fund financial statements and disclosures were included in the financial statements, they might influence the user's conclusions about the Organization's financial position and changes in net assets. Accordingly, these financial statements are not designed for those who are not informed about such matters.

We are not independent with respect to the Clay County Development Authority.

Coleman & Associates Cpa firm

May 14, 2015

Clay County Development Authority
GOVERNMENTWIDE BALANCE SHEET
As of March 31, 2015

	TOTAL	
	AS OF MAR 31, 2015	AS OF MAR 31, 2014 (PY)
ASSETS		
Current Assets		
Bank Accounts		
100002 First Atlantic Checking - 1484	494,768	78,295
100004 First Atlantic (CD)	50,200	50,101
100005 First Atlantic 2 (CD)	49,998	49,998
100007 Investment - Florida Prime - A	149,210	142,800
100008 Investment - Florida Prime - B	0	4,998
100010 Unrealized Gain/Loss Fund B	0	1,167
Total 100008 Investment - Florida Prime - B	0	6,165
100016 Compass Bank Money Market - Pub	175,394	175,322
100018 First Atlantic Bank MMKT -1493	518,666	967,902
100025 Fifth-Third CD	76,428	76,428
100026 Fifth-Third 2 (CD)	76,428	76,428
Total Bank Accounts	\$1,591,092	\$1,623,439
Accounts Receivable		
115002 Revenue Receivable	326,287	574
Total Accounts Receivable	\$326,287	\$574
Other current assets		
115000 Accrued Interest Receivable	755	755
115001 Loan to Clay Co. Chamber of Com	65,174	96,412
1499 Undeposited Funds	68,994	0
Total Other current assets	\$134,923	\$97,167
Total Current Assets	\$2,052,302	\$1,721,180
Fixed Assets		
162950 Leasehold Improvements - Devcom	28,842	28,842
166900 Office Equipment	58,348	58,348
167900 Accum Depreciation	(85,583)	(85,583)
Total Fixed Assets	\$1,607	\$1,607
Other Assets		
1160000 Note Receivable - St Johns Coun	36,000	48,000
162900 Equity Interest - Devcom	198,997	198,997
163000 License Agreement - Big League	0	450,000
Total Other Assets	\$234,997	\$696,997
TOTAL ASSETS	\$2,288,906	\$2,419,783
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
200000 Accounts Payable	0	17,882

Total Accounts Payable	\$0	\$17,882
Other Current Liabilities		
220000 Security Deposits	2,788	2,788
Dept of Revenue Payable	168	8,302
Sales Tax Payable	0	(8,150)
Total Dept of Revenue Payable	168	151
Total Other Current Liabilities	\$2,956	\$2,939
Total Current Liabilities	\$2,956	\$20,821
Total Liabilities	\$2,956	\$20,821
Equity		
272000 Net Asset Balance	2,256,489	1,908,994
280000 Invest in Fixed Assets	1,607	349,102
32000 Retained Earnings	54,474	220,987
Net Income	(26,620)	(80,121)
Total Equity	\$2,285,950	\$2,398,962
TOTAL LIABILITIES AND EQUITY	\$2,288,906	\$2,419,783

Clay County Development Authority
STATEMENT OF REVENUES AND EXPENSES
 March 2015

	TOTAL	
	MAR 2015	OCT 2014 - MAR 2015 (YTD)
Income		
331000 Grant Revenues		35,747
362000 Rents & Royalties	2,401	14,117
369000 Miscellaneous Revenues	405	2,152
Total Income	\$2,806	\$52,017
Gross Profit	\$2,806	\$52,017
Expenses		
512500 Funding to CEDC		5,000
513300 Professional Fees	600	8,244
513305 Administration Contract IGS	4,500	27,000
513440 Liability Insurance		1,030
513460 Devcom LLP Expense	1,650	9,900
513480 Special Promotions		200
513491 Miscellaneous		0
513494 Dues & Subscriptions		300
513510 Office and Operating Expenses	302	1,718
559000 Grant Expense		25,246
Total Expenses	\$7,052	\$78,638
Net Operating Income	\$ (4,246)	\$ (26,620)
Net Income	\$ (4,246)	\$ (26,620)

Clay County Development Authority
BUDGET VS. ACTUALS: CCDA - FY15 - LAST MONTH
 March 2015

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
362000 Rents & Royalties				
362003 Tocol Engineering llc	670	747	(77)	90.00 %
362005 Florida Fire Protection	1,061	1,060	1	100.00 %
362007 Rent - Tomlinson & Co		670	(670)	
362008 Rent Branch Agency Solutions LL	670		670	
Total 362000 Rents & Royalties	2,401	2,477	(76)	97.00 %
369000 Miscellaneous Revenues				
361000 Interest Earned	148	250	(102)	59.00 %
369002 Interest Income from CCC	184	177	7	104.00 %
369003 Commissions Earned	4	0	4	
369005 Miscellaneous Revenue	69	0	69	
Total 369000 Miscellaneous Revenues	405	427	(22)	95.00 %
Total Income	\$2,806	\$2,904	\$ (98)	97.00 %
Gross Profit	\$2,806	\$2,904	\$ (98)	97.00 %
Expenses				
512000 Funding to CCC		25	(25)	
513300 Professional Fees				
513310 Attorney	600	600	0	100.00 %
513320 Auditor		2,000	(2,000)	
513321 Accounting		325	(325)	
Total 513300 Professional Fees	600	2,925	(2,325)	21.00 %
513305 Administration Contract IGS	4,500	4,500	0	100.00 %
513440 Liability Insurance				
513443 Devcom Office		500	(500)	
Total 513440 Liability Insurance	0	500	(500)	0
513460 Devcom LLP Expense	1,650	1,650	0	100.00 %
513490 Business Meeting		25	(25)	
513510 Office and Operating Expenses				
513512 Office Supplies	186	0	186	
513514 Misc Office Expense		400	(400)	
513516 Telephone	59	70	(12)	84.00 %
513518 Website expenses		200	(200)	
513519 Travel		300	(300)	
513520 Conferences		500	(500)	
513521 Advertising & Marketing	58	75	(17)	77.00 %
Total 513510 Office and Operating Expenses	302	1,545	(1,243)	20.00 %
560000 Contingencies / Legal		425	(425)	
Total Expenses	\$7,052	\$11,595	\$ (4,543)	61.00 %
Net Operating Income	\$ (4,246)	\$ (8,691)	\$4,445	49.00 %

Net Income

\$ (4,246)

\$ (8,691)

\$4,445

49.00 %



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Clay County Development Authority
Orange Park, FL

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We are not independent with respect to the Clay County Development Authority.

Coleman & Associates Cpa firm

May 14, 2015

Clay County Development Authority
GOVERNMENTWIDE BALANCE SHEET
As of April 30, 2015

	TOTAL	
	AS OF APR 30, 2015	AS OF APR 30, 2014 (PY)
ASSETS		
Current Assets		
Bank Accounts		
100002 First Atlantic Checking - 1484	89,456	70,858
100004 First Atlantic (CD)	50,200	50,101
100005 First Atlantic 2 (CD)	49,998	49,998
100007 Investment - Florida Prime - A	149,233	142,977
100008 Investment - Florida Prime - B	0	4,840
100010 Unrealized Gain/Loss Fund B	0	1,167
Total 100008 Investment - Florida Prime - B	0	6,007
100016 Compass Bank Money Market - Pub	175,398	175,333
100018 First Atlantic Bank MMKT -1493	993,738	968,021
100025 Fifth-Third CD	76,428	76,428
100026 Fifth-Third 2 (CD)	76,428	76,428
Total Bank Accounts	\$1,660,880	\$1,616,151
Accounts Receivable		
115002 Revenue Receivable	326,287	574
Total Accounts Receivable	\$326,287	\$574
Other current assets		
115000 Accrued Interest Receivable	755	755
115001 Loan to Clay Co. Chamber of Com	59,458	93,615
Total Other current assets	\$60,213	\$94,370
Total Current Assets	\$2,047,379	\$1,711,095
Fixed Assets		
162950 Leasehold Improvements - Devcom	28,842	28,842
166900 Office Equipment	58,348	58,348
167900 Accum Depreciation	(85,583)	(85,583)
Total Fixed Assets	\$1,607	\$1,607
Other Assets		
1160000 Note Receivable - St Johns Coun	36,000	48,000
162900 Equity Interest - Devcom	198,997	198,997
163000 License Agreement - Big League	0	450,000
Total Other Assets	\$234,997	\$696,997
TOTAL ASSETS	\$2,283,983	\$2,409,699
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
200000 Accounts Payable	94	13,475
Total Accounts Payable	\$94	\$13,475

Other Current Liabilities		
220000 Security Deposits	2,788	2,788
Dept of Revenue Payable	168	8,457
Sales Tax Payable	0	(8,306)
Total Dept of Revenue Payable	168	151
Total Other Current Liabilities	\$2,956	\$2,939
Total Current Liabilities	\$3,050	\$16,415
Total Liabilities	\$3,050	\$16,415
Equity		
272000 Net Asset Balance	2,256,489	1,908,994
280000 Invest in Fixed Assets	1,607	349,102
32000 Retained Earnings	54,474	220,987
Net Income	(31,637)	(85,799)
Total Equity	\$2,280,933	\$2,393,284
TOTAL LIABILITIES AND EQUITY	\$2,283,983	\$2,409,699

Clay County Development Authority
STATEMENT OF REVENUES AND EXPENSES
 April 2015

	TOTAL	
	APR 2015	OCT 2014 - APR 2015 (YTD)
Income		
331000 Grant Revenues		35,747
362000 Rents & Royalties	2,401	16,518
369000 Miscellaneous Revenues	640	2,792
Total Income	\$3,041	\$55,058
Gross Profit	\$3,041	\$55,058
Expenses		
512500 Funding to CEDC		5,000
513300 Professional Fees	1,700	9,944
513305 Administration Contract IGS	4,500	31,500
513440 Liability Insurance		1,030
513460 Devcom LLP Expense	1,650	11,550
513480 Special Promotions		200
513491 Miscellaneous		0
513494 Dues & Subscriptions	55	355
513510 Office and Operating Expenses	152	1,870
559000 Grant Expense		25,246
Total Expenses	\$8,057	\$86,695
Net Operating Income	\$ (5,017)	\$ (31,637)
Net Income	\$ (5,017)	\$ (31,637)

Clay County Development Authority
BUDGET VS. ACTUALS: CCDA - FY15 - LAST MONTH
 April 2015

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
362000 Rents & Royalties				
362003 Tocol Engineering llc	670	747	(77)	90.00 %
362005 Florida Fire Protection	1,061	1,060	1	100.00 %
362007 Rent - Tomlinson & Co		670	(670)	
362008 Rent Branch Agency Solutions LL	670		670	
Total 362000 Rents & Royalties	2,401	2,477	(76)	97.00 %
369000 Miscellaneous Revenues				
361000 Interest Earned	241	250	(9)	96.00 %
369002 Interest Income from CCC	399	169	230	236.00 %
Total 369000 Miscellaneous Revenues	640	419	221	153.00 %
Total Income	\$3,041	\$2,896	\$145	105.00 %
Gross Profit	\$3,041	\$2,896	\$145	105.00 %
Expenses				
512000 Funding to CCC		25	(25)	
512500 Funding to CEDC		2,500	(2,500)	
513300 Professional Fees				
513310 Attorney	600	600	0	100.00 %
513321 Accounting	1,100	325	775	338.00 %
Total 513300 Professional Fees	1,700	925	775	184.00 %
513305 Administration Contract IGS	4,500	4,500	0	100.00 %
513460 Devcom LLP Expense	1,650	1,650	0	100.00 %
513490 Business Meeting		25	(25)	
513493 Service Charges		25	(25)	
513494 Dues & Subscriptions	55	0	55	
513510 Office and Operating Expenses		0	0	
513516 Telephone	59	70	(12)	84.00 %
513521 Advertising & Marketing	94	0	94	
Total 513510 Office and Operating Expenses	152	70	82	217.00 %
560000 Contingencies / Legal		425	(425)	
Total Expenses	\$8,057	\$10,145	\$ (2,088)	79.00 %
Net Operating Income	\$ (5,017)	\$ (7,249)	\$2,232	69.00 %
Net Income	\$ (5,017)	\$ (7,249)	\$2,232	69.00 %

Clay County Development Authority
BUDGET VS. ACTUALS: CCDA - FY15 YTD
 October 2014 - April 2015

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
331000 Grant Revenues				
331003 DTF 14-03 Mass Notification				
331003a DTF 14-03 Admin Fees	4,794		4,794	
Total 331003 DTF 14-03 Mass Notification	4,794	0	4,794	0
331004 Camp Blanding Grants				
3311004 DIG 14-Infrastructure	25,246	0	25,246	
3312004 DIG-14 Admin	5,708	0	5,708	
Total 331004 Camp Blanding Grants	30,953	0	30,953	0
Total 331000 Grant Revenues	35,747	0	35,747	0
362000 Rents & Royalties				
362003 Tocoj Engineering llc	4,556	5,229	(673)	87.00 %
362005 Florida Fire Protection	7,272	7,271	1	100.00 %
362007 Rent - Tomlinson & Co	670	4,690	(4,020)	14.00 %
362008 Rent Branch Agency Solutions LL	4,020		4,020	
Total 362000 Rents & Royalties	16,518	17,190	(672)	96.00 %
369000 Miscellaneous Revenues				
361000 Interest Earned	1,318	1,750	(432)	75.00 %
369002 Interest Income from CCC	1,367	1,345	22	102.00 %
369003 Commissions Earned	21	0	21	
369005 Miscellaneous Revenue	86	0	86	
Total 369000 Miscellaneous Revenues	2,792	3,095	(303)	90.00 %
Total Income	\$55,058	\$20,285	\$34,773	271.00 %
Gross Profit	\$55,058	\$20,285	\$34,773	271.00 %
Expenses				
512000 Funding to CCC		175	(175)	
512250 Funding to SBDC		5,000	(5,000)	
512500 Funding to CEDC	5,000	7,500	(2,500)	67.00 %
513300 Professional Fees				
513310 Attorney	4,200	4,200	0	100.00 %
513320 Auditor	2,500	3,500	(1,000)	71.00 %
513321 Accounting	3,244	2,275	969	143.00 %
Total 513300 Professional Fees	9,944	9,975	(31)	100.00 %
513305 Administration Contract IGS	31,500	31,500	0	100.00 %
513440 Liability Insurance				
513443 Devcom Office	1,030	1,000	30	103.00 %
Total 513440 Liability Insurance	1,030	1,000	30	103.00 %
513460 Devcom LLP Expense	11,550	11,550	0	100.00 %
513480 Special Promotions	200		200	
513490 Business Meeting		175	(175)	

513493 Service Charges		75	(75)	
513494 Dues & Subscriptions	355	0	355	
513510 Office and Operating Expenses		0	0	
513512 Office Supplies	477	0	477	
513514 Misc Office Expense		800	(800)	
513516 Telephone	366	490	(124)	75.00 %
513517 Licenses & Fees	175	175	0	100.00 %
513518 Website expenses		300	(300)	
513519 Travel	280	600	(320)	47.00 %
513520 Conferences	55	1,000	(945)	6.00 %
513521 Advertising & Marketing	517	325	192	159.00 %
Total 513510 Office and Operating Expenses	1,870	3,690	(1,820)	51.00 %
559000 Grant Expense				
559004 Camp Blanding	25,246	0	25,246	
Total 559000 Grant Expense	25,246	0	25,246	0
560000 Contingencies / Legal		2,975	(2,975)	
Total Expenses	\$86,695	\$73,615	\$13,080	118.00 %
Net Operating Income	\$ (31,637)	\$ (53,330)	\$21,693	59.00 %
Net Income	\$ (31,637)	\$ (53,330)	\$21,693	59.00 %

Clay County Development Authority

BUDGET VS. ACTUALS: CCDA - FY15 YTD

October 2014 - March 2015

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
331000 Grant Revenues				
331003 DTF 14-03 Mass Notification				
331003a DTF 14-03 Admin Fees	4,794		4,794	
Total 331003 DTF 14-03 Mass Notification	4,794	0	4,794	0
331004 Camp Blanding Grants		0	0	
3311004 DIG 14-Infrastructure	25,246	0	25,246	
3312004 DIG-14 Admin	5,708	0	5,708	
Total 331004 Camp Blanding Grants	30,953	0	30,953	0
Total 331000 Grant Revenues	35,747	0	35,747	0
362000 Rents & Royalties				
362003 Tocoj Engineering llc	3,886	4,482	(596)	87.00 %
362005 Florida Fire Protection	6,211	6,211	(0)	100.00 %
362007 Rent - Tomlinson & Co	670	4,020	(3,350)	17.00 %
362008 Rent Branch Agency Solutions LL	3,350		3,350	
Total 362000 Rents & Royalties	14,117	14,713	(596)	96.00 %
369000 Miscellaneous Revenues				
361000 Interest Earned	1,078	1,500	(422)	72.00 %
369002 Interest Income from CCC	968	1,176	(208)	82.00 %
369003 Commissions Earned	21	0	21	
369005 Miscellaneous Revenue	86	0	86	
Total 369000 Miscellaneous Revenues	2,152	2,676	(524)	80.00 %
Total Income	\$52,017	\$17,389	\$34,628	299.00 %
Gross Profit	\$52,017	\$17,389	\$34,628	299.00 %
Expenses				
512000 Funding to CCC		150	(150)	
512250 Funding to SBDC		5,000	(5,000)	
512500 Funding to CEDC	5,000	5,000	0	100.00 %
513300 Professional Fees				
513310 Attorney	3,600	3,600	0	100.00 %
513320 Auditor	2,500	3,500	(1,000)	71.00 %
513321 Accounting	2,144	1,950	194	110.00 %
Total 513300 Professional Fees	8,244	9,050	(806)	91.00 %
513305 Administration Contract IGS	27,000	27,000	0	100.00 %
513440 Liability Insurance				
513443 Devcom Office	1,030	1,000	30	103.00 %
Total 513440 Liability Insurance	1,030	1,000	30	103.00 %
513460 Devcom LLP Expense	9,900	9,900	0	100.00 %
513480 Special Promotions	200		200	
513490 Business Meeting		150	(150)	

513493 Service Charges		50	(50)	
513494 Dues & Subscriptions	300	0	300	
513510 Office and Operating Expenses		0	0	
513512 Office Supplies	477	0	477	
513514 Misc Office Expense		800	(800)	
513516 Telephone	307	420	(113)	73.00 %
513517 Licenses & Fees	175	175	0	100.00 %
513518 Website expenses		300	(300)	
513519 Travel	280	600	(320)	47.00 %
513520 Conferences	55	1,000	(945)	6.00 %
513521 Advertising & Marketing	423	325	98	130.00 %
Total 513510 Office and Operating Expenses	1,718	3,620	(1,902)	47.00 %
559000 Grant Expense				
559004 Camp Blanding	25,246	0	25,246	
Total 559000 Grant Expense	25,246	0	25,246	0
560000 Contingencies / Legal		2,550	(2,550)	
Total Expenses	\$78,638	\$63,470	\$15,168	124.00 %
Net Operating Income	\$ (26,620)	\$ (46,081)	\$19,461	58.00 %
Net Income	\$ (26,620)	\$ (46,081)	\$19,461	58.00 %



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Certified Public Accounting Firm

ACCOUNTANTS' COMPILATION REPORT

To the Board of Directors of
Clay County Development Authority
Orange Park, FL

We have compiled the accompanying government-wide balance sheet of Clay County Development Authority (a governmental organization) as of May 31, 2015 and 2014, and the related statements of revenues and expenses for the one month and eight months then ended, and the accompanying supplementary statement of revenues and expenses – budget vs. actual – current month and current year to date.

We have not audited or reviewed the accompanying financial statements and, accordingly, do not express an opinion or provide any assurance about whether the financial statements are in accordance with accounting principles generally accepted in the United States of America.

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America and for designing, implementing, and maintaining internal control relevant to the preparation and fair presentation of the financial statements.

Our responsibility is to conduct the compilation in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The objective of a compilation is to assist management in presenting financial information in the form of financial statements without undertaking to obtain or provide any assurance that there are no material modifications that should be made to the financial statements.

Management has elected to omit the management discussion and analysis, the governmental fund financial statements and substantially all of the disclosures required by generally accepted accounting principles. If the omitted management discussion and analysis, governmental fund financial statements and disclosures were included in the financial statements, they might influence the user's conclusions about the Organization's financial position and changes in net assets. Accordingly, these financial statements are not designed for those who are not informed about such matters.

We are not independent with respect to the Clay County Development Authority.

Coleman & Associates Cpa firm

June 8, 2015

Clay County Development Authority
GOVERNMENTWIDE BALANCE SHEET
As of May 31, 2015

	TOTAL	
	AS OF MAY 31, 2015	AS OF MAY 31, 2014 (PY)
ASSETS		
Current Assets		
Bank Accounts		
100002 First Atlantic Checking - 1484	79,434	49,860
100004 First Atlantic (CD)	0	50,200
100005 First Atlantic 2 (CD)	0	49,998
100007 Investment - Florida Prime - A	149,259	144,912
100008 Investment - Florida Prime - B	0	2,923
100010 Unrealized Gain/Loss Fund B	0	1,167
Total 100008 Investment - Florida Prime - B	0	4,090
100016 Compass Bank Money Market - Pub	175,402	175,344
100018 First Atlantic Bank MMKT -1493	1,094,265	968,140
100025 Fifth-Third CD	76,428	76,428
100026 Fifth-Third 2 (CD)	76,428	76,428
Total Bank Accounts	\$1,651,217	\$1,595,402
Accounts Receivable		
115002 Revenue Receivable	326,287	574
Total Accounts Receivable	\$326,287	\$574
Other current assets		
115000 Accrued Interest Receivable	755	755
115001 Loan to Clay Co. Chamber of Com	56,561	93,615
Total Other current assets	\$57,316	\$94,370
Total Current Assets	\$2,034,820	\$1,690,347
Fixed Assets		
162950 Leasehold Improvements - Devcom	28,842	28,842
166900 Office Equipment	58,348	58,348
167900 Accum Depreciation	(85,583)	(85,583)
Total Fixed Assets	\$1,607	\$1,607
Other Assets		
1160000 Note Receivable - St Johns Coun	36,000	48,000
162900 Equity Interest - Devcom	198,997	198,997
163000 License Agreement - Big League	0	450,000
Total Other Assets	\$234,997	\$696,997
TOTAL ASSETS	\$2,271,423	\$2,388,950
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
200000 Accounts Payable	0	3,481
Total Accounts Payable	\$0	\$3,481

Other Current Liabilities		
220000 Security Deposits	2,788	2,788
Dept of Revenue Payable	168	8,612
Sales Tax Payable	0	(8,461)
Total Dept of Revenue Payable	168	151
Total Other Current Liabilities	\$2,956	\$2,939
Total Current Liabilities	\$2,956	\$6,420
Total Liabilities	\$2,956	\$6,420
Equity		
272000 Net Asset Balance	2,256,489	1,908,994
280000 Invest in Fixed Assets	1,607	349,102
32000 Retained Earnings	54,474	220,987
Net Income	(44,103)	(96,553)
Total Equity	\$2,268,467	\$2,382,530
TOTAL LIABILITIES AND EQUITY	\$2,271,423	\$2,388,950

Clay County Development Authority
 STATEMENT OF REVENUES AND EXPENSES
 May 2015

	TOTAL	
	MAY 2015	OCT 2014 - MAY 2015 (YTD)
Income		
331000 Grant Revenues		35,747
362000 Rents & Royalties	2,401	18,919
369000 Miscellaneous Revenues	603	3,395
Total Income	\$3,004	\$58,062
Gross Profit	\$3,004	\$58,062
Expenses		
512500 Funding to CEDC		5,000
513300 Professional Fees	5,623	15,567
513305 Administration Contract IGS	4,500	36,000
513440 Liability Insurance		1,030
513460 Devcom LLP Expense	1,650	13,200
513480 Special Promotions	2,500	2,700
513491 Miscellaneous		0
513494 Dues & Subscriptions		355
513510 Office and Operating Expenses	1,197	3,066
559000 Grant Expense		25,246
Total Expenses	\$15,470	\$102,164
Net Operating Income	\$ (12,466)	\$ (44,103)
Net Income	\$ (12,466)	\$ (44,103)

Clay County Development Authority
STATEMENT OF REVENUES AND EXPENSES
 October 2014 - May 2015

	TOTAL			
	OCT 2014 - MAY 2015	OCT 2013 - MAY 2014 (PY)	CHANGE	OCT 2014 - MAY 2015 (YTD)
Income				
331000 Grant Revenues	35,747		35,747	35,747
362000 Rents & Royalties	18,919	17,580	1,340	18,919
369000 Miscellaneous Revenues	3,395	8,666	(5,271)	3,395
Total Income	\$58,062	\$26,245	\$31,816	\$58,062
Gross Profit	\$58,062	\$26,245	\$31,816	\$58,062
Expenses				
512000 Funding to CCC		12,400	(12,400)	
512500 Funding to CEDC	5,000		5,000	5,000
513300 Professional Fees	15,567	17,141	(1,574)	15,567
513305 Administration Contract IGS	36,000	27,000	9,000	36,000
513440 Liability Insurance	1,030	992	38	1,030
513460 Devcom LLP Expense	13,200	13,200	0	13,200
513480 Special Promotions	2,700		2,700	2,700
513491 Miscellaneous	0		0	0
513493 Service Charges		85	(85)	
513494 Dues & Subscriptions	355	2,059	(1,704)	355
513510 Office and Operating Expenses	3,066	3,620	(553)	3,066
513800 Community Development Project		46,301	(46,301)	
559000 Grant Expense	25,246		25,246	25,246
Total Expenses	\$102,164	\$122,799	\$ (20,634)	\$102,164
Net Operating Income	\$ (44,103)	\$ (96,553)	\$52,451	\$ (44,103)
Net Income	\$ (44,103)	\$ (96,553)	\$52,451	\$ (44,103)

Clay County Development Authority

BUDGET VS. ACTUALS: CCDA - FY15 YTD

October 2014 - May 2015

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
331000 Grant Revenues				
331003 DTF 14-03 Mass Notification				
331003a DTF 14-03 Admin Fees	4,794		4,794	
Total 331003 DTF 14-03 Mass Notification	4,794	0	4,794	0
331004 Camp Blanding Grants				
3311004 DIG 14-Infrastructure	25,246	0	25,246	
3312004 DIG-14 Admin	5,708	0	5,708	
Total 331004 Camp Blanding Grants	30,953	0	30,953	0
Total 331000 Grant Revenues	35,747	0	35,747	0
362000 Rents & Royalties				
362003 Tocoj Engineering llc	5,226	5,976	(750)	87.00 %
362005 Florida Fire Protection	8,333	8,332	1	100.00 %
362007 Rent - Tomlinson & Co	670	5,360	(4,690)	13.00 %
362008 Rent Branch Agency Solutions LL	4,690		4,690	
Total 362000 Rents & Royalties	18,919	19,668	(749)	96.00 %
369000 Miscellaneous Revenues				
361000 Interest Earned	1,740	2,000	(260)	87.00 %
369002 Interest Income from CCC	1,528	1,506	22	101.00 %
369003 Commissions Earned	25	0	25	
369005 Miscellaneous Revenue	102	0	102	
Total 369000 Miscellaneous Revenues	3,395	3,506	(111)	97.00 %
Total Income	\$58,062	\$23,174	\$34,888	251.00 %
Gross Profit	\$58,062	\$23,174	\$34,888	251.00 %
Expenses				
512000 Funding to CCC		200	(200)	
512250 Funding to SBDC		7,500	(7,500)	
512500 Funding to CEDC	5,000	7,500	(2,500)	67.00 %
513300 Professional Fees				
513310 Attorney	4,800	4,800	0	100.00 %
513320 Auditor	7,523	4,600	2,923	164.00 %
513321 Accounting	3,244	2,600	644	125.00 %
Total 513300 Professional Fees	15,567	12,000	3,567	130.00 %
513305 Administration Contract IGS	36,000	36,000	0	100.00 %
513440 Liability Insurance				
513443 Devcom Office	1,030	1,000	30	103.00 %
Total 513440 Liability Insurance	1,030	1,000	30	103.00 %
513460 Devcom LLP Expense	13,200	13,200	0	100.00 %
513480 Special Promotions	2,700		2,700	
513490 Business Meeting		200	(200)	

513493 Service Charges		75	(75)	
513494 Dues & Subscriptions	355	750	(395)	47.00 %
513510 Office and Operating Expenses		0	0	
513512 Office Supplies	477	0	477	
513514 Misc Office Expense	98	800	(702)	12.00 %
513516 Telephone	424	560	(136)	76.00 %
513517 Licenses & Fees	175	175	0	100.00 %
513518 Website expenses	873	300	573	291.00 %
513519 Travel	389	600	(211)	65.00 %
513520 Conferences	55	1,000	(945)	6.00 %
513521 Advertising & Marketing	575	325	250	177.00 %
Total 513510 Office and Operating Expenses	3,066	3,760	(694)	82.00 %
559000 Grant Expense				
559004 Camp Blanding	25,246	0	25,246	
Total 559000 Grant Expense	25,246	0	25,246	0
560000 Contingencies / Legal		3,400	(3,400)	
Total Expenses	\$102,164	\$85,585	\$16,579	119.00 %
Net Operating Income	\$ (44,103)	\$ (62,411)	\$18,308	71.00 %
Net Income	\$ (44,103)	\$ (62,411)	\$18,308	71.00 %

Clay County Development Authority
BUDGET VS. ACTUALS: CCDA - FY15 - LAST MONTH
 May 2015

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Income				
362000 Rents & Royalties				
362003 Tocol Engineering llc	670	747	(77)	90.00 %
362005 Florida Fire Protection	1,061	1,061	(0)	100.00 %
362007 Rent - Tomlinson & Co		670	(670)	
362008 Rent Branch Agency Solutions LL	670		670	
Total 362000 Rents & Royalties	2,401	2,478	(77)	97.00 %
369000 Miscellaneous Revenues				
361000 Interest Earned	421	250	171	169.00 %
369002 Interest Income from CCC	161	161	0	100.00 %
369003 Commissions Earned	4	0	4	
369005 Miscellaneous Revenue	16	0	16	
Total 369000 Miscellaneous Revenues	603	411	192	147.00 %
Total Income	\$3,004	\$2,889	\$115	104.00 %
Gross Profit	\$3,004	\$2,889	\$115	104.00 %
Expenses				
512000 Funding to CCC		25	(25)	
512250 Funding to SBDC		2,500	(2,500)	
513300 Professional Fees				
513310 Attorney	600	600	0	100.00 %
513320 Auditor	5,023	1,100	3,923	457.00 %
513321 Accounting		325	(325)	
Total 513300 Professional Fees	5,623	2,025	3,598	278.00 %
513305 Administration Contract IGS	4,500	4,500	0	100.00 %
513460 Devcom LLP Expense	1,650	1,650	0	100.00 %
513480 Special Promotions	2,500		2,500	
513490 Business Meeting		25	(25)	
513494 Dues & Subscriptions		750	(750)	
513510 Office and Operating Expenses				
513514 Misc Office Expense	98	0	98	
513516 Telephone	59	70	(11)	84.00 %
513518 Website expenses	873	0	873	
513519 Travel	109	0	109	
513521 Advertising & Marketing	58	0	58	
Total 513510 Office and Operating Expenses	1,197	70	1,127	1,710.00 %
560000 Contingencies / Legal		425	(425)	
Total Expenses	\$15,470	\$11,970	\$3,500	129.00 %
Net Operating Income	\$ (12,466)	\$ (9,081)	\$ (3,385)	137.00 %
Net Income	\$ (12,466)	\$ (9,081)	\$ (3,385)	137.00 %



COLEMAN & ASSOCIATES
Certified Public Accounting Firm

December 1, 2013

Josh Cockrell, IGS
Clay County Development Authority
1734 Kingsley Ave
Orange Park, FL 32073

Dear Josh;

This letter is to confirm our understanding of the terms and objectives of our engagement and the nature and limitations of the services we will provide to the Clay County Development Authority (the CCDA).

We will perform the following services:

- 1) We will compile, from information you provide, the monthly statements of government-wide balance sheet and the related statements of revenues and expenses of the Clay County Development Authority (a governmental organization) for the month and year to date ending December 31, 2013 and each month thereafter through the month ended September 30, 2016. We will also compile the supplementary schedule of revenues and expenses – budget to actual – current month and current year to date.

We will compile the financial statements and issue an accountant's report thereon in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. The objective of a compilation is to present in the form of financial statements, information that is the representation of management without undertaking to express any assurance on the financial statements.

The objective of a compilation is to assist you in presenting financial information in the form of financial statements. We will utilize information that is your representation without undertaking to obtain or provide any assurance that there are no material modifications that should be made to the financial statements in order for the statements to be in conformity with accounting principles generally accepted in the United States of America.

A compilation differs significantly from a review or an audit of financial statements. A compilation does not contemplate performing inquiry, analytical procedures, or other procedures performed in a review. Additionally, a compilation does not contemplate obtaining an understanding of the organization's internal control; assessing fraud risk; tests of accounting records by obtaining sufficient appropriate audit evidence through inspection, observation, confirmation, or the examination of source documents (for example, cancelled checks or bank images); or other procedures ordinarily performed in an audit. Therefore, a compilation does not provide a basis for expressing any level of assurance on the financial statements being compiled.

If, for any reason, we are unable to complete the compilations of your financial statements, we will not issue reports on such statements as a result of this engagement.

- 2) We will also handle the QuickBooks accounting and pay bills that have been approved and submitted for payment by the CCDA Administrator. We will assist the CCDA on a weekly basis in handling the accounting for the CCDA. We will reconcile all CCDA bank accounts monthly to ensure that all banking transactions have been recorded. We will also provide other bookkeeping functions as agreed to and with the CCDA Administrator.

Our engagement cannot be relied upon to disclose errors, fraud, or illegal acts that may exist. However, we will inform the appropriate level of management of any material errors and any evidence or information that comes to our attention during the performance of our bookkeeping and compilation procedures that fraud may have occurred. In addition, we will report to you any evidence or information that comes to our attention during the performance of our compilation procedures regarding illegal acts that may have occurred, unless they are clearly inconsequential. We have no responsibility to identify and communicate deficiencies in your internal control as part of this engagement.

The CCDA is responsible for making all management decisions and performing all management functions and for designating an individual with suitable skill, knowledge, or experience to oversee any bookkeeping services, tax services, or other services we provide. The CCDA is responsible for evaluating the adequacy and results of the services performed and accepting responsibility for such services.

The CCDA is also responsible for designing, establishing and maintaining internal controls relevant to the preparation of the financial statements, including monitoring ongoing activities. The CCDA is responsible for preventing and detecting fraud, the selection and application of accounting principles and identifying and ensuring that the Organization complies with laws and regulations applicable to its activities.

We will conduct our compilation in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants.

Timothy Coleman, CPA is the engagement partner and is responsible for supervising and managing the engagement and signing the report(s). Our fees for these services will be \$225 each month from December 1, 2013 through September 2016. Our fees for additional services such as making bank deposits and assisting the auditor with the financial statements and MD&A will be based on standard hourly rates. The fee estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the work performed. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs. Our invoices for these fees will be rendered each month and are payable on presentation.

This contract is cancellable by either party at any time, however, it is expected that a thirty-day notice is provided, if possible.

Clay County Development Authority
December 1, 2013

Page Three

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Sincerely,

Coleman & Associates Cpa firm

Coleman and Associates, CPA Firm

Acknowledged:
Clay County Development Authority

Administrator

DRAFT rev

CLAY COUNTY DEVELOPMENT AUTHORITY

1734 KINGSLEY AVENUE
ORANGE PARK, FL 32073



5-YEAR STRATEGIC VISION PLAN

2015 – 2020

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DRAFT

INTRODUCTION BY THE CHAIRMAN

The Clay County Development Authority (“CCDA”) Strategic Plan, 2015 – 2020 which follows is the result of hard work put forth by CCDA’s Board of Directors and the input and guidance of CCDA’s staff. In the fall of 2014, CCDA initiated the process of developing a strategic vision plan that will be used as a guiding document for the organization to follow and implement in accordance with its mission. This process consisted of one-on-one interviews with each board member to capture their perceptions of the strengths, weakness, opportunities, and threats of the organization as well as public meetings in which CCDA Board of Directors met to establish sound goals for organizational sustainability both long-term and short-term and discussed innovative concepts to further enrich economic development opportunities in Clay County.

I would like to thank my fellow board members for the selfless contribution of their time and talents that have made this organization a vital resource to our community. In addition, I want to express my deep gratification towards the staff, Josh Cockrell and Kerri Stewart that have reorganized CCDA to a level of maximum efficiency and chartered a course for us to follow.

Chip Dobson, Chairman 2014-2015

EXECUTIVE SUMMARY

First I would like to thank Clay County Development Authority's Board of Directors for their commitment to this planning process, for their patience and good humor, for their confidence in my abilities, and for their fortitude in seeing it through to the end. The board is truly the most talented group of individuals deriving from various professional and cultural backgrounds that I have ever had the privilege of working with. The melting pot of knowledge that the board continues to devote to the community will without certain, enhance Clay County's competitive advantage in retaining and expanding small businesses as well as attracting new industries.

Undergoing a strategic planning process is daunting, time consuming, and challenging. However, it is essential in order to keep an organization on track over time. Most importantly, it allows the organization to respond to change while remaining faithful to its mission and vision. The opportunity to step back and provide constructive criticism and insight is crucial, and not afforded by the daily pace of this organization. The hard work placed into this document will serve as a roadmap for CCDA to follow.

As Clay County Development Authority approaches its 60th anniversary, the future of this organization is stilted on turning Clay County's weaknesses into strengths and implementing the goals and objectives outlined in the latter part of this document.

Josh Cockrell, Executive Administrator

HISTORY OF CLAY COUNTY DEVELOPMENT AUTHORITY

The Clay County Development Authority ("CCDA") was established by a special act of the Florida Legislature in 1957 for the principal purpose of promoting sound economic development of Clay County. They are a strategic partner with the Clay Economic Development Corporation, Clay County Chamber of Commerce, numerous businesses and other local, regional and state agencies to improve the quality of life for residents. The members of CCDA are appointed by the Governor and serve four-year terms.

CCDA in Past Years

In the early years, CCDA received approximately \$20,000 per year from monies generated from timber and mineral leases from Camp Blanding, known as Armory Board Funds. However, that was terminated in 1972 and thanks to the foresight and expertise of the early members of the Authority, frugal financial investments are the Authority's major source of funding. The Authority has a long history of supporting economic development throughout Clay County and has assisted many employers to establish operations throughout Orange Park, Green Cove Springs, Fleming Island, unincorporated Middleburg, Oakleaf Plantation areas and Keystone Heights.

From 2003-2013, CCDA worked with Clay County Chamber of Commerce in forming a public-private partnership to increase Clay County's economic prosperity, quality of life and future sustainability. This partnership maximized and leveraged resources and formed a collaborative approach to implementing Focus on the Future, the countywide strategic plan for economic development. Moreover, the organizations worked closely with key community stakeholders, other regional and statewide organizations as well as with governmental leaders to advance programs and capabilities to diversify and strengthen the local economy.

During this period, CCDA worked in unison with the Economic Development Advisory Board of the Clay County Chamber of Commerce, who monitored current trends in the business atmosphere of the county and served in providing the long-term vision.

CCDA Today

In 2014, the Economic Development Advisory Board of the Clay County Chamber of Commerce, Clay County Chamber of Commerce, and CCDA were reorganized to maximize efficiencies and better approach economic development efforts to benefit Clay County. Through this reorganization effort, Clay Economic Development Corporation ("CEDEC") emerged and since has served in addition to Clay County Chamber of Commerce as a strong partner to CCDA. Today, CCDA serves the community by supporting and promoting the economic development efforts of its partners by providing unique financing tools such as issuing industrial revenue bonds and financing projects that generate positive economic impacts in Clay County.

BOARD OF DIRECTORS AND STAFF

Chairman
Chip Dobson

Vice-Chairman
Rev. William Randall

Secretary
Virginia Hall

Treasurer
Matt Carlton

Past Chairman
Debbie Ricks

Director
Russell Buck

Director
Greg Clary

Director
Joe Mobley

Director
Paz Patel

Director
Matt Welch

General Counsel
Grady Williams

Executive Administrators
Josh Cockrell
Kerri Stewart

ORGANIZATIONAL TENETS

Vision Statement

Our vision is to support, promote, and facilitate economic development in Clay County, Florida.

Mission Statement

Clay County Development Authority supports, promotes, and attracts economic development while serving as the lead public development finance agency in Clay County, Florida, partnering with new and existing businesses, non-profit organizations, faith-based communities, and government entities.

Statement of Core Values

Since our establishment in 1957, our core values have been the guiding principles that have dictated and influenced our success. They are the reason why our board members have humbly volunteered their time and talents to better serve the community.

Leadership

With the gubernatorial appointment authority to lead courageously, the creativity to inspire, and the ability to foster positive economic change in Clay County, we will take charge in areas where others cannot.

Commitment

We are passionately committed to improving the economic growth prosperity of the citizens and businesses in Clay County.

Community

We are caring residents and neighbors, involved in community activities in meaningful ways, and committed to the prosperity of Clay County.

Cooperation & Collaboration

We believe that by working together in both the public and private sectors, obstacles are limited and success is limitless.

Integrity

We are committed to the highest sense of integrity and transparency encompassing every aspect of our behavior as citizens of Clay County. We strive for high moral character, honor, respect and honesty in all our actions realizing that the strength of our board is based on the integrity of its members and placing the best interests of Clay County before our own.

SWOT ANALYSIS

Staff conducted individual interviews with each board member to gain a comprehensive understanding of the board members' perceptions as to what the strengths, weaknesses, opportunities, and threats of the organization are. Board members were asked to be forthright with their observations with an understanding that all comments provided will remain anonymous.

Strengths

Quality of Life

Located outside of the bustling city of Jacksonville, FL and on the edge of rurality, Clay County citizens benefit from the mild climate and a quality of life that many could only dream of having. County Commissioners, county administration and staff, and the economic development partners in Clay County work tirelessly to ensure that citizens have access to a good public school system, pristine parks, recreation, a multitude of events at the Clay County Fairgrounds, and access to waterways such as the St. Johns River, Black Creek, and Doctors Lake; and, they fight to ensure that public safety is a top priority so that citizens benefit from the low crime rate. In addition, Clay County is a strong political community that puts family values first. Sidewalk neighborhoods with community amenity centers and open spaces are indicative of Clay County's family friendly environment.

Land Development

Clay County is situated along I-295 with easy access to I-10, I-95 and the outer beltway that is under development. Access to multi-modal transportation is available including rail, nearby JaxPort and Jacksonville International Airport. Clay County also boasts the benefits of nearby Cecil Field and Cecil Commerce Center. Clay County is attractive to developers due to the swath of land/greenfield sites available for development that is inexpensive relative to neighboring markets and that is not impeded by any natural environments such as swampland. Also, developers are attracted to Clay County because of the moratorium on impact fees and competitive utility services available through Clay County Utility Authority.

Economy

Clay County has a diverse economy, a low tax rate, and low unemployment. The presence of NAS Jax brings forth strong military and civilian economic impact to the area. In addition, there is growth in several markets particularly in nursing. Clay County is amenable to incentives and attracting diverse businesses. In addition, businesses can benefit from CCDA's competitive bond issuance fees when pursuing bond financing.

Resources

Clay County boasts a seasoned, skilled workforce and retired military that provides industry competition in the region. The growing medical community such as the presence of St. Vincent's HealthCare and Orange Park Medical Center makes Clay County attractive for skilled labor. In addition, Clay County is home to a readily available workforce. The proximity of Cecil Field and Cecil Commerce Center provide Clay County with a competitive industry advantage with neighboring counties. Clay County Agriculture Center is home to unique programs for the citizens of Clay County such as research-based education programs in agriculture, horticulture, family and consumer science and 4-H/youth development. Camp Blanding Joint Training Center is a critically vital training center that annually trains over 325,000 Florida National Guard troops as well as local, state, and federal law enforcement agencies from around the country.

Opportunities

Upon initial review of the weaknesses and threats perceived, opportunities became prevalent and were established by CCDA's board members in which the CCDA can proactively pursue to provide greater strength to economic development efforts in Clay County. They are as follows:

- Identify short-term and long-term opportunities that will yield financial sustainability to the organization.
- Proactively seek bond issuances and refinance opportunities.
- Serve as an information and education resource for industrial and manufacturing businesses.
- Proactively advocate a legislative policy agenda on the local and state level that will support economic development efforts.
- Serve as an idea clearinghouse to spur new projects.
- Capitalize on opportunities generated by the growing medical community
- Cultivate stronger relationships with Enterprise Florida to provide support for small and minority-owned businesses.
- Promote and invest in start-up businesses and accelerators.
- Invest in projects such as Big League Dreams that will provide substantial economic impacts to Clay County.
- Develop stronger partnerships between local governments, education institutions, and businesses in Clay County.
- Have greater collaboration with municipalities in the county and Clay County Board of County Commissioners by educating elected officials and staff on what CCDA provides to the community and the benefits of industrial revenue bonds (IRBs).
- Collaborate with Clay Economic Development Corporation, Clay County Chamber of Commerce, and Clay County Board of County Commissioners on economic development opportunities.
- Strengthen our relationship with Camp Blanding Joint Training Center to further support their needs.

GOALS AND OBJECTIVES

GOALS	OBJECTIVES	OUTPUTS/STRATEGIES	
Identify opportunities that will yield financial sustainability solutions	Short-Term (6 mos - 2 yrs)	Divest of DEVCOM Provide grant support for Camp Blanding and collect assessed administration fees	
	Long-Term (2 yrs - 5 yrs)	Investment of cash into projects that support the mission	
	Short-Term & Long Term (6 mos - 5 yrs)	Investigate grant opportunities that will have a return on time and capital investments	
		Implement findings determined in the 2015 Clay County Economic Development Plan Provide Industrial Revenue Bond financing to existing non-profits in Clay County	
Enhance marketability and relationship building	Implement a marketing plan	Develop informational pieces/pamphlets Update the CCDA website Conduct a countywide targeted marketing campaign to generate bond awareness to new and existing businesses	
		Build stronger relationships with key individuals and organizations	Meet with local elected officials, community leaders, and industry leaders to market CCDA's capabilities Attend/sponsor events around Clay County that are related to our mission, provide maximum exposure to the organization, and that have a return on investment
			Appoint a board member to serve on Clay County Economic Development Corporation's Board
	Identify opportunities for board development and education	Attend conferences and webinars to enhance board knowledge	Council of Development Finance Agencies (CDFA) Manufacturer's Association of Florida (MAF) and First Coast Manufacturer's Association (FCMA) JaxUSA Florida Economic Development Council (FEDC)
Future board development			Identify new members to serve on the board when a vacancy occurs Conduct a new member orientation for incoming board members
Serve as an idea clearinghouse for projects seeking public financing	IRB issuances	Identify and pursue projects that can utilize industrial revenue bonds	
	Financing through loans issued by CCDA	Identify and pursue projects that positively impact Clay County, but require additional financing	
Advocate a legislative policy agenda for issues that affect economic development in Clay County	Gain a better understanding of the issues	State Issues: Invite members of the Clay County Legislative Delegation to provide updates Local Issues: Invite members of the Clay County BCC to provide updates	
		Take a position on issues	Adopt resolutions recognizing the Board's position