

# Flagler County Board of Commissioners

## 2013 STRATEGIC PLAN UPDATE

VISION  
vision

### Looking Within - Reaching Beyond Strategic Objective

November 2013



# **FLAGLER COUNTY COMMISSION**

**2013**

## **STRATEGIC PLAN UPDATE**

**2010-2015**

Looking Within - Reaching Beyond  
Strategic Objective



**Flagler County Board of County Commissioners**

*From left to right:*

*Vice Chair George Hanns (Dist. 5), Chair Nate McLaughlin (Dist. 4),  
Commissioner Barbara Revels (Dist. 3), Commissioner Frank Meeker (Dist. 2),  
Commissioner Charles Ericksen, Jr. (Dist. 1)*

This document represents the first update to the Strategic Plan that was originally prepared as part of a planning process initiated by the Flagler County Commission in the Spring of 2009. The plan provided strategic guidance and direction for Flagler County for a period of 2010 to 2015 and beyond. A thorough review kicked off the update. The review clearly demonstrated the successful achievement of the original goals. It also provided the Commissioners with an opportunity to take a wider view as to what is needed for the future by refining their approach to specific projects.

**Acknowledgements**

Flagler County Staff Members:

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## Introduction

The original 2010 strategic plan was developed by the Flagler County Commission in the Spring of 2009. The planning process resulted in the development of a joint vision of the future for the County, along with agreed-upon goals and implementation strategies for the period of 2010-2015 and beyond, setting the pathway for the future. The Commission maintained the original six (6) issues and modified some of the ten goals. The Issues are as follows:

- A. Diversified Economy, Increased Commercial and Industrial Tax Base, Sustainable Business Community
- B. Effective Land Planning and Growth Management -- Comprehensive Plan and Land Development Regulations
- C. Protecting the Environment, Preserving Our Natural Resources
- D. Preserving Our Heritage
- E. Social Services
- F. Infrastructure and Public Services

Before embarking on the 2013 Update, a Report Card provided a snapshot of the achievements through March 2013 associated with the original six (6) issues (Appendix B).

In the 2013 Update, the Flagler County Commission advanced the plan by concentrating more on strategic, long-term, project-level direction by focusing on the areas of facilities, services, recreation and tourism.

The revised plan has been set following a series of meetings earlier this year. More specifically, the 2013 Update revised some of the original strategic goals and objectives and provided more refined objectives at a project level (Appendix A). Below, Section 1 provides for fifteen (15) projects under Public Facilities and Public Services. Section 2 provides for twenty-six (26) projects under Recreation and Tourism. As part of the update, the Commission identified the project priorities which provide direction to staff as to devoting time and efforts to accelerate the further development of the priority objectives. Additionally, the identification of priorities allows staff to further develop projects as funding or other opportunities arise. Action on any of the objectives will still be presented to the Commission for approval. The refined objectives at a project level with priorities are as follows:

## Section 1 - Public Facilities and Public Services

- I. Strategic Objective: (Public Safety Services – Fire/Rescue)
- II. Strategic Objective: (Public Facilities – Library)
- III. Strategic Objective: (Public Facilities – Library)
- IV. Strategic Objective: (Public Facilities – Corrections Center/Jail)
- V. Strategic Objective: (Public Facilities – Sheriff Operations Center Consolidation)
- VI. Strategic Objective: (Public Facilities – Former County Jail)
- VII. Strategic Objective: (Public Facilities – GSB Campus)
- VIII. Strategic Objective: (Public Equipment – Fleet)
- IX. Strategic Objective: (Public Facilities - Drainage)
- X. Strategic Objective: (Public Facilities – Drainage)
- XI. Strategic Objective: (Public Facilities – County Roads)
- XII. Strategic Objective: (Public Services – All)
- XIII. Strategic Objective: (Public Service – Shoreline Stabilization/Protection)
- XIV. Strategic Objective: (Public Service – Organization Efficiencies)
- XV. Strategic Objective: (Public Service – Public Protection)

## Section 2 - Recreation and Tourism

- I. Strategic Objective: (Recreation/Tourism - Ballfields)
- II. Strategic Objective: (Recreation/Tourism – Parks and Recreation Facilities)
- III. Strategic Objective: (Recreation/Tourism - Fairgrounds)
- IV. Strategic Objective: (Recreation/Tourism – Florida Agricultural Museum)

- V. Strategic Objective: (Recreation/Tourism/Transportation – In-Road Bike Lanes)
- VI. Strategic Objective: (Recreation/Tourism – Separated Multi-Purpose Trails)
- VII. Strategic Objective: (Recreation/Tourism – Nature/Recreation Trails)
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- XII. Strategic Objective: (Recreation/Tourism – Bing’s Landing)
- XIII. Strategic Objective: (Recreation/Tourism – Bulow Creek Headwaters Park)
- XIV. Strategic Objective: (Recreation/Tourism – Bulow Creek Corridor)
- XV. Strategic Objective: (Recreation/Tourism – Graham Swamp Park)
- XVI. Strategic Objective: (Recreation/Tourism – Princess Place Preserve)
- XVII. Strategic Objective: (Recreation/Tourism – Old Kings Road/Pellicer Creek)
- XVIII. Strategic Objective: (Recreation/Tourism – Wadsworth Park)
- XIX. Strategic Objective: (Recreation/Tourism – Hammock Dunes Bridge Park)
- XX. Strategic Objective: (Recreation/Tourism – Lehigh Trail)
- XXI. Strategic Objective: (Recreation/Tourism – Hunter Ridge)
- XXII. Strategic Objective: (Recreation/Tourism – Historic/Archeological Resources)
- XXIII. Strategic Objective: (Recreation/Tourism – Environmental Resources)
- XXIV. Strategic Objective: (Recreation/Tourism–Unique/Niche Activities)
- XXV. Strategic Objective: (Recreation/Tourism – Enhancements)
- XXVI. Strategic Objective: (Recreation/Tourism – Multipliers)

## Vision

It is the year 2020 - a decade since creation of the Flagler County Strategic Plan - and a higher quality of life in our community has surpassed expectations. The economy is diversified and provides high-wage jobs and high levels of employment that increase the median income of Flagler citizens. Natural resources, including water and environmentally important land, are protected and conserved.



Arts, culture and education are cherished and nurtured, as are Flagler's ecological, architectural, and historic resources. Local governments work collectively to plan and provide enhanced services in the areas of law enforcement, transportation, social services and utilities and to plan effectively for the future. As a result, early education is supported; students stay or return after graduation for available jobs, seniors' needs are met resulting in residents expressing a high degree of satisfaction with their community and their local governments.

## The County's Role

Many issues need to be addressed to move Flagler County towards this vision. The role of the County Commission and County government in doing so will vary depending on the issue, and includes the following components.



**Leadership Most** of the issues in the vision and the plan will be appropriately addressed only if the County clearly articulates and communicates their importance, and offers a compelling vision for the work that needs to be done.





***Cooperation with and Assistance to Flagler Municipalities***

Many of the issues in the vision and in this plan can only be addressed if Flagler County and Flagler municipalities work cooperatively together. At times, the County's role will be to support and assist the municipalities. The County and the Commission believe that cooperation with, and support of, Flagler's municipalities is a central and integral part of the County's own role.

TOWN OF BEVERLY BEACH, FLORIDA



***Implementation***

Some of the issues in the vision and the plan are ones the County can address or resolve, directly or through support and work with affiliated agencies and local governments.



## Issues And Goals

The Commission identified six issues and ten goals as central to achieving its vision of the desired future. These are listed below (not prioritized). The detailed objectives that will implement these goals are listed in the Objectives section of the report.

### A. Diversified Economy, Increased Commercial and Industrial Tax Base, Sustainable Business Community

#### Goal A.1

A diversified economy that provides a range of job opportunities that raise median County income, a high level of employment, and increased tax base.



#### Goal A.2

Affordable (workforce) housing and infrastructure for housing that supports a diversified economy.

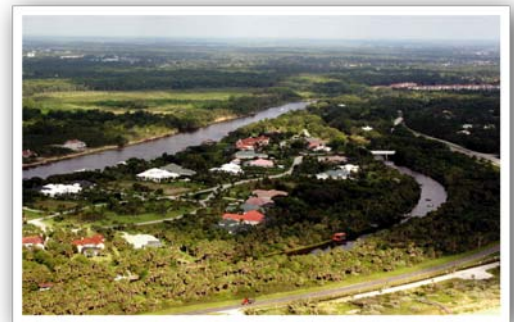
#### Goal A.3

An educational system capable of responding quickly to the needs of new businesses and industries.

### B. Effective Land Planning and Growth Management -- Comprehensive Plan and Land Development Regulations

#### Goal B.1

Future development, whether residential, commercial or industrial in nature, that is smart-growth oriented, low impact and "environmentally friendly" (green).



#### Goal B.2

A sustainable agricultural community.

C. Protecting the Environment, Preserving Our Natural Resources

Goal C.1

Natural systems that are intact and functioning and that contribute to the highest possible quality of life for Flagler residents.

D. Preserving Our Heritage

Goal D.1

Protected and preserved natural, historic, archaeological, and cultural resources that illustrate the diverse history of Flagler, and enhance Flagler County's unique identity.



E. Social Services

Goal E.1

Elder care and homeless services to meet the needs of those who do not have other options, provided as economically as possible and to the extent resources permit.



Goal E.2

Reduced correctional system loads through programs that address drug, alcohol and mental health issues that lead to incarceration or recidivism.

F. Infrastructure and Public Services

Goal F.1

Infrastructure and public services that support Flagler County's desired quality of life and vision for the future.



## PRIORITIES

This section of the plan lists the highest priority for the Strategic Plan objectives and the priorities as identified by the Commission.

The priorities identified by the Commission continued to cover a broad range of topics. Among the considerations Commissioners used to identify priorities were:

- effect on future quality of life for County residents;
- numbers of people affected by the objective;
- the importance of the need addressed by the objective; and
- the ability of County government to make a difference with respect to the issue.

For the Strategic Plan Update, the priorities remained the same with priorities as follows:

### Highest Priorities – Top Tier

The three highest priorities are the creation of an economic development plan, revisions to the land development code, and development of a master County conservation plan in conjunction with continuation of the Environmentally Sensitive Lands Program.

Obj. A.1.1: Continue to develop an economic development plan that:

- Works toward a target for the percentage of the tax base that should be commercial and industrial
- Periodically review and amend identified targeted businesses and industries
- Continues to revise incentives to targeted businesses and industries
- incorporates the Comprehensive Economic Development Strategy (CEDS) wherever possible

Obj. B.1.1: Revise land development code to reflect revisions to the comprehensive plan, and to support smart growth. (This will include Objectives B.1.2, B.1.5, and B.2.2, which call for the inclusion of support of conservation development, transportation options, and sustainable agriculture in the land development code.)

Obj. C.1.1: Continue the Environmentally Sensitive Lands Program and create a master County conservation plan that draws together in a single document the relevant components of the comprehensive plan, land development regulations, and Environmentally Sensitive Lands Program, including maps of existing public lands and lands targeted for acquisition. (The master conservation plan is intended as a tool to enhance integration and understanding of County environmental plans and policies, and facilitate access to information about them. It is not intended to be independent of the provisions of the comprehensive plan, land development regulations, or Environmentally Sensitive Lands Program.)

#### Highest Priorities -- Tier 2

Obj. E.2.3: Support the courts in establishing, supporting or expanding diversion programs (ones that provide treatment in lieu of incarceration), as resources permit.

Obj. F.T.1: Evaluate the effectiveness and cost-efficiency of current and potential County transportation services, in order to offer viable transportation system(s) to meet the needs of Flagler residents.

Obj. F.W.1: Develop, with a three-year timeframe, a new strategy for disposing of solid waste in ways that generate revenue. Include consideration of transfer stations.

#### Highest Priorities -- Tier 3

Obj. E.1.1: Develop short- and long-term plans for addressing elder care, homelessness, and related issues, to the extent resources permit.

Obj. F.WS.1 & 2: Take concrete steps to address the current utility issues facing the County.

Obj. A.1.3: Work with municipalities to promote the availability of development ready sites to accommodate desired economic development, appropriately zoned and provided with the necessary infrastructure.

#### Additional Priorities

The Commission also identified the following as additional priorities.

Obj. A.2.1: Develop a County affordable housing program that can stimulate the production of workforce housing. Include continuing measures to recapture program funds to ensure the sustainability of the program. Encourage Flagler cities to consider their workforce needs when addressing housing.

Obj. E.2.1: Support the Flagler County School Board and others in maintaining youth programs, as resources permit.

Obj. F.L.1: Expand library system to meet the needs of Flagler residents, as resources permit.

Objectives

This section contains all of the issues, goals, and objectives identified by Commissioners during the planning process.

A. Diversified Economy, Increased Commercial and Industrial Tax Base, Sustainable Business Community

Goal A.1

A diversified economy that provides a range of job opportunities that raise median County income, a high level of employment, and increased tax base.



Obj. A.1.1:

Continue to develop an economic development plan that:

- Works toward a target for the percentage of the tax base that should be commercial and industrial
- Periodically review and amend identified targeted businesses and industries
- Continues to revise provides incentives to targeted businesses and industries
- incorporates the Comprehensive Economic Development Strategy (CEDS) wherever possible

Obj. A .1.2: Review current land development codes and other County regulations to identify and remove obstacles to desired economic development, without compromising growth management objectives.

Obj. A.1.3: Work with municipalities to promote the availability of development ready sites to accommodate desired economic development, appropriately zoned and provided with the necessary infrastructure.

Obj. A.1.4: Ensure that airport sites are pad-ready.

#### Goal A.2

Affordable (workforce) housing and infrastructure for housing which supports a diversified economy.

Obj. A.2.1: Develop a County affordable housing program that can stimulate the production of workforce housing. Include continuing measures to recapture program funds to ensure the sustainability of the program. Encourage Flagler cities to consider their workforce needs when addressing housing.

#### Goal A.3

An educational system capable of responding quickly to the needs of new businesses and industries.



Obj. A.3.1: In cooperation with area educational institutions, establish a task force that can encourage and coordinate the development of training programs to support desired businesses and industries as they locate in Flagler. The task force should include schools, colleges and universities, and other interested educational institutions.

B. Effective Land Planning and Growth Management -- Comprehensive Plan and Land Development Regulations

Goal B.1

Future development, whether residential commercial or industrial in nature, that is smart-growth oriented, low impact and "environmentally friendly" (green).

Obj. B.1.1: Revise land development code to reflect revisions to the comprehensive plan, and to support smart growth.

Obj. B.1.2: Include provisions in the comprehensive plan and land development code that allow conservation development. (Conservation development entails allowable units on a portion of the tract while protecting the rest, and often allows relatively small increases in density in return for permanent protection of the remainder of the tract by a conservation easement.)

Obj. B.1.3: Place greater emphasis in the Environmentally Sensitive Lands Program on acquisition of lands that support smart growth objectives, consistent with the environmental purposes of the program.

Obj. B.1.4: Require new developments to provide greenways and buffers around developed areas.

Obj. B.1.5: Ensure that new development allows, as appropriate, for a range of transportation options that support smart growth, including transit, walkability, and a greater range of options that address workforce transportation needs.



Obj. B.1.6 -- Ensure that pre-existing uses in zoning for agricultural areas are addressed in the revisions to the land development code.

Goal B.2:

A sustainable agricultural community.

Obj. B.2.1: Recognize and protect the existing rural character of the County.



Obj. B.2.2: Ensure that land use regulations allow for and support a sustainable agricultural community.

Obj. B.2.3: Allow the use of conservation development as a tool to protect agricultural land as well as natural areas.

Obj. B.2.4: Allow appropriate energy-producing facilities and agriculture-compatible revenue generating activities in rural areas as a way of maintaining the economic viability of agriculture.

C. Protecting the Environment, Preserving Our Natural Resources

Goal C.1

Natural systems that are intact functioning natural systems that contributes to the highest possible quality of life for Flagler residents.

Obj. C.1.1:  
Continue the Environmentally Sensitive Lands Program and create a master County conservation plan that draws together in a single document the relevant components of the comprehensive plan, land development regulations, and Environmentally Sensitive Lands Program, including maps of existing public lands and lands



(The

targeted for acquisition. master conservation plan is intended as a tool to enhance integration and understanding of County environmental plans and policies, and facilitate access to information about them. It is not intended to be independent of the provisions of the comprehensive plan, land development regulations, or Environmentally Sensitive Lands Program.)

Obj. C.1.2: Create an incentive program for large landowners to offer conservation easements as part of land development process.

Obj. C.1.3: Develop land development regulations to protect recharge areas.

#### D. Preserving Our Heritage

##### Goal D.1

Protected and preserved natural, historic, archaeological, and cultural resources that illustrate the diverse history of Flagler, and enhance Flagler County's unique identity.



Obj. D.1.1: Develop a coordinated effort to promote the natural, historic, archaeological, and cultural resources in Flagler. Maximize our current resources by using a portion of our tourism dollars for a marketing plan to promote these assets.

Obj. D.1.2: Identify and inventory historic structures/sites and archeological resources (i.e., graveyards, Indian middens, etc.)

Obj. D.1.3: Develop county programs or regulations to protect natural, historic, archaeological, and cultural resources.

Obj. D.1.4: Develop a signage and interpretive kiosk program to recognize historic, archaeological, and cultural resources.

## E. Social Services

### Goal E.1

Elder care and homeless services to meet the needs of those who do not have other options, provided as economically as possible and to the extent resources permit.

Obj. E.1.1: Develop short- and long-term plans for addressing elder care, homelessness, and related issues, to the extent resources permit.

Obj. E.1.2: Review existing and proposed elder care programs to ensure that services are provided as economically as possible. Include consideration of whether a larger share of expenses can be recovered from recipients of services.

### Goal E.2

Reduced correctional system loads through programs that address drug, alcohol and mental health issues that lead to incarceration or recidivism.

Obj. E.2.1: Support the Flagler County School Board and others in maintaining youth programs, as resources permit.

Obj. E.2.2: Support drug and alcohol treatment centers, as resources permit.

Obj. E.2.3: Support the courts in establishing, supporting or expanding diversion programs (ones that provide treatment in lieu of incarceration), as resources permit.



Obj. E.2.4 – Support and encourage Birth to 5 years of age with childcare and educational programs in the County through grant dollars and facilities.

F. Infrastructure and Public Services

Goal F.1

Infrastructure and public services that support Flagler County’s desired quality of life and vision for the future.

Waste Management

Obj. F.W.1: Develop an integrated Solid Waste Management system.

- Assess the current waste management system and address gaps with a goal to meet the solid waste disposal needs for residents and businesses through methods that are environmentally sound and economical feasible.
- Develop an aggressive recycling program that includes, if feasible, generation of revenue from recycling to help defray the costs of the program.
- Review options for transport and disposal of Flagler waste in new and innovative ways. Include consideration of options that generate revenue, especially waste-to-energy.
- Continue to consider new methods for handling of solid waste needs in ways that minimize the handling of waste in a manner that may generate revenue. Include consideration of transfer stations for all waste classes (Class I, Class II and Class III).

**Transportation**

Obj. F.T.1: Evaluate the effectiveness and cost-efficiency of current and potential County transportation services, in order to offer viable transportation system(s) to meet the needs of Flagler residents.



Obj. F.T.2: Develop, in coordination with Flagler County's cities and neighboring counties, an integrated county-wide bicycle path and trail system.

## Water and Sewer

Obj. F.WS.1: When and where possible, pursue various methods and opportunities to provide utilities targeted to support more urbanized areas in unincorporated Flagler County.

- Nurture partnerships (both public and private) that recognize the value of and support joint utilities initiatives beneficial to the County.
- Take concrete steps to address the current utility issues facing the County as they arise.
- Explore opportunities for state and federal funds as a means to implement and construct utilities.

## Public Safety

Obj. F.P.1: Ensure that fire service and law enforcement expansion is coordinated with growth management planning.

Obj. F.P.2: Evaluate and redefine as necessary, level of service standards for fire/EMS and law enforcement.

Obj. F.P.3: Develop measurable indicators that clarify whether adopted levels of service are being achieved and how they relate to County services being provided.

Obj. F.P.4: Develop plan for jail expansion based on needs analysis. Develop alternative programs to reduce overcrowding.

## Library

Obj. F.L.1: Expand library system to meet the needs of Flagler residents, as resources permit.



# **2013 STRATEGIC PLANNING STRATEGIC OBJECTIVES**

## **Appendix A – Strategic Objectives- 2013 Project Level**

November 2013



# **REPORT CARD 2013 STRATEGIC PLANNING STRATEGIC**

## **Appendix B – Report Card – March 2013**

March 2013

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As part of the update, the Commission identified (11) eleven high priority objectives, and directed staff to devote time and effort to accelerating the further development of those objectives. Additionally, the Commission directed staff to further develop the other strategic objectives as funding or other opportunities arise. Action on any of the objectives will still be presented to the Commission for approval. The priorities associated with the refined objects at a project level are as follows:

### **Section 1- Public Facilities and Public Service**

- I. Strategic Objective: (Public Safety Services – Fire/Rescue)
- IV. Strategic Objective: (Public Facilities – Corrections Center/Jail)
- V. Strategic Objective: (Public Facilities – Sheriff Operations Center Consolidation)
- IX. Strategic Objective: (Public Facilities - Drainage)
- XI. Strategic Objective: (Public Facilities – County Roads)

### **Section 2- Recreation and Tourism**

- II. Strategic Objective: (Recreation/Tourism – Parks and Recreation Facilities)
- III. Strategic Objective: (Recreation/Tourism- Fairgrounds)
- IV. Strategic Objective: (Recreation/Tourism – Florida Agricultural Museum)
- VIII. Strategic Objective: (Recreation/Tourism – Dead Lake/Bull Creek)
- X. Strategic Objective: (Recreation/Tourism – River-to-Sea)
- XVI. Strategic Objective: (Recreation/Tourism – Princess Place Preserve)

**I. Strategic Objective: (Public Safety Services – Fire/Rescue)**

Using a cost effective approach, improve the Fire/Rescue/Medical level of service response times and coverage for the areas west of US 1.

Strategies:

1. Select a location to construct a new station on CR 305, north of CR 2006 and Daytona North.
2. Evaluate the current St. John’s Park volunteer station as a potential location.
3. To minimize the initial staffing cost, by looking at various options such as shifting existing personnel or using volunteers. The crew will provide an improved first response for either a medical or fire call by relocating the Espanola Station personnel and ambulance rig to St. John’s Park. When possible, staff will evaluate the use of volunteers.

**II. Strategic Objective: (Public Facilities – Library)**

Expand the Palm Coast Library in order to provide additional meeting room space, provide additional library services, and relieve other facility pressure.

Strategies:

1. Design and permit an expansion plan for the Library.
2. Seek funding to construct the expansion.

**III. Strategic Objective: (Public Facilities – Library)**

Prior to any expansion, address needed facility maintenance/upgrades at the Palm Coast Library.

Strategies:

1. Complete the currently budgeted safety lighting and parking lot stripping projects.
2. Install a new replacement roof in FY13/14.
3. Paint the interior and replace two rear doors in FY13/14.
4. Replace flooring throughout the facility in a phased approach.

**IV. Strategic Objective: (Public Facilities – Corrections Center/Jail)**

Carry out the expansion of the County jail to meet the correctional systems needs in a planned, phased, and cost effective manner.

Strategies:

1. Ensure any current expansion/upgrade of our jail/correctional facility accomplishes the following, at a minimum:
  - a. At a minimum, double the number of current cells.
  - b. Create at least eight separation pods.
  - c. Develop adequate spaces for inmate training/rehab.
  - d. Rehab the current space to create a work release program, if feasible.
  - e. Provide proper space for storage, property custody, laundry, kitchen, legal and guest visitation, medical staff and other support service needs.
2. Attempt to reduce the costs of the overall project to below \$18 million and minimize any future operational costs.
3. Continue to develop jail diversion and similar programs to minimize the current and future impact on the jail.
4. Continue to utilize the existing jail facility as necessary and, over time, retrofit the facility with smaller incremental projects, as needed to better meet specific changing correction needs.
5. Develop a long-term master plan outlining future expansions/growth that would accommodate at least a 1,000 bed campus.
6. Take the necessary steps to expedite the project as quickly as possible to alleviate any current deficiencies.

**V. Strategic Objective: (Public Facilities – Sheriff Operations Center Consolidation)**

Provide for a consolidated Sheriff's Operations Center to meet the law enforcement needs in a planned, phased, and cost effective manner.

Strategies:

1. Relocate the Sheriff's operations from their current public and private locations and ensure any future facility accomplishes the following, at a minimum:
  - a. Provide at least 22,000 s.f. of quality operations space in Phase I.
  - b. Ensure adequate parking is available for the initial project and future expansion.

- c. If possible, create on-site storage for special purpose Sheriff's equipment and impoundment.
  - d. Include energy efficiency technology that makes financial sense to reduce ongoing operational costs.
  - e. Attempt to reduce the overall project cost below \$5 million.
2. Develop a master plan for future growth, ensuring there is room to expand up to a minimum of 36,000 gross square feet, plus parking and other amenities.

**VI. Strategic Objective: (Public Facilities – Former County Jail)**

Redevelop the Former/Old County Jail Complex into additional County support facilities over time.

1. Staff shall investigate and develop a plan to rehabilitate the site to an appropriate County use.
2. Either remove the existing building and construct a new building or remodel any current buildings by bringing them up to building standards providing for adequate office/support space for County staff and any intended uses.

**VII. Strategic Objective: (Public Facilities – GSB Campus)**

Enhance the safety and the functionality of the GSB and other facilities on the campus for the visiting public and the employees by evaluating those components that have cost implications for possible upgrades.

Strategies:

1. Conduct a new intersection warrant study on SR 100 and add a traffic signal, if warranted.
2. Pipe the open north/south ditch for safety and, over time, add parking and landscaping.
3. Relocate the employee health clinic to the current caretaker house and, over time, expand the facility to add additional employee health services.
4. Relocate selected staff and equipment from the rear of the complex to relieve current on site congestion/overcrowding and within the office space.
5. Investigate permitting and install a drive-thru car wash for County vehicles.

**VIII. Strategic Objective: (Public Equipment – Fleet)**

Thoroughly explore and aggressively pursue fuel efficient and fuel alternative vehicles by systematically comparing the benefits and cost for fuel expenditures and secondarily, to reduce environmental impacts.

Strategies:

1. The County Administrator will centralize and standardize vehicle ordering/ acquisition within the Fleet Department and Purchasing Department.
2. Investigate natural gas, electric, hybrids and similar options as part of this analysis for all vehicles in the BOCC fleet.
3. Whenever possible, assist other constitutional officers in this same manner to improve fuel efficiency and standardize vehicles within the County.
4. Once a direction has been determined, install the necessary support fueling infrastructure and provide trained/certified staff to implement and maintain.

**IX. Strategic Objective: (Public Facilities - Drainage)**

Seek ways to improve the rural drainage system on the west side of the County.

Strategies:

1. Complete a conceptual study of the major drainage systems to identify potential projects to further the overall drainage system and improve water quality. Such conceptual study would consider canal improvements, water reservoirs, use of natural swamps/wetlands and other best management practices.
2. Develop a comprehensive maintenance program of all County maintained canals that includes scheduled cleaning and spraying.
3. As part of 2, above at a minimum evaluate and if warranted include the following specific project in the County's Short and Long-term Capital Improvement Program:
  - a. Firecracker Canal Geotech Services -- Investigate and devise a plan of action to stabilize the banks (from sliding) between Coconut Boulevard and Water Oak Road.
  - b. Explore upgrading the drainage and roadways in Daytona North that are deemed critical in providing a minimal grid/evacuation system for Daytona North residents.
4. Seek to enlist the help of major landowners in maintaining the minor systems along their property (to include spraying) and the installation of proper discharge structures from their property into the system.
5. Seek State, Federal, and Water Management District funding for water quality improvement projects to help drainage in the area.

6. Develop a digital GIS starter map of the drainage system west of US 1. Continue to hone the map over time and use it as a tool for maintenance and to document/identify drainage problems. The map should also be tied to drainage properties/easements, drainage structures, and other key features of the drainage system.
7. Seek to develop the Daytona North drainage feeder systems and other feeder systems where there is County access/right to maintain. Additionally, seek to obtain other access/rights to maintain where it is in the public interest and would otherwise benefit the drainage system.
8. Investigate long term objectives for the utilization of reservoirs for irrigation and potable water.

**X. Strategic Objective: (Public Facilities – Drainage)**

Continue to pursue the drainage system upgrades of the North MalaCompra Drainage Basin.

Strategies:

1. Complete the current design underway and hold public informational meetings with residents to explain the costs, benefits, timelines and other facets of such a system.
2. Pursue setting up a funding mechanism for residents to participate in the direct benefits received in the system upgrades and maintenance of the system.
3. Actively pursue State, Federal, and Water Management District Funding to minimize the effects on property owners in the area.
4. Continue to explore ways our public works staff can complete identified drainage improvement projects in house, if it is within our technical capabilities and manpower capacity, in order to move system improvements along quicker and minimize the effects on property owners in the area.
5. Develop a digital GIS map of the Basin drainage system. Continue to hone the map over time and use it as a tool for maintenance and to document/identify drainage problems. The map should also be tied to drainage properties/easements, drainage structures, and other key features of the drainage system.

**XI. Strategic Objective: (Public Facilities – County Roads)**

Develop plan for County Road Resurfacing/Maintenance Program.

Strategies:

1. Conduct an initial in-house qualitative evaluation of the condition of all County maintained roads. The evaluation must identify all necessary improvements and rating system that can be utilized to determine the ranking of any resurfacing needs.
2. Develop an ongoing short and long range maintenance schedule for these roads to include mowing, signage, stripping, drainage structures, resurfacing, shoulder rehabilitation and similar road maintenance items.
3. Develop an annual inspection process for bridges, intersections, stormwater structures, trails, signage, and similar assets.
4. Develop digital GIS mapping of right of way, signage, guardrails, drainage structures, sidewalks/trails, drive connections, road widths and features, and maintenance data.

**XII. Strategic Objective: (Public Services – All)**

Develop an approach for a GIS System for use by all departments.

**XIII. Strategic Objective: (Public Service – Shoreline Stabilization/Protection)**

Pursue known and proven protection methods to further beach preservation and public and private property protection.

1. Continue with the US Army Corps of Engineers Shoreline Protection and Feasibility Study until completion.
2. In conjunction with the completion of the Study above pursue the Design Phase to include having the design done privately if it makes practical and financial sense.
3. Seek Congressional funding authorizations and State funding for the design of any project and construction thereafter.
4. When the study/design is complete and the financial assistance becomes clearer, make a final decision on whether to move forward with the project.
5. Immediately study and pursue, if feasible, parking and beach access necessary to meet ACOE standards for Reach A.
6. Allow and work with, but do not fund, alternative preservation and protection methods for Reaches B and/or D, if approved by the City of Flagler Beach.

**XIV. Strategic Objective: (Public Service – Organization Efficiencies)**

Continue to seek ways to organizationally become more cost effective and efficient.

1. Continue to be open to reviewing the consolidation of services and/or privatization when either financial savings can be realized or substantial operational efficiencies



can be gained. Any privatization should evaluate the benefits provided by private contractors.

2. Develop succession planning for the key County positions.
3. As an evaluation tool, annually measure the progress made on the various strategies adopted. At least every two years seek to review the plan and update policies as needed.
4. Annually as part of the budget process determine if there are services the Board of County Commissioners no longer wish to provide.

**XV. Strategic Objective: (Public Service – Public Protection)**

Continue to invest in Public Safety for our community to provide a high level of public protection and quality response during emergency situations.

1. Expand and update the 800 MHz system to provide adequate capacity for and interoperability among users.
2. Develop a Capital Replacement Plan for obsolete radios that are no longer serviced and supplied by the manufacturer or secondary vendors.
3. Plan for the replacement and potential relocation of Station 92 to Belle Terre once the road connecting to Belle Terre is completed.
4. Continue to work with the Sheriff's task force to fix the existing CAD system problems or explore replacing the system in order to ensure that the fire and reporting system will allow for full interaction with the CAD for statistical information.
5. Seek to place a vehicle locator on every emergency vehicle and, if possible, identify a system that interactive with the CAD.

**Economic Development – Not Included.** The Strategic Planning Retreat items from the Economic Opportunity Advisory Council will be reviewed by the BOCC once completed. At least two Commissioners (Revels/Meeker) participated in the retreat.

**Airport – Not Included.** The Airport Advisory Board is currently updating the Airport Master Plan. Once the plan has been completed, it will be presented to the BOCC for consideration.



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**Section II: Recreation & Tourism**

**I. Strategic Objective: (Recreation/Tourism - Ballfields)**

Expand the County ballfield complex by adding additional multi-purpose fields and other amenities to create sufficient facilities for a variety of tournaments and practice fields to support Flagler County youth.

Strategies:

1. Review the previous master plan and update it as necessary for permitting.
2. Pursue funding and construct two new multi-purpose baseball fields and parking.
3. Develop additional fields and amenities as funding becomes available.

**II. Strategic Objective: (Recreation/Tourism – Parks and Recreation Facilities)**

Upgrade/Maintain the current Parks/Recreation Facilities to a higher standard to better support Flagler County’s youth and showcase the County.

Strategies:

1. Pursue turning over maintenance responsibility for the A1A trail/sidewalk to the FDOT.
2. Allocate additional maintenance personnel and equipment to maintain parks to higher standard than present.
3. Pave the main parking area and entrance road.
4. Evaluate the site landscaping and replace as necessary to upgrade appearance.
5. Develop a fertilizer/weed treatment regiment to improve grass.
6. Enhance the entrance signage.
7. Install electronic batting practice cages utilizing a private vendor, if possible.
8. Rehab the concession facilities, bathrooms and amenities.
9. Redesign the layout of additional parking to maximize spaces.

**III. Strategic Objective: (Recreation/Tourism - Fairgrounds)**

Fully develop the County Fairground facilities and promote its use as a tourism and rural recreational asset.

Strategies:

1. Review the existing master plan and update as necessary.
2. Seek funding and construct the remaining elements of the master plan over time to include one paved access road, signage, parking, stormwater, bleachers, etc.
3. Establish a working user/marketing team to expand, improve, and market the facility usage. The proposed team would include, but not be limited to members of the: Fair Board, Barrel Racers, Cattleman's Association, Rodeo, Ag Extension, Tourism, County, etc.

**IV. Strategic Objective: (Recreation/Tourism – Florida Agricultural Museum)**

Assist the Museum Board and the State with stabilizing its financial situation by creating and implementing a long range master plan for the facility to protect the County's past investments and develop the Museum as a local, regional and State tourism asset.

Strategies:

1. Work with the Museum Board and staff to develop a partnership with the University of Florida – IFAS for a variety of support to include funding, technical, labor and other in-kind support.
2. Work with the Museum Board and staff to develop a partnership with the State Department of Agriculture to provide significant operational and capital funding, in addition to other in-kind support that could be provided.
3. Investigate pledging capital dollars, if matched by the State for museum expansion/development of displays/exhibits for the museum over the next 5 years from County sales tax dollar proceeds.
4. Through the County's Museum Board Appointee, strongly encourage the Museum Board to pursue a new master development plan, capital fund raising strategies, and similar measures to reinvigorate the development of the Museum.

**V. Strategic Objective: (Recreation/Tourism/Transportation – In-Road Bike Lanes)**

To further develop and promote Flagler County as a bike friendly community for residents and visitors alike, continue to develop cycling infrastructure, plus public education, and other tools that will make it safer for bicyclists on public roadways.

Strategies:

1. Form an ad hoc group, working with the municipalities, FDOT, cyclist groups and similar groups to develop bicyclist related educational safety campaigns, review new infrastructure projects, and gather other bike safety ideas/suggestions.
2. Incorporate in-road bike lanes, if physically and financially possible on the following roadways:
  - a. Colbert Lane: From SR 100 to Palm Coast Parkway
  - b. Old King Road: From SR 100 to County Line
  - c. John Anderson: From SR 100 to County Line
  - d. SR A1A: From County Line to Hammock Dunes Bridge
  - e. South SR 100: From Old King Road to John Anderson
  - f. Old Dixie Highway: From I-95 to US1
  - g. CR 13: From US 1 to the County Recreational Complex Entrance
3. On the same roadways as in paragraph 2 above, seek to plan and if possible develop separated multi-purpose trails for casual riders, pedestrians and other recreation uses.
4. Encourage the cities and Volusia County (segments on Old Dixie and Old Kings/John Anderson) to take similar measures.

**VI. Strategic Objective: (Recreation/Tourism – Separated Multi-Purpose Trails)**

To fully interconnect a countywide trail system and further develop and promote Flagler County as a multi-modal, trail friendly community for residents and visitors alike, continue to develop multi-purpose trail infrastructure taking into consideration the compatibility of uses, public information and other tools that will connect trails, and make them more accessible and useable.

Strategies:

1. Work with the municipalities, FDOT, and similar groups to develop trail related information campaigns, plan new infrastructure projects, and better coordinate trail components.
2. Construct and encourage the construction (in conjunction with the City of Palm Coast) of multi-purpose trails if physically and financially possible for the following segments:
  - a. US 1: Belle Terre to SR 100
  - b. US 1: Royal Palms to PC Parkway
  - c. US 1: PC Parkway to North DRI Trail System
  - d. US 1: Belle Terre to Seminole Woods

- e. Seminole Woods Parkway: SR 100 to Citation Parkway (City)
  - f. Seminole Woods Parkway: Citation Parkway to US 1 (City)
  - g. Old Kings Road N: Matanzas Woods to US 1 (Designed)
  - h. Roberts Road: Colbert Lane to SR 100 (Design)
  - i. CR 13: US 1 to County Recreational Complex
  - j. Lehigh Trail: West of US 1
  - k. Colbert Lane: From SR 100 to Palm Coast Parkway
  - l. Old King Road S: From SR 100 to County Line
  - m. John Anderson S: From SR 100 to County Line (Design)
  - n. SR A1A West: Hammock Dunes Bridge Park to School Site
  - o. SR 100 South Side: Old Kings Road to John Anderson
  - p. SR 100 South Side: Select Segments/ Crossing Segments
  - q. Old Dixie Highway: From I-95 to US1
3. Develop a comprehensive trail map and integrated website information to include wayfinding points and other information. Coordinate standardized signage, QRC codes, and other trail factors to make use by the public as seamless as possible.

**VII. Strategic Objective: (Recreation/Tourism – Nature/Recreation Trails)**

To fully develop a multi-facet and comprehensive countywide trail system and promote Flagler County as an environmental, trail friendly community for residents and visitors alike. Continue to develop nature-based trail infrastructure, public information and other tools that will connect trails, making them more accessible and useable.

1. Seek to develop a natural/recreation trail system on the large preservation tracts of County land between Seminole Woods and Belle Terre by connecting the separated multi-purpose trails on either roadway.
2. Continue to evaluate opportunities to add natural/recreation trails on County owned property and the separated multi-purpose trails in the Hammock area to include the following areas/locations:
  - a. The area between Hammock Dunes Parkway, SR A1A, and Camino Del Mar.
  - b. The area on the west side of A1A between Hammock Dunes Bridge Park and the 20 acre Intracoastal School Experience site.

- c. The area on the east side of A1A between 16th Street (Old Salt Road) and Jungle Hut.
3. Seek to develop a smaller natural/recreation trail system on the tracts of County land west and east of Colbert Lane.
4. Evaluate the potential for trails on public areas of the Airport property together with the 56 acres south of the Airport where the National Guard is proposed to be located.
5. Develop a north-south trail system in the Graham Swamp slough that runs from the Lehigh Trail to State Road 100. The system should be developed with a future crossing of SR100 or, preferably, with a flyover in mind.
6. As new off-road trail systems are developed, consider the safety/separation when mountain bike and hikers share the same recreational areas.



**VIII. Strategic Objective: (Recreation/Tourism – Dead Lake/Bull Creek)**

Further develop the Dead Lake (Bull Creek) Campground and promote its use as a tourism and rural recreational asset.

Strategies:

1. Expand the park size where it makes practical and financial sense.
2. Create additional boat parking for use by residents and visitors alike.
3. Upgrade the utility system to correct deficiencies with a sanitary sewer package plant and expansion of the water to campsites.
4. Explore potential viable uses of the site.
5. Explore the feasibility of offering boat and canoe/kayak rentals.
6. Expand the Recreational Vehicle (RV) camping.
  - a. Create additional sites.
  - b. Increase occupancy stay from 3 months to 6 months.
7. Develop a Camp Host Program.
8. Install package water/sewer system at Bull Creek.

**IX. Strategic Objective: (Recreation/Tourism – Old Dixie Park)**

Further develop Old Dixie Park to increase usage and promote it as a destination for tourism and a recreational asset.

Strategies:

1. Due to lower usage as a local neighborhood park, investigate the potential of providing destination amenities, to include a dog park, Frisbee golf ("disc golf") course, or other similar unique activity.
2. Improve landscaping lighting, signage at the park and, specifically, for the horseshoe courts.
3. Over time and as population nears the park, develop and seek to provide a non-vehicular trail systems to access the park.

**X. Strategic Objective: (Recreation/Tourism – River-to-Sea)**

Further develop River to Sea with the Town of Marineland to promote it as a tourism and coastal recreational asset for residents and visitors alike.

Strategies:

1. Redevelop the bathhouse to support primitive camping.
2. Build a fishing/observation platform on the Intracoastal.
3. Increase the amount of Environmental Interpretation available.
4. Upon the relocation of the Guana Tolomato Matanzas National Estuarine Research Reserve (GTMNER), repurpose the Camp, Ranger Station, Visitor Center, Environmental Interpretative Center, etc.
5. Evolve to the development of Green/Environmental Cottages over time.
6. Further develop public parking on-site, N. Ocean Sore Blvd., to allow for closer access to the water.
7. Make fishing available in the pond.
8. Investigate the potential to develop an Intracoastal boat ramp and parking in the general area.
9. Explore partnering with a private vendor to establish a store to provide basic camping items.

**XI. Strategic Objective: (Recreation/Tourism – Pellicer Flats)**

Create new recreational areas within Pellicer Flats and around this Environmentally Sensitive Land (ESL) acquisition tying it into the Princess Place Preserve and the larger area so the area can be promoted as a tourism and coastal recreational asset for residents and visitors alike.

Strategies:

1. Further stabilize the Davis Grade easement into a proper vehicle access road similar to the condition of Princess Place that will serve the Florida Inland Water Navigation District (FIND) site, festival events and vehicular recreational traffic.
2. Create a new shell parking area off Davis Grade Road.
3. Work with the FIND to utilize the western side of their spoil site property to develop a permanent access/trail road that can remain after conversion of the property into a spoil site that will serve the FIND site, festival events and vehicular recreational traffic.

4. On the 187 acres of leased property from GTMNER called “Marshview” develop an overlook, boardwalk, and trails/nature trails as provided for in the agreement.
5. If physically possibly and practical, develop a canoe/kayak launch on the GTMNER property.
6. On the 18 acre Princess Place marsh frontage tract, develop an overlook, boardwalk, nature trails and other environmentally appropriate amenities.
7. Interconnect the full trail loop by constructing a trail along Old Kings Road from the Davis Grade easement to Princess Place Road.
8. Create a plan to move forward with the appropriate uses and management of the islands on the Intracoastal, opposite Bings Landing, into additional water based recreation amenities to include dockage, camping/fishing cottages, pavilions and other nature based amenities.
9. With all improvements proposed, seek to protect and preserve the environmental beauty and character of the area.

**XII. Strategic Objective: (Recreation/Tourism – Bings Landing)**

Further develop Bings Landing to promote it as a tourism and coastal recreational asset for residents and visitors alike.

**Strategies:**

1. Better organize existing vehicle parking area to maximize spaces.
2. Replace the current dilapidated bathroom with a more durable facility that represents the County better. (In process)
3. Add new nature trails as designed and permitted on the northern property. (Designed)
4. Install a canoe/kayak launch chute on the north side of the property.
5. Study converting the caretaker house into a community center facility.
6. Further develop bike rental and add public canoe/kayak rentals at the park.
7. Expand the offering of kayak tours and fishing guides through the park.
8. With the redevelopment of the basin dockage, increase the number of temporary basin boat docking spaces.

**XIII. Strategic Objective: (Recreation/Tourism – Bulow Creek Headwaters Park)**

Develop this Regional County Park into a fully faceted recreational and environmental jewel for the County, similar to Princess Place, and fully integrate it into the larger Bulow Corridor to be promoted as a tourism and recreational asset for residents and visitors alike.

Strategies:

1. Canoe Launch and Trail – On site storage.
2. Wetlands/Uplands Mitigation/Preservation.
3. Mountain Biking Trail.
4. Green Cottages.
5. Canopy Walk.
6. Equestrian.
7. Historic Indian Mounds Middens/Archeological.

**XIV. Strategic Objective: (Recreation/Tourism – Bulow Creek Corridor)**

Develop the Corridor in an east-west fashion from I-95 to the Intracoastal and from Graham Swamp to Bulow Creek Headwater Park, to Bulow Creek State Park, in a fully planned corridor to be promoted as a tourism and recreational asset for residents and visitors alike.

Strategies:

1. Work to construct a flyover over SR 100 to connect all the Bulow Parks with Graham Swamp
2. Provide shell on a nature trail from SR 100 to the Lehigh Trail.
3. Create active and compatible recreational uses for the closed landfill on Old Kings Road.
4. Create a shell nature trail from the active uses at landfill site near I-95 to County's boat launch parcel on the Intracoastal.

**XV. Strategic Objective: (Recreation/Tourism – Graham Swamp Park)**

Further develop Graham Swamp by working with the Water Management District and the City of Palm Coast to promote it as a tourism and recreational asset for residents and visitors alike, working with the Southern Off-Road Bicycle Association.

Strategies:

1. Completely redesign the mountain biking trails signage, obstacles, and routes to ensuring it meets the Southern Off-Road Bicycle Association (SORBA) standard and match other facilities.
2. Create new walking trails and overlooks within the Park.
3. Enhance the overall appearance of the Old Kings Road trailhead by considering additional paving, landscaping, lighting, signage and a bathroom similar to the Colbert Lane, Graham Swamp Trailhead.
4. Construct the following trails:
  - a. Old Kings Trail Head to Lehigh Trail (with support from the COPC)
  - b. Lehigh Trail to SR 100
5. Build a Pump Track (Mountain Biking Preparation /Training Track) on the Old Kings site, as a further amenity to develop the mountain biking courses.
6. Pursue removing excess debris to aid in eliminating illegal activity.
7. Further develop the land use management programs to eliminate evasive species, control wildfire threats, and improve the habitat environment for flora and fauna species.
8. Work to integrate marketing and advertising to promote this as a tourism and recreational asset for residents and visitors alike.

**XVI. Strategic Objective: (Recreation/Tourism – Princess Place Preserve)**

Enhance this magnificent Regional County Park with additional amenities and more fully integrate the park within the greater Old Kings Road/Pellicer Creek Corridor so it can be further utilized and promoted as a tourism and recreational asset for residents and visitors alike.

Strategies:

1. Create meeting Facilities at the Island House.
2. Add a wedding pavilion and area.
3. Construct permanent bathrooms at Equestrian Facility which is located on the west side of the park and other Amenities.
4. Replace Island House bridge.
5. Trail Loop to Pellicer Flats and along Old Kings to Princess Place Road.
6. Cottages.
7. Repair the stable roof and bathroom.

8. Relocate donation box.

**XVII. Strategic Objective: (Recreation/Tourism – Old Kings Road/Pellicer Creek Corridor)**

Develop the Corridor from US 1 to the Intracoastal Waterway and beyond into a fully planned corridor to be promoted as a tourism and recreational asset for residents and visitors alike.

Strategy:

1. Trail Loop to Pellicer Flats and along Old Kings to Princess Place Road.
2. Promote Hewitt Sawmill and Fort Fulton.

**XVIII. Strategic Objective: (Recreation/Tourism – Wadsworth Park)**

Further develop Wadsworth Park to promote it as a tourism and recreational asset for residents and visitors alike.

Strategy:

1. Parking Expansion on Roberts Road.
2. Pursue the redevelopment of the existing skate park.
3. Enhance fields and other amenities.
4. Explore enhancing the existing trail on the south side of the park to have access to Roberts Road.

**XIX. Strategic Objective: (Recreation/Tourism – Hammock Dunes Bridge Park)**

Create a new County park at the base of the bridge as an A1A Scenic Byways Corridor Improvement to be promoted through the National Scenic Corridor and further be improved as tourism and coastal recreational asset for residents and visitors alike.

Strategies:

1. At a minimum, construct the following amenities at the Park:
  - a. Bathrooms.
  - b. Vehicular Parking.
  - c. Entrance Sign.
  - d. Nature Trails.
  - e. Pavilions.
  - f. Fishing Platform/Overlook.
  - g. Bike Rack.
2. Provide an A1A crosswalk allowing individuals parking on the west side of the Park to safely cross the street to access the main A1A Trail.
3. Pursue working with the Dunes Community Development District to develop the property located under the bridge as an extension of the park for additional amenities.
4. Explore the possibility of acquisition of the property to the south.
5. Construct a trail/boardwalk to connect the park with the 20 acre School Board property to the north.

**XX. Strategic Objective: (Recreation/Tourism – Lehigh Trail)**

Further develop the Lehigh Trail to promote it as a tourism and recreational asset for residents and visitors alike.

Strategies:

1. Historical markers, to include the Lehigh Portland Cement Company.
2. Archeological.
3. Gateway arches.
4. Work to increase trail maintenance, to include specifically addressing pavement rippling that is occurring due to tree roots.

**XXI. Strategic Objective: (Recreation/Tourism – Hunter Ridge)**

Upon receipt of the land, and as a long-range project, develop this 1,800 acre plus Regional County Park into a fully faceted recreational and environmental asset of the County, similar to other County Regional Parks, and integrate it with the DRI, the City of Ormond Beach (park portion), Volusia County and the Water Management District's ESL properties in the area to be promoted as a tourism and recreational asset for residents and visitors alike.

Strategies:

1. At a minimum, consider constructing the following amenities at the Park over time:
  - a. Bathrooms.
  - b. Vehicular Parking.
  - c. Entrance Sign.
  - d. Nature/hiking Trails.
  - e. Pavilions.
  - f. Fishing Platform/Overlook.
  - g. Bike Rack.
  - h. Camping/Cottages/Overnight Facilities.
2. At a minimum, consider constructing the following amenities at the Park:
  - a. Equestrian Trails.
  - b. Wildlife Observation Tower.
  - c. Land Navigation Orientation Course.
  - d. Ropes/Confidence Course.





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e. Environmental Center/Education.

**XXII. Strategic Objective: (Recreation/Tourism – Historic/Archeological Resources)**

Further develop/enhance the County’s historic and archeological resources as a tourism, cultural, and historical asset for residents and visitors alike.

Strategies:

1. Protect archeological resources of the native people to include middens, camps, burial mounds, and similar locations; so they can be fully archeologically explored and documented and ultimately used to educate individuals on these early inhabitants.
2. Work with the City of Palm Coast on researching, promoting and protecting historical/archeological assets at their Long’s Landing Park.
3. Coordinate with the Flagler County Historical Society to document, and protect County historical assets in a central, comprehensive manner.
4. Continue to work with groups such as the Historical Society, Heritage Crossroads, A1A Scenic Byways and others.
5. Request the City of Bunnell use a portion of the Historic Courthouse to publically display various historical items and ask that they consider some usage by the Flagler Historical Society.

**XXIII. Strategic Objective: (Recreation/Tourism – Environmental Resources)**

Further develop/enhance the County’s unique environmental resources as a recreational, tourism and educational asset for residents and visitors alike.

Strategies:

1. Identify different species of Legacy/Specimen Trees in the County such as the Moody Oaks; name and recognize them, and ultimately use them as educational/tourism assets.
2. Throughout all of our parks seek to identify, describe, and document different types of environmental communities using placards, kiosks, nature exhibits, nature centers, and other commonly used methods.
3. Identify various on-site species of flora and fauna in all parks as an education/tourism tool, to include weaving such species into brochures and scannable Quick Response Code (QRC) exhibits.
4. Develop a robust land management and maintenance program consisting of invasive species removal, timbering, plantings, restoration, and prescribed burns, at a minimum, to protect and develop these unique environmental resources.

5. Partner with other local governments, private vendors, and non-profit organizations to proactively develop/enhance our environmental resources.

**XXIV. Strategic Objective: (Recreation/Tourism – Unique/Niche Activities)**

Explore adding unique/niche activities within our County and specifically our parks, in order to create diverse experiences to set apart the County for residents and visitors alike. This can be accomplished by staff, partnering with other local governments, private vendors, and non-profits organizations. Insurance, risk assessments and legal liability will be considered as part of the undertaking of the higher risk activities listed below. Examples of potential unique/niche activities may include:

1. Ziplines.
2. Rope Course.
3. Frisbee Golf.
4. Fitness Courses.
5. Observation towers.
6. Paintball.
7. Rock Wall.
8. Fish Hatchery or Sea Turtle Rescue.
9. Planted ornamental gardens similar to that at Washington Oaks.
10. Butterfly Gardens.
11. Bird Aviaries.

**XXV. Strategic Objective: (Recreation/Tourism – Enhancements)**

Create/develop recreational/tourism enhancements to make resident and visitor experiences in County parks easier, more enjoyable, and more memorable.

Strategies:

1. Sell gifts/souvenirs highlighting our County's history, parks, species and similar attributes to be sold at parks, on the County's website, and through local stores similar to the way items are sold by the Friends of Washington Oaks State Park; funds to be used as a fundraiser for the park.
2. Increase all County collateral advertising park/recreation/tourism material about County park facilities.
3. Develop a Web-Based Reservation System similar to the State of Florida and Georgia park system. (Under development)

4. Develop a junior ranger program, camps, and tours and other passive park programming for kids and adults.
5. Develop QR codes throughout our park system, phone/tablet apps and other technology interactions for all Parks. QR codes could supply maps, video, and history narratives, creating a 24/7, 365-day dimension to all County parks.
6. Seek to develop a Global Position System (GPS) trail tracking app or other downloadable application to assist park users to further utilize as part of their experience.
7. Implement “Project Eagle Eye”/”Eyes on Navigation” which provides live video cameras feed, weather and tidal information for the mutual interests of tourism, boating, environmental study and emergency weather to encourage tourism to the County and improve information for local users as well.
8. Over time develop, if physically and financially feasible, each park into wireless hot spots.
9. Drastically expand and upgrade the County park website information and usability making a state of the art website for parks.
10. Expand advertising on external websites, more stories through local media, and more promotion on the local radio, and other media outlets. Additionally, increase recreation tourism programming on the County and Palm Coast Public Stations.

**XXVI. Strategic Objective: (Recreation/Tourism – Multipliers)**

Develop recreational/ tourism multipliers that build on recreational/tourism assets to create value-added experiences for residents and visitors.

Strategies:

1. Implement a Geo Caching Program that can expand over time.
2. Recruit and/or initiate with local residents a birding conference.
3. Encourage and sponsor fishing tournaments.
4. Manage and/or sponsor summer camps.
5. Develop school education engagement in County parks for younger youth.
6. Provide for older youth to volunteer and intern in County parks.
7. Seek out and engage canoe/kayak vendors, bike vendors, beach sport vendors and other eco-tourism vendors to compliment recreational amenities at the beach and County parks.

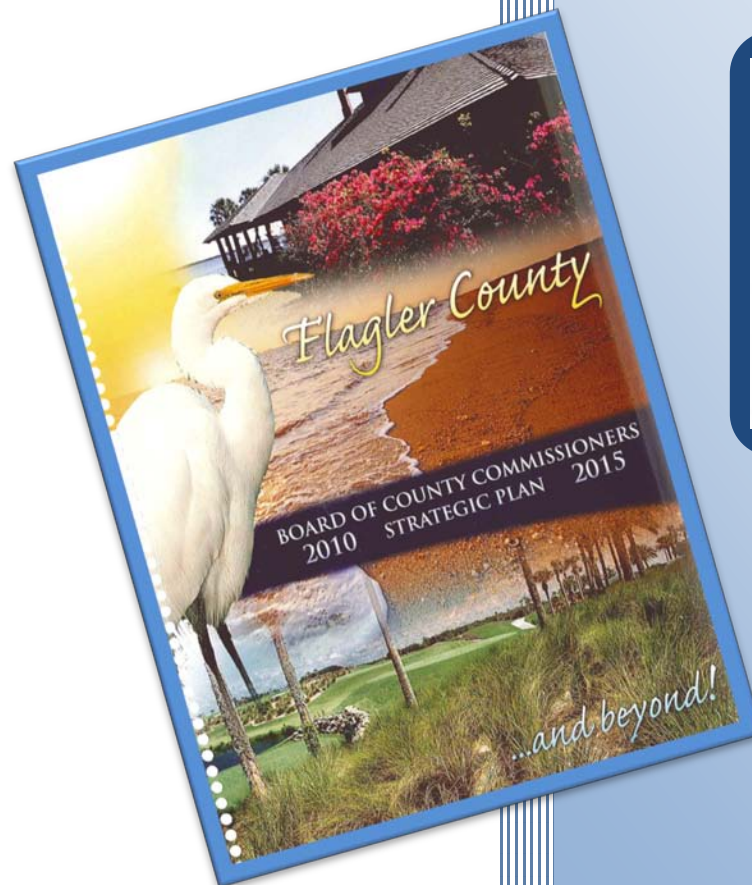
8. Pursue listing as a destination status for various recreational activities such as: mountain biking, equestrian riding, biking, fishing, etc. For example Flagler's designation as a State certified horseshoe facility or pursuing the designation as an International Mountain Biking Association (IMBA) Ride Center, which only exists 14 places in the world (one in Ocala, Florida).
9. Consider a bow only, wild hog hunt competition similar to the recent state run event held for invasive snakes in the Everglades.



# Report Card

## Flagler County Strategic Plan 2010 - 2015.... and Beyond!

### BOARD OF COUNTY COMMISSIONERS



**March 2103**



### VISION

It is the year 2020- a decade since creation of the Flagler County Strategic Plan – and a higher quality of life in our community has surpassed expectations. The economy is diversified and provides high-wage jobs and high levels of employment that increase the median income. Natural resources, including water and the environmentally important lands, are protected and conserved. Arts, culture and education are cherished and nurtured, as are Flagler’s ecological, architectural, and historic resources. Local governments work collectively to provide enhanced services in the areas of law enforcement, transportation, and utilities and to plan effectively for the future. As a result, in large measures, residents express a high degree of satisfaction with their community and their local governments.





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## INTRODUCTION

The Flagler County Board of County Commissioners 2010-2015 and Beyond Strategic Plan is a pioneering initiative lead by the Commissioners which provides a vision and strategy for the County. The plan sought to move towards a more sustainable form of how Flagler County should grow as a community.

On July 6, 2009, the Flagler County Board of County Commissioners accepted into their records the 2010-2015 and beyond Strategic Plan. As a part of the Flagler County Commissioners' strategic planning efforts in 2009, the Commissioners developed a plan that is centered on two purposes: (1) to focus the Commission's efforts on key strategic priorities; and (2) to create a common understanding of the strategic goals and priorities among the Commissioners, administration and the public.

Over the course of several months, the Board of County Commissioners developed the plan through deliberative planning sessions. Commissioners identified six issues and ten goals that are central to achieving their vision of the desired future for Flagler County. The Flagler County Board of County Commissioners' Strategic Plan is intended to have a planning horizon of five years. The six issues presented include:

1. Diversified Economy, Increased Commercial and Industrial Tax Base, Sustainable Business Community
2. Effective Land Planning and Growth Management – Comprehensive Plan and Land Development Regulations
3. Protecting the Environment, Preserving Our Natural Resources
4. Preserving Our Heritage
5. Social Services
6. Infrastructure and Public Services



As part of the development of the plan, the County established a matrix that identifies the implementation steps for each objective of the plan. Implementation steps are valid and reliable indicators that will help hold Flagler County staff members accountable to decision-makers, customers and citizens. The matrix also provided an indication as to what level of staff time and financial resources are required for implementation. The following scale was used to estimate the time and resources.

Staff Time	Dollars (Note: Ranges below are expressed in 2009 dollars)
L (Low)	L (Low) = Under \$100,000
M (Medium)	M (Medium) = \$100,000 -- \$500,000
H (High)	H (High) = Over \$500,000

We are now four years into the Strategic Plan, and this update is to designed to overview the progress of the plan. The successful development of the Strategic Plan is a major achievement in which the Commissioners can all take pride in as we move forward as a County. We recognize that we still have much to do. The community is reliant on the County to tackle formidable challenges facing their community. The Strategic Plan is a roadmap for success; our collective challenge is to continue to build on the great efforts put forth in establishing the initial Strategic Plan for the County.



**A. Diversified Economy, Increased Commercial and Industrial Tax Base, Sustainable Business Community**

**Goal A.1: A diversified economy that provides a range of job opportunities that raise median County income, a high level of employment, and increased tax base.**

<p><u>Obj. A.1.1:</u> Develop an economic development plan that sets a target for the percentage of tax base that should be commercial; identifies targeted businesses and industries; provides incentives to targeted businesses and industries; and incorporates the Comprehensive Economic Development Strategy wherever possible.</p> <p><i>On-going</i></p>	<p>By April 2010, through a Flagler economic development entity or in-house, and in conjunction with the cities, develop an economic short- and long-range plan that sets targets for increases in the amount of property in commercial and industrial land use, as well as identifies targeted businesses and industries, and increases incentives for those targeted businesses and industries.</p> <p>Actual cost of incentives.</p>	<p>M</p>	<p>L</p> <p>L</p> <p>H</p>	<p>In March 2011, an Economic Summit with 60 community leaders resulted in five goals and implementation strategies for economic development. Following the summit, in an effort to advance economic development, the County Commissioners budgeted \$400,000, appointed an advisory committee and hired an Economic Development Executive Director. The director and advisory committee held a Strategic Planning session that resulted in a plan that facilitates the expansion and diversification of the County's economic base with sustainable, environmentally sound industries that support a high quality of life.</p>
<p><u>Obj. A.1.2:</u> Review current land development codes and other County regulations to identify and remove obstacles to desired economic development, without compromising growth management objectives.</p> <p><i>Underway</i></p>	<p>By April 2011, as part of the Land Development Code rewrite beginning in April 2010, remove any identified obstacles to desired economic development that does not otherwise compromise the quality of the development.</p>	<p>H</p>	<p>M</p>	<p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>



**Goal A.2: Affordable (workforce) housing and infra-structure that supports a diversified economy.**

<p><u>Obj. A.2.1:</u> Develop a County affordable housing program that can stimulate the production of workforce housing when the economy recovers and development resumes. Include aggressive measure to recapture program funds to ensure the sustainability of the program.</p> <p><b>Completed</b></p>	<p>Continue the current LHAP (Local Housing Assistance Program) but update/modify the program by may 2010, to include the recapture of all LHAP funds used to provide assistance.</p>	<p>M</p>	<p>L</p>	<p>The Local Housing Assistance Plan (LHAP) was updated on July 1, 2010 to include provisions for recapture of funds. The plan now states that persons who sell or refinance their home with a SHIP mortgage within the first ten (10) years of the lien that have had down payment/closing cost assistance through Flagler County will be required to repay all of the SHIP loan. If the sale or refinance of the home is between years eleven (11) and years twenty (20), there will be a reduction of ten percent (10%) for each year between years eleven (11) and years twenty (20). For persons who sell or refinance their home with a SHIP mortgage for a replacement home between years eleven (11) and years twenty (20) there will be a reduction of five percent (5%). For persons who sell or refinance the first mortgage on their home and have a SHIP lien under the rehabilitation category, the full amount of the SHIP lien will become due immediately.</p>
<p><u>Obj. A.2.2:</u> Work with cities to promote the availability of development ready sites to accommodate desired economic development, appropriately zoned and provided with the necessary infrastructure.</p> <p><b>On-going</b></p>	<p>Through a Flagler economic development entity or in-house encourage the cities and private sector to continue to create sites properly zoned and provided with proper infrastructure.</p>	<p>L</p>	<p>L</p>	<p>A series of meetings have been held to advance economic development within the community. Efforts to date include on June 7, 2010 the establishment of Flagler Economic Enhancement District as a tool supporting development/ redevelopment of Brownfields areas. Also, in June 2010 the Board explored advancing a referendum in order for the qualified electors to determine what would the levy of an additional ad valorem tax and issuance of bonds for the "Local Economic Investment Initiative". The County and cities staff participated in the development of the Community Economic Development Strategy working with the Northeast Florida Regional Council. On June 21, 2010, the Board approved a resolution for the</p>



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				<p>Northeast Florida Regional Council (NEFRC) supporting designating Northeast Florida as an Economic Development District. On August 12, 2012, the Commission approved a resolution authorizing the submission of an Environmental Protection Agency (EPA) Brownfields Assessment Grant Application in the Amount of \$1,000,000.00. Staff was recently notified the projects did not rank high enough for funding.</p>
<p>Obj. A.2.3: Ensure that airport sites are pad-ready.</p> <div data-bbox="279 646 464 704" style="border: 1px solid black; background-color: #f4a460; padding: 2px; display: inline-block; margin-top: 10px;"> <p><i>Underway</i></p> </div>	<p>By January 2010, complete the permitting of the road and utilities along a southern entrance into the airport industrial sites of Belle Terre.</p> <p>Continue to seek funding for infrastructure construction, even if only completed in phases over time.</p>	<p>L</p> <p>M</p>	<p>L</p> <p>H</p>	<p>The South Entrance Road represents two phases. Phase One is the proposed construction of the South Entrance Road from its connection at Belle Terre Parkway to just south of the Iroquois Canal. Applications have been submitted to the City of Palm Coast and the St. Johns River Water Management District (SJRWMD). The Florida Army National Guard (FANG) is waiting for the approval of construction dollars, in the interim the County is continuing to look for grant funds.</p> <p>Phase Two of the project is described as the construction of South Entrance Road from the Iroquois Canal to the Flagler County Airport's Air Traffic Control Tower. This portion of the roadway has been completed with the necessary infrastructure. Funds used to complete this portion of the project included:</p> <p>Florida Department of Transportation \$500,000.00                  Economic Development Fund \$500,000.00</p>



**Goal A.3: An educational system capable of responding quickly to the needs of new businesses and industries.**

Obj. A.3.1: In cooperation with area educational institutions, establish a task force that can quickly develop or coordinate educational and training programs to support desired businesses and industries as they locate in Flagler. The task force should include schools, colleges and universities, and other interested educational institutions.

*Completed*

By January 2010, identify those organizations and institutions that can provide the required educational training as needed and implement a coordinated approach.

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Daytona State College, Flagler State College and the Center for Business Excellence have been identified as institutions that can provide the necessary training to respond quickly to new business and industries. Work efforts are underway to develop a countywide economic development plan that will formalize the quick response team. In the interim, all partners are currently operating on as-needed basis.



**B. Effective Land Planning and Growth Management-Comprehensive Plan and Land Development Regulations**

**Goal B.1: Future development that is smart-growth oriented, low impact and “environmentally friendly” (green).**

**Note: Revisions to comprehensive plan will incorporate low impact development, Energy Star, WaterWise, and sustainable planning concepts.**

<p><u>Obj. B.1.1:</u> Revise land development code to reflect revisions to the comprehensive plan, and to support smart growth.</p> <p><i>Underway</i></p>	<p>By April 2010, complete the new Comprehensive Plan reflective of a variety of creative smart growth planning techniques.</p> <p>By April 2011, complete the revisions to the Land Development Code to implement those techniques.</p>	<p>H</p> <p>H</p>	<p>M</p> <p>M</p>	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p> <p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>
<p><u>Obj. B.1.2:</u> Include provisions in the comprehensive plan and land development code that allow conservation development. (Conservation development entails allowable units on a portion of the tract while protecting the rest, and often allows relatively small increases in density in return for permanent protection of the remainder of the tract by a conservation easement.)</p> <p><i>Underway</i></p>	<p>By April 2010, complete the new Comprehensive Plan reflective of the objective.</p> <p>By April 2011, complete the revisions to the Land Development Code reflective of the objective.</p>	<p>H</p> <p>H</p>	<p>M</p> <p>M</p>	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p> <p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>



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<p><u>Obj. B.1.3:</u> Place greater emphasis in the Environmentally Sensitive Lands Program on acquisition of lands that support smart growth objectives, consistent with the environmental purposes of the program.</p> <p><i>Completed</i></p>	<p>By January 2010, complete the rewrite of the Environmentally Sensitive Lands Program and Acquisition Manual reflective of the objective.</p>	H	L	<p>Environmentally Sensitive Lands Program was approved by the Flagler County Commissioners on January 23, 2010. In addition, on June 21, 2010, the Flagler County Commissioners approved the Environmentally Sensitive Lands Project Ranking List for preference in purchasing.</p>
<p><u>Obj. B.1.4:</u> Require new developments to provide greenways and buffers around developed areas.</p> <p><i>Underway</i></p>	<p>By April 2011, complete the revisions to the Land Development Code reflective of the objective.</p>	H	M	<p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>
<p><u>Obj. B.1.5:</u> Ensure that new development allows, as appropriate, for a range of transportation options that support smart growth, including transit, walkability, and a greater range of options that address workforce transportation needs.</p> <p><i>Underway</i></p>	<p>By April 2010, complete the new Comprehensive Plan reflective of the objective.</p> <p>By April 2011, complete the revisions to the Land Development Code reflective of the objective.</p>	H	M	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p>
		H	M	<p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>

GOAL/OBJECTIVE	IMPLEMENTATION	T	\$	STATUS UPDATE
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**Goal B.2: A sustainable agricultural community.**

<p><u>Obj. B.2.1:</u> Recognize and protect the existing rural character of the County.</p> <p><i>Underway</i></p>	<p>By April 2010, complete the new Comprehensive Plan reflective of the objective.</p> <p>By April 2011, complete the revisions to the Land Development Code reflective of the objective.</p>	<p>H</p> <p>H</p>	<p>M</p> <p>M</p>	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p> <p>The Land update Development Code is currently underway to implement the 2011 adopted Comprehensive Plan amendments. In 2012, the Land Development Code Advisory Committee began work efforts to update the code. The committee is aggressively working on the code changes. It is anticipated the update will be completed this year.</p>
<p><u>Obj. B.2.2:</u> Ensure that land use regulations allow for and support a sustainable agricultural community.</p> <p><i>Underway</i></p>	<p>By April 2011, complete the revisions to the Land Development Code reflective of the objective.</p>	<p>H</p>	<p>M</p>	<p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>
<p><u>Obj. B.2.3:</u> Allow the use of conservation development as a tool to protect agricultural land as well as natural areas.</p> <p><i>Underway</i></p>	<p>By April 2010, complete the new Comprehensive Plan reflective of the objective.</p> <p>By April 2011, complete the revisions to the Land Development Code reflective of the objective.</p>	<p>H</p> <p>H</p>	<p>M</p> <p>M</p>	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p> <p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>



GOAL/OBJECTIVE	IMPLEMENTATION	T	\$	STATUS UPDATE
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<p><u>Obj. B.2.4:</u> Allow appropriate energy-producing facilities and agriculture-compatible revenue generating activities in rural areas as a way of maintaining the economic viability of agriculture.</p> <p><i>Underway</i></p>	<p>By April 2010, complete the new Comprehensive Plan reflective of the objective.</p> <p>By April 2011, complete the revisions to the Land Development Code reflective of the objective.</p>	H	M	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p> <p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>
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**C. Protecting the Environment, Preserving Our Natural Resources**

**Goal C.1: Intact functioning natural systems that contribute to the highest possible quality of life for Flagler residents.**

<p><u>Obj. C.1.1:</u> Continue the Environmentally Sensitive Lands Program and create a master County conservation plan that draws together in a single document the relevant components of the comprehensive plan, land development regulations, and Environmentally Sensitive Lands Program, including maps of existing public lands and lands targeted for acquisition. (The master conservation plan is intended as a tool to enhance integration and understanding of County environmental plans and policies, and facilitate access to information about them. It is not intended to be independent of the provisions of the comprehensive plan, land development regulations, or Environmentally Sensitive Lands Program.)</p> <p><i>Completed</i></p>	<p>By January 2010, as part of the rewrite of the Environmentally Sensitive Lands Program and Acquisition Manual develop a map and/or map series (i.e., wetlands, unique ecosystems, wildlife corridors, recharge areas, water bodies) that identifies existing protected properties and strategic areas targeted for future acquisition.</p>	<p>H</p>	<p>L</p>	<p>Environmentally Sensitive Lands Program was approved by the Flagler County Commissioners on January 23, 2010. In addition, on June 21, 2010, the Flagler County Commissioners approved the Environmentally Sensitive Lands Project Ranking List for preference in purchasing.</p>
<p><u>Obj. C.1.2:</u> Place greater emphasis in the Environmentally Sensitive Lands Program on acquisition of lands that support smart growth objectives, consistent with the environmental purposes of the program.</p> <p><i>Completed</i></p>	<p>By January 2010, complete the rewrite of the Environmentally Sensitive Lands Program and Acquisition Manual reflective of the objective.</p>	<p>H</p>	<p>L</p>	<p>Environmentally Sensitive Lands Program was approved by the Flagler County Commissioners on January 23, 2010.</p>

**GOAL/OBJECTIVE**

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<p><u>Obj. C.1.3:</u> Create an incentive program for large landowners to offer conservation easements as part of land development process.</p> <p><i>Underway</i></p>	<p>By April 2010, complete the new Comprehensive Plan reflective of the objective.</p> <p>By April 2011, complete the revisions to the Land Development Code reflective of the objective.</p>	<p>H</p> <p>H</p>	<p>M</p> <p>M</p>	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p> <p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>
<p><u>Obj. C.1.4:</u> Develop land development regulations to protect recharge areas.</p> <p><i>Underway</i></p>	<p>By April 2010, complete the new Comprehensive Plan reflective of the objective.</p> <p>By April 2011, complete the revisions to the Land Development Code reflective of the objective.</p>	<p>H</p> <p>H</p>	<p>M</p> <p>M</p>	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p> <p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year. It is anticipated the update will be completed this year.</p>



**D. Preserving Our Heritage**

**Goal D.1: Protected and preserved natural, historic, archaeological, and cultural resources that illustrate the diverse history of Flagler, and enhance Flagler County's unique identity.**

Obj. D.1.1: Develop a coordinated effort to promote the natural, historic, archaeological, and cultural resources in Flagler. Maximize our current resources by using a portion of our tourism dollars for a marketing plan to promote these assets.

*On-going*

By October 2009 and every year thereafter, representatives of a variety of groups involved with natural, historic, archaeological, and cultural resources will be asked to work with Flagler County's tourism entity through the Tourism Development Council to discuss what is being marketed now and changes in the overall marketing program to create a more coordinated effort to promote these resources specifically. A marketing consultant may also be requested to help with the task from time-to-time and specifically to develop a program. At a minimum, groups including but not limited to the following will be asked to participate: Scenic A1A Pride Committee, Flagler Heritage Crossroads,

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The marketing and promotions campaign is created annually by the Tourism Division of the Flagler County Chamber of Commerce (as a part of their contract for "staff and fulfillment" with the Board of County Commissioners). The campaign is generally developed midyear. County staff provided an excerpt of the Strategic Plan to the Chamber of Commerce Tourism Director to be incorporated into their programming.



**GOAL/OBJECTIVE**

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	<p>Florida Agricultural Museum, Flagler County Historical Societies, and City and County Staff related to these assets. (Cost-TDC)</p>			
<p><u>Obj. D.1.2:</u> Identify and inventory historic structures/sites and archeological resources (i.e., graveyards, Indian middens, etc.)</p> <p><i>On-going</i></p>	<p>By July 2012, seek grant funding to work with existing groups to conduct a comprehensive, countywide inventory of historic/archeological resources, which combines currently available scattered data and other analysis into one document. Incorporate results as optional element in County Comprehensive Plan.</p>	M	M	<p>Due to limited resources at the Federal, State and Local levels, to date no grant opportunity has been identified.</p> <p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011. Included within the plan is the following provision to address historical/archeological resources.                      “Objective F.1.13: There shall be no loss of historic resources on Flagler County owned property. Efforts will be made for historic resources on private property to be protected, preserved, or used in a manner that will allow their continued existence.”</p>
<p><u>Obj. D.1.3:</u> Develop a County program or regulations to protect, natural, historic, archaeological, and cultural resources.</p> <p><i>Underway</i></p>	<p>By April 2011, complete the revisions to the Land Development Code that mandates protection of the resources mentioned in the objective and encourage other jurisdictions to adopt similar measures.</p>	H	M	<p>In 2012, the Land Development Code Advisory Committee began work efforts updating the code to implement the 2011 adopted Comprehensive Plan amendments and eliminate obstacles to economic development. The committee is aggressively working on the code changes and anticipates the update will be completed this year.</p>



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<p><u>Obj. D.1.4:</u> Develop a signage and interpretive kiosk program to recognize historic, archaeological, and cultural resources.</p> <div style="border: 1px solid black; background-color: #00A0C0; color: white; padding: 2px; display: inline-block; margin-top: 10px;">On-going</div>	<p>By August 2009, as part of this year’s budget process and every year thereafter, seek to include any currently needed signage and interpretive kiosks as part of the capital improvement budget.</p>	L	L	<p>Due to funding constraint, funds were not dedicated. Staff was able to secure grant funds through a partnership with the Friends of Washington Oaks to enhance signage within the park. Additionally, standardize signs were development for parks and trails. The standardized signs are being installed for new facility needs and replacements.</p>
	<p>Seek Tourism Development Council funds for this purpose.</p>	L	L	
	<p>Following the completion of Objective D.1.2 above, expand the program as necessary through the annual budget process, grants, and other revenue sources to fill any gaps not currently recognized with appropriate signage/interpretative kiosks.</p>	L	L	
	<p>Require developers to document and provide signage or kiosks for on-site resources.</p>	L	L	





**E. Social Services**

**Goal E.1: Elder care and homeless services to meet the needs of those who do not have other options, provided as economically as possible and to the extent resources permit.**

<p>Obj. E.1.1: Develop short- and long-term plans for addressing elder care, homelessness, and related issues, to the extent resources permit.</p> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 10px 0;"> <p><i>On-going</i></p> </div>	<p>By June 2010, develop a plan to address needs/gaps in our social service system. The plan should:</p> <ul style="list-style-type: none"> <li>• identify needs and gaps;</li> <li>• describe process for prioritizing needs/gaps;</li> <li>• identify options for addressing needs/gaps ;</li> <li>• include anticipated costs, proposed partners, and potential funding sources.</li> </ul> <p>Consider establishing a task force to develop all or part of this plan.</p> <p>Implement additional or expand existing social programs.</p>	<p>H L</p> <p>M L</p> <p>H H</p>	<p>In 2004 One Voice for Volusia Coalition and United Way of Flagler/Volusia began a quality of life initiative, called “Community Agenda” , to bring together representatives from health, human services, education, government, and community members from Volusia and Flagler counties in an effort to improve health and human services in the two county area. (Social Services director has served on the Community Agenda Steering Committee since its inception in January 2005)</p> <p>The main goal of Community Agenda is to provide an annual collection and analysis of data about both counties that could be used as a tool for understanding and evaluating trends and also, as an aid in planning, policy making, and funding decisions. The fifth annual report was just published and is available on <a href="http://www.agendavf.org">www.agendavf.org</a></p> <p>The report is a massive undertaking, with data collected from many sources and reviewed by Data Task Forces that are comprised of Steering Committee members and volunteers from the community. The report provides a way to measure how we are doing in the areas of health and human services by comparing data from one year to the next.</p> <p>Staff will continue to partner on the Community Agenda Snapshot and its task force as a means to strategizing for delivery of future service delivery.</p>
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**GOAL/OBJECTIVE**

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**STATUS UPDATE**

<p><u>Obj. E.1.2:</u> Review existing and proposed elder care programs to ensure that services are provided as economically as possible. Include consideration of whether a larger share of expenses can be recovered from recipients of services.</p> <p><i>On-going</i></p>	<p>By August 2009, as part of this year's budget process and every year thereafter identify programs where differences lie between the costs to provide the program and revenues received. Determine whether to continue the program, whether modifications to the program are needed, or whether charges to end-users can be increased to better cover the costs of the program.</p>	<p>M L</p>	<p>In follow up to Commission direction, staff worked with the Volusia Council of Aging (COA) in 2011 and 2012 to bring forward proposals for consideration. In 2011, the Commission decided not to advance the partnership and staff made resource adjustments that resulted in cost saving. The Commission in 2012 directed staff to revisit the potential partnership with the COA. During discussions in 2012, the COA expressed they were not interested in pursuing a partnership at this time. Staff continues to evaluation efficiencies as part of the annual budget process.</p>
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**Goal E.2: Reduced correctional system loads through programs that address drug, alcohol and mental health issues that lead to incarceration or recidivism.**

<p><u>Obj. E.2.1:</u> Support the Flagler County School Board and others in maintaining youth programs, as resources permit.</p> <div style="border: 1px solid black; background-color: #ADD8E6; padding: 2px; width: fit-content; margin: 10px 0;"> <p><i>On-going</i></p> </div>	<p>Continue to work with programs the County currently supports.</p> <p>On an ongoing basis, work with entities throughout the County to make County facilities available for providing youth programs.</p> <p>In 2010 convene youth program providers to coordinate roles in support of programs.</p>	<p>M</p> <p>L</p> <p>M</p>	<p>M</p> <p>L</p> <p>L</p>	<p>County staff through the Parks &amp; Recreation, Facilities and Public Transportation divisions continues to support the Flagler County School Board and others in maintaining youth programs. We have assisted financially and/or physically with the Flagler County Youth Center, Juvenile Justice Community Garden, Flagler County Students with disabilities (School to Work Partner), Flagler County Youth Soccer, Police Athletic League Sport programs, AAU Baseball, FAST Softball and the Lizards Lacrosse program.</p> <p>Additionally, County facilities are available for the Summer Food Program (3 locations), Third Eye educational tutoring program, the Boys &amp; Girls Club and Carver Gym. Periodically throughout the year, based on the season of the activity, the County staff meets with youth program providers to coordinate the County's role in support of their programs.</p> <p>County Staff met with all providers of youth sport programs in January/February and again in September/October 2010. Also, all School Board youth program providers met with County staff throughout the year to address the County's continued support of their programs.</p>
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<p><u>Obj. E.2.2:</u> Support drug and alcohol treatment centers, as resources permit.</p> <p><i>On-going</i></p>	<p>By August 2009, as part of this year’s budget process and every year thereafter identify the level of support we can provide these programs as part of our outside agency support, making these programs a higher priority for outside agency funding. Cost depends on intent and degree of support</p>	<p>L L</p>	<p>During each year’s budget preparation, the Board’s recommendations have been taken into consideration, as well as the Board’s review of the Senior Services proposed budgets.</p> <p>In October 2010, Flagler County accepted a Criminal Justice, Mental Health and Substance Abuse Reinvestment Grant for “Mental Health Jail Diversion” from the Florida Department of Children and Families. The 3 year grant, which expires this year, provides funding for the County’s in partnership with Stewart Marchman to advance an initiative that “increases public safety, averts increased spending on criminal justice and improves the accessibility and effectiveness of treatment services for adults who suffer from mental illness, a substance abuse disorder, or co-occurring mental health and substance abuse disorder, and who are in, or at risk of entering, the criminal justice system. The current program has been extremely successful and helpful in both the courts and jail systems.</p> <p>On March 4, 2013, the Commission approved a grant application submittal for a Justice and Mental Health Collaboration Program Grant in the amount of \$250,000. These funds will help in continuing providing services to support law enforcement response programs; mental health courts, pretrial services, and diversion/alternative prosecution and sentencing programs, etc</p> <p>A Community Forum on Prescription Drug Abuse was held on March 8, 2012. This joint effort between Flagler County and the Substance Abuse Task Force for Volusia and Flagler Counties highlighted the impacts of prescription drug abuse is having on the community. This</p>
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			<p>impact affects everything from law enforcement, the courts, schools, loss of guardianship of children, services, etc.</p> <p>Also, on November 15, 2010, the Flagler County Board of County Commissioners implemented a moratorium on the issuance of any new Local Business Tax Receipts for pain management clinics in Flagler County in order to analyze the effects of pain management clinics in Flagler County and to prepare recommendations for the purpose of preventing any negative impacts associated with certain pain management clinic activities. The moratorium was extended by the County Commission on November 21, 2011 and, again, June 4, 2012.</p> <p>On December 19, 2012, the Commission approved an amending Ordinance related to Pain Management Clinic Regulations and approve the resolution establishing a fee for administering pain management clinic applications and certificates of use.</p>
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F. Infrastructure and Public Services					
Goal F.1: Infrastructure and public services that support Flagler County's desired quality of life and vision for the future.					
Waste Management					
<p><u>Obj. F.W.1:</u> Develop an aggressive recycling program that includes, if feasible, generation of revenue from recycling to help defray the costs of the program.</p> <p><i>On-going</i></p>	<p>By June 2010, develop a recycling ordinance that allows and incentivizes business and condominium recycling.</p>	H	M	<p>On May 21, 2012, the Commission approved an agreement with Waste Pro, Inc. to provide the County residential solid waste collection and disposal services. This new agreement resulted in the use of natural gas trucks, mixed recyclables, incentives and a lower cost to the residents.</p>	
	<p>Continue to generate revenue from recycling to defray the cost of the program.</p>	L	L		
<p><u>Obj. F.W.2:</u> Review options for transport and disposal of Flagler waste in new and innovative ways. Include consideration of options that generate revenue, especially waste-to-energy.</p> <p><i>On Hold</i></p>	<p>By April 2012, study the long-range alternatives for solid waste disposal in the County, to include transfer stations, waste to energy, and other new methods/strategies.</p>	H	M	<p>No progress to date.</p>	
	<p>Implementation of new alternatives.</p>	H	H		
<p><u>Obj. F.W.3:</u> Develop, with a three-year timeframe, a new strategy for disposing of solid waste in ways that generate revenue. Include consideration of transfer stations.</p> <p><i>On Hold</i></p>	<p>By April 2012, study the long-range alternatives for solid waste disposal in the County, to include transfer stations, waste to energy, and other new methods/strategies.</p>	H	M	<p>No Progress to date.</p>	
	<p>Implementation of other new methods/strategies.</p>	M	H		



Transportation				
<p>Obj. F.T.1: Evaluate the effectiveness and cost-efficiency of current and potential County transportation services, in order to offer viable transportation system(s) to meet the needs of Flagler residents.</p> <p><i>On-going</i></p>	<p>By June 2009, and each year thereafter provide the Board measurable, comparative data on the County's transportation system as compared to other similar systems.</p>	L	L	<p>On April 13, 2010 a Public Transportation presentation was provided to the Board of County Commissioners and the City of Palm Coast. Staff provided measurable, comparative data on the County's transportation system as compared to other similar systems based on the County's Annual Operating Report.</p>
	<p>In 2010, if awarded the grant of \$150,000 applied for (\$150,000 match), implement the increased transportation funding to expand services to Flagler County residents for medical, work and elderly.</p>	L	M	<p>The County received notification in August 2009 that they did not receive the Job Access Reverse Commute (JARC) grant. Subsequently staff applied for a New Freedom Grant (5317) in 2010, if awarded this grant will allow for increased transportation to expand services an additional hour each weekday and to begin daily service on Saturdays.</p>
	<p>By June 2010, complete the Phase II study (public input phase) by the Center for Urban Transportation Research (CUTR) in preparation for the phase III study.</p>	L	L	<p>Phase II of the Transit Needs Assessment is underway and scheduled to be completed in the Fall of 2010. A Project Management Coordination Committee (PMCC) has been formed to determine countywide mobility needs with a specific task effort to identify the feasibility of fixed route Bus service.</p>
	<p>By June 2011, complete the Phase III study by the Center for Urban Transportation Research (CUTR) in preparation for the recognition 2010 Census. Note that Phase I, II and III studies are</p>	L	L	<p>Partial funding for Phase III of the Transit Needs Assessment Study was included in the proposed FY2011 budget and was completed in 2012. At that time, staff will continue to research funding opportunities for planning and implementation of expanded transportation services and will apply accordingly.</p>



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	<p>needed to obtain federal funds.</p> <p>By June 2011 for the FY 2011/12, apply for a federal planning grant in anticipation of starting the steps to become a full entitlement entity in 2012/13.</p> <p>By June 2012 for the FY 2012/13, develop a plan to implement any upgrades and future changes to system based on the full completion of the study and anticipated federal funding.</p>	M	M	<p>A plan is currently underway to develop and implement future changes to the Public Transportation system based on full completion of the study and anticipated federal funding.</p>
<p><u>Obj. F.T.2:</u> Develop, in coordination with neighboring counties, an integrated county-wide bicycle path and trail system.</p> <p><i>On-going</i></p>	<p>By April 2010, complete new Comprehensive Plan provisions reflective of the coordination needed to achieve the objective.</p>	H	H	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p>





Water And Sewer

Obj. F.WS.1: Take concrete steps to address the current utility issues facing the County east of US 1.

*On-going*

By January 2010, seek to remove the County from the Bulow Utility Service Area west of Bulow Creek subject to the provision of proper utilities and reaching a satisfactory agreement with the City of Palm Coast.

M L

Preliminary discussions have been made between Flagler County and the City of Palm Coast. The City of Palm Coast has recently expanded their service lines just north of the County Landfill on Old Kings Road, which would make a future connection easier.

By January 2010, seek to remove the County from the majority of the Bulow Utility Service Area east of Bulow Creek, subject to the provisions of proper utilities and reaching a satisfactory agreement with the City of Flagler Beach.

L L

Continue to explore discussions with City of Flagler Beach on the utility service area east of Bulow Creek.

Now, or in the future, support the acquisition of the Plantation Bay Plant by the FGUA (Florida Governmental Utilities Authority) or other governmental entity and appoint a County representative to the serve on the FGUA Board. Avoid County acquisition of this facility now or for the foreseeable immediate future.

L L

In February 2013, the Board approved staff moving forward with preparation of all documents to effect the purchase of the Plantation Bay Utility System by the City of Bunnell, in conjunction with an Interlocal Agreement with the County.



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	<p>By January 2010, begin reconstruction of the Beverly Beach system as currently contemplated or in another environmentally sound, financially feasible manner to include the repayment of the County's General Fund expenditures to date.</p> <p>By January 2012 and every 2 years thereafter explore opportunities to turn responsibility of the Beverly Beach system over to the Town of Beverly Beach or other governmental entity to include the repayment of the County's general fund expenditures to date.</p>	<p>H</p> <p>L</p>	<p>H</p> <p>L</p>	<p>In late 2012, the County contracted for the construction of a new water treatment plant in Beverly Beach. Concurrently, new pipes are being installed along A1A to transfer the wastewater to the City of Palm Coast system. Anticipated date of connection with the City of Palm Coast is August 2013.</p> <p>No Progress to date.</p>
<p><u>Obj. F.WS.2:</u> As a County, avoid undertaking any new utility ventures east of US 1, except as a provider of last resort.</p> <div data-bbox="275 1097 470 1162" style="border: 1px solid black; padding: 2px; width: fit-content; margin-top: 10px;"> <p><i>On-going</i></p> </div>	<p>By April 2010, complete the new Comprehensive Plan incorporating the intent of the objective.</p> <p>Based on Objective F.WS.1 and F.WS.2, by January 2010, reduce our Coquina Coast Cooperators membership to Ex-Officio or less to be supportive of the overall effort, yet reflect</p>	<p>H</p> <p>L</p>	<p>M</p> <p>L</p>	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p> <p>April 5, 2010, the Commissioners officially concluded not to participate financially at either the "Supplier" or "Ex Officio" levels with Coquina Coast Desalination Project.</p>



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	the limited extent of County need for any water in the immediate future.			
<p><u>Obj. F.WS.3:</u> Ensure that before the County undertakes any new utility systems west of US1 in accordance with the 2007 Utility Settlement Agreement that such systems are environmentally sound, financially feasible (via a proper business plan), and that another municipal provider cannot properly serve the area.</p> <p><i>On-going</i></p>	<p>By April 2010, complete the new Comprehensive Plan incorporating the intent of the objective.</p> <p>By April 2010, develop a western water supply and sanitary sewer utility plan as part of the new Comprehensive Plan reflecting the County's limited role in future water and sewer utilities and in conjunction with the Cities of Bunnell or Palm Coast where applicable.</p>	H	M	<p>The Flagler County Comprehensive Plan has been revised and was approved by the State Department of Community Affairs in 2011.</p>
		H	M	



Public Safety				
<p><u>Obj. F.P.1:</u> Ensure that fire service and law enforcement expansion is coordinated with growth management planning.</p> <p><i>On-going</i></p>	<p>Review as larger developments are permitted, specifically DRIs, large PUDs and specialty uses, and annually by the Emergency Services Director, Fire Chief and Sheriff as growth occur.</p>	<p>L</p>	<p>L</p>	<p>No development activity has occurred to warrant requirement.</p>
<p><u>Obj. F.P.2:</u> Evaluate and redefine as necessary, level of service standards for fire/EMS and law enforcement.</p> <p><i>On Hold</i></p>	<p>By January 2010: Emergency Services Director and Sheriff will compile and bring to Commission for review information about current levels of service; Emergency Services Director and Sheriff will develop suggested levels of service for the public safety services they provide, based on Commission direction.</p> <p>Cost to increase levels of service.</p>	<p>L</p> <p>M</p>	<p>L</p> <p>H</p>	<p>To be addressed.</p>

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<p><u>Obj. F.P.3:</u> Develop measurable indicators that clarify whether adopted levels of service are being achieved.</p> <p><i>On-Hold</i></p>	<p>By January 2010, the Emergency Services Director and Sheriff will identify a method to track the adopted levels of service identified in Objective F.P.2 so that a quarterly report and further evaluation of public safety services can occur.</p> <p>Cost to increase levels of service.</p>	<p>L</p> <p>M</p>	<p>L</p> <p>H</p>	<p>To be addressed.</p> <p>To be addressed.</p>
<p><u>Obj. F.P.4:</u> Develop plan for jail expansion based on needs analysis.</p> <p><i>Underway</i></p>	<p>By June 2010, in cooperation with the Emergency Services Director and Sheriff, re-evaluate the completed 2006 jail study (needs analysis) and other current data and develop a potential capital improvement program to make the County jail improvements, identifying a ranked priority of improvements, potential costs, and potential funding sources.</p> <p>Implementation costs for any jail construction.</p>	<p>H</p> <p>M</p>	<p>L</p> <p>H</p>	<p>Efforts are underway to address jail improvements. A number of meetings have been dedicated to addressing this matter. Currently, staff is working with the Flagler County Sheriff's Department to finalize the needed improvements, the location and cost.</p>



Library									
<p>Obj. F.L.1: Expand library system to meet the needs of Flagler residents, as resources permit.</p> <div data-bbox="304 427 510 488" style="border: 1px solid black; padding: 2px; width: fit-content; margin: 10px 0;"> <p><i>On-going</i></p> </div>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td data-bbox="798 305 1165 673" style="width: 50%; vertical-align: top;"> <p>By June 2010, develop a programmatic expansion program that will allow the phasing in of additional library services over the next ten years, in order of priority, as resources permit. This program is in addition to on-going operational funding and maintenance CIP items already being planned for.</p> </td> <td data-bbox="1165 305 1260 673" style="width: 5%; text-align: center; vertical-align: top;">M</td> <td data-bbox="1260 305 1270 673" style="width: 5%; text-align: center; vertical-align: top;">L</td> <td data-bbox="1270 305 1984 673" style="width: 30%; vertical-align: top;"> <p>A three-year Library Services Plan as required by the State was completed in 2011. This comprehensive plan incorporated the expansion services the County would like to explore. In addition, a three-year Technology Plan was completed in 2010.</p> </td> </tr> <tr> <td data-bbox="798 673 1165 938" style="vertical-align: top;"> <p>Implementation costs for any library operations or capital construction.</p> </td> <td data-bbox="1165 673 1260 938" style="text-align: center; vertical-align: top;">M</td> <td data-bbox="1260 673 1270 938" style="text-align: center; vertical-align: top;">H</td> <td data-bbox="1270 673 1984 938" style="vertical-align: top;"> <p>This Technology Plan allows the County to utilize the E-rate program for reimbursement of costs associated with communications, Internet Access and other Broadband needs. This plan is also very important for the expansion of additional library services. In 2011, a new automated computer system was installed. The Polaris system is more user-friendly and provides patrons easier access to library material.</p> </td> </tr> </table>	<p>By June 2010, develop a programmatic expansion program that will allow the phasing in of additional library services over the next ten years, in order of priority, as resources permit. This program is in addition to on-going operational funding and maintenance CIP items already being planned for.</p>	M	L	<p>A three-year Library Services Plan as required by the State was completed in 2011. This comprehensive plan incorporated the expansion services the County would like to explore. In addition, a three-year Technology Plan was completed in 2010.</p>	<p>Implementation costs for any library operations or capital construction.</p>	M	H	<p>This Technology Plan allows the County to utilize the E-rate program for reimbursement of costs associated with communications, Internet Access and other Broadband needs. This plan is also very important for the expansion of additional library services. In 2011, a new automated computer system was installed. The Polaris system is more user-friendly and provides patrons easier access to library material.</p>
<p>By June 2010, develop a programmatic expansion program that will allow the phasing in of additional library services over the next ten years, in order of priority, as resources permit. This program is in addition to on-going operational funding and maintenance CIP items already being planned for.</p>	M	L	<p>A three-year Library Services Plan as required by the State was completed in 2011. This comprehensive plan incorporated the expansion services the County would like to explore. In addition, a three-year Technology Plan was completed in 2010.</p>						
<p>Implementation costs for any library operations or capital construction.</p>	M	H	<p>This Technology Plan allows the County to utilize the E-rate program for reimbursement of costs associated with communications, Internet Access and other Broadband needs. This plan is also very important for the expansion of additional library services. In 2011, a new automated computer system was installed. The Polaris system is more user-friendly and provides patrons easier access to library material.</p>						

