

Flagler County

ANNUAL REPORT



www.flaglercounty.org

CONTENTS

- 4 Board of County Commissioners
- 6 Message from Commission Chair
- 7 Strategic Plan
- 8 Flagler County Facts
- 10 2020 Legislative Priorities
- 12 FY 2019-20 Budget
- 13 Organization Chart
- 14 Message from Administrator
- Department Updates**
 - 15 Emergency Management
 - 16 Public Works
 - 19 Extension Services
 - 20 Financial Services
 - 21 Fire Rescue
 - 22 General Services
 - 23 Land Management
 - 24 Department of Health Flagler
 - 25 Human Resources
 - 26 Innovation Technology
 - 27 Veterans Services
 - 28 Library
 - 29 Social Services
 - 32 Tourist Development
 - 33 Communications

MISSION STATEMENT

**FLAGLER COUNTY'S
MISSION IS TO EFFICIENTLY
DELIVER THE HIGHEST
QUALITY CUSTOMER
FOCUSED SERVICES,
TO INCLUDE SAFETY AND
SECURITY,
AND CREATE THE GREATEST
VALUE TO OUR COMMUNITY
THROUGH INTEGRITY,
INNOVATION, AND A
CULTURE OF COLLABORATION**

TO OUR RESIDENTS

WELCOME

Flagler County Administration is proud to present its **2019 Annual Report**.

This report provides a look back at the major projects and milestones which defined the efforts of the Board of County Commissioners and Flagler County staff over the past year.

Our organization's goal was – and is – to implement projects and provide services which improve the quality of life and safety of our community.

Flagler County's initiatives are aligned with its 10-year [Strategic Plan](#), its balanced [Approved Budget](#), and the input provided by residents and local businesses.

We would like to thank our state and federal legislators, our local cities, and Flagler County's constitutional officers for their collaborations, all of which support our efforts and make projects a reality.

Last but not least, it is with the greatest respect for our County staff and the many things they have been able to accomplish that this annual report is being presented to you.



BOARD OF COUNTY COMMISSIONERS

Flagler County is governed by five elected Commissioners, each representing one of five geographic county districts, balanced by number of residents.

Commissioners are elected at-large; that is, each appears on a county-wide ballot, rather than a district ballot. Flagler County's registered voters, regardless of district, can participate in electing all five commissioners on the board.


Commissioners serve four-year terms. Terms are staggered, with three seats – Districts 1, 3, and 5 – up for election in presidential election years, and two seats – Districts 2 and 4 – up for election in mid-term election years.

Flagler County's government is structured to be accessible and responsive. The Board is the legislative and policy-making body of county government. The Board makes all budget decisions with regard to appropriation of funds to county departments and some constitutional officers.

The chairman, who is selected annually by the board, presides over all Board meetings, signs all legal documents, and appoints commissioners to various committees.

Regular Board meetings are **public** and held two times each month: on the **First Monday** of the month at 9 a.m. and the **Third Monday** of the month at 5 p.m. Meetings are held in Board Chambers of the Government Services Building, #2 at 1769 E. Moody Blvd, Bunnell, FL

Regular Board meetings are also streamed live and the video is easily accessed from:

- [Flagler County's homepage](#) through the Video icon  or the calendar entry for each meeting
- [Meeting Information page](#)

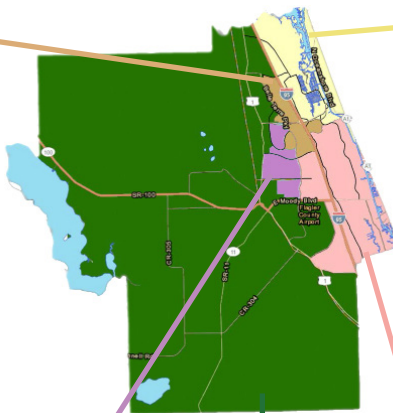
*Residents also elect Flagler County's five Constitutional Officers:
Clerk of the Circuit Court & Comptroller • Property Appraiser • Sheriff
• Supervisor of Elections • Tax Collector*

MEET THE COMMISSIONERS



Donald O'Brien
District 5

2020 Census Committee; Early Learning Coalition; Economic Opportunity Advisory Council; River to Sea Transportation Planning Organization; School Planning Oversight Committee; Small County Coalition; Value Adjustment Board; Workforce Development Board



Gregory Hansen
District 2

A1A Scenic Pride; Canvassing Board; Chamber of Commerce and Affiliates; Friends of A1A Scenic & Historic Coastal Byways Group; Small County Coalition; Town of Marineland CRA Board



Charles Ericksen, Jr.
District 1

Family Life Center; Affordable Housing Advisory Committee; George Washington Carver Center Governance Board; Management Advisory Group for GTMNERR; School Planning Oversight Committee; Transportation Disadvantaged Local Coordinating Board; Additional Alternate & Backup obligations



Joe Mullins
District 4 • VICE-CHAIR

Flagler County Department of Juvenile Justice Council; Juvenile Justice Circuit Advisory Board; Northeast Florida Regional Council; Public Safety Coordinating Council; River to Sea Transportation Planning Organization; Additional Alternate & Backup obligations



David Sullivan
District 3 • CHAIR

Library Board of Trustees; Tourist Development Council; Value Adjustment Board
Additional Backup obligations



MESSAGE FROM THE COMMISSION CHAIR



We want to promote transparency, accessibility, and openness in everything we do, for all our citizens in Flagler County.”



2019 has presented Flagler County Government with numerous extremely challenging scenarios. However, your Board of County Commissioners and staff have worked diligently to reduce our operating costs, mitigate negative effects to our residential and business sectors, and still provide a high level of service to our citizens and communities.

In 2019, the Board worked in support of many projects that will enhance our quality of life. These include the health of our dunes countywide, numerous paving and bridges projects, the North Malacompra stormwater improvements and the new Bay Drive Park beachfront recreation area, the Public Safety Radio System and text-to-911 capabilities. We formulated a workable plan for a new Sheriff's Operations Center.

On behalf of the Board, I want our citizens to know that they are the reason we exist as a Commission. We want to promote transparency, accessibility, and openness in everything we do. We want you to know what you are getting for your tax dollars.

By engaging Flagler County's citizens in the important decisions facing the community, we can enhance our community's livability and economic competitiveness. I'm greatly looking forward to the year ahead. I urge you to attend a Town Hall meeting, Commission meeting or workshop. #YourCountyYourVoice

David Sullivan

Chair, Flagler County Board of County Commissioners

FLAGLER COUNTY STRATEGIC PLAN 2018-2028

DIVERSIFIED ECONOMY, INCREASED COMMERCIAL & INDUSTRIAL TAX BASE, SUSTAINABLE BUSINESS COMMUNITY

1. JOB OPPORTUNITIES THAT RAISE MEDIAN COUNTY INCOME, PROVIDING A HIGH LEVEL OF EMPLOYMENT, AND INCREASED TAX BASE
2. AFFORDABLE, WORKFORCE HOUSING AND INFRASTRUCTURE FOR HOUSING, WHICH SUPPORTS A DIVERSIFIED ECONOMY

EFFECTIVE LAND PLANNING AND GROWTH MANAGEMENT, COMPREHENSIVE PLAN & LAND DEVELOPMENT REGULATIONS

3. FUTURE DEVELOPMENT - WHETHER RESIDENTIAL, COMMERCIAL, OR INDUSTRIAL - THAT IS RESPONSIBLE-GROWTH ORIENTED, LOW IMPACT, AND ENVIRONMENTALLY FRIENDLY

PROTECTING THE ENVIRONMENT, PRESERVING OUR NATURAL RESOURCES

4. NATURAL SYSTEMS THAT ARE INTACT AND FUNCTIONING AND THAT CONTRIBUTE TO THE HIGHEST POSSIBLE QUALITY OF LIFE FOR FLAGLER RESIDENTS

PRESERVING OUR HERITAGE

5. FUTURE PROTECT AND PRESERVE NATURAL, HISTORIC, ARCHAEOLOGICAL AND CULTURAL RESOURCES THAT ILLUSTRATE THE DIVERSE HISTORY OF FLAGLER, AND ENHANCE FLAGLER COUNTY'S UNIQUE IDENTITY

ARTS AND CULTURE

6. PRESERVE, CELEBRATE CHALLENGE, AND ENHANCE COMMUNITY IDENTITY THROUGH ARTS AND CULTURE

7. ELDER CARE AND HOMELESS SERVICES TO MEET THE NEEDS OF THOSE WHO DO NOT HAVE OTHER OPTIONS

8. REDUCE CORRECTIONAL SYSTEM LOADS THROUGH PROGRAMS THAT ADDRESS DRUG, ALCOHOL AND MENTAL HEALTH ISSUES

9. INFRASTRUCTURE THAT SUPPORTS FLAGLER COUNTY'S DESIRED QUALITY OF LIFE AND VISION FOR THE FUTURE: WATER & SEWER, STORMWATER

10. DEVELOP AND MAINTAIN FACILITIES THAT SUPPORT FLAGLER COUNTY'S DESIRED QUALITY OF LIFE AND VISION FOR THE FUTURE: LIBRARY, COUNTY ROADS, SHORELINE STABILIZATION

11. SUPPORT FLAGLER COUNTY'S DESIRED QUALITY OF LIFE AND VISION FOR THE FUTURE

12. ENSURE THAT DEPARTMENTS RESPONSIBLE FOR PUBLIC SAFETY IN OUR COMMUNITY PROVIDE A HIGH LEVEL OF PUBLIC PROTECTION AND QUALITY RESPONSE DURING EMERGENCY SITUATIONS

SOCIAL SERVICES

INFRASTRUCTURE

PUBLIC FACILITIES

PUBLIC SERVICES

PUBLIC SAFETY

RECREATION AND TOURISM

11 target areas
12 measurable goals and objectives
300+ defined action items

[Link to full 2018-2028 Strategic Plan](#)

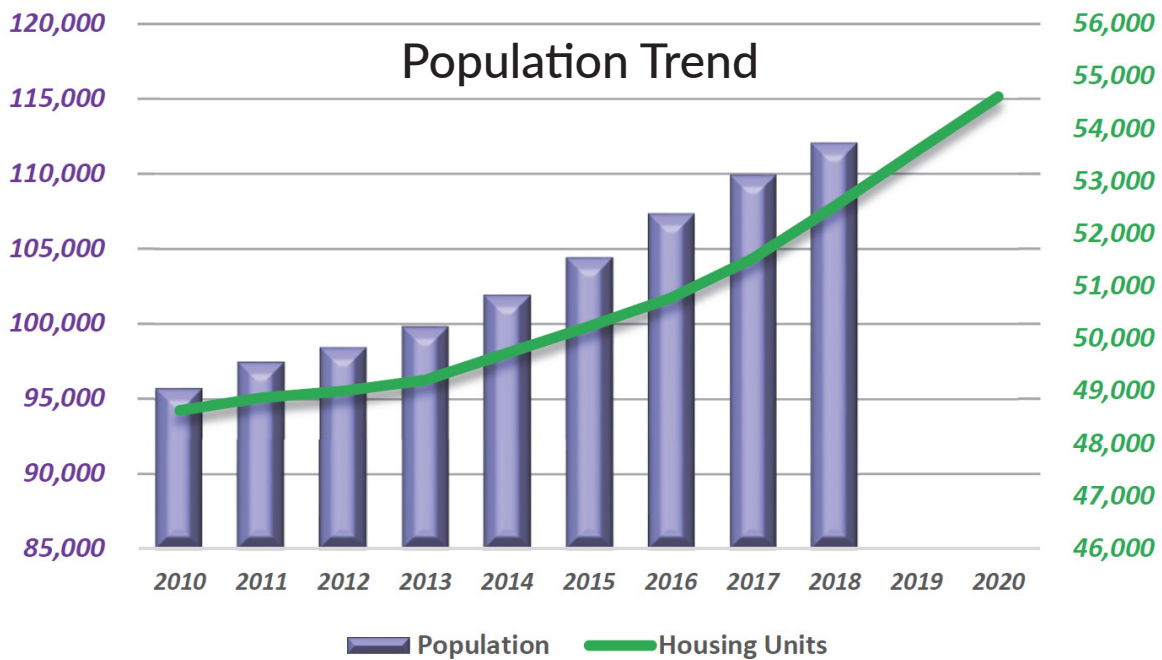


DEMOGRAPHICS: POPULATION 112,067

2018 ACS Estimates US Census

Median Age **50.3** **91.9%** Education: High school graduate+
 Population under 18 years: **17.0%** **13.3%** Individuals below poverty level
 Population 65 years and over: **20.6%** **11,206** Veterans
 Median Household income **\$51,049** **11,613** Foreign-born Population

Estimates are published by the US Census Bureau in Non-Count years. Data from data.census.gov



FLAGLER COUNTS

CENSUS DAY is April 1, 2020

Flagler County has formed a Complete Count Committee to encourage everyone to participate. More than \$14,000 in funding is tied to every response from our community.

Getting counted for the 2020 Census can be done online, or by phone, or by paper form. Watch for your postcard, and make sure Flagler Counts!

MUNICIPALITIES

pop. 87,607



pop. 11



pop. 400



pop. 5,081



pop. 2,820



pop. 16,148

Unincorporated Flagler County



2020 LEGISLATIVE PRIORITIES STATE SESSION REQUESTS:


● POLICY ●

- 1 Support the **founding of a State University System** presence in the City of Palm Coast by the University of North Florida
- 2 Support the Legislature Appropriation funding for the **Public Library Construction Grant Program**
- 3 Restore and Protect Florida's **Housing Trust Funds**
- 4 Increase the Small County Consolidated **Solid Waste Grant Population Cap**
- 5 Support the Approval of the **Florida Job Growth Grant Fund** application for the Flagler **Central Commerce Parkway** Roadway Construction Project
- 6 Continue to Support **Home Rule**
- 7 Keep **Aviation Fuel Taxes**
- 8 Maintain **Short Term Vacation Rental** Legislation Status Quo

2020 LEGISLATIVE PRIORITIES STATE SESSION REQUESTS:

● FUNDING ●

**\$8
Million**

**Sanitary Sewer Collection System for
the Barrier Island North 
Marineland to Hammock Dunes
Bridge
Requested Funding: \$ 8,000,000**

**\$750
Thousand**

**West Flagler County Flooding and
Environmental Mitigation Water
Control Project (Phase I)
Requested Funding: \$ 750,000**

**\$3.7
Million**

**Flagler County Emergency Operations
Center Hardening and Enhancements
Requested Funding: \$ 3,700,000**



BUDGET FISCAL YEAR 2019-20

GENERAL FUND \$92,495,244

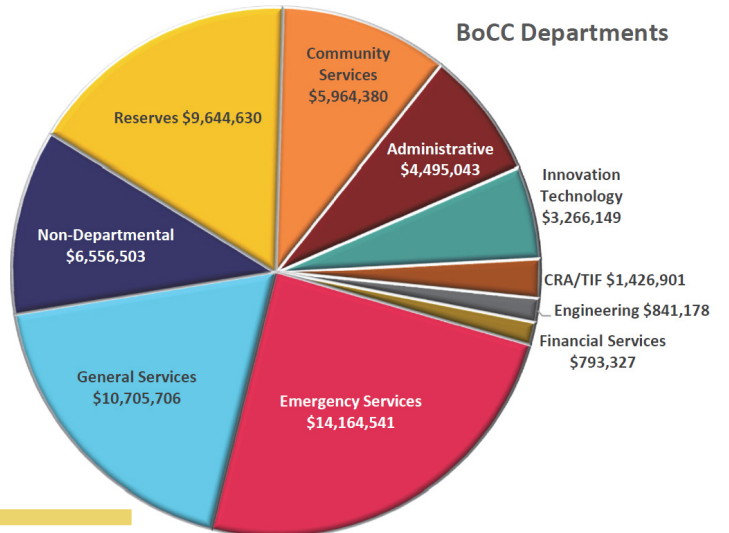
The General Fund is the portion of the **\$231,013,508** Flagler County Budget which contains operating expenditures for services which are County-wide in nature, as well as the budgets of the Constitutional Offices.



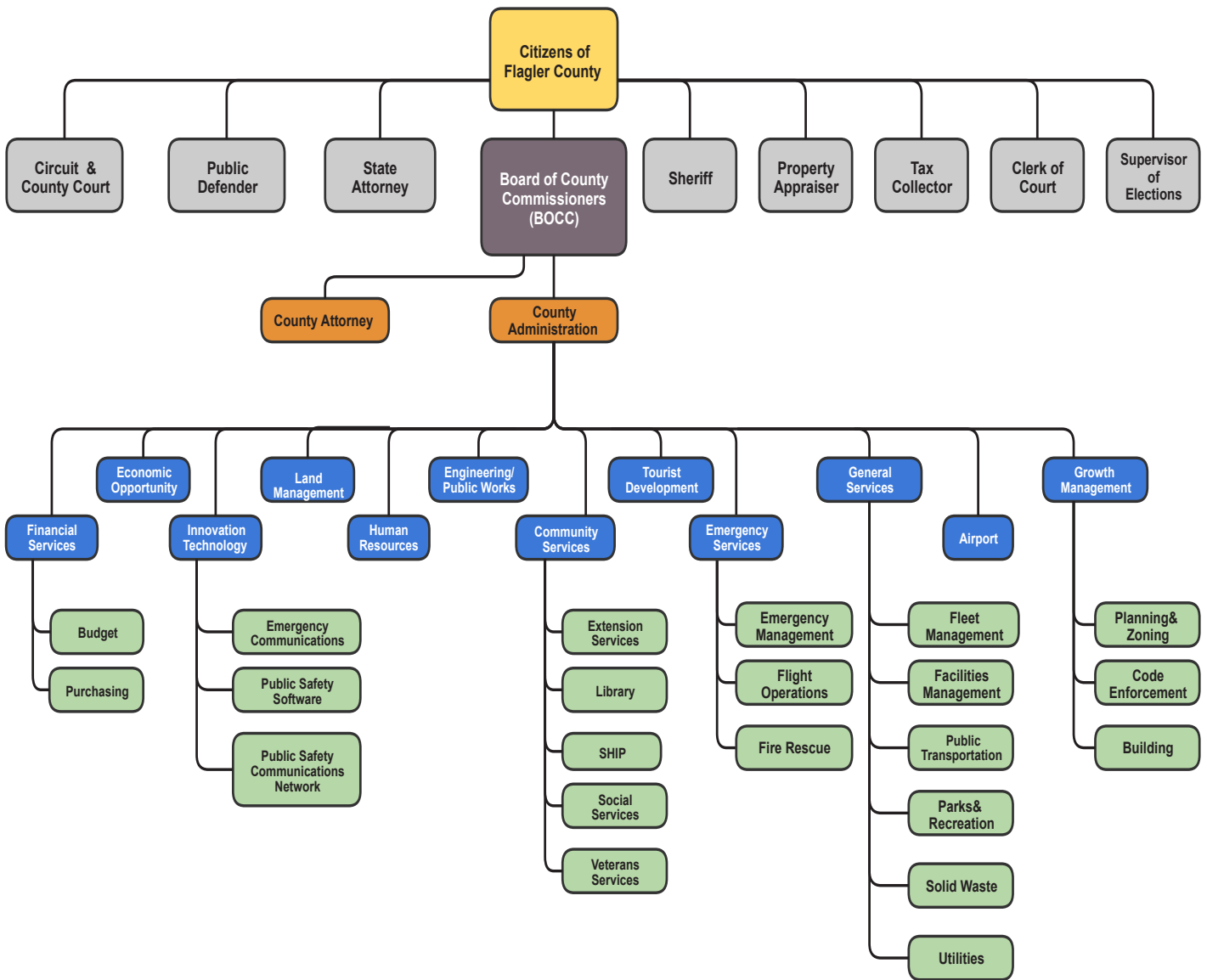
\$48,213,728 of the General Fund is budgeted for services that fall under the purview of departments overseen by the Board of County Commissioners.

\$9,644,630 is earmarked for county Reserves.

The balance of the \$92.5MM General Fund, **\$34,636,886**, makes up the budgets of the Constitutionals.



BOARD OF COUNTY COMMISSIONERS: DEPARTMENT ORGANIZATION



ADMINISTRATION



2019 YEAR IN REVIEW: ADVANCING OUR STRATEGY

2019 was a year of progress for Flagler County toward realizing ambitious projects for our community and setting the standard for performance, fiscal stewardship and best practices for local government.

It was also a year of taking stock.

Joining the Flagler County organization has been both a rewarding experience and a challenge. As the year began, the county was dealing with various obstacles, each with significant budget, safety, legal, and community consensus hurdles.

One by one – and with community input – the Board, county staff, and the Administration office addressed each thorny issue: the private enterprise at Bings Landing, the homeless camp adjacent to the County Library, issues at Plantation Bay Utilities, the future of the Sheriff’s Operations Center. In each case, a reasonable, fiscally-responsible path forward was decided on within the public arena of Board meetings and workshops. We also began the difficult conversations around homelessness, affordable housing, mental health resources, and the opioid crisis.

At the same time that your county staff were tasked with providing data and solutions to these difficult matters, they continued to work toward the projects already planned for 2019. They stayed focused on Flagler County’s brightest future, on our bold goals, and on enhancing our community’s quality of life. I could not be more impressed by their dedication and professionalism, or prouder of their achievements. ***This Annual Report provides a department by department snapshot of the many diverse accomplishments made.***

Lastly, I would like to thank our local leaders for the amazing spirit of cooperation that has been displayed. More than ever, we are collaborating in ways that benefit all of our residents. We look forward to more shared success in 2020.

Yours faithfully,

Jerry Cameron
Flagler County Administrator

EMERGENCY MANAGEMENT

New Web-Based Disaster Management System: WebEOC provides real-time statewide situational information, and allows Flagler County to seamlessly share status with, and request assistance from, the state. It improves communications and record keeping during a disaster. It enhances the ability to recover costs through FEMA, and makes more efficient and effective use of personnel and resources during a disaster. Funded primarily through a Homeland Security Grant and State Emergency Management grant.

Emergency Operations Center reconfigured to increase capacity. New layout, workstations and other commercial furnishings replaced less effective equipment that has been in place since 2006. The upgrade – executed within the same physical footprint – allows more partner agencies and organizations to provide services during an emergency activation in Flagler County, a community which has grown by 30,000 residents since the EOC opened. Funded primarily by Federal and State Emergency Management grants.



New WeatherSTEM Station installed on the Hammock Dunes Bridge. Fifth in a growing network of strategically placed data collection points, it improves the ability to respond to significant emergencies and disasters, such as hurricanes and wildfires. It monitors live weather conditions, and includes camera views of the roadway and Intracoastal Waterway traffic. Installed in partnership with the Dunes Community Development District, the station improves public safety, supporting well-informed decisions in the event of evacuations, alerts, calls to shelter-in-place and public education.

Registered Users **ALERT**Flagler



14,000+
ATTENDEES
at outreach
& education
events.



Engineering administers an average of 20 capital improvement projects per year in various phases: Planning, Design, Permitting and Construction.

Road and Bridge maintains **228** miles of paved and unpaved roads, **45** miles of canals and drainage ditches, **15** miles of sidewalk, and **35** bridge structures. Notably, staff worked **10.5** hours per day, five days a week, from January 2018 to February 2019 so that the County could complete the Emergency Dune project on time and within budget.

In 2019, Flagler County was awarded ~**\$38 million** by multiple grant agencies for capital improvement projects, with **\$10 million** of that allocated for resurfacing projects.

DESIGN

Completed:

- Design for Resurfacing 10.4 miles from County Road 305 to US 1
- Design of Plantation Bay Water Facility Improvements
- Design and Permitting of Aviation Drive Improvements at the Intersection of State Road 100

Ongoing:

- 2.6 miles Coastal Storm Risk Management Project with the Army Corps of Engineers. The Partnership Agreement was executed in July 2019 for the project, which is funded by ACOE and FDOT for \$17,494,000. It will place sand on critically eroded beaches in the City of Flagler Beach from 6th St. South to 28th St. South and includes reconstruction of the eroded dune to approximately 19 feet in height and planting dune vegetation. It will help reduce future risk and vulnerability for homes, businesses and public infrastructure, while creating habitat for sea turtles and shorebirds, and recreational areas for the public.
- 2.5 miles State Road A1A Dune Restoration – improving shoreline from South of Osprey Drive to Volusia County line. The design is for a 10-foot dune and beach profile extension from the northerly City limit of Flagler Beach to the Volusia County line, with the exception of the

Gamble Roger State Recreation Area and the 2.6 miles referenced above. Funded by FDOT and local sources, the design phase will be complete in May 2020.

- 4 Bridges on County Road 304 between US 1 and County Road 305. Funded using the FDOT Five Year Work Program and Local sources.
- Graham Swamp Multi-Use Trail & Pedestrian Bridge for 1.6 miles of trail and elevated boardwalk in the Graham Swamp system from Lehigh Trail continuing south to SR 100 and connecting with the existing sidewalk.
- Paving 3.5 miles of Hargrove Grade/ Hargrove Road (County Road 1421) from Otis Stone Hunter Road (County Road 1422) to East of the Florida East Coast Railroad Crossing with analysis of the contributing basin area. The design includes new pavement, signing & pavement markings, paved or stabilized shoulders, and drainage improvements – including regrading of existing ditches, new culverts and storm-water treatment.
- Marineland Acres – Multiple Roadway Improvements for streets located between State Road A1A and the Atlantic coastline: Ocean Street, Moody Drive, Atlantic Drive, Flagler Drive, Rollins Drive, Rollins Dunes Drive, Surf Drive, Bay Drive and Central Avenue.
- Paving 2.8 miles of roadway on Otis Stone Hunter Road (County Road 1422) / Main Street from Intersection of County Road 13 to US 1, including driveway reconstruction if applicable.
- 4.8 miles of improvements on Old Haw Creek Road from County Road 304 to State Road 11
- Improvements for Apache Drive from State Road A1A to First Avenue; Osceola Avenue, Cherokee Avenue, Seminole Avenue and First Avenue to Mala Compra Road
- Water Oak Improvements – 2.5 miles pavement and drainage improvements - from County Road 2006 to Mahogany Boulevard
- Mala Compra Road Improvements – .75 miles from SR A1A to roadway end at the Atlantic Coast Beach
- Design of Rima Ridge Resurfacing is also programmed through the County's 5 year plan, submitted to FDOT.

CONSTRUCTION

Completed:

- Emergency Dune Restoration – Hurricane Matthew. Started January 2018 and completed May 2019. This project was funded using FDEP, FEMA/DEM and local funding, for a total construction cost of \$17 million. The County completed placement of sand and re-vegetation from the north end of River to Sea Preserve through to the north end of Flagler Beach, a total of approximately 11.4 miles. Sand placement was performed by Road & Bridge Department staff with supporting sources.

COMPLETED CONSTRUCTION

- Plantation Bay Wastewater Treatment Facility Improvements – Phase I completed. Started in May 2018 and completed October 2019. This project was funded using FDEP, SJRWMD and Local sources for a total construction cost of \$5,066,342. Improvements to the waste-water treatment facility included a screening system, submersible triplex master pump station, filtration system, chlorine contact tank modifications, submersible duplex reject pump station, 1.0 MG reject water ground storage tank, motor control center building, standby generator, yard piping, controls, electrical and associated site improvements.
- North Mala Compra Drainage Basin improvements – Backbone Project. Started June 2018 and completed May 2019. It was funded using FDEP, SJRWMD and local funds for a total construction cost of \$4,274,520, and included a piped outfall under A1A to the intracoastal waterway.
- Resurfaced 6.1 lane miles of County Road 305 from Bridge 734084 to State Road 100
- Resurfaced County Road 2006 from Dead Lake Park to County Road 305 including widening lanes, constructing shoulders, guardrails, milling, and resurfacing, full depth base and pavement reconstruction, rumble strips, driveway aprons, signing & pavement markings.
- Rehabilitated 2.7 miles of Old Dixie Highway from US 1 to I-95 including widening, paving, signing & pavement markings, and paved shoulders.

Ongoing Construction:

- Bay Drive Park – Phase I. Begun January 2019 with an estimated completion in 2020. This project is funded using FDEP and local sources, for an estimated \$4.1 million construction cost. It includes erosion control, clearing, grading, stormwater management and pond construction, access roadway stabilization, trail, dune crossover, pavilion, and building.
- Resurfacing of Mahogany Boulevard from Water Oak Road to County Road 305. Estimated to be completed in July 2020, the project is funded using FDOT Five Year Work Program and Local sources for an estimated total construction cost \$1.95 million. It includes 3.2 miles of asphalt overlay and turnout construction.
- Paving Briarwood Drive, Briarwood Path and Old Brick Road beginning at State Road 100. Estimated to be complete in July 2020, the project is being funded using FDOT Five Year Work Program and Local sources for an estimated construction cost of \$330,000.
- Aviation Drive Improvements at the Intersection of State Road 100. Construction started in March 2019 and finished March 2020. This project is being funded using \$332,500 from Local sources and includes a reconstructed roadway, stabilized shoulders, drainage improvements and a reconfigured median. It will promote safe ingress and egress to the commercial site.

EXTENSION SERVICES

A branch of the
University of Florida
Institute of Food and
Agricultural Sciences

**57% Increase in 4H Clubs in
Flagler County**

**566 Pledges to Reduce Plastic
Waste**

**4,000 Volunteer Hours
provided to the Community by
Master Gardeners**

**500 Pounds Potatoes grown by
4H donated to Food Services at
Flagler County Schools**



- Extension Services and Master Gardener Volunteers held a community Open House. The event invited residents to learn about services available to them, tour the demonstration gardens and participate in educational presentations. A plant sale provided revenues that help maintain the demonstration gardens and fund additional Master Gardener events.
- Flagler County 4-H youth planted and harvested three varieties of potatoes as part of the annual Tri-County Agricultural Area Potato Project. The project provides STEM-based learning tied to the commercial potato industry. While studying the science of how a plant grows and the technology used during the entire process, 4-H-ers learn agricultural history, planning and goal setting, record-keeping, crop maintenance and care, food safety and nutrition, quality control, marketing, communication, and cooperation.
- Extension Services pursued and obtained grant funding from the Florida Farm-to-School program to allow Flagler County School District to purchase fresh produce from Flagler County farmers. These efforts enable students countywide to benefit from farm-fresh produce.
- Extension Services organized, marketed and implemented an Agritourism Workshop for Flagler County's farmers and ranchers.
- The Florida Microplastic Awareness Project, led by the Sea Grant Extension Agent, coordinated a Pledge Campaign, asking community members to commit to changes that would reduce their plastic waste. Within 3 months of pledging, 33 percent communicated that they had made at least one behavior change, and on average reported making 3+ behavior changes in order to reduce plastic waste. Thirty percent reported that they had shared information about microplastics with others.
- Research trials at the Hastings Agricultural Extension Center are allowing Flagler farmers to diversify crops and apply advanced technologies. This allows our local growers to remain economically viable and increase earnings.



FINANCIAL SERVICES

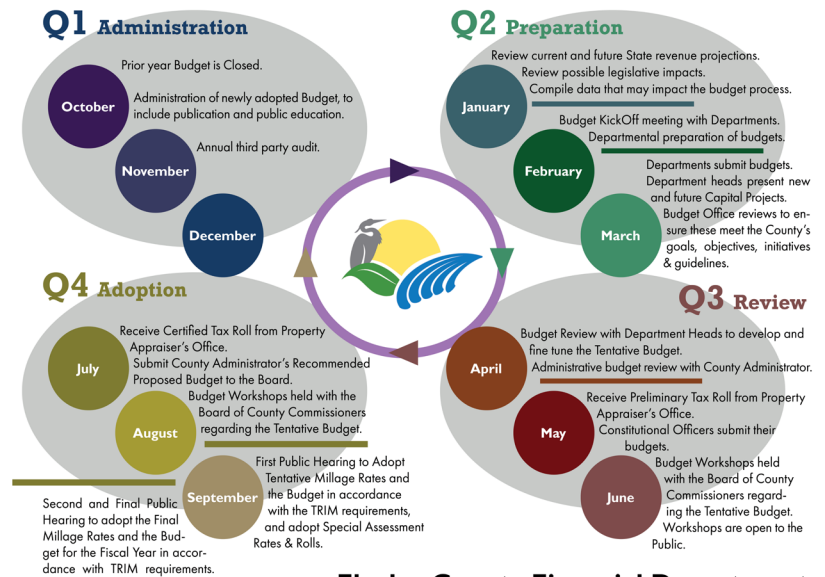
Received “Distinguished Budget Presentation” Award - the highest form of recognition in governmental budgeting - for the 10th straight year. The Government Finance Officers Association (GFOA) recognized the prior FY2018-2019 budget, which they rated in four categories: Policy document • Financial plan • Operations guide • Communications device

New Purchasing Manual researched, authored, and published. The Purchasing Department re-authored the County’s Purchasing Manual to best align with technology, changing standards, and the growth of Flagler County. Of particular note is the addition of business preference for minority and women owned businesses, with the goal of encouraging those ventures to consider working with the County as part of their business model. Residents will be rewarded as an increasing variety of businesses thrives within our County and the local economy grows as a result.

\$1,000,000 Savings realized in Debt Project. Due diligence and analysis resulted in identifying an older debt-issuance that could be refinanced at a lower interest rate. An aggressive deadline contained in the bond covenants made a successful outcome unlikely, but by accelerating a process which normally takes 2 months, Financial Services, with the assistance of the County Attorney’s Office, was able to complete the regulatory and legal process in less than three weeks. The refinancing resulted in a savings for Flagler County residents of over \$1million.

Hurricane Dorian Recovery. The County expended approximately \$500,000 related to Hurricane Dorian. Though spared a direct hit, the county was not unscathed. The impact to the beaches as Dorian passed was extensive. Financial Services continues to work closely with FEMA and the State for reimbursement of costs incurred, and for additional funding to address sand erosion.

Enterprise Resource Planning Software implementation. Financial Services, with the Flagler County Clerk’s Office, dedicated significant time and resources to the initial stages of installation of a new ERP system which will be used countywide. When fully implemented in 2021, internal and external business processes will move from paper-driven to software-based. This will result in better information retention and security, faster processing of County business, and a vast reduction in staff time allowing for more resources for other necessary tasks.



Flagler County Financial Department Annual Budget Process

FIRE RESCUE



19,343 Calls for Service

New Assets

- Ambulance for Station 62 in Bunnell
- Fire Engine: Heavy Rescue for Station 92
- Personal Protective Equipment for each Firefighter
- New Logistics Position

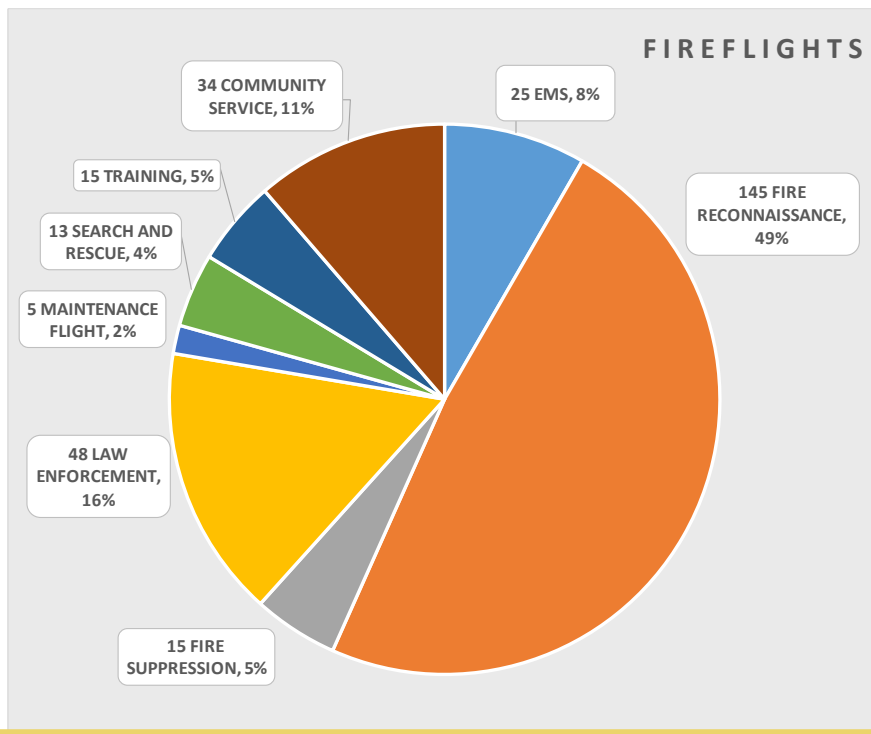


Continuous Improvement

- Community Paramedicine Program – 300 visits, overseeing 90 patients. Community Paramedic Prather has also conducted 9 health fairs, 9 community outreach programs, provided 15 presentations, 7 diabetic alliance meetings, 4 coalition for the homeless meetings, and 5 meetings with individuals on their release from Flagler County jail.
- Cancer Prevention Initiative – bunker gear replacement and added decontamination equipment.

Training Excellence

- The Flagler Palm Coast High School Fire Leadership Flagship program graduated its first class of 10 students – now Firefighter EMT's certified by the State of Florida. Three Graduates were hired into Flagler County Fire Rescue.



GENERAL SERVICES

Facilities and Infrastructure

- **Roof Replacements** at Sheriff's Office Substation and Flagler County Health Department
- **HVAC Replacements** at Fire Station 71, Palm Coast Library, the Sheriff's Office Hammock Substation, the Agricultural Extension Office, the IT Room at Government Services Building and Flagler Sheriff's Inmate IT Room.
- **Renovations** supporting Flagler County Sheriff's Office Operations at the Kim C. Hammond Justice Center
- **ADA Improvements, Paint and Flooring** at Flagler County Social Services
- **Hardening of Facilities & Installation of Generators** at Fire Station 71, Fire Station 51, Hawcreek Community Center, Espanola Community Center

Parks & Recreation

- **New Playground Equipment** at Hidden Trails Community Center/Park, Haw Creek Community Center, Pellicer Community Center
- **New Scoreboards and Renovated Softball Concession Stand** at Flagler County Recreation Area Ball-fields
- **New Goals/Hoops and Renovated Court Surfaces** at the Hammock Community Center
- **New Concession Stand and Storage Building** for Horseshoe Courts at Old Dixie Park

Public Transportation By-the-Numbers

7,438 Passengers Served

101,089 Total Trips Provided

617,365 Vehicle Miles Driven

\$14.39 Cost Per Paratransit Trip

76% Grant Dollars & Other Revenues and 24% Tax Dollars

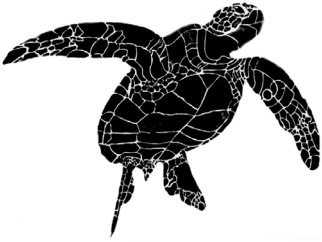
\$3.20 Tax Dollars per Resident to support Program Annually

\$407,298 New Innovation and Service Development Grant: used to increase service

\$309,834 Additional Grants: Replaced 4 buses



LAND MANAGEMENT



68 sea turtle nests and over **7,000** eggs received protection during the Dune Restoration project with the assistance

of Land Management personnel.

100+ dead and dying trees were removed from the Lehigh Trail.

150 feral hogs were removed from public lands.

Invasive plant removal efforts took place at

- Princess Place Preserve
- Lehigh Trail
- Haw Creek
- Bulow and
- Bull Creek Canal

The Hominy Branch Restoration project made significant gains in 2019. Begun in 2017 to return 90 acres of this unique habitat of scrubby flatwoods and sandhill within Princess Place Preserve to its natural, historic condition.

A derelict 40-foot trawler was removed from waters adjacent to Betty Steflik Preserve after an exacting designation process overseen by Land Management, and permitted by Florida Fish & Wildlife Conservation Commission. The Florida Inland Navigation District was also instrumental in the removal of the burned, abandoned vessel ahead of Hurricane Dorian and associated risks of break-up and leaks.

Every member of the Land Management team is now designated a Certified Prescribed Burn Manager, awarded by the Florida Forest Service.



DEPARTMENT OF HEALTH

Diabetes Education Program

Fourteen percent of Flagler residents have been diagnosed with diabetes and another 33 percent are prediabetic, making this a critical community program.

This local initiative is an American Association of Diabetes Educator accredited program, and a Center for Disease Control Diabetes prevention program. It provides free classes on Diabetes Self-Management and Diabetes Prevention. The \$170,000 operating expense was funded by state and federal grants.



In 2019, the Florida Department of Health in Flagler County assisted

10,900 citizens
and provided
180, 970 services,
like:

Students and Faculty
In School Flu Shots -
1,505 free vaccinations
a 21% increase.

Expanded In-school Dental Sealant Program

Toothaches are a leading reason why students visit school health clinics.

During the 2018-2019 school year, Health Department dental hygienists assessed 1,206 students in three elementary schools - Bunnell, Rymfire and Wadsworth. They applied protective coatings on the molars of 755 children (a total of 2,544 molars) to prevent tooth decay. The \$60,000 annual operating expenses were funded by Medicaid and state grants.

“Flagler Health Matters” Radio Show

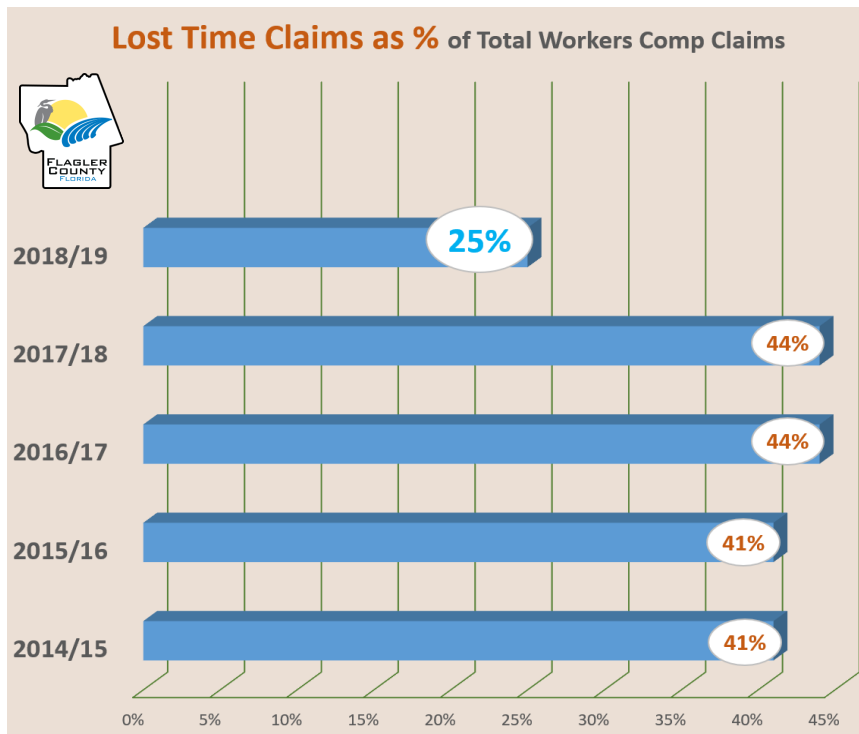
Flagler County is presently the 9th healthiest county in Florida and this informative program is an effective channel the department uses to promote local health and wellness.

Since January 2019, this 30-minute show hosted by Communication Manager Gretchen Smith features interviews with local health and wellness professionals, community partners, physicians, business owners, community leaders, subject matter experts and other guests who are committed to improving the health of our community. It airs Saturday mornings at 11:30AM on WNZF News Radio 94.9 FM, 1550 AM and live streaming online at wnzf.com.

Hepatitis A Outreach

Vaccinating those most at risk for the disease. A proactive outreach campaign and a priority of the Florida Surgeon General, the program focuses on inmates, the homeless and drug users. Locally 2,183 vaccine doses were administered: 106% of the Department’s annual goal.

HUMAN RESOURCES



Lost-Time Claims decreased considerably as a percent of total Workers Compensation Claims. In 2017/18 they made up 44% of claims, but in 2018/19 they accounted for just 25%.

105 Job Announcements were posted in 2019, on the new NEOGOV portal. 2,173 applications were received.

Recruitment Efforts

- The **County Administrator** is a paid, non-elected official who supervises the day-to-day operations of the County, through oversight of all BoCC departments (excluding the Legal Department) providing services to the public. Human Resources managed

the selection process as sixteen applicants were winnowed to four finalists going into the final interviews. Human Resources recruited, interviewed, and hired **Mr. Jerry Cameron** on February 18, just weeks after the former Administrator resigned.

- A new and long-desired personnel position of **Risk Manager** was developed and proposed by Human Resources, and adopted into the General Fund by the BoCC. **Ms. Samantha Whitfield**, a retired U.S. Air Force Master Sergeant was hired for the position, which is tasked with assessing, mitigating and reporting risks in the community, improving safety and compliance, and reducing liabilities and the associated costs to taxpayers.

New Personnel Policies and Procedures developed and presented for adoption by the BoCC. Flagler County employees are paid essentially through tax payer funding; therefore, it is imperative that the County manages employee resource policies regularly. Policies provide a framework for uniform and consistent administration, ensure compliance with regulations, and align with best practices. They protect employees, the organization, and the citizens they are responsive to.



INNOVATION TECHNOLOGY

Ongoing: \$14.8 million **800MHz Public Safety Communications** System. Tower sites completed, equipment received. Full implementation is scheduled for August 2020. This system will also be used by the Sheriff's Office, Cities of Bunnell, Palm Coast, and Flagler Beach, and the School Board.

Completed:

- Implemented **Text to 911**. Citizens can now text 911 when they can't call.
- New **Mobile 911** system can be deployed anywhere internet access can be provided via satellite, cellular, or landline connections. This first-of-its-kind installation provides a backup phone system, complete with location (ALI) and number (ANI) information.
- Preparations for **next generation 911**: 'GIS Data Support' added to the county's Geographic Information System through a third party contract. It audits and updates the location (ALI), number (ANI), and master street addressing guide (MSAG) for all 78,485 address points in Flagler County, as required by national standards.
- Successfully completed the Florida Department of Law Enforcement **Criminal Justice Information System audit** of the Sheriff's Office, required every third year.
- Relocated the **Sheriff's Palm Coast District Office**. Outfitted and deployed the Real Time Crime Center and added new Rapid-ID devices and license plate readers.
- Partnered with the **Property Appraiser's Office** to consolidate their GIS infrastructure into Government Administration's, eliminating redundancies, and creating savings.
- Upgraded security at ten **County sites** with almost **100 cameras and 7 door access control systems**.
- Deployed new permitting software that provides web-based permit applications, as well as digital inspection requests and reports.
- Eight City of **Flagler Beach municipal properties** were linked with Fiber Optic Connections.
- GIS deployed multiple data collection tools during **Hurricane Dorian and the December Tornado**. This information was used by all municipal and county partners during and following the events, as well as the public.
- New public **maps from GIS team**: A new **Road Closure map** includes data provided from our municipal partners and ties to WAZE as well. The **Neighborhood Information app** allows residents to access their trash pickup date, voting information, evacuation zone, school board information, and county commissioner, tailored to a home address.



Did you Know?

- **IT manages over 12,000 assets worth more than \$40 million dollars.**
- **1810 radios will be configured, programmed and installed for use with the new radio system.**

VETERANS SERVICES



- Veterans Services Office assisted **2,800** Veterans, Surviving Spouses, and Dependents, a 40% increase over the prior year.

- **668** claims were processed in Fiscal Year 2019 with 73% resulting in compensation and pensions to wartime-disabled and elderly veterans and their survivors.
- Achieved customer satisfaction rate average of **85%**.
- Countywide, Veterans provide **\$49 million+** in economic impact.*

The monetary benefits that Flagler County Veterans receive from the federal government through monthly compensation, pension, and one-time retroactive or ancillary claims, contribute to a viable and stable financial community.

* Department of Veterans Affairs National Center for Veterans Analysis and Statistics



Veteran Homelessness:

In collaboration with the Changing Homelessness Organization, Veterans were provided assistance through intervention — removing the barriers to housing via the VA HUD-VASH program, providing transportation, employment, and access to community treatment programs.

18 homeless veterans were enrolled into the Rapid-Re-Housing Homeless Veteran Reintegration Program.

Assistance was also made available to **21** Veterans already in — but at risk of losing — housing through enrollment into the Prevention Homeless Program.



LIBRARY



Teen Department, Palm Coast

A new Teen Department and Quiet Reading Room were added within the existing footprint of the Palm Coast Branch. Four small study rooms and a storage closet were renovated to house the new 800 square foot Teen space, and another area once used by teens became the new Quiet Reading Room. The \$35,500 cost to remodel and furnish the Teen Department was paid for by the Friends of the Library and the majority of the labor was provided by the county's General Services Department. This new area provides additional space, materials and services, and allows resident teens to meet, engage, create and collaborate.



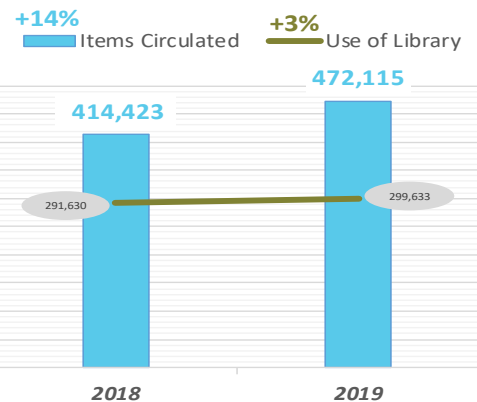
New Credit/Debit Card Capability

Replacement of the current Print/Scan/Fax and PC management system began in July 2019, with upgrades. Fully operational in 2020, the new all-in-one system will provide improved PC and Print management, as well as point-of-service payment options. It adds credit/debit card capability at the Library, and provides multiple points for payment supporting all library services, fines, and fees.

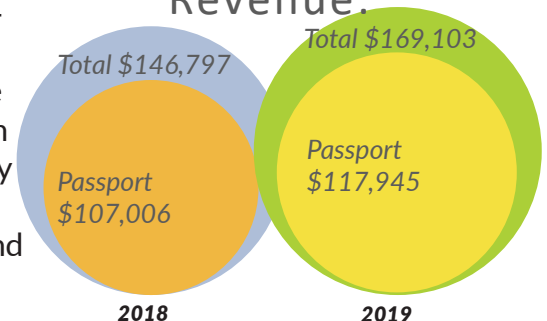
New South County Branch

Subject to competing priorities for local funds, construction on the south-county library was postponed. However, Flagler County's new branch project continues to rank highly (#1 for the last four years) under the State of Florida grant program. The total cost of this project is an estimated \$6.2 million – with various alternative funding sources anticipated, including passport revenue (\$500,000) and the State Grant (\$500,000). The new facility which will be located south of State Route 100, will mirror the full-service experience offered by the County's Palm Coast Branch to the north, including digital and printed materials, computers, print and research services, classes and programs, and meeting room space.

Provided:



Revenue:



SOCIAL SERVICES

SENIOR SERVICES

The **Senior Providers Information Network** was introduced. It is a membership group consisting of community-based agencies and for-profit organizations providing reliable information, resources and local assistance to seniors and their families. 100% of monthly meeting dues go to Flagler's Meals on Wheels program, and provided for an expansion of meal service to Flagler's seniors.

Mental Health Counseling was offered as a new service in 2019, under Memorandum of Agreement with Aging True, Inc.

Active After 50 Expo for Baby Boomers & Seniors, brought by Active Boomers and Seniors/Life Style Events Management, was introduced as an annual event with proceeds presented to Flagler Senior Services.

Flagler Fearless Caregiver Conference sponsored by the Flagler County Board of County Commissioners/Senior Services, and hosted by Gary Barg, Editor-in-Chief, Today's Caregiver magazine took place in October. The conference offered solutions and support to our community caregivers.

23,251 Hours of In-Home and In-Facility Services

26,399 Home Delivered Meals

10,204 Transportation Trips

5,290 Congregate Dining Meals Served at Wickline Senior Center

132 Hours of Mental Health Screening & Counseling

35 Senior Households provided Energy Assistance

20 Emergency Alert Response Systems funded

36 Outreach events: Local Health Fairs, Conferences, Citizens Academy and more



SOCIAL SERVICES

HUMAN SERVICES

The Thanksgiving Project gives interested residents an opportunity to help the homeless in our community. Several churches sponsor the Blessing Tree. Students assemble the 75 “blessing bags,” filled with items suited for outdoor living. This project extends into our Point-In-Time (PIT) Count in January, and the blessing bags are used by outreach teams to build trust and encourage Flagler County homeless residents to participate in the annual count.

Housing Opportunities



Through the collaboration of community partners, Human Services coordinated housing opportunities to meet the diverse needs of 69 individuals who identified as homeless, with particular emphasis on the individuals encamped behind our library. This remains an important and ongoing initiative for the promotion of health and safety of all our residents.

Access Flagler First In 2019, a total of 730 families were assisted at the quarterly outreach event which brings residents and local agencies together under one roof. It provides the opportunity for face-to-face meetings to tackle those difficult questions that are not easily resolved by telephone or computer

Flagler Resource Council provides a monthly platform in which a variety of social service agencies and faith-based groups meet, and discover new resources in our county.



SOCIAL SERVICES

HUMAN SERVICES

Case Management

- Intakes: 815

Indigent Healthcare

- Medical units coordinated: 1,110
- Cost: \$126,773
- Value of services rendered: \$366,428

Emergency Assistance

- Prevention of eviction, rehousing & foreclosure assistance: \$ 82,887
- Utility service intervention: \$33,446

Ongoing publications

- Flagler County Social Services Directory - online resource, updated monthly
- “Flagler Shares” email campaign, sharing vital information with local service agencies
- 211 Homeless Information Card specifically designed, updated annually and laminated
- “An Account of Access” Flagler First Quarterly Newsletter

STATE HOUSING INITIATIVES PARTNERSHIP

Housing for All

A multi-agency collaborative was formed that rolled out a free, public Affordable Housing Forum in October 2019.

Hurricane Loss Mitigation Program was launched in Flagler County.

This initiative promotes storm resiliency, providing information and resources made available by Florida Emergency Management to assist qualifying residential, commercial, and mobile home properties with storm-hardening retrofits.

- 14 households purchased homes with down payment assistance from Flagler SHIP
- 29 received credit counseling and education
- 31 received home buyer education



TOURIST DEVELOPMENT



Tourism Strategic Plan 2020-2022

The department developed a three-year strategic plan for Flagler County tourism. The comprehensive 5-month research project creates the road map for economic growth, engaging visitors, combined with improved overall quality of life for Flagler residents. It was funded through the Tourist Development Tax FY2018/19.

New Website

www.visitflagler.com received an entirely new look and functionality in 2019.

The new, fully responsive tourism website promotes Flagler County as a destination for family vacation travel and business travel from domestic and international markets. The new website also serves as a central point of information for upcoming events, local parks, attractions, local businesses and restaurants.

Visitor Economic Impact

Selected third-party to conduct annual research and visitor profile study. This research determines economic impact, and also develops a visitor profile and visitor satisfaction report. These findings help the department understand the effectiveness of campaign activities. The research also benefits local business owners for their future marketing and advertising efforts.

In the Works

Updates to TDC Grant Programs and Capital Projects Fund

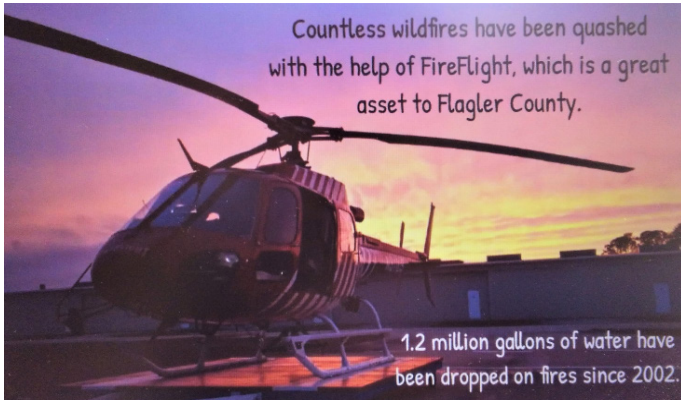
With the goal of improved return-on-investment, new policies and procedures have been developed that utilize a numeric score card to rate and award TDC grant funds, based on program merit and their ability to achieve a higher return.

Community Outreach to Communicate the Value of a Visitor Economy

An educational campaign on tourism and how it helps to keep resident taxes low through attracting visitors to the county.



COMMUNICATIONS



- **88 News Releases**
- **New Rich Media** watch now

Communications Manager Julie Murphy achieved FEMA Master Public Information Officer (MPIO) status. Completing a yearlong professional development program, Murphy joined fewer than 70 others across the United States to earn the MPIO distinction. The program prepares senior level public information officers for an expanded role in delivering critical information and warnings using a strategic, whole community approach. It is the Department of Homeland Security's highest level of training and credentialing for public information professionals.

Flagler County **Communications and GIS (Geographic Information System) staff teamed up** to provide community messaging that took advantage of the technical and professional assets of each department and delivered **more comprehensive and visually-rich content**. On December 14, that included drone footage of an **EF-1 tornado's path** and the resulting damage. The team's storm messaging helped the National Weather Service determine the category rating of the tornado, and was picked up by Good Morning America.

In July 2019, Communications added the **social media platform "Nextdoor"** as an additional method for reaching the community. Nextdoor's free government interface allowed the County to send information directly to local residents who subscribe to the program, reaching roughly 26% of Flagler's 78,534 households. Messages can be targeted to any one of 91 established neighborhoods or can be sent countywide to all of Flagler's 27,225 members. **One-hundred, fifty-six messages were shared this way, each reaching an average of 5,000 (and as many as 10,498) residents.**

The **Facebook audience increased** in 2019 as well. **Post-reach increased 72%** (January vs. December traffic) and impressions increased by 22%. The main Government page audience grew from 2,208 to 3,271, with 59% of the new followers signing up during the 8 days around Hurricane Dorian. The Emergency Management Facebook page, which is the primary social channel during Emergency activation, gained an additional 1,780 followers during that same week, and ended the year with 12,979 total followers.

Records management, which falls under the Communications department, **fulfilled 156 public records** requests, and managed the destruction of 325 cubic feet of documents - an estimated 869,200 pieces of paper that met their scheduled retention period per Florida law (S. 257, F.S.).

