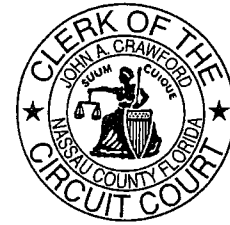




John A. Crawford
Clerk of the Circuit Court
Nassau County



April 1, 2008

Honorable Marianne Marshall, Chairman
Nassau County Board of County Commissioners

Dear Chairman Marshall and Commissioners:

In my CFO role advocating on behalf of taxpayers, let me commend your leadership in voting on March 19th to pursue the "direct haul" option for the disposal of solid waste for Nassau County residents. I must continue to encourage and respectfully prod you to fully address the solid waste disposal and permanent closure of the landfill in order to create the most cost efficient business model for the taxpayers. **Florida Statutes, § 403.7063, requires:** "In providing services or programs for solid waste management, local governments and state agencies **should use the most cost-effective means** for the provision of services and are encouraged to contract with private persons for any and all such services or programs **in order to assure that such services are provided on the most cost-effective basis.**"

There are a number of important parts to the final landfill fiscal solution. I recommend that you not allow yourselves to become lost in the minutia, but to become focused on meaningful, beneficial outcomes. Figuring out the minutia must be the duty of your staff. So far, there have been more questions presented to you than achievable paths to the solutions. So, from a chief financial officer perspective, which is my statutory responsibility to express to you, let me offer some objectives and goals to focus on for the benefit of the taxpayers. There are three broad areas to address:

I. Develop long-term agreement with Camden County to accept Nassau County solid waste stream.

A. This accomplishes concurrency and long-term capacity requirements. **Florida Statutes, § 403.706(1) states:** "The governing body of a county has the responsibility and power to **provide for the operation of solid waste disposal facilities** to meet the needs of all incorporated and unincorporated areas of the county."

Florida Statutes, § 403.706(8) states: "A county or municipality may enter into a written agreement with other persons, including persons

transporting solid waste on October 1, 1988, to undertake to fulfill some or all of the county's or municipality's responsibilities under this section."

- B. This allows adequate time for the county to develop the most cost-efficient permanent landfill closure options, including meeting Department of Environmental requirements, closure construction engineering, development and letting of RFP's/RFQ's, consideration for severance or reassignments of unnecessary landfill staffing, and disposal of landfill assets. The operational deficit at the landfill can only be cured by the board actually making the necessary legislative decisions to stop the fiscal bleeding. No progress can be made without board leadership.
- C. I recommend that no "Put or Pay" clause be allowed in any landfill contract adopted by the County Commission.

II. Develop non-exclusive franchise agreements for hauling waste to Camden County Facility.

- A. This accomplishes utilizing free-enterprise, partnering with local government through non-exclusive franchise agreements, to provide the most cost-efficient means for taxpayers to dispose of their solid waste, delivering the waste stream from the home or convenience center directly to the waste site that Nassau County deems most cost-efficient for its residents.
- B. Adoption of non-exclusive franchise agreements creates a reliable revenue stream to totally cover the cost of landfill post closure monitoring and maintenance *without any property owner assessments, as in the past.*
- C. This accomplishes a curb-side recycling option via the haulers pursuant to the county's non-exclusive franchise agreements.
- D. Adoption of properly written non-exclusive franchise agreements in concert with a properly written long term agreement with Camden County Landfill accomplishes "economic flow control," capitalizing on the free market economy rather than onerous governmental regulations. In other words, get Nassau County government out of the solid waste business and the taxpayers will be the beneficiaries!

III. Create Convenience & Recycling Center

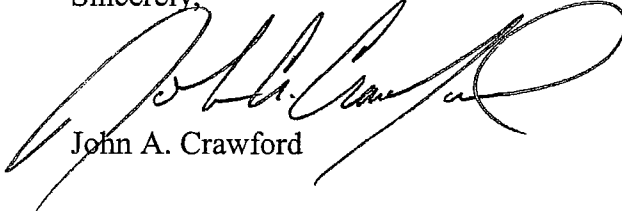
This eliminates the need to impose mandatory garbage pickup. Provides a self-funded (no additional taxes or assessments required) manned, monitored recycling center and residential waste drop-off facility utilizing the present landfill site.

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Your administrative staff is preparing your '08/'09 budget. It is imperative that the board finalize its decisions about "direct haul" waste disposal, creation of a self-funded convenience and recycling center through an RFP, obtain signed agreements with Camden County, and issue non-exclusive franchise agreements. Time is of the essence. The Board is fast approaching the point where if these decisions are not made, you may be forced to reinstitute the annual landfill assessments or take funding away from other critical services.

Please let me know how I can assist you in getting these important fiscal issues resolved for the benefit of the taxpayers.

Sincerely,



John A. Crawford