



# Flagler County

2022

Annual Report



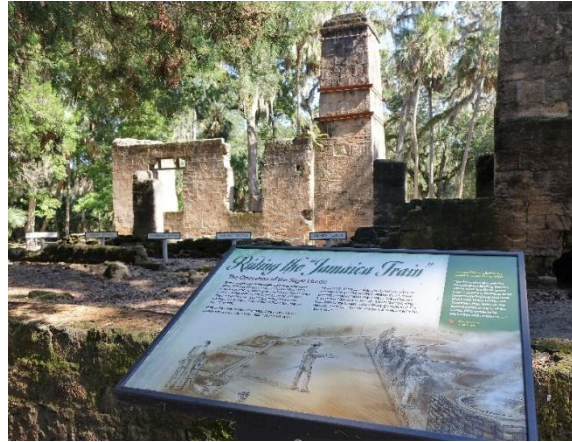


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Bulow Plantation Ruins Historic State Park

## Flagler County Statistics

Population: **124,202**

**15% unincorporated**

**85% within city limits**

Area (Square Miles): **571**

Established: **1917**

County Seat: **Bunnell**

Largest City: **Palm Coast**

Median Household Income: **\$62,618**

Districting: **5 Districts/At-Large**

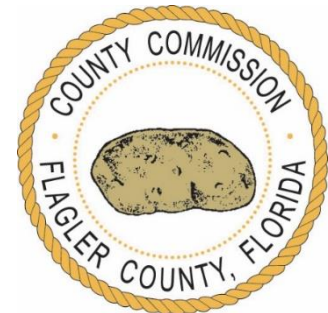
Median Age: **53**

Source: *The United States Census Bureau*

## ABOUT FLAGLER COUNTY

Flagler County is named after American industrialist Henry Flagler and was created from portions of neighboring Volusia and St. Johns counties in 1917. Prior to the arrival of the Spanish in Florida in the 16th century, this region was inhabited by several Indian tribes, including the Timucuan and the Seminoles.

By the early 1800s, the area now known as Flagler County was home to an increasing number of large plantations growing cash crops such as sugar cane and corn. The largest sugar plantation on the east coast of Florida was in Flagler County, and the plantation’s grounds and ruins today comprise Florida’s Bulow Plantation Ruins Historic State Park. In Flagler County’s infancy, cultivation of the Irish potato contributed to its financial success. The county seal acknowledges this contribution by prominently featuring a potato.



# FLAGLER COUNTY BOARD OF COUNTY COMMISSIONERS

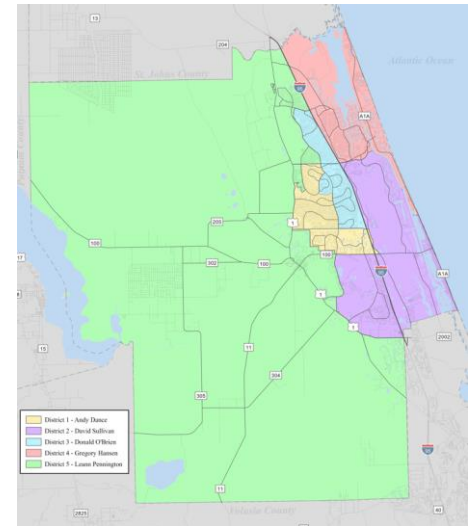


Flagler County is one of 67 counties in Florida and was established by the Florida Legislature in 1917. By the authority of the Constitution of the State of Florida, the Board of County Commissioners shares the functions of government with Flagler County's Constitutional Officers.

Flagler County's five Commissioners are each elected to serve a four-year term. These terms are staggered, and each member is elected at-large but represents a geographic district within the county. Flagler County's registered voters, regardless of district, can participate in electing all five commissioners on the board. The chair and vice-chair of the commission is elected annually by the other board members, and the chair presides over all board meetings.

Flagler County operates as a council-manager form of government – the County Administrator is appointed by the Board of County Commissioners to oversee all functions, directives and policies. Florida Statutes, Chapter 125, establishes the powers and duties of the County Commission and the County Administrator.

In November 2022, elections were held for District 2 and District 4 seats, with Commissioner Hansen being re-elected and Commissioner Pennington being elected to their respective positions. Regular Board meetings are held two times each month; on the first Monday at 9 a.m. and third Monday of each month at 5 p.m. These public meetings are held in the Board Chambers on the 1<sup>st</sup> floor of the Government Services Building, 1769 East Moody Boulevard, Building #2, Bunnell, Florida.



Left to right: Commissioner **Andy Dance** (Vice-Chair), District 1; Commissioner **Gregory Hansen** (Chair), District 2; Commissioner **David Sullivan**, District 3; Commissioner **Leann Pennington**, District 4; and Commissioner **Donald O'Brien**, District 5



# ADMINISTRATOR'S MESSAGE



Heidi Petito  
County Administrator

I am pleased to present our 2022 Annual Report that contains remarkable achievements – the best of who we are, the best of what we accomplished this past year. Flagler County is more than what you see in these pages. It's the people who greet residents at our customer service counters or provide life-saving care during times of need, those who help with resources, education, and creative programs at our libraries, those who maintain and manage our public assets in top working order, ensure access to safe and reliable public transportation, protect, and preserve our environmental resources and take care of our parks and beaches. It's people who tackle problems and find better solutions. It's all of us together, who create a vibrant and prosperous community with a focus on exceptional quality of life.

Coming in as the newly appointed County Administrator, 2022 was a time for change, a time for focus, and a time to take stock in Flagler County's future. The year started with finding better ways to tell our story, with a focus on public transparency, communication, and engagement. Together, we were able to increase our social media presence and launch a series of newsletters, monthly briefings and the 'Coast to Country' digital magazine. We also held informative discussions, public meetings and conducted surveys to further advance our level of engagement and outreach within our community.

As we continue to grow as a County, and under new leadership, 2022 served as an opportunity for us to revise and update our Strategic Plan. With a clearly defined County vision, mission, and organizational values, we have developed the ongoing framework for performance excellence, with a focus on Effective Government, Economic Vitality, Public Health & Safety, and Growth & Infrastructure.

As a supporter of continuous quality improvement, we are providing accountability for our actions, being a government driven by good management...not crisis, driven by input from all levels of staff and stakeholders. We are creating an environment in which the leadership, management and employees strive to create, constantly improving quality in the delivery of our services to the community. And with an eye on our future, Flagler County continues to make intentional, proactive, and strategic steps to strengthen our financial position, while increasing transparency, innovation, and operational efficiencies.

We all do better together, and our strong relationships with our municipal partners and state agencies has led to more teamwork and collaboration than ever before. With a focus on community, we have brought forward a unified voice for Flagler's Legislative Program, held purposeful summits on long range planning and capital projects, economic development, resiliency, and the future of our community. Together we are focused on our roadways, stormwater, vulnerability, dune and beach renourishment, conservation lands, public safety, and expansion of behavioral health services in Flagler County. It is a collective effort that moves our community forward, advancing a shared vision for Flagler County.

Flagler County is an organization of dedicated professionals. There are so many exciting projects underway that will not only enrich the quality of life in our county but make this an even more ideal place to live. As you peruse these pages and take in the accomplishments of the past year, think about those behind the scenes who, along with the Board and residents, work together to create our sense of place. I'm so proud of what we've accomplished, and I look forward to the great things still to come for our county, our community, our home.

Thank you to the 400-plus Flagler County Government employees who make it all possible!

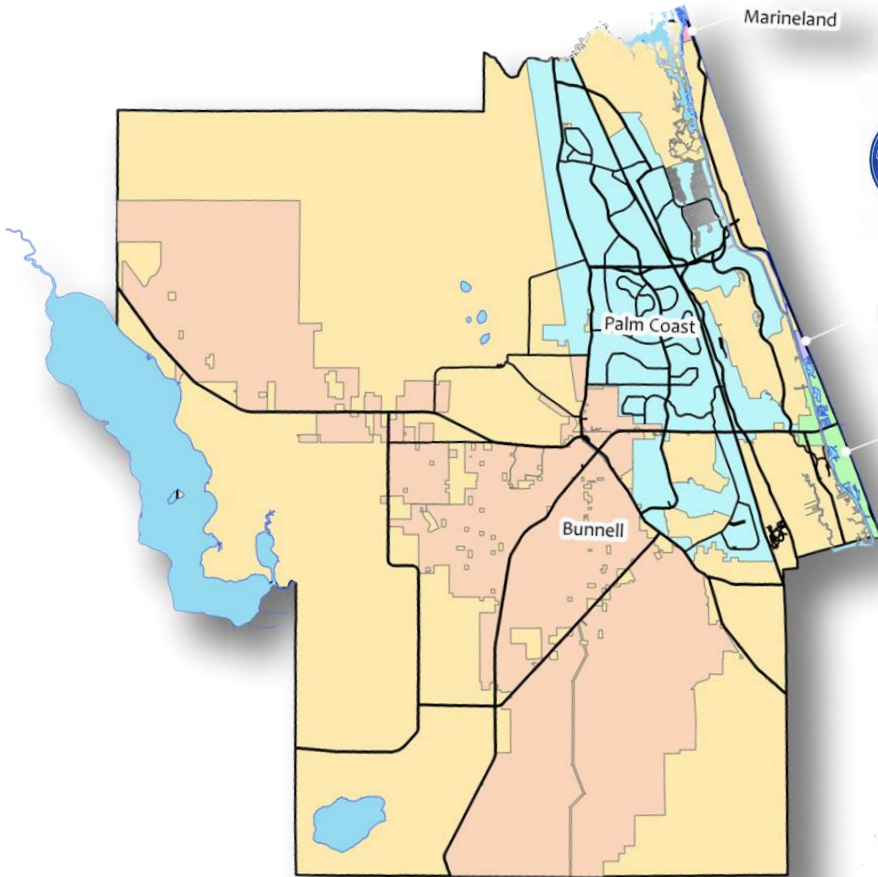
# We Are FLAGLER COUNTY



- Constitutional County Officers**  
(Voter Elected)
- Clerk of Court & Comptroller
  - Supervisor of Elections
  - Property Appraiser
  - Tax Collector
  - Sheriff



# Our MUNICIPAL PARTNERS



## Municipality Statistics

	Population	Area	Percent of Land
FLAGLER COUNTY	<b>124,202</b>	<b>571 mi<sup>2</sup></b>	
Beverly Beach	<b>490</b>	<b>247 acres</b>	<b>0.067 %</b>
Bunnell	<b>3,752</b>	<b>139.9 mi<sup>2</sup></b>	<b>24.5 %</b>
Flagler Beach	<b>5,182</b>	<b>4.09 mi<sup>2</sup></b>	<b>0.71 %</b>
Marineland	<b>12</b>	<b>284 acres</b>	<b>0.077 %</b>
Palm Coast	<b>96,504</b>	<b>96.57 mi<sup>2</sup></b>	<b>16.9 %</b>
Unincorporated	<b>18,262</b>	<b>329.37 mi<sup>2</sup></b>	<b>57.7 %</b>





# COLLABORATING WITH OUR COMMUNITY PARTNERS

## Countywide Collaborative Efforts

Legislative Program

Long-term Capital Planning

Parks & Recreational Facilities Planning

Resiliency and Vulnerability Study

Stormwater Master Planning

Beach and Dune Management Planning

Emergency Medical Services (EMS)



Meeting with Government Officials post Hurricanes of 2022



## Interlocal Agreements

### Palm Coast

- Marineland Acres Roadway/Drainage Project
- Utility Improvements on Barrier Island
- Mutual Aid and Fire Protection/Rescue Services
- Collection of Impact Fees

### Flagler Beach

- Fleet Services
- IT Services
- Mutual Aid and Fire Protection/Rescue Services
- Collection of Impact Fees

### Bunnell

- Fleet Services
- Mutual Aid and Fire Protection/Rescue Services
- Collection of Impact Fees
- Design, Engineering and Construction of Commerce Parkway
- Limited Use of the Government Services Building

### School Board

- FPC Youth Center, Carver Center and BTSRC
- Public School Facility Planning for Municipalities
- Fire Leadership Program

### Sheriff

- Fleet Services
- IT Services

### Public/Private Partners

- Coordinated Opioid Recovery – CORE (Health Department/Flagler CARES)
- Utility Services – FGUA
- Flagler Access Center – SMA

### Outside County

- Utility Services (Volusia County)
- Public Safety Communications Tower (Volusia County)
- Automatic Mutual Aid – Fire Rescue





Joint Training with FCSO, Flagler Fire Rescue, Emergency Management, and GIS with new search/rescue app



2<sup>nd</sup> Annual Capital Improvement Planning with our Municipal Partners – Flagler County, Palm Coast, Bunnell and Flagler Beach



Dedication Ceremony of the New Sheriff's Operations Center



Community Access to Behavioral Health with SMA Healthcare as Public/Private Partnership



# OFFERING A HELPING HAND



Shopping for **Christmas with Community Heroes** – Emergency Management Team giving their time to shop with the kids at Walmart.



Flagler County Employees working the **EOC call center** during Hurricane Ian.



Every year from mid November to mid December the Library holds its annual **Food for Fines** program. For every canned good donated \$2 in fines will be waived up to a maximum of \$20 per card. All food donations are given to our local food pantry.



Health & Human Services staff partnered with Emergency Management to bring **Thanksgiving dinner to our seniors** in the community.



Flagler County staff members raised \$4,500 for **Christmas with Community Heroes**, an organization that provides a Christmas shopping extravaganza for children who might not otherwise be so fortunate.



Flagler County Staff, Administration and Commissioner's donated \$6,000 to the **Million Dollar Food-A-Thon** to benefit the Grace Food Pantry.



## Fiscally Accountable

- Identify alternative revenue sources to leverage County resources in the savviest way possible.
- Create a foundation for establishing effective financial processes.
- Build citizen trust by creating a culture of accountability and transparency.

## Innovative Solutions

- Use of unique and relevant strategies to solve problems.
- Implement new types of services that offer improvements on old ways of doing things.
- Meet previously unidentified needs or fill gaps in services.
- Develop meaningful ways to help the organization advance, scout, discover and accelerate innovation.

## Responsible Growth

- Guide development to compatible locations.
- Time infrastructure to occur before or to coincide with the timing of development.
- Ensure inclusive, transparent public review process to make sure that all opinions (especially the disenfranchised) are heard and considered.

## Putting Flagler F.I.R.S.T.

Fiscally Accountable  
Innovative Solutions  
Responsible Growth  
Superior Service  
Transparent Government

## Superior Service

- Responsive and proactive to customers/coworkers needs, going above and beyond what is considered basic expectations.
- Commitment to building excellent relationships with customers/coworkers.
- Creative and proactive problem solver, gets problems solved immediately instead of eventually.
- Positive attitude, thorough knowledge, creative thinker, respectful communicator.

## Transparent Government

- Encourage openness, accountability, and honesty to eliminate confusion and build trust with residents, customers, and employees.
- Promote efficiency and effectiveness.
- Ensure information is available that can be used to measure organization's performance.
- Develop guidance for improved services based on relevant data, doing so publicly and with resident/community involvement.

## Our Value Commitment

Flagler County Government leverages partnerships, embraces efficiency and innovation, and requires performance for the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as contributors for the greater good of our community. We provide meaningful opportunities for our residents to offer their knowledge and expertise in making important decisions that will shape our community for future generations.



# LIVING OUR CORE PRACTICES

## Our Core Practices

**Delivering the “Wow” factor in Superior Service.** Employees deliver exemplary service with pride, passion and determination, anticipating and solving problems in “real time” and exceeding customer expectations. Customers know that they are the reason we are here.

**Connecting with Citizens.** Employees go beyond customer service to community relevance, engaging citizens as stakeholders in the community’s success. Citizens know that they are part of the bigger picture.

**Demonstrating Highest Standards of Public Service.** Employees adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety and carry out the public’s business in a manner which upholds the public trust. Citizens know that we are on their side.

**Accepting Accountability.** Employees are individually and collectively accountable for their performance, adapt to changing conditions and relentlessly pursue excellence beyond the current standard, while maintaining our core values.

**Exhibiting Respect.** Employees exercise respect for citizens, community partners and each other.

**Employing Team Approach.** Employees work together to produce bigger and better ideas, to seize the opportunities and to address the problems which face our community.

**Exercising Responsible Stewardship of the Community’s Resources.** Employees engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life, demonstrating performance, value and results for our citizenry.

**Living our “Putting Flagler F.I.R.S.T...Making a Difference” Culture.** Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.



Received awards in 2020 and 2021 for our Fire Leadership Academy and the Community Paramedicine Program.



In the past two years the county has received 7 awards. Four in 2021 for Fire Leadership, Community Paramedicine, Virtual Reporter and the Leadership Academy. In 2022 we received two awards for the Library and the Flagler Access Center. In 2022 we also received the NACIO Award for Public Information.

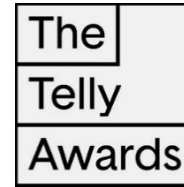


Flagler County received the SAG Award in GIS for its outstanding work in Geographic Information Systems.



NORTHEAST FLORIDA REGIONAL COUNCIL

Flagler County received an award in 2021 for the Community Paramedicine Program.



Flagler County Tourism Department Received the Telly Award in 2021 for Handcrafted & Homegrown video series featuring local business owners



Flagler County Library Director, Holly Albanese received the 2022 Member of the Year Award.



Distinguished Budget Presentation Award

2022 was the 13<sup>th</sup> year in a row that Flagler County has received this award.



Jonathan Lord, Emergency Management Director received the Gary Arnold Award in February 2022.





## Airport

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“Thank you for the assistance you and your crew provided during the impact and recovery with Hurricane Ian. They have been outstandingly responsive, supportive and cheerful during this situation. I appreciate their support.”

- Airport Customer

## Library

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“I love the library! I especially enjoy the digital options available to cardholders, such as PressReader, etc. A huge asset to the community!”

“Customer service is superior. Keep up the good work!”

- Library Customers

## Code Enforcement

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“Thank you for everything you do for us in Flagler County.”

- Flagler Resident

## Communications

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“Thank you for sharing this information. This is excellent community outreach and notification.”

- Sybil D

## Parks and Recreation

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“I appreciate you getting our parks cleaned up so quickly. I take advantage of our wonderful parks often.”

- Jamie S

“All of the county parks are terrific. One of the many things I love about Flagler County.”

- Helena S

## Extension Services

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“Thank you, Flagler County, for supporting our leaders, for today and tomorrow thru your 4-H Youth Development.”

- Flagler Parent

## Health & Human Services

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“Thank you for all who serve the community.”

- Judy T

“We are so glad he finally moved into his home. Great job guys!”

- Christine J

## Public Works

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“We are so grateful for the crews that are working to get our road repaired.”

- Terry D

“Never underestimate the value of our Public Works. We can never appreciate enough what these dedicated and hardworking employees do for our community.”

- Daryl S

## Fire Flight

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“Thank you for your many years of service and your help in keeping Flagler County safe.”

- Flagler Resident

## Fire Rescue

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“Thank you all for your dedication and service to the people of our community.”

- Carol F

## Information Technology

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“Thanks for sharing these pictures. The aerial coverage really puts things in perspective.”

- Stephanie B

## Emergency Management

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“I have to say I’ve been impressed with how organized things are here in emergency situations. Thank you!”

- Pam B

## We Believe In

Demonstrating to our citizens that we are on their side, letting them know that they are the reason we exist and what they are getting for their tax dollars;

Producing bigger and better ideas to address the real issues facing our community;

Actively promoting transparency, accessibility, and openness in everything we do;

Engaging citizens in important decisions facing the community;

Tirelessly enhancing our community’s livability, sustainability and economic competitiveness; and providing employees a structure which reinforces this as our organizational culture and employs and empowers them to help people.

## What We Value

1. Service
2. Relevance
3. Integrity
4. Accountability
5. Respect
6. Collaboration
7. Stewardship
8. Performance
9. Transparency
10. Vision



# ENGAGED AND EMPOWERED EMPLOYEES

## Awards

- Library Director **Holly Albanese** Named NEFLIN Member of the Year Award in September 2022.
- Fire Rescue Firefighter-Paramedic, **Andy Thomas**, Lt. **Andrew Hardesty**, and Lt. **Jon Moscovitz** were named Hometown Heroes by the Daytona Beach News Journal, with Moscovitz being name the Hometown Hero of the year for 2022.
- Communications Digital Media & Special Events Coordinator **Lacy Martin** is recognized by the Daytona News-Journal as a 40 under 40 Honoree.
- **Heidi Petito**, County Administrator and **Holly Albanese**, Chief of Special Projects/Library Director were named Honorees for the Daytona Beach News Journal's 2022 Women in Business.
- Emergency Management Specialist **Bob Pickering** received the Distinguished Service Award in May 2022 at the Governor's Hurricane Conference in south Florida for being a jack of all trades within his department.
- **Flagler County** received the "Meritorious" designation (third place) in the 2022 NACIO Awards of Excellence for its internal publication "BOCC Monthly Update," which provides departmental statistics and a status report to the Board of County Commissioners.
- Flagler County Emergency Management Director **Jonathan Lord** received the Florida Emergency Preparedness Association (FEPA) "Gary Arnold Award" at its annual meeting in February 2022. This award is provided to an individual for dedicated, unselfish and enthusiastic service to improving the emergency management community in Florida.
- Flagler County Land Management Public Lands and Natural Resource Manager **Michael Lagasse** snapped a stunning photograph of Lake Disston that is featured in the Florida Association of Counties (FAC) 2023 calendar that is themed Keep Calm & Love Water.
- **Lt. Jon Moscovitz** was named Kiwanis Club – 2022 Firefighter of the Year and The American Legion – 2022 Paramedic of the Year.

## Certificates and Degrees

- Budget Manager **Brian Eichinger** earned his Certified Government Finance Officer (CGFO) designation (1 of only 548 in the state).
- **Tourism Development** received - Starry Nights Certificate of Appreciation from City of Flagler Beach.
- Certificates of Completion from Destinations International's Equity, Diversity & Inclusion Leadership Series and from Southeast Tourism Society Year 1 Marketing College to **Debra Naughton**.
- Completing a year-long professional development program, Flagler County Public Information Officer **Julie Murphy** joins fewer than 70 others across the United States recognized as Master Public Information Officer (MPIO).
- Flagler County Code Enforcement Officer, **Scott Simon**, achieved the highest certification level in the State of Florida. The certification is provided through the Florida Association of Code Enforcement. (FACE)
- **Emergency Management** staff received certificates in 34 FEMA courses over the last year. **Jonathan Lord** also received a certificate in a course through Harvard called "National Preparedness Leadership Initiative – Crisis Leadership."
- Horticulture Agent **Judy Jean** graduated from the University of Nebraska with her Master's Degree in Horticulture with a minor in Agricultural Leadership, Education, and Communication.
- Agriculture Agent **Alex Tays** passed his pesticide license exam.
- **Land Management** staff received certifications for pile burning from Florida Forest Service, for Pesticide Applicator through Florida Department of Agriculture and Consumer Services and one staff attended UF Aquatic Weed Short Course to maintain Pesticide Applicator certification and to receive training on upcoming innovations and practices in Natural Area Weed Management and Aquatic Plant treatment.
- County staff including, **Leonard Ensalaco**, Fire Rescue Chief Training Officer, **Adam Mengel**, Growth Management Director, **Joe Saloom**, Assistant Library Director, and **Melanie Thomas**, Extension Director, completed the year long Leadership Academy and received certificates of completion in June 2022.





# STRATEGIC PLAN - FY 2022-2027

## About the Strategic Planning Process

Flagler County began the process of strategic planning with a retreat in November 2021. This retreat was a daylong collaborative planning session including county and municipal administration along with department directors. The goal of this retreat was to discuss best practices, to define the County's vision for the future, and to ensure the budget and staffing allocations are aligned to best provide services that meet the needs of residents.

The county selected Analytica to facilitate the strategic planning process after review and evaluation of the professional proposals submitted by qualified firms to provide this service. Analytica proved to be well qualified to assist Flagler County as it has more than 30 years of specialized experience with public entities, non-profits, and community organizations, including developing strategic plans for several Florida counties.

The Board of County Commissioner's first public Strategic Planning Workshop took place in February 2022. Analytica worked with County Commissioners, administration, and staff to analyze the County's financial condition, operational performance, customer requirements, and the forces at work in the current economic, demographic, and legislative environment. Analytica, in conjunction with administration, held community outreach events to gather ideas and analyze input. This information allows the County to make better informed decisions and will enable us to address future community challenges.

The strategic planning process is used throughout various industries and sectors, private and nonprofits, to direct an organization's priorities, actions and overall direction. Flagler County utilizes the strategic planning process to study broad issues from Commission and resident concerns to propose direct tasks that will be implemented. Through the ongoing framework for performance excellence, the County will focus on 1) Effective Government, 2) Economic Vitality, 3) Public Health & Safety, and 4) Growth & Infrastructure. The County Commission and staff will renew its vision, mission, and strategic goals on an annual basis to ensure we are meeting the needs of the community through our organizational action.

### READING THIS PLAN

#### Performance Indicators –

- Goals:** Planned achievable targets that the County strives to achieve.
- Objectives:** Specific projects, programs or actions departments use or implement to accomplish goals.
- Measures:** Measures are quantifiable actions used to gauge the level at which objectives are being met within divisions and departments.
- Target:** Specific planned level of result to be achieved within an explicit timeframe.







## EFFECTIVE GOVERNMENT

Flagler County will pursue four individual goals to ensure it attains its primary function for citizens: to be an effective government. High performing organizations are those that learn to anticipate and adapt to change.

### Goals for Effective Government

- Maintain Financial Stability
- Build and Maintain Relationships to Support Effective & Efficient Government
- Provide an Excellent Customer Experience
- Create a Culture of Performance Excellence



## ECONOMIC VITALITY

Improve quality of life by enhancing economic vitality in Flagler County.

### Goals for Economic Vitality

- Diversify and Enhance the Tax Base to Improve the Local Economy
- Develop Competitive Advantages for New and Existing Businesses
- Promote and Market Flagler County as a Desirable Place to Live, Work, and Visit
- Explore Affordable, Workforce and Attainable Housing Options



## GROWTH AND INFRASTRUCTURE

Growth and Infrastructure – defined as any effort based on either physical structures or technology – will be closely monitored and enhanced for the benefit of residents and businesses in Flagler County.

### Goals for Growth and Infrastructure

- Provide Quality Fundamental Infrastructure and Assets
- Protect and Manage Natural Resources
- Preserve and Enhance Cultural, Recreational and Leisure Activities



## PUBLIC HEALTH AND SAFETY

Flagler County will strive to enhance its public safety component to improve quality of life.

### Goals for Public Health and Safety

- Increase Resident Awareness of Available Services of the Health & Human Services Department
- Operate a Risk Reduction Program
- Improve Public Safety Response and Service Delivery Capabilities
- Expand Behavioral Health and Substance Abuse Programs



# LEGISLATIVE PRIORITIES – 2022

Funding Received

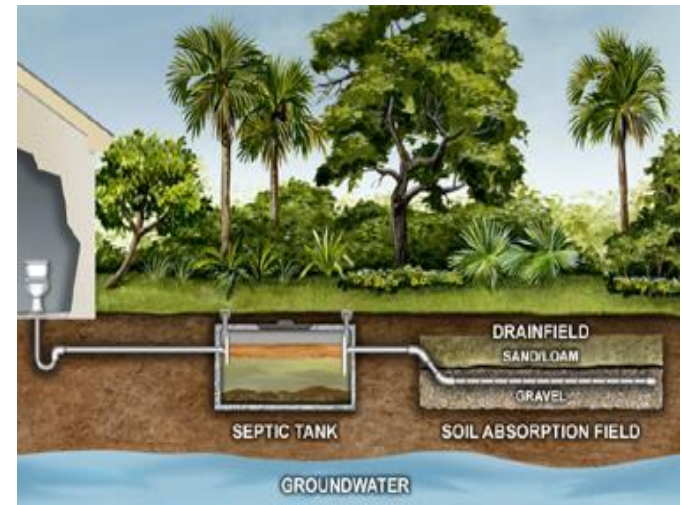
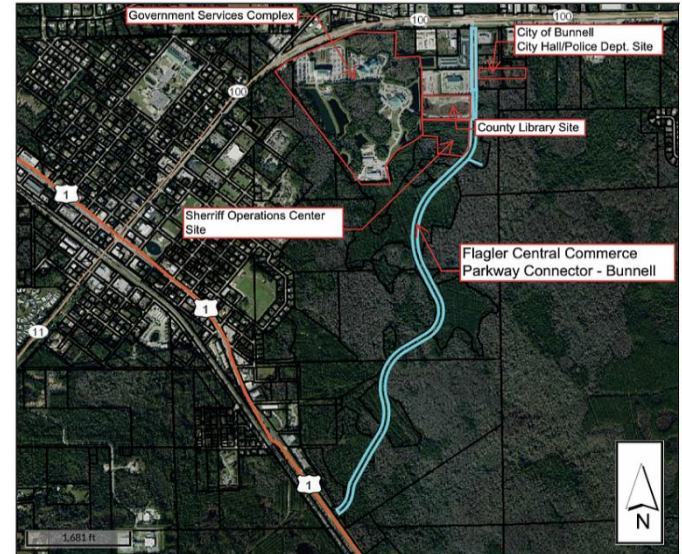
## Advocating For Flagler County's Legislative Interests

Partnered with organizations such as the Florida Association of Counties, Flagler County's state and federal legislative delegations, our municipal partners, the Palm Coast-Flagler Regional Chamber of Commerce and others to identify shared issues and seek opportunities to leverage financial, technical, and human capital to draw attention to community priorities at the federal, state, and local levels.

- Planned, developed, and implemented the County's 2022 state and federal legislative priorities to seek funding for local projects and advance legislation that protects the County's local home rule authority and vacation rental ordinance.
- Secured a state legislative appropriation of \$8,000,000 to support the County's Septic to Sewer Conversion project on the Barrier Island during the 2022 Legislative Session.
- Coordinated with members of the federal legislative delegation to secure \$6.8 million for the Flagler Commerce Parkway construction project.
- Produced pre-session updates, workshops and agenda items for funding and policy requests, briefings on issues of importance, and an end-of-session report, to keep the Board of County Commissioners and senior staff apprised of legislative developments that would impact the community during the 2022 Legislative Session.
- Worked with our lobbyist firm, *The Fiorentino Group*, for continued support of our policy and funding requests and to receive updates as to the status of our requests and any legislation for review.

### Did you know?

Flagler County has received \$15 million in Legislative appropriations in the last two years!



# LEGISLATIVE PRIORITIES – 2023

Funding Requested



## Public Health & Safety

### Relocation and Construction of a Combined Fire Administration and Fire Station

**Requested Action:** Provide funding to relocate, construct and combine a fire station with fire administration to improve the health and safety conditions for fire personnel and increase efficiencies while minimizing response times.

### Replacement of Fire Flight, a 1998 American Euro copter AStar AS350B3 Helicopter

**Requested Action:** Provide funding to purchase a replacement for our current Fire Flight helicopter and equipment necessary to appropriately protect and serve Flagler County.



## Behavioral Health

### Expand Behavioral Health Services in Flagler County by Constructing an Integrated Stabilization Unit and a Men's Residential Treatment Facility

**Requested Action:** Provide funding to construct an Integrated stabilization unit and a men's residential treatment program in Flagler County.



## Community Resiliency

### Provide Funding for Emergency Repairs for Dune and Beach Erosion as a Result of Hurricane Ian and Hurricane Nicole.

**Requested Action:** Provide funding for shovel ready projects to restore beach and dune that will protect the upland infrastructure including SR A1A; enhance and protect the environmental habitat; and restore and maintain the recreational access and use of the beach, an important economic resource for the County along the eighteen miles of shoreline suffering from beach and dune erosion as a result of Hurricane Ian.



## Conservation and Open Space

### Support Acquisition of Conservation Lands

**Requested Action:** Provide local levels of funding to acquire these tracts that are within the wildlife corridor and are low priority projects on the Florida Forever list. The County intends to pursue less-than-fee acquisitions such as conservation easements, when possible, as well as other local, state, and federal funding partnerships.

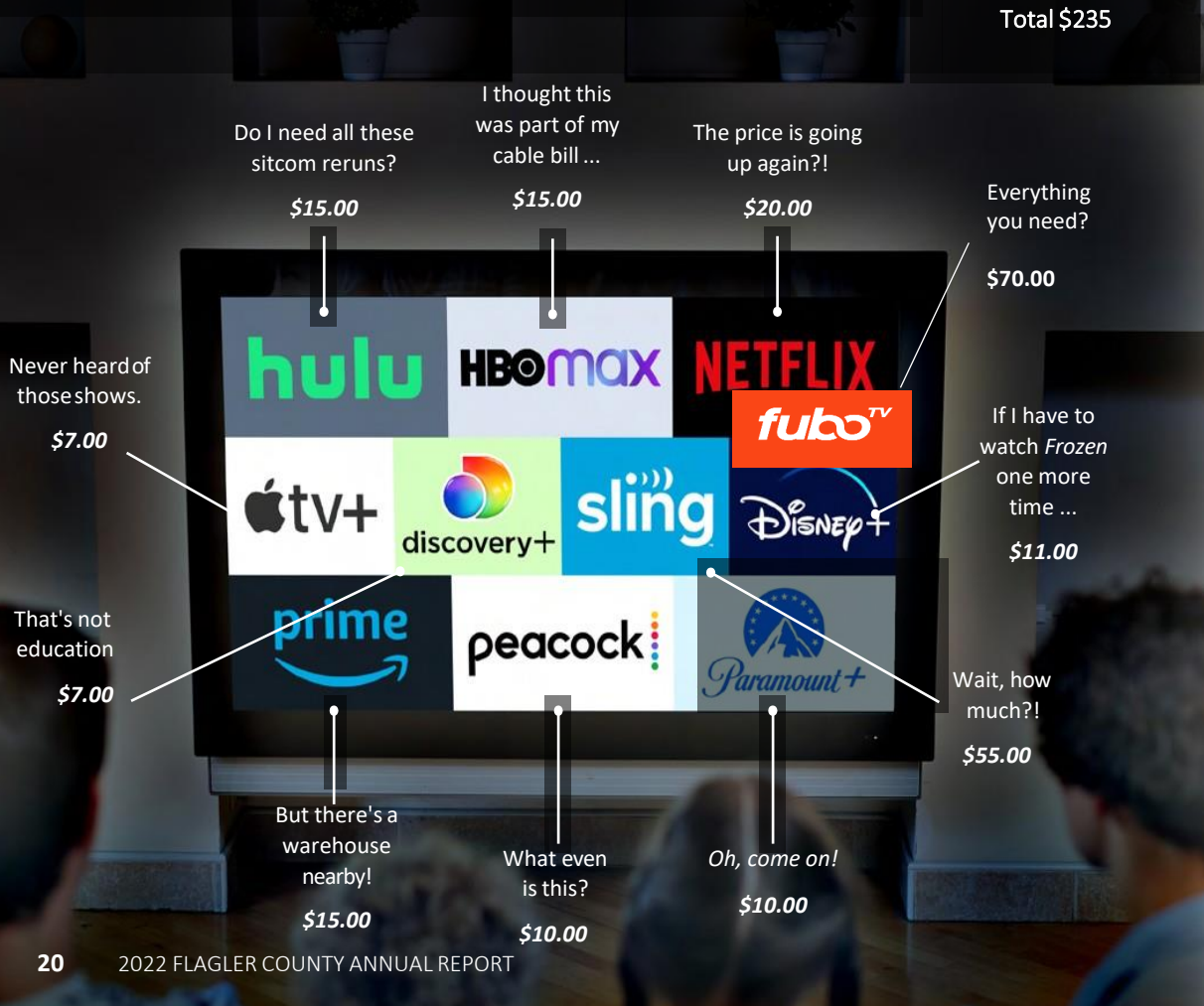


# SUBSCRIPTION SERVICES VS. COUNTY SERVICE

Comparing Your Dollar

## Comparing High-Quality County Services with a Monthly Streaming Bill

For less than a monthly streaming bill, you receive County services like emergency medical services, parks, road maintenance, mosquito control, libraries, stormwater, disaster response and recovery, and so much more!



## SUBSCRIPTION SERVICES

**Total \$235**

## County Services

Sheriff's Office	\$56.05
All Other Services	\$41.00
Fire Rescue/EMS	\$25.30
Health & Human Services and Public Transportation	\$11.38
Facilities Management	\$6.93
Tax Collector	\$5.76
Parks and Recreation	\$5.01
Property Appraiser	\$4.74
Clerk of the Circuit Court & Comptroller	\$3.80
Supervisor of Elections	\$2.82
Library	\$2.42
Reserves	\$0.01
<b>Total</b>	<b>\$165.22</b>



# FY 22/23 FLAGLER COUNTY ADOPTED BUDGET AT A GLANCE



## RESPONSIBLE FINANCIAL STEWARDS OF THE COMMUNITY'S RESOURCES

- Balanced the FY 2023 budget (\$221.9 million), a .40% increase from last year's budget, while decreasing the current millage rate by 0.1385 to 8.3462.
- The FY 2023 budget continues to maintain core services and the community's infrastructure. A few highlights include:
  - No increases over the past five years in the Countywide millage rate or the following special assessment districts:
    - The Daytona North Special Service District,
    - The Bimini Gardens MSBU,
    - The Espanola Special Service District,
    - The Rima Ridge Special Service District,
    - North Malacompra Drainage Basin District,
    - Marineland Acres Drainage Basin District, and
    - Painter's Hill Seawall Special Assessment District
  - Created a new strategic plan with an emphasis on effective government, economic vitality, growth and infrastructure, and public health and safety.
  - Implementing a new Enterprise Resource Planning (ERP) financial system (Munis) from Tyler Technologies.
  - Health and Human Services Monthly Outreach Program starting January 1, 2023, that will collaborate with other non-profit agencies to educate on the programs offered.
  - Supporting Flagler County Department of Health's Coordinated Opioid Recovery Program (CORE).
  - Ensuring a high-performing workforce with fair pay by implementing a \$14 an hour County minimum wage.
  - Tourism Development Council (TDC) and Tourism Development Office (TDO) continuing to dedicate 20% of revenue for beach management efforts to support the sustainability of the County's beaches and environment.

## PROPERTY TAX DISTRIBUTION

(Based on average value of single-family home in Flagler County)

Services	FY 23 Ad Valorem Tax Bill \$1,982	FY 23 Monthly Cost	FY 23 Percent of Ad Valorem Taxes
FCSO - Law Enforcement	498.27	41.52	25.13%
FCSO - Jail	119.62	9.97	6.03%
FCSO - Bailiff	34.41	2.87	1.74%
FCSO - Internal Expenditures	20.32	1.69	1.03%
Tax Collector	69.07	5.76	3.48%
Property Appraiser	56.91	4.74	2.87%
Supervisor of Elections	33.86	2.82	1.71%
Clerk of Circuit Court & Comptroller	45.58	3.80	2.30%
Health & Human Services with Public Transportation	133.16	11.10	6.72%
Veterans Services Office	3.36	0.28	0.17%
Library	29.06	2.42	1.47%
Reserves (amount increased for FY 2022-23)	0.11	0.01	0.01%
Fire Services (Fire Admin, Fire, & Flight Ops)	180.32	15.03	9.10%
EMS	123.22	10.27	6.22%
Parks	60.06	5.01	3.03%
Facilities Management	83.12	6.93	4.19%
County Attorney	17.05	1.42	0.86%
County Engineer	20.90	1.74	1.05%
IT Department	38.54	3.21	1.94%
Human Resources	13.31	1.11	0.67%
Financial Services	16.46	1.37	0.83%
Purchasing Department	13.61	1.13	0.69%
Economic Development	3.12	0.26	0.16%
Emergency Management	13.28	1.11	0.67%
Fleet Management	14.93	1.24	0.75%
Agriculture Extension	6.85	0.57	0.35%
All Other Services	333.89	27.82	16.84%
<b>Totals</b>	<b>\$ 1,982.43</b>	<b>\$ 165.20</b>	<b>100.00%</b>



# Flagler County

## BUDGET IN BRIEF



FY 2022-23

**VISION:** To make Flagler County a vibrant and prosperous community with a focus on exceptional quality of life.

**MISSION:** To provide high-quality services through a responsive workforce committed to excellence, integrity, in collaboration with the cities and to act as a fiscally responsible steward.

**Total Budget**  
**\$221,970,665**  
 ↑ **0.40%** over prior year

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**General Fund Budget**  
**\$132,739,134**  
 ↑ **7.70%** over prior year

### Adopted Millage Rate FY 22-23

#### Operating Millage:

General Fund	7.9297 mills
Remainder of ESL	0.1250 mills
<b>Total Operating Millage</b>	<b>8.0547 mills</b>

#### Voted Debt Service:

Series 2016 ESL	0.1250 mills
2015 GO Refunding Bonds	0.1665 mills
<b>Total Voted Debt Service Millage</b>	<b>0.2915 mills</b>

**Total Millage 8.3462 mills**

**18.04%** ↑

### Gross Taxable Value Increase

Existing Properties	\$1,480,860,543
New Construction	456,614,488
<b>Total</b>	<b>1,937,475,031</b>

**\$1,252**

Property Taxes for a home valued at \$200,000  
 (less \$50,000 homestead exemption)  
 (based on 8.3462 mills)

**AA Credit Rating** S&P Global Rating

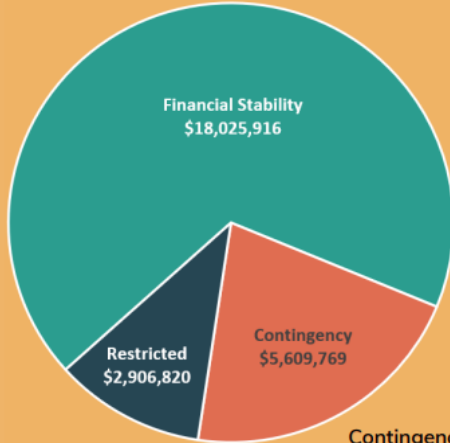
### Breakdown of a Homeowner's Tax Bill

	• <b>Unincorporated</b>	• <b>Beverly Beach</b>	• <b>Bunnell</b>	• <b>Flagler Beach</b>	• <b>Marineland</b>	• <b>Palm Coast</b>
Total - Municipality	N/A	1.2274	7.4300	5.4500	10.0000	4.6100
Total - County-wide	8.3847	8.3847	8.3847	8.3847	8.3847	8.3847
Total - School District	5.5460	5.5460	5.5460	5.5460	5.5460	5.5460
St. John's River Water Mgt. District	0.1974	0.1974	0.1974	0.1974	0.1974	0.1974
Florida Inland Navigation District	0.0320	0.3200	0.0320	0.0320	0.0320	0.0320
Mosquito Control	N/A	0.2975	N/A	0.2975	0.2975	0.2975
<b>Total Tax Bill Millage Rate</b>	<b>14.1601</b>	<b>15.6850</b>	<b>21.5901</b>	<b>19.9076</b>	<b>24.4576</b>	<b>19.0676</b>

## GENERAL FUND RESERVES

### Financial Stability

- 2/12ths of Operating Revenue
  - Large Scale Emergencies & Protecting Liquidity/Cash Flow
- 3/12ths is the Goal



### Restricted

- Helicopter Replacement
- Library Donation
- DRI Funds
- Personnel Services
- Historic Courthouse HVAC & Roof

### Contingency

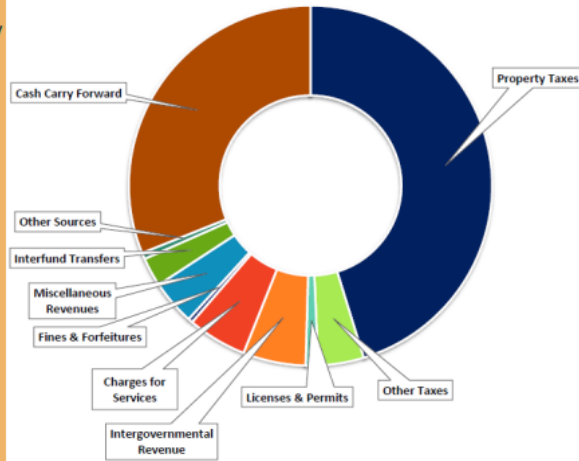
- 5% Operating Reserves

## CAPITAL IMPROVEMENTS PLAN HIGHLIGHTS

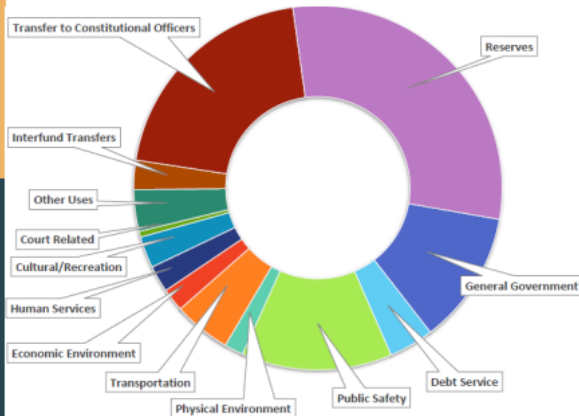
- Fire Station #41 Roof Replacement
- Graham Swamp Disc Golf
- Hidden Trails Park Playground Expansion
- Justice Center Flooring
- Justice Center Upgrade Switches
- River to Sea Preserve New Restrooms
- Wadsworth Park Pavilion #1 Roof Replacement
- Wadsworth Park Pickleball Court with Lighting
- Westside Fire Station
- Various Countywide Camera & Access Control Upgrades
- Various Countywide Replace Servers, Storage, & O/S
- Various HVAC Replacements

## SOURCE & USE OF ALL FUNDS

### REVENUES



### EXPENDITURES



**Total FTE (Full Time Equivalents)**  
**408.325**  
 (319.45 in General Fund)

## USE OF FUNDS

- \*\*\* Constitutional Officers\***  
**\$45,250,358**  
 Sheriff, Property Appraiser, Clerk of the Circuit Court & Comptroller, Supervisor of Elections (\*not including Tax Collector)
- General Government**  
**\$26,152,344**  
 Tax Collector, Administration, Human Resources, IT, Financial Services, Growth Management, Facilities, Fleet
- Public Safety**  
**\$29,326,313**  
 Fire/Rescue, EMS, Flight Operations, Emergency Management, Building Dept.
- Culture & Recreation**  
**\$6,214,047**  
 Library, Parks & Recreation, Flagler Beach Lifeguards
- Transportation**  
**\$11,179,817**  
 Airport, Engineering, Public Works, Public Transportation
- Human Services**  
**\$5,241,699**  
 Senior Services, Adult Day Care, Congregate Meals
- Economic Environment**  
**\$4,554,969**  
 Economic Opportunity and Development, Housing, Veterans
- Physical Environment**  
**\$3,708,638**  
 Utility Services, Solid Waste, Dune Restoration
- Interfund Transfers**  
**\$5,758,630**  
 General Capital Projects, Capital Preservation, Public Safety Communications, Drug Court, Teen Court, FCSO Ops Center Debt Service
- Debt Service**  
**\$8,746,660**  
 Debt Service
- Other Uses & Court Related**  
**\$8,161,500**  
 Other Uses, Court Related
- Reserves**  
**\$66,495,867**



# BY THE NUMBERS

Providing High Quality Services With Optimized Resources



21,168  
Inspections Completed



3,521  
Building Permits Issued



25,000  
Customers In-Person and Online  
Assisted by Building Department



5,290  
Fleet and Facility  
Work Orders Completed



9,971  
Roadway Miles  
Improved



24  
Drainage Culverts  
Installed



1,172  
Youth and Adults Engaged  
in Nutrition Education  
Programs



Visitors to Flagler County  
Saved Residents \$512 in  
Taxes per Household



7,497  
Solid Waste  
Customers Served



7,000  
Help Desk Tickets  
Received and Responded To



Emergency Medical  
Response  
Incidents: 13,329  
Transports: 9,744



Individuals Donated More than  
10,833 Volunteer and Education Hours



Flagler County Executive Airport  
Fuel Sales:  
97,805 Gallons Av-Gas  
187,809 Gallons Jet-A



Veterans Services Assisted 48 Surviving  
Spouses to Obtain VA Benefits



Secured Housing Funds for 24 Individuals  
to Repair or Purchase a Home



80,702 Public Transportation  
Trips Provided with 1,014,631  
Miles Driven



458,000 Library Transactions  
250% Increase in E-Book and Virtual  
Collection Use



Parks & Recreation Hosted 87 Leisure,  
Recreation and Special Events

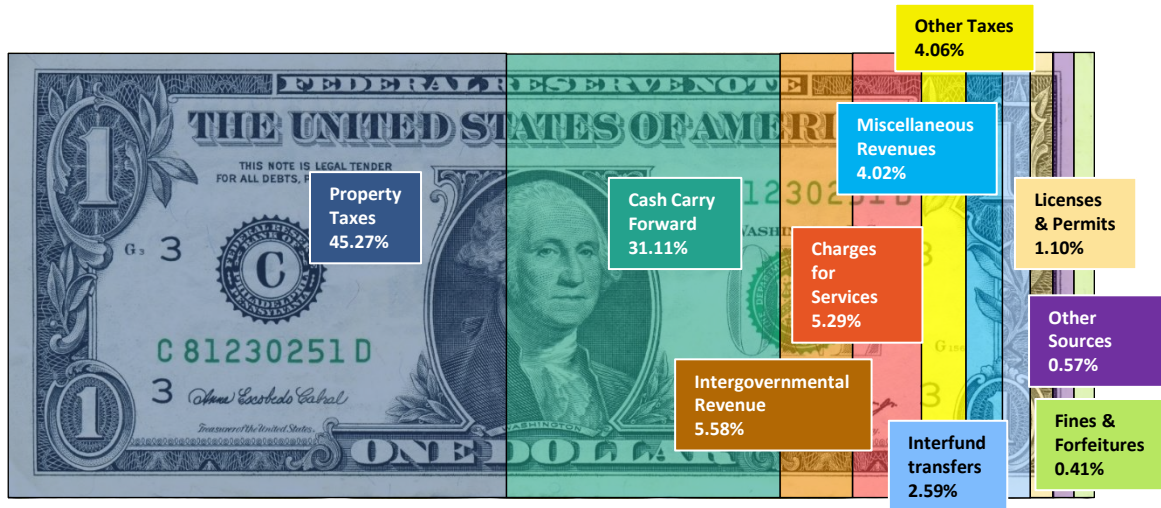


# STRETCHING YOUR TAX DOLLARS

Exercising Responsible Stewardship and Accountability Of The Community's Resources



## WHERE THE \$221.9 MILLION COMES FROM...

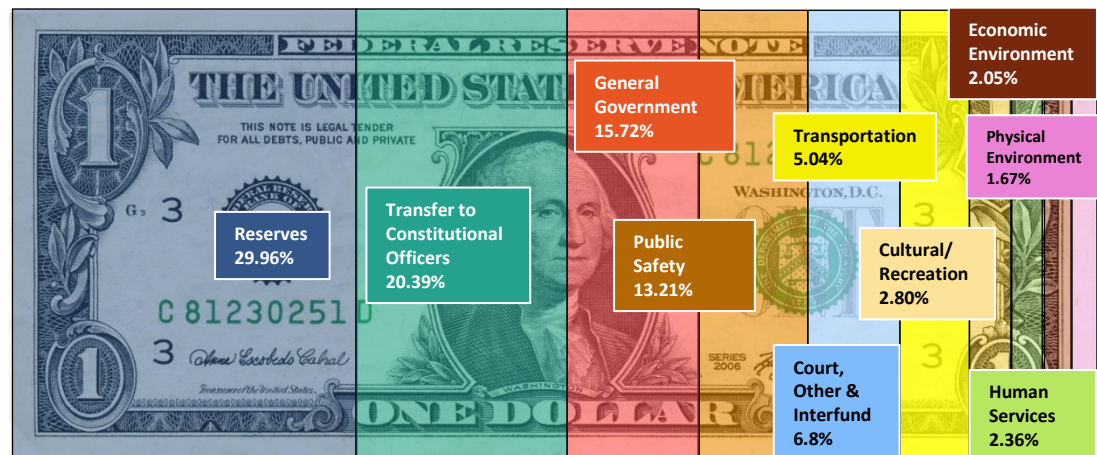


**FY 22-23 ADOPTED BUDGET:  
\$221.9 MILLION**

**...AND HOW THE \$221.9 MILLION IS UTILIZED**

### Did you know?

The County has balanced the budget every year without raising the millage rate for the last five years.





# COUNTY ADMINISTRATION

Aligning Board Priorities with Optimized Resources.

- **Employee Engagement Committee** - Engaged employees care about their work and about the performance of the company and feel that their efforts make a difference. Through this committee we hope to improve retention and organizational success.
- **Customer Service Committee** – One of our core values is to provide superior service internally and externally. In order to do that we must monitor trends and teach best practices. This committee is designed to assist in meeting these goals.
- **Resident Engagement** - Resident engagement is about **having your say in how we provide services to you**. It gives you the power to shape the services you receive and the opportunity to make and influence decisions about issues affecting your home.
- **Continuous Quality Improvement** – continuous quality improvement is a philosophy that encourages all members of your organization to continuously ask:
  - How are we doing?
  - How can we do it better?
  - How can we do things more efficiently?
  - How can we be more effective?
  - How can we do things faster or in a timelier way?



Heidi Petito  
County Administrator



Jorge Salinas  
Deputy County Administrator

**Meetings**

**22**  
Regular Board Meetings

**22**  
Public Hearing, Workshops,  
Special Meetings

**Agendas**

**11,300**  
Pages published and posted  
online in Agenda Packets

- **Transparency/Communications** - is the act of both good and bad information being shared upward, downward, and laterally in a way that allows all to see the why behind the words. A workplace with transparent communication is a more collaborative and trustworthy workplace, with information being openly shared between employees and across levels of the organization.
- **Capital Improvement Overview** - annually the County Administration will provide an overview of all capital improvement as part of a five-year plan.
- **Strategic Plan** – County Administration in conjunction with all departments will annually review and modify the strategic plan as needed. A dashboard is being created for public engagement to share the effectiveness of county government.
- **Municipal Partnerships** - County Administration will continue to collaborate with our municipal partners and look for ways to deliver services more efficiently, cut duplication and leverage resources. Some of our current partnerships include **Park Facilities Master Plan, Legislative Program, Beach/Dune Renourishment, Resiliency, Stormwater, and Economic Development.**



Al Hadeed  
County Attorney



Sean Moylan  
Deputy County Attorney



Ronni Moore  
Assistant County Attorney

## Department Highlights

The Flagler County Attorney's Office is proactive in all legal issues presented for consideration by the Board of County Commissioners, such as ordinances, resolutions, contracts, bidding, and interlocal agreements to ensure county compliance with all federal and state regulations. They also provide the fullest legal protection for Flagler County through representation of the county in court proceedings, both as plaintiff and defendant, to ensure aggressive prosecution or defense of the county's legal rights. It offers legal advice and representation to the Board of County Commissioners, appointed boards, councils and committees, and is available to all Constitutional Officers for assistance when requested.

- Flagler County Attorney Al Hadeed on Monday, August 22, 2022, made a presentation about the proposed state preemption of advertising platforms for short-term rentals as part of the education forum for the Florida Tax Collectors Association.
- Army Corps of Engineers Dune Restoration Project (Federal) - Army Corps agreed to modify language of easement to recognize Flagler's customary recreational use of beaches, first such amendment approved in Florida, clearing the way for last chapter in securing easements from the last hold out.
- Flagler County Beach Restoration Project (Non-Federal) launched June 2022 - Secured 65 easements between June 2022 and September 30, 2022.
- Advice to the Florida League of Cities and others during the 2022 legislative session on proposed bills and amendments. Flagler's statutory victory for Home Rule in 2014 preserved.
- Principally composed the new School Facility Planning Interlocal Agreement.
- Counsel to Flagler County Canvassing Board for 2022 Elections.
- Secured \$200,000 Donation to Flagler County Library System.
- Recovered \$24,600 for SHIP program from foreclosure surplus funds.

### Interlocal Agreements

- **11** Interlocal Agreements

### Contracts and Agreements

- **32** Contracts
- **75** Agreements

### Ordinances

- **21** Ordinances

### Animal Abuse Cases

- **3** Animal Abuse/ Seizure Cases



# COMMUNICATIONS

Education, Information & Community Outreach

## Department Highlights

- Communications continued to enhance the community's access to Flagler County Government and promotes transparency and accountability.
  - Established quarterly internal employee newsletter
  - Creation of Coast to Country Digital Magazine
  - Established Monthly Updates for Commissioners
  - Created the design elements of the Strategic Plan
  - Worked with County departments to aid with photography, graphics, flyers, brochures and programs.
  - Shared accurate and timely information with the public by working with media partners in print, television, radio and online.
- Wrote 5 award nominations for NACO and NEFRC
- Instructed 2 FEMA/FDEM Public Information Courses

### FLAGLER BOCC STRATEGIC PLAN 2022



### Radio Shows

- 51 Scheduled, Produced and aired on WNZF

### Social Media Posts

- 951 County Social Media Posts
- 485 Fire Rescue Facebook Posts
- 415 Fire Rescue Instagram Posts
- 235 County Nextdoor Posts

### News Releases/ Media Interviews

- 122 News Releases
- Media Interviews following news releases
- Multiple Hurricane Ian interviews on major news markets

### Events/ Press Conferences

- Flagler Access Center Ribbon Cutting
- Hurricane Ian Press Conference
- 9/11 2<sup>nd</sup> Annual Tribute
- Smithsonian Waterways Exhibit



## Department Highlights

- Transitioned to new permitting and land development software (CD Plus) which is more user-friendly than the previous software, with online permit submittal and real-time inspection results.
- Completed Evaluation & Appraisal Report (EAR) amendments to the Comprehensive Plan, insuring the Plan's "in compliance" status.
- Developed a staff training plan, resulting in greater employee retention, improved job-satisfaction, and providing for advancement.
- Completed the 2022 recertification of our Community Rating System (CRS) for floodplain management.
- The Building Division has implemented the Building Association of Florida cross training program for inspectors to qualify for additional State licenses.
- Three building inspectors have started the curriculum for the Fire Inspector certification program.
- Two building inspectors applied to the State for additional licensing.
- The Building Division drone pilots assisted the GIS Division in the performance of pre-storm damage assessment flights.
- Growth Management launched the Employee Incentive Program, two Central Permitting Technician certifications have been completed to date.
- Starting process development for online permitting.
- Residential permits processing time has been reduced to 7 to 10 days.
- Re-organization of inspections to provide an efficient workflow for the permit applicants.

### Permits

- 3,597 Applications
- 3,521 Issued

### Building

- 21,168 Building Inspections

### Planning & Zoning

- 126 New Planning & Zoning Applications

### Code Enforcement

- 72 Enforcement Cases
- 498 Lien Searches



Kolter Homes development's amenities, like the ones proposed for Radiance off Old Kings Road



# EMERGENCY MANAGEMENT

Disaster Preparedness, Response & Recovery.

## Department Highlights

- WebEOC Disaster Management System enhanced using staff and grant funds.
- EOC Activated for Hurricane Ian.
- County Department Continuity of Operations Planning program initiated.
- Multiple staff serving in leadership roles on regional and statewide committees.
- Progress towards accreditation through the Emergency Management Accreditation program.
- Initiated development of a disaster housing plan.
- Supported COVID-19 Testing activities.
- Received 2 competitive grants, one of which enabled the purchase of a field operations trailer.
- Hosted a statewide emergency management academy for early career emergency managers (June).
- Developed enhanced services interlocal agreement with East Flagler Mosquito Control District.

### Did you know?

Flagler County residents can receive public safety and weather alerts directly through the Flagler Alert notification system. To receive alerts, sign up at [FlaglerCounty.gov/ALERTFlagler](https://www.flaglercounty.gov/ALERTFlagler)



## Outreach

30 Events

25,159 Attendees

## Local Radio Shows

6 Shows (Non-emergency)

18,475 Listeners

## Social Media Followers

18,105 Facebook

4,259 Twitter

2,237 Instagram

## ALERT Flagler Messaging

149 Notifications

91,808 Enrollees





### Training

- 69 Classes
- 627 Attendees

### Exercises

- 3 Events
- 91 Participants

### Grants

- 5 Received
- \$282,184 Revenue

### Non-District Mosquito Treatments

- 2 Rima Ridge
- 2 Daytona North

A prepared community is a resilient community





# ENGINEERING SERVICES

Professional Services and Quality Infrastructure.

## Project Highlights

- Hurricane Dorian Dune Project – Procurement Phase/ Near Construction.
- Coastal Storm Risk Management (USACOE) – Easement procurement ongoing.
- Shore Protection-A1A Dune Restoration from South 28<sup>th</sup> St to South of Osprey Drive (FDOT Hurricane Ian & Nicole Emergency Dune Project – Procurement phase ongoing.
- Beach Management Study – Ongoing.
- Graham Swamp Multi-Use Pedestrian Trail – Construction ongoing.
- Marineland Acres Drainage & Roadway Improvements – Construction ongoing.
- Water Oak Road Improvements from CR 2006 to Mahogany-Construction ongoing.
- Commerce Parkway – Planning and procurement phase ongoing.
- 1st Avenue, Osceola Avenue & Apache Dr Roadway Improvements.
- Armand Beach Drive Improvements – Design near completion .
- Malacompra Road Resurfacing Improvement – Construction ongoing.
- Seascape Drive Resurfacing and Drainage Improvements – Design near completion.
- CR 90 from Hickory Street to CR 75 Improvements – Design complete, near construction.
- East Daytona North Roadway Improvements Phase I – Design ongoing.
- East Daytona North Roadway Improvements Phase 2- Design ongoing.
- Stormwater Master Planning – Development ongoing.
- Otis Stone Hunter Road From CR 13 to US 1 – Design – Completed.
- Water Oak Rd from CR 2006 to Mahogany Blvd. – Design – Completed.
- Hargrove Road from Otis Stone Hunter to US 1 – Design – Completed.
- Rima Ridge Resurfacing (Rodeo, Bareback Trail, Pinto Lane, Relay Road, Oakridge Road, Bridle Path Lane, Cone Road, Shadow Lane, Sunny Road – Design – Completed.







Ongoing Roadway Construction Projects  
Total of \$23,297,471 Grant

- **Graham Swamp Multi-Use Trail & Pedestrian Bridge** (\$10,688,409 FDOT)
- **Marineland Drainage & Roadway Improvements** (\$8,369,350 FDOT)
- **Water Oak Roadway Improvements** (\$3,550,859 FDOT)
- **Malacompra Roadway Resurfacing** (\$688,853 FDOT)

Upcoming Roadway Construction Project  
Total of \$16,899,318 Grant

- **First Avenue, Portion of Apache and Osceola** (\$1,389,318 FDOT)
- **Commerce Parkway Improvements** (\$6,800,000 FDOT)
- **County Road 90 Paving** (\$800,000 FDOT)
- **Old Haw Creek Road** (\$4,360,000 FDOT)
- **Hargrove Grade from Otis Stone Hunter to US 1** (\$3,550,000 FDOT)

Ongoing Dune Projects  
Total of \$32,314,592 Grant

- **FEMA - Hurricane Dorian** \$2,715,824 (75% FEMA, 12.5% FDEM, 12.5% Local)
- **Non-Federal - Shore Protection Project** – FDOT \$8,697,200
- **Federal - Coastal Storm Risk Management ACOE** \$11,371,000 and FDOT \$6,123,000
- **Gamble Rogers State Recreation Park** – FDEP \$3,847,046
- **Countywide Beach Management Plan** - Local

Upcoming Dune Projects  
Total of \$8,847,076 Grant

- **FDEP 23FL2** – Construction of Dunes \$3,389,474
- **FDEP 23FL2** – Hurricane Dorian – \$457,601 - Due to the increase in construction project cost, this grant allows the County to use this portion as 12.5% Local Match to FEMA Hurricane Dorian Project.
- **FDEP 23FL1**-Emergency Sand \$5,000,000

Ongoing / Upcoming Roadway Design Projects  
Total of \$952,750 Grant

- **Armand Beach Roadway Improvements** (\$100,000 FDOT)
- **East Daytona North Phase I** (\$115,000 FDOT)
- **East Daytona North Phase II** (\$165,000 FDOT)
- **CR 302 from Coconut To Forest Park** (\$292,750 FDOT)
- **Walnut Ave from Water Oak to Forest Par** (\$250,000 FDOT)
- **Westmayer Place** (\$50,000 FDOT)





# FLAGLER EXECUTIVE AIRPORT

Where Service Soars

## Project Highlights

1) The Rehabilitation of Runway 06-24 is complete. All paving operations have been completed on the airfield. All new runway lights, guidance signs, and Runway End Identifier Lights (REILs) have been installed. The electrical vault is complete, to include the architectural punch walk. The new slide gate, gate operator, and card reader have been installed. Completed the runway grooving and full rate markings.

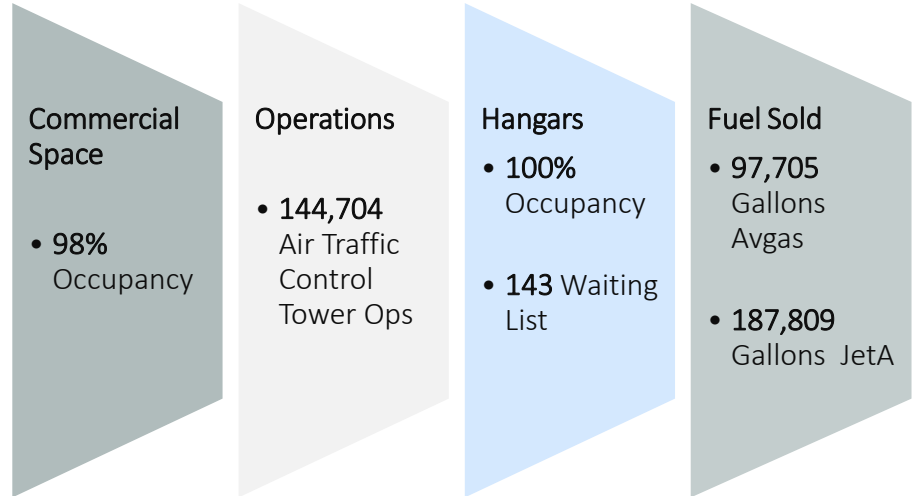
**Project Cost: \$8,746,302 (FAA \$6,769,818, FDOT \$1,976,484)**

2) Consultant Hoyle Tanner has completed the 90% design documents for the T-Hangar facilities. The Airport Director met with a representative to review the 90% design documents. Director Roy Sieger asked for changes to the restroom facilities and the new access road, which were reflected in the 90% design phase submittal.

**Project Cost: \$117,000 (FDOT \$117,000)**

3) Upcoming project to replace Air Traffic Control Tower (ATCT) Equipment. Two bids were received to replace ATCT Equipment that. The lowest bidder was CNC NAVTECH at \$343,304. The FDOT PTGA for this project is \$250,000, of which \$29,500 was paid to Hoyle Tanner to pre-prepare the specifications and bid documents. and oversee the installation of the new equipment. Another \$122,804 has been requested from FDOT.

**Project Cost: +/- \$372,804 (FDOT \$250,000 currently)**





## Notables

**FREEDOM FEST (JULY 3)** was a salute to veterans both past and present, attended by more than 10,000 people. It featured concerts, static vintage and modern military aircraft and vehicles, warbird flybys, remote control aircraft demonstrations, a car show, as well as plenty of food and beverage vendors. It was a great weekend to celebrate veterans and the freedoms they fought for.

**EARLY LOAN PAYOFF** - The Commission authorized the early payoff of an Airport Capital and Executive Corporate Hangar Loan and the termination of its related swap agreement. The Board authorized this loan from Bank of America in the amount of \$2.8 million 2011 to finance and refinance certain capital improvements at the Flagler Executive Airport. A swap agreement was also attached to this loan for the interest. The outstanding principal balance was \$262,060 with outstanding interest and fees of \$12,316. This loan had 10 more principal and interest payments, with the last one scheduled for January 2024. The payoff increased the Airport's debt capacity for future capital projects.

**CHAIR: FLORIDA AIRPORTS COUNCIL** Airport Director Roy Sieger was installed as the Chair of the Florida Airports Council (FAC) for the coming year. Sieger has been a member of the FAC for 15 years. He was appointed to the Board of Directors in 2016 and subsequently was appointed to the Executive Board in 2019. Florida Airports Council, is the largest airport-specific organization in Florida and is considered by industry leaders to be the premier airport organization in the nation.

**HURRICANE IAN** - Airport became staging site for FPL on Sept. 29. Assets were redirected from Daytona Speedway, which flooded. Utilizing the northside Main, Corporate, Delta Engineering, and FBO ramps, Taxiway B and portion of G, FIN accommodated 1,000 utility and vegetation vehicles. Also, facilities to support the utility and vegetation workers, including sleeping quarters for 1,020, showers, laundry, and a 4,000 sq. ft. dining facility. Hot breakfasts and dinners were provided.



Florida Airports Council 2022 – Airport Director Roy Sieger, Chair



Hurricane Ian Response - FPL Staging Area



# EXTENSION SERVICES (UF/IFAS)

Developing knowledge in agricultural, human, and natural resources.

## Extension Highlights

### Program Areas - Agriculture and Natural Resources, Horticulture, 4-H Youth Development, Sea Grant, Family and Consumer Sciences (including Family Nutrition Program)

- Secured a Full Time Agriculture and Natural Resources Agent for Flagler County. This position was previously a multi-county Agent shared with Putnam County.
- Partnered with Volusia County to secure a Multi-County Sea Grant Agent position.
- Our 4-H program doubled in size in FY22. Club enrollment went from 109 youth to 213 youth.
- Recruited and trained 13 new volunteers to serve as 4-H club leaders/co-leaders which in turn increased our community clubs from 6 to 14.
- 50% of our 4-H clubs met in underserved/underrepresented areas of Flagler County
- Volunteers provided 2,296 hours of service to the 4-H Youth Development program. These hours add up to \$63,553.28 in economic value to Flagler County.



Participants in 4-H Sewing Summer Day Camp



Participants in 4-H Marine Science Day Camp



- Volunteers provided 2,020 hours of service to the Horticulture/Master Gardener program. These hours add up to \$55,913 in economic value to Flagler County.
- Flagler Extension faculty partnered with Flagler Habitat for Humanity to host events that draw in an underserved/underrepresented adults and youth.
- Partnered with the Flagler County School Board to implement the Florida 4-H Public Speaking Program in Flagler County Schools reaching a total of 2,677 students
- 338 youth and adults participated in Family and Consumer Science group learning events.
- 1,172 youth and adults engaged in nutrition education programs with our Family Nutrition & SNAP Ed programs.
- Provided a marine science summer series educational course in partnership with Flagler County Parks and Recreation.



Flagler County 4-H Public Speaking Contest Finalists





# FINANCIAL SERVICES

OFFICE OF MANAGEMENT AND BUDGET / PROCUREMENT AND CONTRACTS

## Department Highlights

- Ensured operational reserves were fully funded at 5%.
- Ensured reserves for cash flow and natural emergencies maintained the 2/12 of operating revenue amount (working towards the 3/12 level due to our County being a coastal community).
- Maintained an AA S&P bond rating.
- Performs due diligence on all the County's financial activities.
- Third straight year without taking a Tax Anticipation Note for early year cash flow.
- 13<sup>th</sup> straight year the Government Finance Officers Association's (CGFO) Distinguished Budget Award was earned.
- Utilized the Owner-Direct Purchases (ODP) process for the new Sheriff's Operations Center expected to save the County over \$200,000 in taxes.
- The County had 68 active grants and received \$13,832,051 in grant funding.
- Warehouse
  - \$550K of inventory controlled
  - Average of 60 work orders per week
  - Average of 106 transactions per week
  - Average of 1,907 items per week
- 60 Contracts negotiated (up from 41 in FY21)
- County Surplus sales generated \$495,492 in revenue

### The Department had:

- 41 Unanticipated Revenue Resolutions
- 176 Budget Transfers
- 43 Journal Entries
- 6,956 Purchase Card Transactions
- Over 20K Invoices Processed
- 1,260 Purchase Orders (average 105 per month)
- \$1.5 million of fuel sold

## Outreach

- Held public meetings that discussed departmental budgets for the next fiscal year.
- Numerous presentations given to the Board of County Commissioners during public meetings on the County's financial information, budget, and purchasing/procurement related topics.

## Training

- Attended the Florida Government Finance Officers Association (FGFOA) Annual Conference.
- Attended the FGFOA Annual School of Government Finance.
- Attended the National Institute of Governmental Procurement (NIGP) Leadership Conference.
- On-the-job training on the new ERP system to become "Super Users" with the ability to train other users throughout the County.
- Took part in the Professional Development Academy's weeklong cyber threat simulation.

## Projects

- Completed the County's annual budget process resulting in the Fiscal Year 2022 Budget.
- Completed final reconciliation and implemented the County's new ERP system.
- Created a new strategic plan for the department.

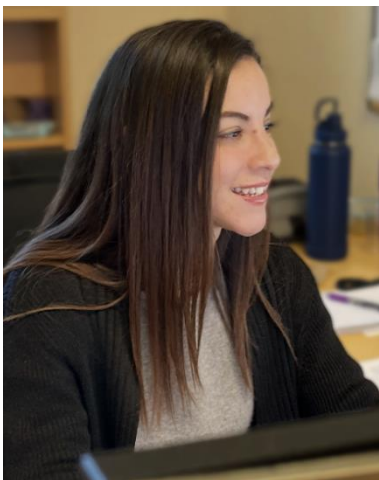
## Other

- Reorganized the Purchasing Division to address the centralization of the purchasing function adding requisition entry and accounts payable) throughout the County



## Strategic Initiatives

- Institute the understanding and practice of our Flagler F.I.R.S.T. initiative.
- Continue to practice the highest level of fiscal stewardship.
- Ensure the procurement of goods and services for the County are done in a professional, equitable, and fair manner.
- Foster valuable relationships with our local, state, and federal partners.
- Champion staff career goals by encouraging and supporting the attaining of professional certifications and/or designations.
- Improve service quality, effectiveness, and efficiency in service delivery by embracing the constant improvement philosophy.
- Enhance employee growth and engagement by restructuring duties to allow more on-the-job training on formal procurement, mentoring, and access and support from department leadership.
- Ensure positive customer service for both internal and external interactions by embracing our “Facilitate the Yes” philosophy.



## Principal Goals of Public Procurement

- Implementation of a system that demonstrates **transparency**.
- **Efficiency** in procurement operations and achievement of **cost minimization** (through competition).
- Achievement of the **strategic goals** of the organization while ensuring a fair, equitable process.

## Procuring & Managing Our Community's Resources

- Initialized the centralization of countywide purchasing and procurement to better leverage the county's purchasing power.
- Implemented the County's new ERP software related to contracts, requisitions, purchase orders, accounts payable, and all other purchasing related tasks.
- Provided purchasing support to departments through item and service research and payment facilitation including the creation and management of 1,260 purchase orders and over 20 thousand invoices paid.
- Utilized the Owner-Direct Purchases (ODP) process for the new Sheriff's Operations Center saving the County over \$200,000 in taxes.
- Negotiated 60 contracts allowing for the County to pay the most competitive prices (up from 41 in FY21).
- Numerous presentations given throughout the year to the Board of County Commissioners during public meetings on the County's purchasing/procurement related topics.
- Collected a record \$495,492 in revenue from the sale of County surplus.
- Processed 6,956 purchasing card transactions and sold over \$1.5 million of fuel.
- Warehouse controlled over \$550K of inventory saving thousands of dollars and making readily available the County's most highly used items.
- Zero protests made by vendors concerning the County's procurement process and award methodology.



## Department Highlights

- **Flagler County Community Paramedicine Program** received an award from Northeast Florida Regional Council (NEFRC), this marks the third award for this program since its start in April 2018.
- **Technical Rescue Team** responded to the Hammock water tower to assist a cell tower contractor who fell 120 feet.
- FireFlight passed their 2022 FAA Part 135 Check Ride.
- Flagler County Fire Rescue continues to maintain an ISO Rating of 3/3X.
- New apparatus received their ceremonial 'Push In' with the delivery of Rescue 62 and Engine 16.
- A dedication ceremony was held in March 2022, for the John R. Keppler, Jr. Training Center in Bunnell.
- **FireMedic Jared Parkey** and **Andy Thomas** launch the FCFR Peer Fitness Program geared towards fitness and wellness, with a focus on mental and physical health.
- **Lt. Jon Moscowitz, Medic Caryn Prather, and FireMedic Reuben Zuazua** competed in a paramedic skills competition in South Florida – EMS Panther Challenge.
- Flagler County Fire Rescue launched **RapidSOS** technology and encourages residents to sign up and create their own emergency health profile aimed to assist first responders.
- For the fifth year in a row, FCFR received 400 doses of Narcan through Helping Emergency Responders Obtain Support (HEROS) Program.
- **Lt. Jason Powell and FireMedic Dave Lawrence** sent on six-day deployment to assist in the Panhandle at the Chipola Complex Wildfires.
- Two crews were sent to assist Southwest Florida in Ft. Myers Beach following Hurricane Ian.
- FOX 35 Care Force Award recognizes **Lt. Jon Moscowitz**, who created sensory boxes filled with toys and gadgets that first responders can use to help calm children with sensory concerns during emergent or stressful situations.



## By the Numbers

### Fire Rescue

Total Incidents:	18,487
Emergency Medical Incidents	13,329
Rescue Transports	9,744

Fire Inspections	208
Commercial Bldgs. Sq. Ft.	1,282,481

### Flight Operations

Total Flights:	339
Fire Suppression Flights:	17
Recon/Smoke Investigation Flights:	168
Air Ambulance Flights:	23
Law Enforcement Flights:	56
Search and Rescue Flights:	7
Training Flights:	32
Community Service Flights:	25
Maintenance Flights:	11







## Partnership and Collaboration

- **Flagler Fire Rescue** works with the **Flagler School Board** to provide the Fire Leadership Academy to students at Flagler-Palm Coast High School.
- **FireFlight** participated in the **Flagler Sheriff's Office** Citizen's Academy to provide the public with an overview of the flight operations.
- **FireFlight** teamed up with the 'Road to Success' out of school youth program to expose students with the opportunity to learn more about a career in public safety.
- **Community Paramedicine** entered into an agreement with **Flagler Cares**, to aid the Coordinated Opioid Recovery County (COPe) program with medication-assisted treatment.
- **Flagler Fire Rescue**, **Flagler Sheriff**, **GIS** and **Emergency Management** participate in mock tornado, multi-agency Search and Rescue exercise.
- **Flagler Fire Rescue** conducted joint training with **Palm Coast Fire** as well as **Advent Health's** regional simulation center and education team on helicopter operations, patient loading, setting up landing zones and hot loading.
- **Fire Rescue** partnered with **Advent Health** and the **School Board**, for the Rymfire Elementary Health Science Class Tour, an opportunity to see an ambulance and **FireFlight** up close.
- Community partnership between **Flagler Fire Rescue**, **Flagler Schools**, **Flagler Beach**, **Palm Coast**, **Advent Health** and **DOH** with the annual Water Safe Event at the Belle Terre Swim & Racquet Club.

## Community Outreach and Public Education

- **Firefighters** enjoyed monthly reading to children at several day care centers, such as; Little Angels Academy, Blue Jay Academy, Happy Stars Academy, and Jets Day care.
- **Flagler Fire Rescue** along with **Flagler Health +** provide mobile health clinic to Hidden Trails Community Center (twice) and the Hammock Community Church, offering free access to screenings and health care.
- **Fire Rescue** provided several public safety and community outreach opportunities in Rima Ridge, Bunnell (Old City Hall), Beach Haven Community Center, Halifax Plantation Women's Club and the Sunshine Social Club, topics included heat exhaustion, preventing slips and falls, candle safety, Christmas tree safety and hurricane preparedness.
- **Fire Rescue** participated in the African American Cultural Society, Smithsonian Waterways exhibit by visiting with 140 summer camp kids, providing an opportunity to learn about their equipment and water safety.
- **Flagler's Water Rescue Team** toured the Marineland Dolphin Adventure to learn more about the facility and training staff receives for medical emergencies. While there, they were able to spend some time in the water with the dolphins.
- **Fire Rescue** participated in the Safety Expo at European Village, as well as the Breast Cancer Awareness – Truck Pull event.





# GENERAL SERVICES

Planning, Building & Maintaining Quality Infrastructure, Equipment and Services.

## Project Highlights

### Facilities

- **G.W. Carver Expansion (Phase 1)**- Underway to construct a 3,259 sq. ft. addition to include; a new entryway and reception area, four (4) offices, ADA restroom facilities, and two (2) flex space rooms.
- **Sheriff's Ops Construction** - Site and land clearing, project management throughout the entire construction phase of FCSO Operation Headquarters and District 3 Office. Facility is a 51,615-square-foot building on 8.41 acres.
- **Construction Design** – Working with architects and CMAR for the design of the western Flagler County Fire Station at SR100/CR305, and for the new Bunnell Library and Health & Human Services Building located within the government complex.
- **Renovations** – staff performed various renovation work at the Extension Services Office, Tax Collector Flagler Beach and Main Branch Offices, Flagler Building Department, GIS, and the Government Services employee breakroom.

### Parks and Recreation

- Constructed a 529 sq. ft. restroom facility located at Wadsworth Parks, near Roberts Road in support of the football field, soccer fields and dog park.
- Expanded parking area including ADA compliance and tied into the restroom and dog park, with dog park upgrades of new fencing, gates, concrete pads, shade structures, and water.
- Created Signage Kiosk and Trail Map for Graham Swamp Mountain Bike Trail and hiking path.
- Built new beach access equestrian trail at Malacompra Beach Park, along with three new trailheads on A1A, River to Sea, Malacompra and Varn park.
- FCRA Ball Fields improvements including laser leveling and resurfacing of Softball Fields 6, 7 & 8. Replacement of infield grass and redesign of infields on Baseball Fields 2, 3 & 4.
- Rebuilt the Bings Landing Fishing Pier and completed Malacompra Pickleball Court site work.
- Installed new reservation system and created a new app with GIS for Princess Place Preserve Cottage check-out.





## Fleet

- Fleet Management continues to provide service to all internal county departments, as well as provides maintenance to the Flagler County Sheriff's Office, City of Bunnell, and City of Flagler Beach.
- Rollingstock Replacement – Fleet has been working with Finance, Purchasing and Administration to evaluate the option of leasing certain equipment rather than purchasing, as a means of replacing the fleet on a more regular basis, while also being able to manage the annual cost.

## Public Works (Road & Bridge)

- Canal Maintenance – Purchased and trained on new equipment to maintain canals, cleaning of the Malacompra canal, and implemented a six-month running swale/ditch maintenance schedule for internal use and to be shared via social media to raise public awareness.
- Generated yearly pavement condition scores on existing paved roadways.

## Public Transportation

- Instituted RouteMatch Notifications module – reminds individual riders of an upcoming trip (providing a window for a potential cancel or adjustment) and notifies individuals when their bus is in route.
- Started building RouteMatch Amble – allows individuals to create their own trips (with the use of a dispatcher/scheduler approval).

## Solid Waste

- A formal RFP was solicited for providing residential solid waste collection within the unincorporated areas of Flagler County. These proposals are currently under evaluation but will take effect in June 2023.
- Old Kings Road Landfill was used as a Disaster Debris Management Site following Hurricane Ian, where it received approximately 30,000 cubic yards of debris.
- The Household Hazardous Waste Center on Old Kings Road continued to collect and recycle a variety of materials from the public, which would have otherwise found themselves in the waste stream at no cost to the community.





# GENERAL SERVICES

Planning, Building & Maintaining Quality Infrastructure, Equipment and Services.

## Community Outreach

### Law Enforcement Assistance

- General Services staff assisted the Flagler Sheriff's Office with manpower and equipment during the recovery efforts of Human Skeleton remains at the Toscana Subdivision. This weeklong effort resulted in 90% recovery of those remains.

### Hurricane Preparedness Activities

- Prepared and delivered materials to shelter sites, hauled sand and established sandbagging locations, prepared county facilities, parks and roads for pre-storm, performed debris removal, provided transportation to and from the shelters, performed pre- and post-storm county assessments of all county facilities, parks, and roads.

### Public Works (Road & Bridge)

- Worked in collaboration with the Media Coordinator to post a weekly ditch maintenance schedule via Flagler County's social media sites to notify residents of upcoming projects.
- Provided equipment and staff for Palm Coast's Annual Touch-A-Truck Event held at Town Center.
- Assisted Flagler Schools, Flagler Technical Institute (FTI) - Heavy Equipment Training Program with equipment, materials, and course content. With Road & Bridge Manager, Ryan Prevatt also serving on the FTI Advisory Board along with other local business owners.

### Public Transportation

- Collaborated with Flagler County's Health and Human Services Department, to provide cold weather shelter transportation for homeless in Flagler County to and from the Church on the Rock.

### Parks & Recreation

- Organized and set up a booth set up at the Native American Festival & Creekside Festival sharing recreation information.
- Worked with local Boy Scout Troops to accommodate three Eagle Scout Projects, two bat box projects, one at Princess Place Preserve and one at Haw Creek Preserve. Along with a fencing project at Princess Place Preserve.
- Offered a Summer Parks Bus Tour.





## By the Numbers

### Facilities

- 2,838 – Work Orders Received
- 2,508 – Work Orders Completed (88%)

### Parks & Recreation

- 87 – Special Events
- 315 – ECO-Cottage Reservations (PPP)
- 1,171 – Primitive Camping Reservations (PPP)
- 704 – RV Campground Reservations (Bull Creek)

### Residential Garbage

- 7,497 – Customers Served
- 116 – New Customers

### Public Transportation

- 80,702 - Trips Provided
- 1,014,631 - Miles Driven
- 490 - New Applicants
- 841 - Denied Trips

### Road & Bridge

- 13,800 - Acres Mowed
- 9,971 - Roadway Miles Improved
- 214,728 (linear feet) - Ditches Cleaned
- 3,062 (cubic yards) - Shell Material Added
- 24 - New Culverts Installed

### Fleet

- 2,842 - Workorder Requests Received
- 2,782 - Workorder Requests Completed (98%)
- 2,270 - Field Service Calls





# VETERAN SERVICES

Serving and Honoring the Men and Women who are American's Veterans.



David Lydon, Veterans Services Officer

## Department Highlights

The Flagler County Veterans Services department offers a professional resource to all members of the armed forces of the United States - former, present, and future - including those with service-connected and non-service-connected disabilities.

- Host "Veterans on Point" Weekly Radio Show as a way of , Informing Community of Services, & Activities for Veterans.
- Worked in partnership with the City of Palm Coast to co-host a blended Veteran's Day Ceremony at Town Center, Central Park to honor the men and women who bravely serve in the country's military.
- Represents Flagler County Veteran's Interests at:
  - Flagler County Veterans Advisory Council
  - American Legion Post 115 Meetings
  - Veterans of Foreign Wars (VFW) Post 8696 Meetings
  - Marine Corps League Post 876
- Outreach Exhibit: Remembering Heroes Event.
- Presented the Award to the Veteran of the Year.
- Hosted the Annual Memorial Day Ceremony at the Government Services Building.



Veterans on Point Weekly Radio Show



### VA Benefits

48

Surviving Spouses  
Obtained Benefits

### Customers

303

Customers Served

72%

Walk-ins

### Claims

227

Service-Connected Disability  
Compensation Claims

478

Non-Service-Connected Claims



## Department Highlights

### Training and Outreach

- Customer Service Committee - create and implement customer service best practices to implement to County Employees.
- Reaching out to diverse groups within Flagler County to provide current Flagler County job postings to enhance diversity within the workforce.
- Provided events within HR to help build employee morale and engagement such as celebrating national popcorn day, and holiday events to provide snacks and refreshments.
- Scheduled and trained all employees for Active Assailant training with the Sheriff Office.
- Staff attended trainings in:
  - Addressing Off-duty conduct
  - Americans with Disabilities Act Self-Evaluation and Transition Plan Webinar
  - Central FL PRIMA meeting
  - Advanced Garrity Issues: Firefighters and the Right to Remain Silent
  - Labor Law Conference
  - Employment Law Update Conference
  - Essential Workers Mental Health – The Pandemics Epidemic
  - AWI Workplace Investigation Basics
- Attended 3 job fairs. Made brochures to pass out highlighting benefits of working for the County.
- Implemented Food Truck events onsite.
- Held the 3<sup>rd</sup> annual Flagler County Leadership Academy. Prepared curriculum and acted as the Dean of Students. (17 graduates in 2022)
- Contacted multiple cultural organizations and provided flyer with hiring link and scan code. When scanned it will always show current job openings with the County.



Leadership Academy Graduates 2022

### Health and Wellbeing

- Annually prepare and present at the Years of Service Ceremony to commemorate County Employee's obtaining a major year of service milestone. HR will continue to organize and plan new methods of ensuring employees attend.
- Contract entered with Burgess, Chambers and Associates to oversee/manage our 457b plan to ensure performance standards are met so that our employees will maximize their deferred compensation retirement funds. This is something that was not in place in over 30 years.
- Partnered with SMA to provide mental health services, free of charge, locally and quickly to our employees/dependents in need.
- Instrumental in creating the County policy for Volunteer Time Off with application form.
- Customer Service Committee - The committee created Customer Service best practices for the County and ideas of how to teach and train employees on these best practices. We conducted a county wide internal and external survey to get our customer's input.
- Annual driver's license checks to ensure safety and compliance.
- Implemented in FY2023 but developed in FY2022 – Longevity recognition for county employees and created a new evaluation system.



# HEALTH & HUMAN SERVICES

Improving the Health and Welfare of Residents

## Department Highlights

### Adult Day Care

- Increase in unduplicated clients during the FY 2021-2022, averaging between 15-20 a day.
- Hired for Adult Day Care RN Program Manager role in April 2022.

### Senior Services

- Hired Program Aide and Title III Case Manager in 2022 to be fully staffed, allowing accepting new clients on waitlist.
- Provided over 5,350 hours of in-home respite care and 2,117 hours of personal care.

### Housing Services

- Implemented \$194,000 Hurricane Loss Mitigation in FY 2021-2022
- SHIP funding assisted 23 homeowners and renters impacted by COVID-19.

### Human Services

- Supported hundreds of households with financial assistance for utilities, housing and medical care.
- Managed grants to 10 agencies providing Behavioral Health, Health, Domestic Violence & related resources.
- Reinstated community outreach events at the Cattleman’s Hall to bring much needed services to the public.
- Worked in partnership with the Sheltering Tree to provide overnight housing during cold weather for the homeless or people without heat.



### Adult Day Care

**10,443** hours  
In-facility Respite / Client Care  
**1600+** Meals Served

### Senior Services

**3,594** Congregate Meals  
**28,990** Meals Delivered  
**11,829** Homemaking Hours

### Housing Services

**19** Homes Repaired (SHIP)  
**4** Homes Purchased (SHIP)  
**\$644,947** COVID Relief Funds disseminated

### Human Services

**300+** Families helped with utility & rent assistance.  
**350+** Medical services provided to clients.  
**65+** HCRA claims received and processed.



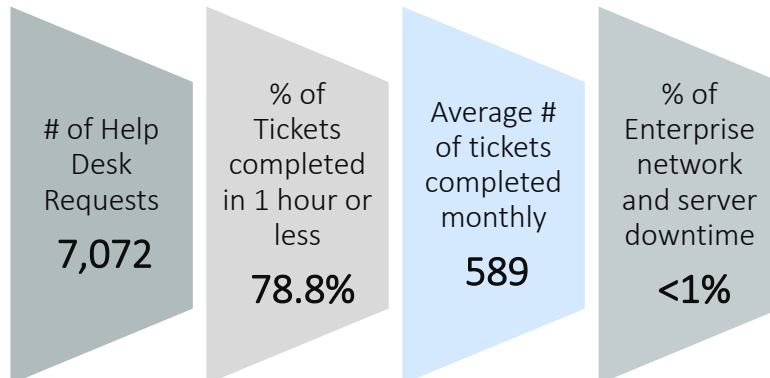


## Department Highlights

- Implemented Mach Alert Mobile for (FCFR) which allows for fire call alerts by cellphone.
- Implemented Active Eye (cyber security & response) to radio system.
- Completed features upgrade to all Fire Rescue portable radios.
- Configured and deployed radio traffic analyzer.
- Migrated Flagler County Board of County Commissioners to Office 365.
- Updated antiquated analog fax lines to digital eliminating 60 costly analog lines.
- Various Chamber technology upgrades to include camera system, assistive listening capabilities for the hearing impaired and viewing screens.
- Completed first ever comprehensive mapping of all 18 miles of coastline utilizing our drone fleet.
- Completed overhaul of all county switches and firewalls

## Partnership and Collaboration

- Provide Innovative Technology services to the City of Flagler Beach and the Flagler County Sheriff's Office.
- Migrated Flagler County Sheriff's Office, Tax Collector, Property Appraiser, Flagler Beach (City Hall, Fire Department & Police Department) to Office 365.
- Setup and deployed Tyler New World interface for Livescan and Smart Connect allowing the Jail to streamline booking & inmate data handling.
- Completed networking infrastructure for new FCSO building. (switches and firewalls)
- Assisted the City of Flagler Beach with GIS needs, including the development of a mobile community hub for information. (UGOV Flagler Beach)





# LAND MANAGEMENT

Sustaining the Health and Diversity of Public Lands

## Department Highlights

### Generalized Land Management and Natural resource

- Managed Feral Hog Management Program – removing +/-150 Feral Hogs from County lands including Hunter's Ridge, Bulow, Graham Swamp, Princess Place Preserve.
- Discovered Gopher frog at Princess Place Preserve during a prescribed fire. The Gopher Frog is an imperiled species and had been previously undocumented in Flagler County. (Striped Newts occurred in this current fiscal year)
- Managed Gopher Tortoise issues at County parks.
- Identify, locate, and monitor new Bald Eagle's Nest at Princess Place Preserve.
- Relocated gopher tortoise along Lehigh Trail. (away from edge of trail for public/gopher tortoise safety)

### Prescribed Fire

- 120 Hours of Partnering Agency work in-County- includes Volusia County, Florida Department of Environmental Protection, St. Johns River Water Management District, and Guana Tolomato Matanzas National Estuarine Reserve, Florida Forest Service, and Flagler Fire Rescue staff coming to County to help complete burns.
- 160 acres prescribed fire on Flagler County preserves.
- 10 miles of Fireline installed/maintained on County properties including Bulow, Princess Place Preserve, Hunter's Ridge and Haw Creek.
- 3 Aerial Prescribed Burns via Helicopter.
- 3 Staff instructed at Southern Area Engine Academy; a regional wildland fire training academy put on by Volusia County.
- Responded to wildfire at County Preserve. (Princess Place Preserve)

### Grant Activity:

Acquired \$275,000.00 Resilient Florida Grant for the creation of a vulnerability assessment.

Acquired a FIND Grant for Bing's Landing Seawall Restoration, ADA Access, and Fishing Pier Restoration, and worked in partnership with General Services to complete the labor.

Completed Hominy Branch Ecosystem Restoration Phase 1 at Princess Place Preserve via a \$50,000.00 grant from US Fish and Wildlife Services





## Partnership and Collaboration

### County Agencies

- Acquired Property off Justice Lane for FCSO Future Training Facility.
- Provided Gopher Tortoise Relocation Services for the FCSO Operations Center build-out.
- Worked in partnership with General Services and Public Works to complete the Bull Creek Canal channel opening/maintenance for drainage, in addition to coordination and communication with property owners.

### Public Safety

- Managed removal of 2 derelict vessels in the Intracoastal Waterway utilizing Florida Fish and Wildlife Conservation Commission grant funding.
- Respond to hazardous tree concerns along property boundaries between county residents and County-owned land.
- Respond to and private property owner encroachments onto County-owned land.

### Invasive Plants

- 20 Invasive Plant Removal and Treatment events, with over 300 volunteer hours recorded, at County lands including Hunter's Ridge, Bulow, Malacompra, Princess Place Preserve, River to Sea Preserve, Betty Steflik Preserve, and Haw Creek Preserve.
- Coordinate a local citizen group, informally the "Friends of Betty Steflik" to engage in Brazilian pepper removal. Same group requested and was issued a license to plant native plants in the park for the benefit of gopher tortoises there at their own cost.

### Did you know?

Flagler County Environmentally Sensitive Lands (ESL) Program has been in existence since 1988. Over the past 35 years, the ESL Program has assisted with acquiring properties for conservation and recreational opportunities for the public, with a total of 6,448 acres within the program.





# PUBLIC LIBRARY SYSTEM

Educate, Engage & Innovate

## Department Highlights

- Served more than 200,000 customers through the library system and managed more than 458,477 items checked out of the collection including print, DVD, audio and E-books. Our Integrated Library System tracks each item checked out and the cost of that item. The system then totals the cost to show what a resident would pay to purchase instead of borrowing from the library. Residents of Flagler County saved more than \$6 million last year simply by borrowing items from the library.
- As a result of the pandemic, the library needed to address the increased public demand for contactless access to physical and digital materials. Through a consortium-based CARES Grant the library purchased a “locker” system and another digital resource to provide 24/7 contactless delivery of physical materials and for additional access to e-books and streaming media. Since FY19, the use of e-books, downloadable audiobooks, digital magazines, and streaming video checkouts has increased 250% with over 130,000 checkouts.
- Continued implementing the Flagler County Public Library Strategic Plan and the Annual Plan of Service to address the changing needs of County residents and usage trends throughout the Library System.
- Created Book Club Kits for check out to encourage and support caregivers in the senior living facilities in guided reading and facilitation of a book discussion.
- Hosted the 21<sup>st</sup> Annual Flagler Reads Together Program featuring the book “The Personal Librarian” by Marie Benedict and Victoria Christopher Murray. Events included a kick-off celebration with a live performance of Harriet Tubman by Mary Kelly, movie matinees related to African American Women and Librarians, an author presentation on women’s suffrage and a book discussion.
- Created an eight-week summer program for children and families around the theme “Oceans of Possibilities.” The program featured educational performers, take-home activities, scavenger hunts, teen DIY crafts, and reading challenges for all ages.
- Partnered with the Volusia County Museum of Arts and Sciences (MOAS) to present a monthly history lecture series on various topics including “The Barrier Island Ecosystems”, “The Lost Roadside Attractions of Florida”, “The Famous Paintings of George Washington”, “Steamboating on the St. John’s and the Ocklawaha Rivers”, “Dragons from the Deep” and many more.
- Presented musical programs for Valentine’s Day and Senior Citizens Day. Musical entertainment for Valentine’s Day was provided by Shannan Rae with a Carpenter’s Tribute Show and then a group called Backintyme for Senior Citizens Day. Backintyme made history come alive by singing popular songs and telling folktales while playing old time musical instruments.
- Presented monthly cooking series with celebrity Chef and cookbook author Chef Warren Caterson to more than 800 residents. Each month Chef Warren would present tips, tricks and simple recipes to follow and prepare at home. All participants received a sampling of whatever Chef Warren was preparing that day.

## Library Locations

Palm Coast Library  
2500 Palm Coast Parkway  
Palm Coast, FL 32137  
386-446-6763

Bunnell Branch  
4601 E. Moody Blvd.  
Suite F1  
Bunnell, FL 32110  
386-437-7390



[WWW.FLAGLERLIBRARY.ORG](http://WWW.FLAGLERLIBRARY.ORG)





- Partnered with Flagler County Extension Department and Friends of the Library to present monthly Lunch and Learns. Each month 20 participants would learn about nutrition and receive a healthy lunch.
- Partnered with the Flagler Humane Society and hosted our first ever Spring Fling in April 2022 with more than 1,400 in attendance. The event included a pet-adopt-a-thon, games, activities, crafts and other entertainment. Three pets were adopted that day.
- Partnered with the Flagler Humane Society to present our first ever Kitten Yoga. That's right we aren't kitten around! In May 2022, the library held two sessions for participants to do simple Yoga while adoptable kittens roamed around the room and on top of participants. We had more than two dozen participants and seven adoptions.
- In September 2022, we held our first ever Banned/Challenged Books Week Celebration. This included weekly movies during the month and ended with a discussion of the book "1984" by George Orwell. Two local media personalities, Pierre Tristam, Editor of Flaglerlive and Brian McMillan, former Editor of the Palm Coast Observer, co-facilitated the discussion with more than 20 residents participating.
- During the month of October, we hosted a second annual Halloween Hoopla with more than 1,000 in attendance. The event included candy, games, a smash bros. tournament and other entertainment. Other events for adults included two Florida paranormal investigators and the St. Augustine Tale Tellers with their rendition of "A Dark and Stormy Night".
- In November 2022, in Collaboration with the Embry Riddle Honor Guard the library presented the White Table Ceremony in recognition of Veterans Day. This extremely moving ceremony is held annually to remember and honor the POWs/MIAs of all Wars and from all Branches of Service.
- During the 2022 Holiday Season, we hosted the Annual Festival of Trees and a very special Elf on the Shelf Event. The Festival of Trees celebration took place on November 18<sup>th</sup> with more than 150 in attendance and 40 trees and 8 wreaths representing various groups, clubs, ethnic organizations and Churches from the community. Then on December 19<sup>th</sup>, local resident and author of Elf on the Shelf, Carol Aebersold, joined us to read the story, take pictures and sign copies of her book.
- Expanded weekly story time offerings to include sensory story time for those with autism or sensory integration issues.
- Overall, the library held more than 500 programs including special events like "Be My Neighbor Day" with a visit from Daniel the Tiger, workshops, seminars, technology classes, craft classes, entertainment, lecture series, various clubs, and builder labs to more than 22,000 participants.
- The library is a Passport Application Acceptance and processed more than 2,900 passport applications and 3,600 passport photos during FY 21/22. This resulted in additional revenue of \$137,000 this year with more than \$1,155,000 since the service began in 2008.
- Volunteers contributed more than 6,500 service hours shelving, greeting the public, assisting at the research desk, repairing books, helping with programs in Youth Services, collecting donations and working in the books shop. This enabled staff to provide improved services to the public and saved the County more than \$185,000 in personnel expenses.



# TOURISM DEVELOPMENT

Promoting and Marketing Flagler County

## Department Highlights

- In 2021, Flagler County Tourism generated over \$824 million in economic impact, nearly 1 million visitors and over 4,000 direct tourism jobs.
- Continued to promote tourism efforts through Tourist Development Tax collections, which saw a 23% increase in 2022.
- Awarded \$739,158 from Capital Project Funding Program for the Palm Coast Southern Recreation Facility.
- Distributed \$339, 478 from Beach Restoration Fund for entire amount of required local share.
- Dedicated over \$230,000 in funding support for sports tournaments, special events, conferences and arts and culture organizations.
- Formed Local Arts Agency doing business as the Flagler County Cultural Council.
- Hosted the Florida Sports Foundation Annual Conference.
- Sponsored the Scenic A1A Byway Conference.
- Committed \$25,000 to relaunch the Dodge the Dunes educational campaign.
- 100% funded signage for Flagler Beach parking lots.
- Recognized front line tourism employees with appreciation gift for National Travel & Tourism Week .
- Launched monthly partner newsletter, added new transparency page on website for reporting.
- Community outreach programs with Flagler County Rotary, Palm Coast Regional Chamber of Commerce, various local radio shows, Flagler Beach Business Bureau, and Matanzas High School.
- Developed official Flagler County Tourism Brand Guidelines Book.





## Department Highlights

- Worked on committee to develop the Economic Vitality section of the Flagler BOCC Strategic Plan 2022 in order to diversify and enhance the tax base to improve the local economy.
- Major contributor to NE Florida Regional Comprehensive Economic Development Strategy (CEDS) including research & analysis of the economic impact of the tourism industry regarding the number of jobs supported & validated sales tax revenue. Counties included in research included: Baker, Clay, Duval, Flagler, Nassau, Putnam, & St. Johns. The CEDS is updated every five (5) years.
- Researched & compared incentive programs, tax burden & gas tax, in all fifty (50) states to understand local economic competitiveness. Assembled data into easy-to-read chart for comparison.
- Ten-year land-mass analysis (residential, commercial, industrial, agriculture, institutional, government, & miscellaneous) in cooperation with Flagler County Property Appraiser in order to quantify need of diversification of the tax base.
- Authored revisions to Economic Development Element of Comprehensive Plan; ready for presentation to Planning Board & County Commission in 1<sup>st</sup> Quarter of 2023 by Planning Director.
- Track key economic trends for reporting to key stakeholders on a monthly basis including, but not limited to residential sales/sale prices, available labor force / employment, unemployment, and industry clusters.
- Continued to strengthen partnerships with municipalities, chamber of commerce(s), workforce board, and surrounding counties in order to services to relocating or expanding businesses. Example of companies assisted: Boston Whaler, Ground-Up, Advent Health & Metro Net.

## By the Numbers

- Reviewed & responded to seventy-three (73) requests for information from value-added companies interested in relocating or expanding in Flagler County. This included authoring forty (40) written proposals for consideration.
- Responded to eighteen (18) internal/interagency requests for information – some requiring detailed research.
- Assisted twenty-four (24) site selectors and/or retailers in market analysis data on Flagler County.
- Compiled monthly analysis of key economic indicators/comparisons for Flagler County for forwarding to County Commissioners & key stakeholders and posting on website.
- **Top 5 Industry Sectors**
  - Tourism Cluster
  - Retail Trade
  - Health Care and Social Assistance
  - Administrative and Waste Services
  - Construction
- **Top 5 Employers**
  - Advent Health
  - ALSW / Yellowstone
  - Publix Supermarket
  - Reunion Club
  - Boston Whaler





# CITIZENS COMMITTEES

## Affordable Housing Advisory Committee

**Function:** To make recommendations to the BOCC regarding specific initiatives to encourage or facilitate affordable housing in Flagler County. Now acting as the local affordable housing advisory committee pursuant to Section 420.9076, Florida Statutes, Section 16-77 of the Flagler County Code and the State Housing Initiatives Partnership (SHIP) Procedures Manual.

**Staff Liaison:** Eduardo Diaz Cordero, Housing Program Coordinator (386) 586-2324 x3631.

## Contractor Review Board

**Function:** The Contractor Review Board (the “Board”) will assist in the proper administration of this Ordinance. The Board shall have the power and authority to discipline Authorized or Certified contractors as set forth in Section 8-15 of this Ordinance.

**Staff Liaisons:** Bo Snowden, Chief Building Official (386) 313-4027. or Ed Rodriguez, License Director/Code Enforcement Officer (386) 313-4076.

## EMS Advisory Board

**Meeting Information:** Meets the 2nd Monday of January, March, May, July, Sept. and Nov. @ 9:30 a.m.

**Staff Liaison:** Michael Tucker, 386-313-4255.

## Land Acquisition Committee

**Function:** Serves as an advisory board to the Board of County Commissioners on issues involving the acquisition and management of environmentally sensitive lands, recreation and water recharge areas.

**Staff Liaison:** Michael Lagasse, Public Lands and Natural Resource Manager, 386-313-4064.

## Library Advisory Board

**Function:** To establish policies regarding the delivery of public library services and to report to the Board and citizens of the County at least once a year regarding the status, progress, and needs of the library regarding the provision of these services.

**Staff Liaison:** Holly Albanese, Library Director (386) 446-6763.

## Parks and Recreation Advisory Board

**Function:** To make recommendations to the Board of County Commissioners on matters pertaining to county parks, recreational programs and facilities.

**Staff Liaison:** Frank Barbuti, Parks Manager (386) 313-4144.

## Planning and Development Board

**Function:**

- Review and act upon applications for development pursuant to the county Land Development Code and other applicable ordinances.
- Monitor and oversee the operation, effectiveness and status of the county Land Development Code and recommend amendments to the County Commission that are consistent with the Comprehensive Plan.
- Obtain and maintain information on population, property values, the land economy, land use and other information necessary to assess the amount, direction and type of development to be expected in the county.
- Advise on the land use policies of the county through their regular meetings and ad hoc scheduled workshops.
- Conduct public hearings to gather information necessary for the drafting, establishment, amendment, and maintenance of various elements of the county Comprehensive Plan and Land Development Code

**Staff Liaison:** Adam Mengel, Planning Director (386) 313-4065.

## Public Safety Coordinating Council

**Function:** The Public Safety Coordinating Council is responsible for:

- Assessing the population status of all detention or correctional facilities owned or contracted by the county
- Formulating recommendations to ensure that the capacities of such facilities are not exceeded
- Including an assessment of the availability of pretrial intervention or probation programs, work-release programs, substance abuse programs, gain-time schedules, applicable bail bond schedules, and the confinement status of the inmates housed within each facility owned or contracted by the county
- Developing a local public safety plan for future construction needs

**Staff Liaison:** Sheri Gopie, 386-586-4891

## Technical Review Committee

**Function:** The Technical Review Committee (TRC) is a quality control committee that provides technical review of project plans. Pursuant to the Flagler County Land Development Code, Section 2.06.02, members of the Technical Review Committee include representatives of various Flagler County departments that have a direct interest in new development including, but not limited to, the following: Planning and Zoning; Development Engineering Department; Building Department; Road and Bridge Department; and the Fire Rescue Department. Other county, local, state or federal agencies may be consulted by the TRC for advice or recommendations on any matter or application being considered.

**Staff Liaison:** Gina Lemon, 386-313-4067.

## Tourist Development Council

**Function:** To recommend to the Board expenditures of tourist development tax monies and to generally review and make recommendations on other aspects of tourism in the County.

**Staff Liaison:** Amy Lukasik, Executive Tourism Director (386) 313-4230.

## Transportation Disadvantaged Local Coordinating Board

**Function:** The LCB meets quarterly and provides guidance on local coordination of transportation services.

**Outside Liaison:** Matamron Bacon, Transportation Disadvantaged Coordinator, 904- 279-0880 x116, mbacon@nefrc.org

**Staff Liaison:** Trevor Martin 386-313-4133.

## Value Adjustment Board

Settles disputes between taxpayers and the Property Appraiser relating to denials of exemptions, classifications and market values. You may contact the Value Adjustment Board by phone at (386) 313-4400.

## Veterans Advisory Council

**Function:** To represent the various member service organizations and for carrying out the duties and responsibilities outlined below:

**Staff Liaison:** David Lydon, Veterans Services Officer (386) 313-4042 or Eric Flores Febles 386-313-4043.



# LIVING OUR CULTURE

PUTTING FLAGLER F.I.R.S.T... MAKING A DIFFERENCE



Special thanks to our General Services employee, Ryan Belhumeur for going above and beyond! Recently, he saw something out of the ordinary, relating to a crime and reported it to the authorities. Because of this, thousands of dollars in equipment were recovered from a criminal. Thank you, Ryan, for being vigilant!



Winnie Costello, Senior Services Case Manager and Caryn Prather, Community Paramedic used perseverance, patience, and a Rebuild Florida grant to provide a new home for west-sider, William Wilkinson, devastated by Hurricane Irma



Flagler County Financial Services Department on receiving their 13th consecutive Government Finance Officers Association (GFOA) Distinguished Budget Award!



Flagler County staff are gaining critical skills through the national award-winning Leadership Academy



Flagler County Executive Airport – growth through construction of new T-Hangars



Community Paramedicine received several awards both regional and national for innovation.



# QUICK REFERENCE

<b>Department/Division</b>	<b>Phone</b>
Board of County Commissioners	(386) 313-4001
County Administration	(386) 313-4001
County Attorney	(386) 313-4005
Economic Opportunity	(386) 313-4070
Emergency Management	(386) 313-4200
Engineering	(386) 313-4045
Extension Services	(386) 437-7464
Fire Rescue	(386) 313-4266
Financial Services	(386) 313-4008
Budget	(386) 313-4008
Purchasing	(386) 313-4008
Flagler Executive Airport	(386) 313-4220
General Services (Facilities, Fleet, Public Transportation, Solid Waste, Parks and Recreation)	(386) 313-4020
Growth Management (Central Permitting, Building Department, Development Engineering, Planning & Zoning, Code Enforcement)	(386) 313-4003
Human Resources and Risk Management	(386) 313-4007
Innovative Technology	(386) 313-4280
GIS, E911, and Public Safety Systems	(386) 313-1019
Land Management	(386) 313-4066
Library Services	(386) 446-6763
Public Works (Road and Bridge)	(386) 313-4136
Social Services & State Housing Initiatives Program	(386) 586-2324
Veterans Services	(386) 313-4014

# EMPLOYING THE TEAM APPROACH

Together we are stronger



## *A Core Practice of Flagler County Government*

Employees work together to produce bigger and better ideas to seize the opportunities and to address the problems which face our community.





*Flagler County*

