



*Flagler County*  
2023  
Annual Report





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Flagler Greenway Pedestrian Bridge

## Flagler County Statistics

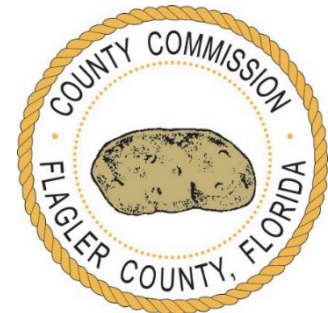
- Population: **130,756**
- 15% unincorporated**
- 85% within city limits**
- Area (Square Miles): **571**
- Established: **1917**
- County Seat: **Bunnell**
- Largest City: **Palm Coast**
- Median Household Income: **\$69,251**
- Districting: **5 Districts/At-Large**
- Median Age: **53**

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

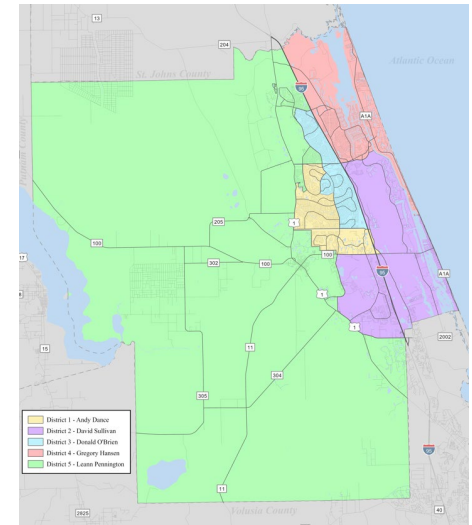


Flagler County is one of 67 counties in Florida and was established by the Florida Legislature in 1917. By the authority of the Constitution of the State of Florida, the Board of County Commissioners shares the functions of government with Flagler County's Constitutional Officers.

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

As we reflect on the achievements of Flagler County Government over the past year, I am filled with a profound sense of gratitude and pride in what we have accomplished together. I have had the privilege of working alongside and supporting our executive team, as we implement the vision and policies of the Board of County Commissioners. Together, we have reached remarkable milestones and made significant strides towards the collective goals we outlined in the Strategic Plan.

We are committed to the framework we created, while also encouraging innovative ideas and solutions. The conservative fiscal approaches we take have continued to position us well, as our organization is fiscally sound overall. We have remained steadfast in our commitment to enhancing the quality of life for all we serve in Flagler County, guided by the Total Quality Management (TQM) philosophy on our journey towards excellence.

At the core of TQM lies the understanding that we all do better when we do it together. It emphasizes collaboration, continuous improvement, and a commitment to excellence in everything we do. And at the heart of our success is our strong emphasis on communication, transparency, and collaboration. Our professional employees succeed at TQM through both individual and collective actions, and its connection to our daily work using the “Putting Flagler F.I.R.S.T. ... making a difference” concept.

These principles serve as the foundation upon which our organization operates to guide every decision we make and every interaction we have. By fostering open dialogue, sharing information openly, and working together seamlessly, we have overcome challenges, seized opportunities to achieve remarkable results. This past year, we have seen the tangible results of this approach through the tireless work to enhance the quality of our services and processes. We used technology and software, deployed our new Transparency Dashboards, developed our Legislative Program, and continued collaboration with our municipal partners.

This Annual Report highlights the progress of initiatives, projects, and the many accomplishments of our departments. We value and commend the efforts of our professional and dedicated employees. They strive every day to meet the Flagler County mission by embracing our core values in the delivery of exceptional services to our community.

It is essential that we remain steadfast in our commitment to strategic planning as we continue to expand and evolve as a community. Our Comprehensive Plan serves as the roadmap for guiding our development and ensuring that we remain aligned with our long-term vision. Likewise, our Stormwater Plan, Parks Master Plan, and Beach Management Plan are instrumental in preserving our natural resources and enhancing the quality of life for all residents.

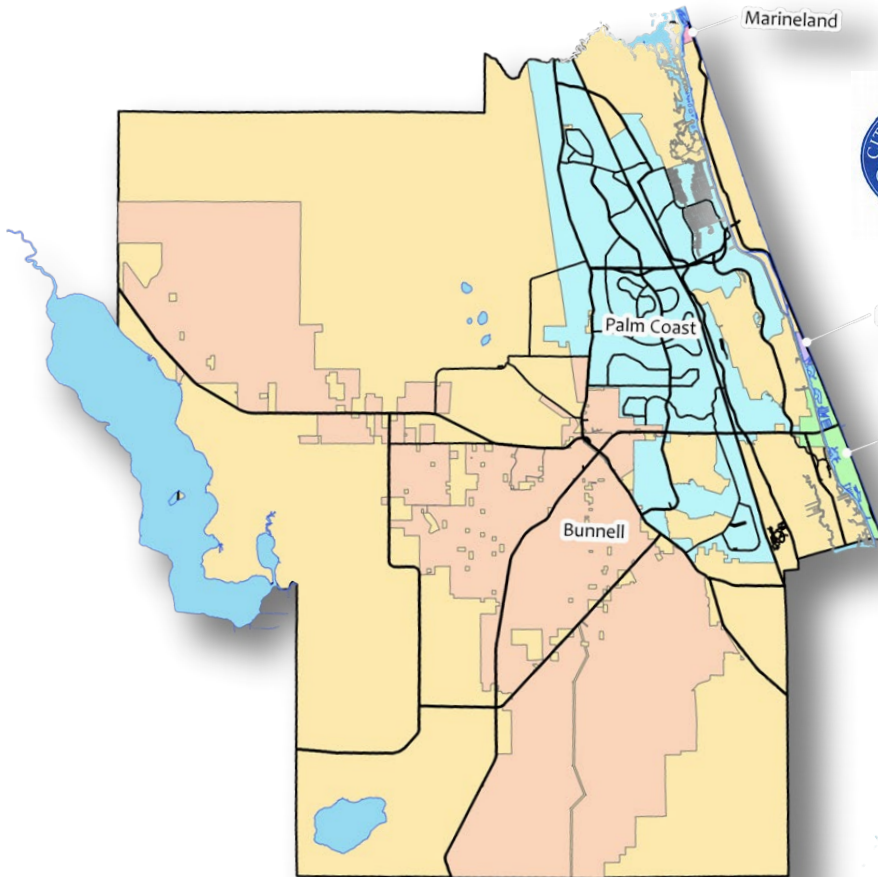
I am confident looking ahead that our collective efforts and strategic foresight will help us overcome any challenges that may arise so we can achieve even greater success. Together, we have proven time and time again that we can accomplish extraordinary things when we work as a cohesive team.

I want to extend my deepest appreciation to each of you for your continued dedication, passion, and hard work as we embark on this new chapter of growth and opportunity. Your contributions are the driving force behind our success, and I am honored to lead such an exceptional team. I look forward to the many successes that lie ahead for Flagler County.





# Our MUNICIPAL PARTNERS



## Municipality Statistics

|                | Population     | Area                         | Percent of Land |
|----------------|----------------|------------------------------|-----------------|
| FLAGLER COUNTY | <b>130,756</b> | <b>571 mi<sup>2</sup></b>    |                 |
| Beverly Beach  | <b>495</b>     | <b>247 acres</b>             | <b>0.067 %</b>  |
| Bunnell        | <b>4,027</b>   | <b>139.9 mi<sup>2</sup></b>  | <b>24.5 %</b>   |
| Flagler Beach  | <b>5,216</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>101,737</b> | <b>96.57 mi<sup>2</sup></b>  | <b>16.9 %</b>   |
| Unincorporated | <b>19,269</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)



Statewide Emergency Management Collaboration Workshop



County/Cities Joint Workshop

## 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

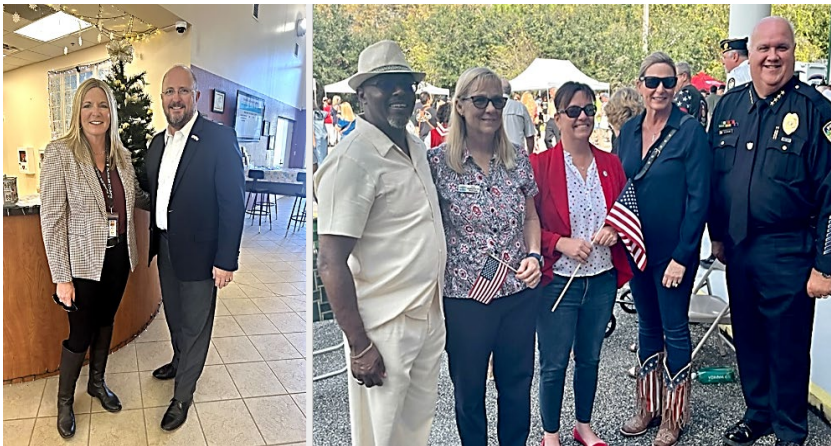




Flagler County Greenway Pedestrian Bridge Ribbon Cutting with an Inaugural Run by FPC Track Team.



1<sup>st</sup> Annual Economic Development Initiative with our Municipal Partners – Flagler County, Palm Coast, and Bunnell.



County Administrator, Heidi Petito collaborating with community and State partners.



County and City Elected Officials participating in the Annual United 4<sup>th</sup> of July with the reading of the Declaration of Independence.



# OFFERING A HELPING HAND



Flagler County Public along with General Services created three new **Food for Thought** kiosks to support our community. They are located at Hidden Trails, Haw Creek and Espanola Community Centers



Flagler County Human Resources staff working the **Buddy Taylor Middle School Resource Showcase Event**.



Flagler County held the 1<sup>st</sup> annual **“Bring a Kid to Work Day”** with more than 100 of our Flagler County kids participating. .



Flagler County General Services team built an award-winning float for the **Flagler Beach Christmas Parade**.



Flagler County Commissioners, Administration and Staff along with the Flagler County Sheriff’s Police Athletic League gave a helping hand to our Daytona North Community to provide a 1<sup>st</sup> **Annual Fall Festival**.



Flagler County Fire Rescue Shopping for **Christmas with Community Heroes**.



## 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.



Flagler County submitted approximately 100 photos to the Florida Association of Counties Annual Calendar Contest. **Local Flagler County photographer Lori Vetter Bowers** wins a spot in the Florida Association of Counties (FAC) 2024 calendar



Flagler County received two awards in 2023 for the **Flagler County Greenways Pedestrian Bridge** and the **AdventHealth Palm Coast Parkway Full Exercise**.



*Distinguished Budget Presentation Award*

2023 was the 14<sup>th</sup> year in a row that **Flagler County Finance Department** has received this award.



**Flagler Executive Airport** awarded the 2023 FDOT General Aviation Project of the Year.



The design firm for the **Graham Swamp Trail and Pedestrian Bridge** over SR100 project (Kissinger Campo & Assoc.) was a Grand Winner in the Special Projects category from the American Council of Engineering Companies (ACEC) . The award qualifies for consideration for a National ACEC Award in this category which will be announced later this year.



**Flagler County Fire Rescue** has distinguished itself when it comes to treating heart attack patients and has been awarded the American Heart Association “Mission: Lifeline EMS Silver” for 2023.



Flagler County Transportation Driver, **Richard Briggs**, was selected by the Florida Commission for the Transportation Disadvantaged for the Driver of the Year Award



**Flagler County Commissioner David Sullivan** receives NAACP Community Engagement Award.



## Airport

“Great place to fly out of, new hangers being built. “

“Clean FBO, friendly employees. Great restaurant (Highjackers). Friendly control tower employees. Easy airport to get in and out of. We'll marked and maintained taxi ways.”  
- Airport Customers

## Library

“There are programs and activities to keep the community busy and active; children through adults. There is even baby storytime for the smallest members of the family to learn and grow!!”

“The librarians are all so lovely and helpful. I love coming here!!”  
- Library Customers

## Building Department

“Had to wait for a bit but it was literally so fast I went and got my permit and was very comfortable and the staff were great at cracking a few jokes.”

- Flagler Resident

## Emergency Management

“So much info, experience, and fun too. Thank you. I will definitely be back and will recommend to friends & family.”

- CERT Program Attendee

## Fire Flight

“Absolutely amazing what they do! Thank you for your service!!”

- Flagler Resident

## Fire Rescue

“They were all very kind, careful, caring, considerate, and helpful. Knowing they are near gives my husband and me peace of mind as we return to our home! THANK YOU, GUYS”!

- Laura D

We appreciate you!

- Flagler Tiger Bay Club

## Health & Human Services

“I am just thrilled by Robert, his crew, Rick, you & all of the other people that assist in SHIP!.”

- Homeowner

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

- Christine J

## General Services

“Wow, that was quick! Great work!” (Skate Park)

- Dolly W.

“Fantastic job..that was quick!!” (Skate Park)

- Donna L.

That’s awesome!! Great idea! (Paddle Board Kiosks)

- Jason W.

## Solid Waste

Thanks for the update! We love waste pro. They do a great job for us!!!

- Trina B.

## Parks and Recreation

“Well maintained and lots to do! Beautiful place to bring your family for some outdoor activities!.” (Wadsworth Park)

- CJ C.

“One of my favorite spots. Love to go fishing here and a great place to bring my fur baby for a walk..” (Betty Steflik Park)

- Amber W.

## Land Management

“It was wonderful to explore the trails and the park, both guides were very knowledgeable and really had a passion for the park.” (Walk in the Park Program)

- Christine S.

## Extension Services

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

- Flagler Parent

## 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

- **Firefighter Lieutenant, John Moscowitz**, was given a unit citation award from Sheriff Rick Staly for assisting to save the life of an occupant of a submerged car.
- **Firefighter/Paramedic Prince Mack and Paramedic /Firefighter Marianne Hutson** received a Life Saving Award for saving a choking victim.
- **Firefighter/Paramedic Andrew Shook and EMT /Firefighter John Strickland** received a Life Saving Award for an ocean rescue.
- **Firefighter/Paramedic Kyle Najpaver** was named the 2023 Flagler County Fire Rescue Firefighter of the Year by the Flagler/Palm Coast Kiwanis Club.
- **Flagler Executive Airport** awarded the 2023 FDOT General Aviation Project of the Year.
- Flagler County Transportation Driver, **Richard Briggs**, was selected by the Florida Commission for the Transportation Disadvantaged for the Driver of the Year Award.
- **Flagler County Emergency Management** received the award in 2023 for Excellence in Healthcare Emergency Preparedness for the AdventHealth Palm Coast Parkway Full Scale Exercise .
- **Flagler County Engineering team** received the Northeast Florida Regional Council (NEFRC) 2023 Award for Excellence in Transportation for the Flagler Greenways Pedestrian Bridge project.
- The design firm for the **Graham Swamp Trail and Pedestrian Bridge** over SR100 project (Kissinger Campo & Assoc.) was a Grand Winner in the Special Projects category from the American Council of Engineering Companies (ACEC) . The award qualifies for consideration for a National ACEC Award in this category which will be announced later this year.
- Flagler County submitted approximately 100 photos to the Florida Association of Counties Annual Calendar Contest. **Local Flagler County photographer Lori Vetter Bowers** wins a spot in the Florida Association of Counties (FAC) 2024 calendar.
- **Flagler County Commissioner David Sullivan** receives NAACP 'Community Engagement Award.

## Certificates and Degrees

- Airport Director, **Roy Sieger**, transitioned from Chair of the Florida Airports Council to President of Education Foundation of the Florida Airports Council.
- Flagler County Fire Rescue Chief, **Michael Tucker**, has been redesignated as a “Chief Fire Officer” through the Commission on Professional Credentialing, an entity of the Center for Public Safety Excellence.
- **Dolores Key**, Economic Development Manager, was appointed to Board of Director for Career Source Flagler/Volusia in January 2023.
- Deputy County Attorney, **Sean Moylan**, obtained certification from the Florida Bar as a specialist in city, county, and local government law.
- In Growth Management **Scott Simon**, Flagler County Code Enforcement Inspector received the Florida Association of Code Enforcement Professional Certificate. (FACE). The **Building Inspectors** received additional DBPR Licenses and the Florida Fire Inspection Certification.
- **Flagler County Emergency Management** obtained Accreditation through the Emergency Management of Accreditation Program. One of only 7 Counties in FL..
- **Land Management staff** obtained their Florida Department of Agricultural and Consumer Sciences Pesticide License for Natural Areas and participated in training activities for multiple agencies at the Southern Area Engine Academy.
- Human Resources Manager, **Kelly Papa**, certified by Florida Public Employee Labor Relations Association.
- Human Resources Director, **Pamela Wu**, earned Association of Workplace Investigators certificate.
- Human Resources Risk Manager, **Samantha Whitfield**, completed COOP FEMA National Tabletop Exercise Course.
- Deputy County Administrator, **Jorge Salinas**, Emergency Management Director, **Jonathan Lord** and County Commissioner, **David Sullivan**, graduated from the Northeast Florida Regional Council (NEFRC) Leadership Academy.
- County staff including,, Flagler County Chief Information Officer, **Matthew Rivera** and Flagler County Emergency Management Manager, **Ryan Simpson**, completed the Flagler County Local Government Leadership Academy and received certificates of completion in June 2023.





# STRATEGIC PLAN - FY 2023-2028

## 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



# Effective Government - 1<sup>st</sup> Annual Bring a Kid to Work Day





# LEGISLATIVE PRIORITIES – 2023

Funding Received

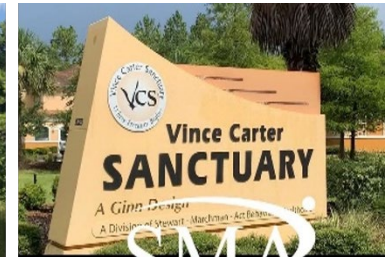
## Advocating For Flagler County's Legislative Interests

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 2023 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 three state legislative appropriations.
- 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 2023 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 received \$23 million in Legislative appropriations in the 2023 fiscal year!



- \$10,000,000 for the Combined Fire Administration/Fire Station, \$10,000,000 for the Integrated Stabilization Unit and Men's Residential Treatment Facility and \$3,000,000 for Conservation Land.

# LEGISLATIVE PRIORITIES – 2024

Funding Requested



## Public Health & Safety

### Public Health and Social Service Project

**Requested Action:** Provide funding assistance to construct a true “one-stop shop” solution for health and social service care in Flagler County.

### Multipurpose Emergency Preparedness Project

**Requested Action:** Provide funding to improve the fields and create a special needs shelter for future emergency preparedness needs.

## Infrastructure

### CR 304 Resurfacing and Multiple Bridge Replacement Project

**Requested Action:** Provide funding to resurface CR 304 and replace the four bridges located on this public right-of-way.

### General Aviation Terminal Project

**Requested Action:** Provide funding to construct a new General Aviation Terminal.

## Community Resiliency

### Septic to Sewer Conversion and Water Treatment Expansion

**Requested Action:** Provide funding to upgrade the FGUA Water and Wastewater Treatment Plant and provide connections along US 1 for the underserved area of the county.

### Beach Restoration/Coastal Stabilization Project

**Requested Action:** Provide the portion of funding needed to replace the current sand loss and restore the 18 miles of coastline.

### Stormwater Infrastructure Improvements and Resiliency Project

**Requested Action:** Provide funding to include planning/design, permitting, easements and property acquisition.

## Conservation and Open Space

### Acquisition of Conservation Lands

**Requested Action:** Provide local levels of funding to acquire tracts of land.

### Regional Conservation & Eco-Tourism Educational Center Project

**Requested Action:** Provide funding assistance to construct the Flagler County Regional Conservation & Eco-Tourism Educational Center to support the goals, objectives, and priorities of Flagler County, Northeast Florida Regional Council, and the Scenic A1A Byways.





# 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 \$256

### County Services

|   |                 |
|---|-----------------|
| Sheriff's Office                                | \$65.10         |
| All Other Services                              | \$45.65         |
| Fire Rescue/EMS                                 | \$32.64         |
| Health & Human Services / Public Transportation | \$12.55         |
| Facilities Management                           | \$8.52          |
| Tax Collector                                   | \$6.62          |
| Parks and Recreation                            | \$5.09          |
| Property Appraiser                              | \$5.03          |
| Clerk of the Circuit Court & Comptroller        | \$4.83          |
| Supervisor of Elections                         | \$4.29          |
| Library   | \$2.86          |
| <b>Total</b>                                    | <b>\$165.22</b> |

Do I need all these sitcom reruns? **\$18.00**

I thought this was part of my cable bill ... **\$16.00**

The price is going up again?! **\$20.00**

Everything you need? **\$75.00**

Never heard of those shows. **\$10.00**

If I have to watch Frozen one more time ... **\$14.00**

That's not education **\$9.00**

Wait, how much?! **\$55.00**

But there's a warehouse nearby! **\$15.00**

What even is this? **\$12.00**

Oh, come on! **\$12.00**

Streaming services shown: Hulu, HBOmax, Netflix, fuboTV, Apple tv+, discovery+, sling, Disney+, prime, peacock, Paramount+



# FY 23/24 FLAGLER COUNTY ADOPTED BUDGET AT A GLANCE



## RESPONSIBLE FINANCIAL STEWARDS OF THE COMMUNITY'S RESOURCES

- Balanced the FY 2024 budget (\$287 million), a 29.31% increase from last year's budget, while decreasing the current millage rate by 0.0119 to 8.3343.
- The FY 2024 budget continues to maintain core services and the community's infrastructure. A few highlights include:
  - No increases over the past six years in the Countywide millage rate or the following special assessment districts:
    - 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
  - Ensuring a high-performing workforce with fair pay by implementing a \$15.45 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 24<br>Ad Valorem<br>Tax Bill<br>\$2,318 | FY 24<br>Monthly Cost | FY 24<br>Percent of<br>Ad Valorem<br>Taxes |
|--|--|-----------------------|--|
| FCSO - Law Enforcement                             | 570.23                                     | 47.52                 | 24.60%                                     |
| FCSO - Jail  | 149.29                                     | 12.44                 | 6.44%                                      |
| FCSO - Bailiff                                     | 23.74                                      | 1.98                  | 1.02%                                      |
| FCSO - Internal Expenditures                       | 37.93                                      | 3.16                  | 1.64%                                      |
| Tax Collector                                      | 79.48                                      | 6.62                  | 3.43%                                      |
| Property Appraiser                                 | 60.36                                      | 5.03                  | 2.60%                                      |
| Supervisor of Elections                            | 51.51                                      | 4.29                  | 2.22%                                      |
| Clerk of Circuit Court & Comptroller               | 57.99                                      | 4.83                  | 2.50%                                      |
| Health & Human Services with Public Transportation | 146.94                                     | 12.25                 | 6.34%                                      |
| Veterans Services Office                           | 3.7  | 0.31                  | 0.16%                                      |
| Library  | 34.37                                      | 2.86                  | 1.48%                                      |
| Fire Services<br>(Fire Admin, Fire, & Flight Ops)  | 227.41                                     | 18.95                 | 9.81%                                      |
| EMS  | 164.33                                     | 13.69                 | 7.09%                                      |
| Parks  | 61.04                                      | 5.09                  | 2.63%                                      |
| Facilities Management                              | 102.24                                     | 8.52                  | 4.41%                                      |
| County Attorney                                    | 18.66                                      | 1.56                  | 0.80%                                      |
| County Engineer                                    | 23.13                                      | 1.93                  | 1.00%                                      |
| IT Department                                      | 38.71                                      | 3.23                  | 1.67%                                      |
| Human Resources                                    | 16.2                                       | 1.35                  | 0.70%                                      |
| Financial Services                                 | 14.22                                      | 1.18                  | 0.61%                                      |
| Purchasing Department                              | 14.48                                      | 1.21                  | 0.62%                                      |
| Economic Development                               | 3.66                                       | 0.3                   | 0.16%                                      |
| Emergency Management                               | 15.13                                      | 1.26                  | 0.65%                                      |
| Fleet Management                                   | 17.26                                      | 1.44                  | 0.74%                                      |
| Agriculture Extension                              | 8.43                                       | 0.7                   | 0.36%                                      |
| All Other Services                                 | 377.89                                     | 31.49                 | 16.30%                                     |
| <b>Totals</b>                                      | <b>\$2,318.33</b>                          | <b>\$193.19</b>       | <b>99.98%</b>                              |



# Flagler County

## BUDGET IN BRIEF

### FY 2023-24



**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.

#### Adopted Millage Rate FY 23-24

##### 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                 | 0.1546 mills        |
| <b>Total Voted Debt Service Millage</b> | <b>0.2796 mills</b> |

**Total Millage 8.3343 mills**

**Total FTE (Full Time Equivalents)**  
**412.475**

(322.10 in General Fund\*)

\*Does not include 15 SAFER firefighter positions.

**14.13%** ↑

#### Gross Taxable Value Increase

|                     |                      |
|---------------------|----------------------|
| Existing Properties | \$1,092,036,673      |
| New Construction    | 699,116,605          |
| <b>Total</b>        | <b>1,791,153,278</b> |

**\$2,084**

Property Taxes for a home valued at \$300,000  
(less \$50,000 homestead exemption)  
(based on 8.3343 mills)

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

**Total Budget**  
**\$287,038,539**

↑ **29.31%** over prior year

**General Fund Budget**  
**\$155,100,144**

↑ **16.85%** over prior year

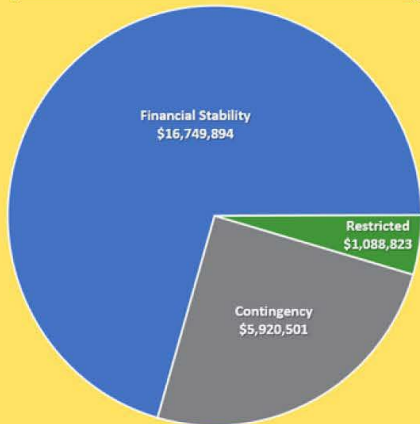
#### CAPITAL IMPROVEMENTS PLAN HIGHLIGHTS

- Fire Station #62/Administration
- Fire Station #51 Westside
- Wildlife Corridor Tract Acquisitions
- Men's Substance Abuse Treatment Facility
- Nexus Center (Library and Health & Human Svcs)
- Library Book Security/Theft System
- BVLOS unmanned Air System (UAS)
- Parks Augmented Reality
- Old Haw Creek Rd from CR 304 to SR 11
- Princess Place Covered Bridge Shoreline Stabilization
- Russell Landing Boardwalk Repairs
- Energy Plant Cooling Towers
- EOC Roof Hardening
- Various HVAC Replacement
- ADA Projects per Transition Plan
- GSB Flooring & Interior Painting
- Basketball Court Resurfacing at Parks
- Bull Creek Pavilion & Concession Stand

## RESERVES

|                        |                      |
|------------------------|----------------------|
| General Fund           | \$ 23,759,218        |
| Special Revenue Funds  | 24,750,286           |
| Debt Service Funds     | 7,663,721            |
| Capital Project Funds  | 1,957,070            |
| Enterprise Funds       | 2,198,543            |
| Internal Service Funds | 2,785,312            |
| <b>Total</b>           | <b>\$ 63,114,150</b> |

## GENERAL FUND RESERVES



### Financial Stability

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

### Restricted

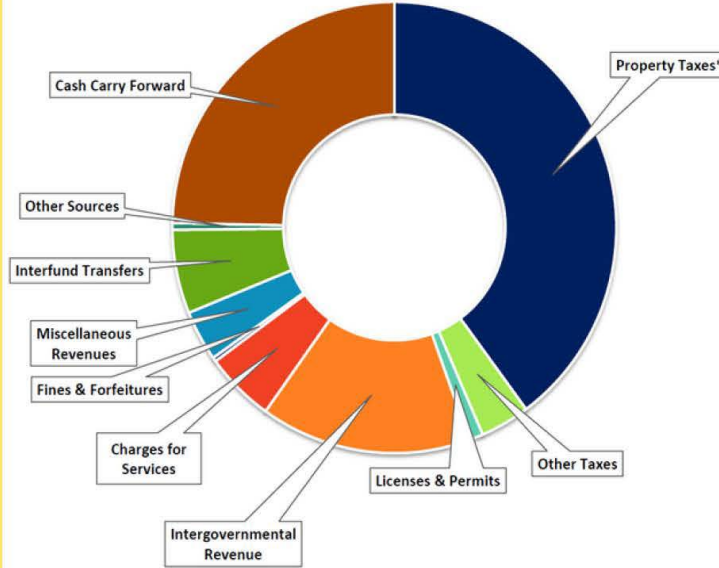
- Library Donation
- DRI Funds
- Personnel Services
- Historic Courthouse HVAC & Roof

### Contingency

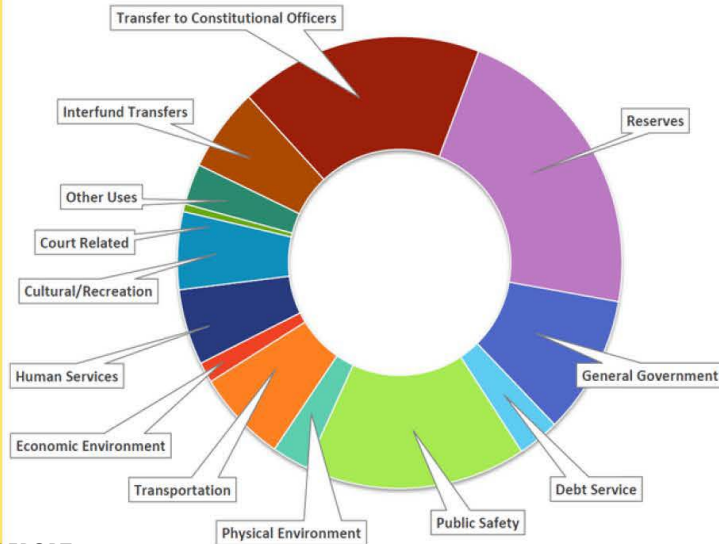
- 5% Operating Reserves

## SOURCE & USE OF ALL FUNDS

### REVENUES



### EXPENDITURES



## USE OF FUNDS



### \*\*\* Constitutional Officers\*

**\$50,793,003**

Sheriff, Property Appraiser, Clerk of the Circuit Court & Comptroller, Supervisor of Elections (\*not including Tax Collector)



### General Government

**\$28,562,500**

Tax Collector, Administration, Human Resources, IT, Financial Services, Growth Management, Facilities, Fleet



### Public Safety

**\$46,258,082**

Fire/Rescue, EMS, Flight Operations, Emergency Management, Building Dept.

### Transportation

**\$19,056,306**

Airport, Engineering, Public Works, Public Transportation



### Culture & Recreation

**\$15,960,874**

Library, Parks & Recreation, Flagler Beach Lifeguards



### Human Services

**\$15,565,252**

Senior Services, Adult Day Care, Congregate Meals



### Physical Environment

**\$7,609,769**

Solid Waste, Dune Restoration



### Economic Environment

**\$4,231,954**

Economic Opportunity and Development, Housing, Veterans



### Interfund Transfers

**\$17,227,000**

General Capital Projects, Capital Preservation, Public Safety Communications, Drug Court, Teen Court, FCSSO Ops Center Debt Service



### Debt Service

**\$8,698,509**

Debt Service



### Other Uses & Court Related

**\$9,961,140**

Other Uses, Court Related



### Reserves

**\$63,114,150**



# BY THE NUMBERS

Providing High Quality Services With Optimized Resources



20,217  
Inspections Completed



3,539  
Building Permits Issued



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



5,832  
Fleet and Facility  
Work Orders Completed



10,030  
Roadway Miles  
Improved



25  
Drainage Culverts  
Installed



2,728  
Youth and Adults Engaged  
in Nutrition Education  
Programs



Visitors to Flagler County  
Saved Residents \$734 in  
Taxes per Household



8,483  
Solid Waste  
Customers Served



11,830  
Help Desk Tickets  
Received and Responded To



Emergency Medical  
Response  
Incidents: 18,946  
Transports: 9,744



Individuals Donated More than  
11,458 Volunteer and Education Hours



Flagler County Executive Airport  
Fuel Sales:  
127,282 Gallons Av-Gas  
185,914 Gallons Jet-A



Veterans Services Assisted 75 Surviving  
Spouses to Obtain VA Benefits



Secured Housing Funds for 17 Individuals  
to Repair or Purchase a Home



84,740 Public Transportation  
Trips Provided with 671,078  
Miles Driven



485,934 Library Transactions  
10% Increase in E-Book and Virtual  
Collection Use



Parks & Recreation Hosted 79 Leisure,  
Recreation and Special Events

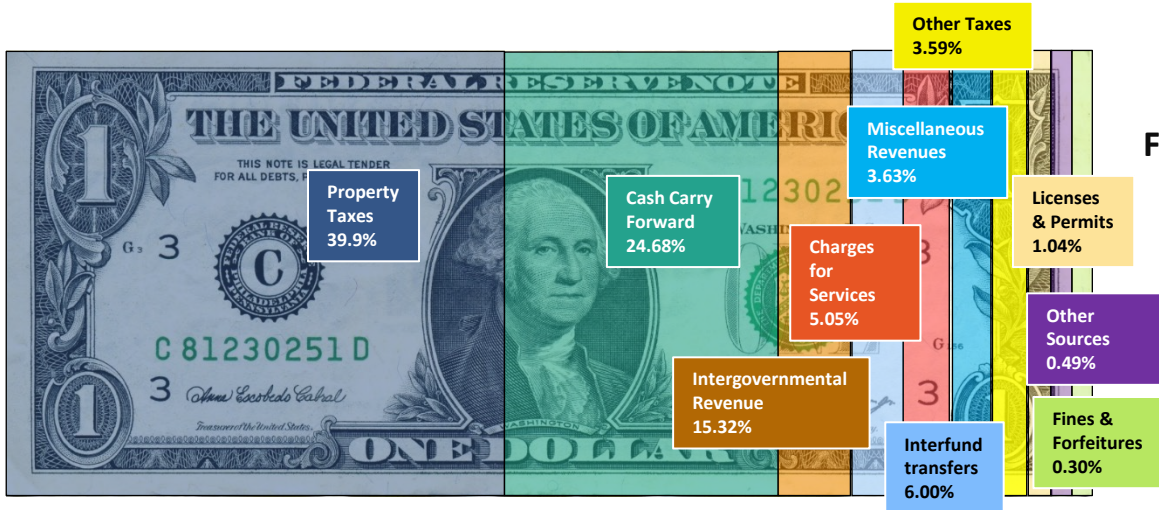


# STRETCHING YOUR TAX DOLLARS

Exercising Responsible Stewardship and Accountability Of The Community's Resources

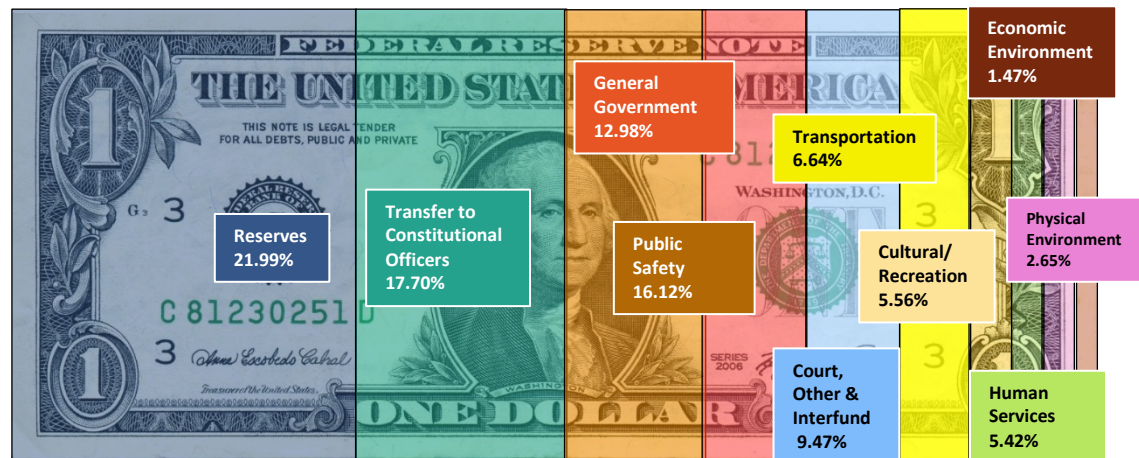


## WHERE THE \$287.03 MILLION COMES FROM...



**FY 23-24 ADOPTED BUDGET:  
\$287.03 MILLION**

**...AND HOW THE \$287.03 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. 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

- **Transparency/Communications** - is the act of sharing information 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.**

## Meetings

22

Regular Board Meetings

22

Public Hearing,  
Workshops,  
Special Meetings

## Agendas

11,300

Pages published and  
posted online in Agenda  
Packets



## Department Highlights



Al Hadeed  
County Attorney



Sean Moylan  
Deputy County Attorney

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.

- Land certification to the Army Corps of Engineers accomplished for the Flagler County Coastal Storm Risk Management Project, a beach renourishment project in south Flagler Beach. Also, obtained additional land interests necessary to expand the Project, including staging areas and extended north and south segments. The Project is now known as the "Modified Federal Project."
- Succeeded against all eminent domain claimants in Beach Project, including in federal bankruptcy court action. Acquired and validated public ownership of some dune remnants for the County and City of Flagler Beach.
- Negotiated a new contract for solid waste collection and removal services. Updated the County's Solid Waste Ordinance to align with current practices and needs. Drafted instruments necessary to levy an assessment to pay for the solid waste services as well as an interlocal agreement with the City of Bunnell providing solid waste services to certain remote residents of the City.
- Assisted the Tax Collector in obtaining an order of the Circuit Court authorizing the seizure of tangible personal property of delinquent taxpayers and resulting in a nearly 100% tangible personal property collection rate.
- Revised the County Commission's Rules of Procedure; coordinated with Sheriff's Office and wrecker companies to update maximum towing rates and requirements for the Sheriff's towing rotation list; assisted Growth Management Department in updating the local Building and Property Maintenance Codes; drafted ordinances prohibiting fires on the beach during sea turtle nesting season and prohibiting floating structures on public waterways; drafted an interlocal agreement with the City of Palm Coast to extend the City's sewer line northward along S.R. A1A to Marineland using \$8 million in FDEP grant funds.
- Negotiated and principally composed a lease agreement with the Florida State Guard for a \$10 million training facility to be utilized by the Guard and local law enforcement and emergency responders.
- Deputy County Attorney Moylan obtained certification from the Florida Bar as a specialist in city, county, and local government law..

### Interlocal Agreements

- **8** Interlocal Agreements

### Board Approved Contracts and Agreements

- **66** Contracts
- **127** Agreements

### Ordinances

- **22** Ordinances

### Animal Abuse Cases

- **1** Animal Abuse/ Seizure Cases

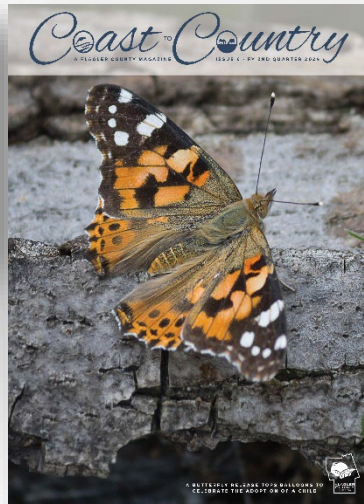


# COMMUNICATIONS

Education, Information & Community Outreach

## Department Highlights

- Communications continued to enhance the community's access to Flagler County Government and promotes transparency and accountability.
  - The Flagler Bulletin Employee Engagement Newsletter
  - Email blast to ALLUsers | average 60% open rate.
  - Flagler BOCC Headlines | monthly.
  - Flagler Monthly Update
  - Quarterly Coast to Country Magazine
- Wrote 4 award nominations for NACO and NEFRC
- Submitted almost 100 pictures for the Florida Association of Counties (FAC) Annual Calendar Contest.



## Social Media Posts

- **2,704** County Social Media Posts
- **840** Fire Rescue Facebook Posts
- **179** County Nextdoor Posts

## News Releases/ Media Interviews

- **162** News Releases
- Media PU (print/blog/TV/radio): **233**
- Television interviews: **26**
- Additional WNZF news: **89**
- Hurricane Idalia: news conference and interviews for a variety of media – large and small

## Events/ Press Conferences

- Warbirds Over Flagler
- Hurricane Season Media Roundtable
- Military Cord Ceremony
- Memorial Day
- United Flagler 4<sup>th</sup>
- Regional Training at AdventHealth Palm Coast Parkway
- Flagler Greenways Pedestrian Bridge Ribbon Cutting
- Veterans Day Blended Ceremony and Parade
- T-Hangar Ribbon Cutting



## Department Highlights

- The Comprehensive Plan update project commenced with a Kickoff Meeting in April, continuing with Joint Board Meeting, Stakeholder Interviews, Public Workshops 1 and 2, and ongoing staff review of Data and Analysis element. Completion scheduled for November 2024.
- The IPMC Unsafe Structure program was initiated with the first Flagler County contracted demolition completed. Total of 5 structures posted.
- New Growth Management Planner Simone Kenny started in July.
- The Building Inspector DBPR Intern Certification program was State approved and is underway.
- The Building Officials Association of Florida cross training program for Building Inspectors is progressing, field work is ongoing.
- Staff attended the Construction Licensing Officials Association of Florida conference as a board member.
- Building Inspectors received additional DBPR licenses.
- The Planning Division is working with the GIS Division on project mapping.
- Planning Staff attended the American Planning Association Florida Conference.
- Building Inspectors received the Florida Fire Inspector certification.
- An Ordinance amending Chapter 8 of the Code which implemented the International Property Management Code (IPMC), amending the Contractor Licensing Ordinance and authorizing a Code Enforcement Magistrate appointment received Board approval.
- The Code Enforcement Inspector received the Florida Association of Code Enforcement (FACE) Professional Certificate.
- Planning Staff attended monthly River to Sea TPO Technical Coordinating Committee meetings.

### Permits

- 3,539 Applications
- 3,311 Issued

### Building

- 20,217 Building Inspections

### Planning & Zoning

- 182 New Planning & Zoning Applications

### Code Enforcement

- 249 Enforcement Cases
- 579 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

- Flagler County Emergency Management obtained Accreditation through the Emergency Management of Accreditation Program. One of only 7 Counties in FL.. (9/2023)
- Ryan Simpson graduated from the Flagler County Leadership Academy. (5/2023)
- Volunteer Service Hours in CY2023 4075.25 hours, saving taxpayers over \$129,000 in staff expenses.
- Received a competitive grant that allowed for the purchase of a redundant satellite communication tool for emergencies.
- Received 2 grants related to Hurricanes Ian & Nicole providing for storm related project reimbursements above and beyond the standard FEMA reimbursement.
- Obtained grant to harden the roof of the Emergency Operations Center.
- Obtained EMAP Accreditation.
- For the first time, all staff certified as Florida Professional Emergency Managers.
- Hosted the first ever County-State EM Collaboration Workshop with FL's County EM Directors and State EM Leadership. (2023-12)
- Participated in a voluntary FEMA on-site review and analysis of our Continuity of Operations Program. (June)
- Coordinate full scale exercise with public safety & health partners at AdventHealth Palm Coast Parkway.
- EOC Activated for Hurricane Idalia.
- Following the deactivation of our EOC's coordination of Hurricane Idalia's response in Flagler County, 2 EM Team members deployed to Madison County to support their response & recovery.
- Director addressed the FL House of Representatives Select Committee on Hurricane Response & Recovery. (January & October)
- Expanded East Flagler Mosquito Control District boundaries took effect on 10/1/23.

### Did you know?

Flagler County residents and visitors can pick-up a copy of our latest Emergency Preparedness Guide at all libraries, city/county administration facilities and online at [FlaglerCounty.gov/emergency](http://FlaglerCounty.gov/emergency).

### Trainings

- 51 Trainings/Exercises Conducted
- 618 Participants

### Outreach

- 36 Outreach Events
- 9,087 Attendees

### Local Radio Shows

- 4 Shows
- 11,500 Listeners

### Social Media Followers

- 20,644 Facebook
- 2,711 Twitter
- 4,464 Instagram

### ALERT Flagler Notification

- 181 Notifications
- 104992 Enrollees





### Volunteer Service Hours

- 4,075.25 Hours

### Awards

- EMAP Accreditation

### Grants

- 3 Received
- \$1,821,051 Revenue

### Non-District Mosquito Treatments

- 2 Daytona North

A prepared community is a resilient community





# ENGINEERING SERVICES

Professional Services and Quality Infrastructure.

## Project Highlights

- Hurricane Dorian Dune Restoration Project - Construction Complete.
- North Flagler County Emergency Dune Restoration Project - Construction Complete.
- USACE Flagler County Coastal Storm Risk Management Project from Gamble Rogers State Park to North 7th Street - On schedule to start construction Summer 2024.
- Beach Management Study - Complete.
- Graham Swamp Multi-Use Trail & Pedestrian Bridge Over SR 100 - Construction complete.
- Marineland Acres Drainage & Roadway Improvements - Construction completion in February 2024.
- Water Oak Road Improvements from CR 2006 to Mahogany – Construction complete.
- Flagler Central Commerce Parkway Connector Project - Construction to start in 1st quarter 2024.
- 1st Avenue Improvements Project – Construction completion in March 2024.
- Malacompra Road Resurfacing Improvements - construction Completed.
- Armand Beach Drive Improvements – Design completed; construction in 2027.
- Seascape Drive Improvements – Construction completion in February 2024.
- CR 90 from Hickory Street to CR 305 Paving Improvements – Construction complete.
- CR 90 from CR 305 to CR 75 Paving Improvements - Construction scheduled to commence March 2024 East Daytona North Roadway Improvements Phase 2 – Design Complete.
- East Daytona North Roadway Improvement Phase 1 - Design Complete.
- Old Haw Creek Road - Construction to start in 2024.
- Stormwater Master Planning – Development on schedule to conclude in 1st quarter of 2024.
- Walnut Ave Paving Project - Design to start in 2024.
- Westmayer Place Project - Design to start in 2024.
- Canal St (CR 302) from Coconut Ave to Forest Park - Design to start in 2024.
- Bulow Creek Headwaters Regional Park - Planning Phase to start in 2024.







**Ongoing/Completed  
Roadway Construction  
Projects  
Total of \$26,686,789**

- **Graham Swamp Multi-Use Trail & Pedestrian Bridge** (\$10,688,409 FDOT)
- **Marineland Drainage & Roadway Improvements** (\$9,369,350 FDOT and Local)
- **Water Oak Roadway Improvements** (\$3,550,859 FDOT and Local)
- **Malacompra Roadway Resurfacing** (\$688,853 FDOT and Local)
- **First Avenue, Portion of Apache and Osceola** (\$1,389,318 FDOT and Local)
- **County Road 90 Paving Phase 1** (\$1,000,000 FDOT and Local)



**Upcoming Roadway  
Construction Project  
Total of \$18,571,288**

- **Commerce Parkway Improvements** (\$9,533,213 FDOT and Local)
- **CR 90 Paving (Phase 2)** (\$2,200,000 FDOT)
- **Old Haw Creek Road** (\$6,838,075 FDOT and Local)

**Completed/Ongoing  
Beach & Dune  
Nourishment Projects  
Total of \$55,345,500**

- **North Flagler County Emergency Dune Restoration Project** (\$22,700,000 FEMA and FDEP)
- **County wide Beach Management Plan – Local**
- **USACE Flagler County Coastal Storm Risk Management** (\$32,000,000 USACE, FDOT, Local)
- **Beach Nourishment Permit Modification** (\$645,500 FDEP)



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

- **East Daytona North Phase I** (\$115,000 FDOT)
- **Canal St/CR 302 from Coconut to Forest Park** (\$292,750 FDOT)
- **Walnut Ave from Water Oak to Forest Park** (\$250,000 FDOT)
- **Westmayer Place** (\$50,000 FDOT)
- **Bulow Creek Headwaters Regional Park** (\$1,500,000 FDOT)

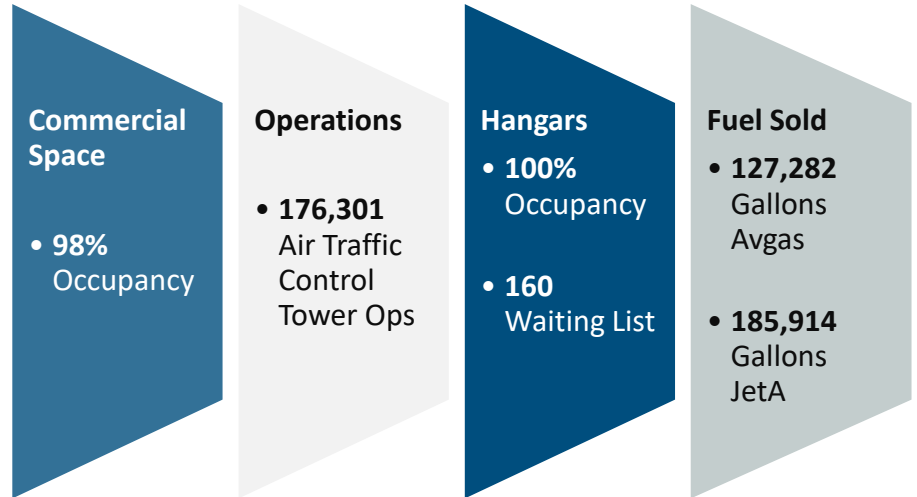


# FLAGLER EXECUTIVE AIRPORT

Where Service Soars

## Project Highlights

- 1) The T-Hangar construction project was completed, which consisted of constructing three buildings, each containing fourteen (14) T-hangar units for a total of 42 units and associated taxilanes. These new T-hangars will generate approximately \$257,000 annually in new revenue for the airport. This will also help increase fuel sales with the addition of 42 aircraft based at the airport. **Project cost: \$6,544,136.00 (FDOT \$5,889,723 / Airport Enterprise \$654,413.00).**
- 2) The Taxiway A Rehabilitation project was completed, which included reconstruction of Taxiway A from its west end to the west edge of the future terminal aircraft apron, and reconstruction of Taxiway A from the east edge of the future terminal aircraft apron to Taxiway E. Also included in the project was the rehabilitation of the Medium Intensity Taxiway Light (MITL) system and pavement markings. A ribbon cutting ceremony was held on December 15, 2023, for both projects. **Project cost: \$3,496,125 FAA \$3,146,513 / FDOT \$277,986 / Airport Enterprise \$71,627.**





## Notables

**Happy Retirement!** After 16 years of service to Flagler County, **Danny Bowman**, Airport Line Attendant, retired from the Flagler Executive Airport at the end of August 2023. After 18 years of service to Flagler County, **Tom Stager**, Airport Line Attendant, retired from the Flagler Executive Airport at the end of December 2023.

**13<sup>th</sup> Annual Race of Runways (February 25<sup>th</sup>)** is a 5K event hosted in partnership with the Rotary Club of Flagler Beach. Participants get a unique opportunity of run/walk on a runways and taxiways. This event showcases, promotes and elevates the airport's visibility to our entire community, which includes many taxpayers that are not affiliated with aviation.

**Warbirds Over Flagler (March 24<sup>th</sup>)** This event is a salute our veterans, both past and present, it was attended by more than 10,000 people. The event featured music, static vintage and modern military aircraft and vehicles, warbird flyby's, remote control aircraft demonstrations, as well as plenty of food and beverage vendors. This event provides the community an opportunity to get up close to living history, and to inspire our next generation of aviators. It was a great event to celebrate veterans and the freedoms we have!

**President of the Rotary Club of Flagler Beach (June 28<sup>th</sup>)** Airport Director, Roy Sieger was installed as Club President for FY2023-24. He was previously the Club President for FY 2019/20. Rotary is a global network of 1.4 million neighbors, friends, leaders, and problem-solvers who see a world where people unite and take action to create lasting change-across the globe, in our communities, and in ourselves.

**Fireworks Over the Runways (July 4<sup>th</sup>)** This community event featured the reading of the Declaration of Independence by elected officials, music, vendors, food trucks and of course magnificent fireworks. It was a joint event with the City of Palm Coast, Flagler Beach, Bunnell and Flagler County. A great time was had by all that attended.

**FDOT Project of the Year (July 20<sup>th</sup>)** At the 2023 FDOT annual awards presentation, the Flagler Executive Airport received the FDOT 2023 General Aviation Project of the Year for the Reconstruction of Runway 6-24 and the Relocation of the Electrical Vault. There were eight other project submissions. This is the fourth FDOT General Aviation Project of the Year award the Flagler Executive Airport has received.

**President of Education Foundation for the Florida Airports Council (July 21st)** Airport Director, Roy Sieger transitioned from Chair of the Florida Airports Council to President of Education Foundation for Florida Airports Council. Sieger has been a member of FAC for 16 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.



Ribbon Cutting for new T-Hangars



H-60 at Warbirds Over Flagler



# 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)

- The UF/IFAS Extension office offered 456 educational programs to the residents of Flagler County, reaching a total of 5,033 youth and adults.
- 2,728 youth engaged in nutrition education programs with our Family Nutrition and SNAP Education programs.
- The Flagler County 4-H program supported 145 enrolled youth and Fourteen 4-H clubs throughout the county. 50% of these 4-H clubs met in underserved/underrepresented areas of the county.
- The Horticulture Agent secured an educational grant in the amount of \$9,124. These funds will be used to establish research and demonstration plots to educate Flagler County residents about fruit cultivation.
- Extension volunteers provided a total of 7,310 hours of service to the 4-H, horticulture, and Sea Grant programs. These hours equate to an economic value of \$214,987.
- The Extension team developed original curricula and completed the inaugural course of a new program "Florida 101," aimed at educating new residents to the area on the local ecosystems, organisms, and how to be a Florida-friendly resident.
- Partnered with the Flagler County School Board to implement the Florida 4-H Public Speaking program in the schools reaching a total of 1,750 students.





## Department Highlights

The mission of the Florida Department of Health in Flagler County is to protect, promote and improve the health of all people in Florida through integrated state, county, and community efforts.

With the support of our community partners, the Florida Department of Health in Flagler County can develop and implement health initiatives that benefit our residents and visitors.

Our public health professionals are dedicated to improving the health of individuals and communities through the mission of the agency.

Through partnerships, interventions, best practices, community assessments, communication, education, and committed staff we strive to improve the quality-of-life for individuals, families and our community.

Our scope of services provided to Flagler County citizens include:



### Clinical and Nutrition Services

15,724 Clients Served  
133,496 Services Provided

### Dental and Oral Health

3,255 Clients Served  
33,425 Services Provided

### School Based Sealant Program

367 Clients Served  
36,008 Services Provided

### Women, Infants and Children (WIC)

16,842 Clients Served  
\$1,670,602 Redemptions

### Environmental Public Health

3,820 Inspections

### Emergency Preparedness and Response

\$45,000 Special Project Funding

### Infectious Disease Services

355 Investigations

### Vital Statistics

5,103 Clients Served  
14,399 Certificates Generated





# FINANCIAL SERVICES

OFFICE OF MANAGEMENT AND BUDGET / OFFICE OF PROCUREMENT AND CONTRACTS

## Department Highlights

- Ensured operational reserves were fully funded at 5%.
- Working towards a 3/12 reserve level to address natural emergencies more prevalent to our coastal community
- Maintained an AA S&P bond rating.
- Performs due diligence on all the County's financial activities.
- Fourth straight year without taking a Tax Anticipation Note (TAN) for early year cash flow.
- 14<sup>th</sup> straight year the Government Finance Officers Association's (GFOA) Distinguished Budget Award received including the special recognition for our Capital Improvement Program (CIP) for the first time in County history.
- The County had 61 active grants and received \$39,936,994 in grant funding, tripling previous year's awards.
- Warehouse Operations:
  - Average of 40 work orders per week
  - Average of 183 transactions per week
  - Average of 486 items per week
- 45 contracts negotiated
- County surplus sales generated \$523,287 in revenue

### The Department had:

- 63 - Unanticipated Revenue Resolutions
- 174 - Budget Transfers
- 16 - Journal Entries
- 7,461 - Purchase Card Transactions
- 14,000+ - Invoices Processed
- 783 - Purchase Orders
- Issued 445,171 gallons of Unleaded Fuel
- Issued 93,509 gallons of Diesel Fuel

## 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.
- Attended Florida Association of Public Procurement Officials (FAPPO) Conference.
- Continued to be a training and operational resource for other County departments on the County's ERP Software.

## Projects

- Completed the County's annual budget process resulting in the Fiscal Year 2024 Budget.
- Created the Moving Flagler Forward: A Comprehensive Guide for Fiscal Planning



## 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.



## Government Finance Officers Association's Financial Foundations Framework:

- Pillar 1: Establish a Long-Term Vision
- Pillar 2: Build Trust and Open Communication
- Pillar 3: Use Collective Decision Making
- Pillar 4: Create Clear Rules
- Pillar 5: Treat Everyone Fairly



# FLAGLER COUNTY FIRE RESCUE

Protecting Life and Property.

## Department Highlights

- The department's Community Paramedics continue to be very active through the delivery of CPR classes and the coordination of public health programs. This included the delivery of more than 30 classes and demonstrations to 442 participants. The Community Paramedic team also coordinated two "plus bus" events with Flagler Health+® to offer health care services to vulnerable population groups within the County.
- FCFR completed the transition of all warehousing and inventory activities from the County's purchasing department into a recently renovated area located at fire rescue offices. This also resulted in the transfer of the logistics technician position into the Fire Rescue team. FCFR is now responsible for nearly 350 individual items utilized in the delivery services to Flagler County. Concurrently, the Logistics team was able to implement the Operative IQ inventory tracking software. As a result of the new software and utilization of competitively bid "piggyback" contracts FCFR was successful in saving more than \$70,000 in taxpayer funds.
- The department was able to replace all 15 of its cardiac monitors. The previous units were outside of the manufacturer's warranty period and many of the components were not replaceable in the event of a unit malfunction.
- Kyle Lockwood was promoted to the rank of Lieutenant. Lt. Lockwood has been with FCFR for 13 years and in addition to his responsibilities as firefighter/paramedic he has served as a Field Training Officer responsible for the onboarding and clearing of new paramedics. Additionally, Lt. Lockwood will serve as a "Lead Field Training Officer".
- Mark Giblin was promoted to the rank of Logistics Manager. In this role, Mark is responsible for oversight of the department's warehouse as well as the testing and maintenance of the department's equipment.
- Firefighter/Paramedic Jonathan Kaye was promoted to the rank of Lieutenant. In addition to his 12 years experience as a paramedic Lieutenant Kaye has several years experience as an instructor and trainer of emergency personnel.
- Replacement of Fireflight 1998 Eurocopter AS 350BIII, N911US with a New 2023 Eurocopter AS 350BIII, N190AH.



## By the Numbers



| Incident Type Group                             | Incident Counts |
|---|-----------------|
| 100 - Fire                                      | 220             |
| 200 - Overpressure Rupture, Explosion, Overheat | 4               |
| 300 - Rescue & EMS                              | 14,138          |
| 400 - Hazardous Condition                       | 133             |
| 500 - Service Call                              | 1,781           |
| 600 - Good Intent Call                          | 2,057           |
| 700 - False Alarm                               | 517             |
| 800 - Severe Weather & Natural Disaster         | 6               |
| 900 - Special Incident                          | 90              |
| <b>Total</b>                                    | <b>18,946</b>   |







## Partnership and Collaboration

- Flagler County Fire Rescue worked with Flagler CARES and Florida Department of Health - Flagler to establish a Community Opioid Response (CORe) program to assist individuals suffering from drug addiction and desire treatment.
- FCFR's Community Paramedics facilitate the treatment of individuals suffering from opioid addiction through a warm "hand-of" program where community paramedics administered buprenorphine to these individuals for a defined period until they could be admitted to a structured medication assistance (MAT) program.
- FCFR Community Paramedics administered 240 doses of Buprenorphine to these individuals. In the early stages of this program, FCFR Community Paramedics assisted 27 individuals as they entered a MAT program.
- E911 completed the upgrade "refresh" of the E911 phone system within the primary site of the PSAP and validation of the County's E911 database by a third-party contractor. The E911 phone system upgrade was accomplished through a \$319,792 grant from the State of Florida's E911 Board. The E911 database validation was also accomplished via a \$22,000 grant from the State's E911 Board.
- In addition to these two projects, E911 was successful in being awarded three grants from the State of Florida's E911 Board to participate in an E911 GIS regional repository initiative (\$362,354), additional MEVO phones (\$7,221), and RapidSOS (\$18,222). In total, these three grants amounted to \$387,798 and required no matching funds from Flagler County. The regional repository initiative will coordinate the 911 databases for 13 counties within region 3 into a single repository and allow the 911 systems of these counties to continue sharing 911 databases and ensure a more efficient response when responding across county lines for mutual-aid assistance.
- Flagler County's radio team completed the updating of the County's radio system. This system update allows all radios to receive future updates via wi-fi connection and avoids the need for the radios to be physically handled for updating. This update also allows the radio to automatically transfer to a wi-fi network in the event the radio loses connection to the radio frequency.





# GENERAL SERVICES

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

## Project Highlights

### Facilities

- **G.W. Carver Expansion (Phase 1)**- Completed a 3,600 sf, phase one addition/expansion to the **Carver Center**. Phase one (1) includes a new main entrance, new ADA compliant restrooms, four (4) new staff offices, two (2) new multi-purpose flex rooms for classes and instruction and a new whole facility main electrical system upgrade.
- **Flagler County Health Department Dental Expansion** – Completed an 800 sf, addition/expansion to include new construction of three (3) new dental exam rooms and the renovation of one (1) existing dental exam.
- **Construction Design** – Working with architects and CMAR for the design of the western Flagler County Fire Station at SR100/CR305, and for the Nexus Center/Bunnell Library and Health & Human Services Building located within the government complex.
- **Renovations** – Staff performed various renovation work at the Justice Center, Fire Station 62, Flagler County Health Department's Vital Statistics Office, Guana Tolomato Matanzas National Estuarine Research Reserve Office located at River to Sea Preserve, and the Government Services Building.
- **Emergency Services Medical Storage Facility** – Completed 1,000 sf, Vehicle Storage Building (VSB) renovation to include installing new fire-retardant walls and doors, insulation, acoustical ceiling, and HVAC.
- New Main Server UPS units were installed at both the **Kim C. Hammond Justice Center** and the **Emergency Operations Center**.

### Parks and Recreation

- Completed renovations of the **Wadsworth Dog Park** to include removal of all existing structures and installation of new fencing, large and small dog designated areas, two new pavilions, and new ADA parking. Completed a new ADA accessible, hurricane rated restroom along with enhanced parking.
- **FCRA & Wadsworth Parks** treated with insecticide and fertilizer for maintenance and recovery before new seasons starts.
- Lawn maintenance began on the new **Lehigh Trail extension**.
- **Pedestrian Bridge** opened over SR 100 & ribbon cutting in Sept 2023.
- New park entrance signs installed at **Lake Disston, A1A Tennis Courts & Lehigh Trail** (new section).
- Benches at **Malacompra hiking trail and Cattleman's Hall** picnic tables were repainted.
- Repairs completed to **Russell Landing Boardwalk**.
- Pressure washed all **A1A roadside pavilions and tables**.
- Demolished **Bull Creek Restaurant** and reopened park from Hurricane Ian & Nicole
- Completed repairs to two fishing piers located at **Bing's Landing**.





### **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.

### **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 and including annexed City of Bunnell residents. The contract was awarded to WastePro after a thorough vetting process.
- An RFP was solicited for the removal of household hazardous waste. The contract was awarded to CleanEarth.
- 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

### 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.

### 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

- Set up booth at Princess Place Preserve for the 8<sup>th</sup> annual Native American Festival (Princess Place Pow Wow) in February 2023. Passed out park's informational brochures.
- Participated in the 1<sup>st</sup> annual "Bring Your Kid to Work Day" with a booth. Handed out Flagler County logo backpacks consisting of frisbees, water bottles, pens, stickers and parks brochures on April 27, 2023.
- Offered a Summer Parks Bus Tour.





## By the Numbers

### Facilities

- 2,295 – Work Orders Received
- 2,097 – Work Orders Completed (91%)

### Parks & Recreation

- 79 – Special Events
- 313 – ECO-Cottage Reservations (PPP)
- 570 – Primitive Camping Reservations (PPP)
- 523– RV Campground Reservations (Bull Creek)

### Residential Garbage

- 8,483 – Customers Served
- 986 – New Customers

### Public Transportation

- 84,740 - Trips Provided
- 671,078 - Miles Driven
- 524 - New Applicants
- 1,109 - Denied Trips

### Road & Bridge

- 16,362 - Acres Mowed
- 10,030 - Roadway Miles Improved
- 134,476 (linear feet) - Ditches Cleaned
- 9,877.5 (cubic yards) - Shell Material Added
- 25 - New Culverts Installed

### Fleet

- 3,157 - Workorder Requests Received
- 3,041 - Workorder Requests Completed (96%)
- 1,770 - Field Service Calls



# VETERAN SERVICES

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



David Lydon,  
Veterans Services Officer



Eric Flores Febles,  
Veterans Services Officer Assistant

## 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 Bunnell to co-host a blended Veteran's Day Ceremony including a Veterans Day Parade 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.



### VA Benefits

**75**

Surviving Spouses Obtained Benefits

### Customers

**5,283**

Customers Served

**23 per day**  
Walk-ins

### Claims

**900**

Service-Connected Disability Compensation Claims

**150**

Veteran Property Tax Discount Letters Issued



## 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.



Flagler County Health Fair 2023

### 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

- Volunteer musical entertainment and pet therapy visitors kept the ADC lively and entertaining for participants.
- Fully staffed vacant positions, to maximize program capacity and client/staff ratios allowable under state licensing.
- Added agreements with 2 new Medicaid health plan providers to allow for referrals of patients in their network.

### Senior Services

- Provided care coordination and case management services to hundreds of seniors, as well as supported nutritional services and meal delivery throughout the community.
- Participated in holiday food donations and delivery for Seniors, both Thanksgiving and Christmas, bringing food, gifts, and holiday cheer to our seniors.
- Senior Center held a variety of festive events, including “Senior Prom”, crowning Prom King and Queen (see photo)

### Housing Services

- Facilitated Housing Forum with participation from Flagler Beach, Bunnell, Palm Coast, County, and Florida Housing Coalition CEO with over 70 participants.
- Applied for and awarded \$194,000 Hurricane Loss Mitigation Program grant, to support disaster and weather-related mitigation efforts in the community.
- Implemented new software (Neighborly) to manage expenditure of 4 times the average annual allocation of SHIP and to help citizens more easily access funding.

### Human Services

- Conducted 2 large community outreach events, in partnership with 30+ local services agencies, reaching over 100 households at each event.
- Enhanced partnerships with local agencies, facilitating effective referrals between organization and “filling gaps” in services that HHS is not able to provide.
- Joined LINC social services database to facilitate care coordination and led regular Resource Council meetings, to further cross-provider networking and services coordination.
- Supported regional 2023 Point in Time Count of those experiencing homelessness in Flagler County.



Senior Food Distribution



Volunteer

### Adult Day Care

**11,094.5** - Hours In-facility Respite and Client Care

**2,103** - Meals Served

### Senior Services

**4,778** - Congregate Meals (Senior Center)

**31,269** - Meals Delivered

**7,501** - Homemaking hours

**1,498** - Personal Care hours

**3,750** - Respite Care hours

### Human Services

**300+** families helped with utility & rent assistance.

**465** - Medical services funded/provided to clients.

**41** - HCRA claims received and processed.

**19** - Requests for Indigent Cremation

### Housing Services

**13** - Homes Rehabilitated/Repaired (SHIP)

**4** - Newly Constructed Homes Purchased (SHIP)

**10** - Homes being retrofitted - Hurricane Loss Mitigation Program (HLMP)



# INNOVATION TECHNOLOGY

Maintaining Efficient & Cost-Effective Innovation Technology.



## Department Highlights

- Migrated FCSO to their own O365 environment.
- Completed move and setup of all IT equipment for FCSO personnel into the new FCSO Operations Center.
- Completed full separation of all FCSO systems from the County's environment into their own.
- Awarded \$1.6 million contract to selected vendor for the Jail access control and surveillance overhaul.
- Created a story map for the coastal impact from Hurricanes Ian and Nicole.
- Launched new IT ticketing system allowing for a more efficient response to and accounting of county IT support requests.
- Awarded State cybersecurity grant and installed multiple cybersecurity appliances enhancing the county's cyber security posture and ability to prevent and/or react to cyber incidents.
- Full IT hardware audit completed for HR, EOC, Growth Management, Finance, Legal, General Services, and IT departments.
- Completed UAS drone fleet replacement ensuring compliance with new State regulations.
- Completed new IT Department Continuity of Operations Plan (COOP) and submitted to Emergency Management for inclusion in the overarching County COOP.
- Assisted City of Palm Coast IT with cable runs to MachAlert controller at station 92.

## Partnership and Collaboration

- Participated in the inaugural Regional Domestic Security Taskforce (RDSTF) Cybersecurity Subcommittee held in Clay County.
- Worked with new FCSO IT vendor to train them on the FCSO systems.
- Participated in the NACO Cybersecurity Attack Simulation.
- Worked with FBPD and the City of Flagler Beach to assess and design access control and surveillance needs at Wadsworth Park.
- Supported the Engineering team with drone footage of the beach and dune conditions from Varn Park to the southern end of Beverly Beach which assisted in the decision making for the renourishment project.
- Created method for the property appraiser to use SDE data in their PACS Matix software.
- Created and plotted 6 maps of Depth Data from Northeast Florida Regional Council
- Collaborated with City of Palm Coast to update fire hydrants in CAD and begin to produce a better process to share them with the County.
- GIS completely rebuilt the General Services Workforce application as a browser-based Web Experience Builder application ensuring it will not go through the critical failures it experienced in the past.
- Conducted joint drone operation with Fire Rescue to complete a fire recon flight to document the mulch fire at JW Site in Bunnell.
- Worked with the City of Flagler Beach on their IT infrastructure budgeting for FY24.
- Participated in the "Bring Your Kid to Work" day showing off how our UAS technology assists the county in all areas from public safety to building inspections and everything in between.



# of Help Desk Requests  
**11,830**

% of Tickets completed in 1 hour or less  
**83%**

Average # of tickets completed monthly  
**985**

% of Enterprise network and server downtime  
**<5%**



# LAND MANAGEMENT

Sustaining the Health and Diversity of Public Lands

## Department Highlights

### Generalized Land Management and Natural resource

- Staff removed invasive plants including Brazilian Pepper, Cogon Grass, Chinese Tallow and other invasive plants at Shell Bluff, Haw Creek Preserve, Princess Place Preserve, and on County Government campus in Bunnell.
- Completed Bing's Landing FIND grant for fishing pier updates, new Manatee and waterway educational signage, repaired seawall, ADA paved path.
- Completed Phase 1 of the United States Fish and Wildlife Services Partnership for Wildlife grant that is funding ecological restoration at Hominy Branch in Princess Place Preserve.

### Staff Highlights

- 2 staff obtained their Florida Department of Agricultural and Consumer Sciences Pesticide License for Natural Areas.

### Prescribed Fire

- Hosted the National Interagency Prescribed Fire Training Council to train firefighters from across the nation on fire behaviors in Florida.
- Prescribed fire applied to 78 acres of County Land
- 2 Staff participated in training activities for multiple agencies at the Southern Area Engine Academy.
- Responded to hazardous tree concerns on County lands adjacent to private property.

### Did you know?

In the last year, striped newts were discovered by Flagler County Land Management's Forestry Supervisor Ralph Risch in Flagler County for the first time. As a threatened species, finding more populations is a good thing, as it aids in protecting them.

### Grant Activity:

Acquired \$200,000 from a Resilient Florida Grant to perform a Compound Flooding Analysis and Adaptation Planning as a continuation of the Vulnerability Assessment.

Received \$3,000,000 from the State of Florida through a Legislative Funding Request to purchase Conservation Lands within the Wildlife Corridor. Flagler County will be able to continue to provide high quality drinking water and conservation-based experiences that our community relies on for its health and well-being.





## Partnership and Collaboration

### Invasive Plants

- Staff Completed an Invasive Plant Survey of 6.4-mile length of Lehigh Trail.
- Participated in or Facilitated 6 volunteer invasive events at Betty Steflik.
- Held one invasive plant removal event at River to Sea Preserve in collaboration with GTM-NERR staff.
- Participated in the National Coastal Cleanup with the Town of Marineland, GTM-NERR, Whitney Lab and Scenic A1A.

### Invasive Animals

- Enhanced our Feral Hog Management Program with the addition of 2 corral traps.
- Collaborated with Grand Haven CDD including the Crossings at Grand Haven and Wild Oaks to work across boundaries to assist in feral hog management in and around Graham Swamp.
- Increased Feral Hog removal from 83% from last reporting period.

### Wildlife Research

- Facilitated spotted skunk research with Florida Fish and Wildlife Conservation Commission.

### Trespassing and Poaching

- Worked with FCSO to identify and make contact with Palmetto Berry Poachers at Princess Place Preserve, Malacompra Road Park, and River to Sea Preserve.

### Community Outreach

- Hosted the first annual Walk in the Park in the Woods series interpretive guided hikes on County lands including Princess Place Preserve, Haw Creek Preserve, and Pellicer Flats ( by kayak).
- Collaborated with UF-IFAS and Flagler County Parks and Recreation Department on a historical and ecological guided tour at Princess Place Preserve.
- Collaborated with 5 separate agencies on Prescribed Fire activities.
- Collaborated with the City of Palm Coast on the Parks Master Plan.





# PUBLIC LIBRARY SYSTEM

Educate, Engage & Innovate

## Department Highlights

- The library system software tracks the cost of each item checked out and totals this cost to show what a resident would pay to purchase instead of borrowing from the library. Residents of Flagler County saved more than \$9.5 million last year simply by borrowing items from the library.
- Library staff applied for and received a NEFLIN Innovation Grant of \$6,690 for the purchase of a Pillar Booth. This booth fulfilled a need for a quiet/private space for things like virtual meetings, classes, telehealth appointments, and job interviews.
- Hosted the 22<sup>nd</sup> annual Flagler Reads Together program featuring the book “Our Missing Hearts” by Celeste Ng. Events included an open mic poetry session, book discussion, and a special movie matinee.
- On April 29, 2023, the First Annual Book Fest supporting local authors was held at the Palm Coast Branch Library. It featured presentations, workshops, panel discussions, author signings, book sales, children’s activities and more to over 450 in attendance.
- Created an eight-week summer program for children and families around the theme “All Together Now.” The program featured educational performers, take-home activities, teen DIY crafts, and reading challenges for all ages. The kickoff event was held on June 3<sup>rd</sup> with an educational performer and foam party attended by over 325 people.

## 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)

## By the Numbers

### By the Numbers

|                            |                     |
|----------------------------|---------------------|
| Items circulated           | <b>485,934</b>      |
| Total registered borrowers | <b>61,201</b>       |
| Visitors (foot traffic)    | <b>235,063</b>      |
| Web connections            | <b>58,647</b>       |
| Database and website usage | <b>146,565</b>      |
| In-person Events           | <b>649</b>          |
| Attendance                 | <b>18,828</b>       |
| Passports processed        | <b>3,898</b>        |
| Photos taken               | <b>4,697</b>        |
| Facebook Posts             | <b>613</b>          |
| Total Revenue              | <b>\$223,190.88</b> |



Nexus Center



- Presented multiple musical programs including Shannon Rae’s Valentine’s Day performance of romantic love songs, a folk music concert featuring George Mann for St. Patrick’s Day, and for National Senior Citizens Day we held a concert performance of “Rock Songs of the 50s/60s” by Dennis Hurlie and DJ Rudy.
- Presented bi-monthly cooking series with celebrity chef and cookbook author Chef Warren Caterson to more than 250 residents.
- In October, the Library System celebrated Banned Books Week highlighting the book “Are You There God, It’s Me Margaret” by Judy Blume.
- During the month of October, we hosted our annual Halloween Hoopla family/youth event with almost 400 in attendance. The event included candy, games, crafts, and a Nintendo Smash Brothers tournament. Events for adults included Chilling Ghost Stories performed by the Tale Tellers of St. Augustine and “Haunted Ghost Stories and Florida Folklore” presented by author/podcaster Christopher Balzano.
- In November 2023, in collaboration with the Embry Riddle Honor Guard, the library presented the White Table Ceremony in recognition of Veterans Day.
- The Flagler County Public Library, in partnership with the U.S. Department of Veterans Affairs, held a Veterans Resource Fair in November 2023.
- During the 2023 Holiday Season, we hosted the Annual Festival of Trees that included an appearance by Santa and Mrs. Claus. The Festival of Trees Program took place on November 17<sup>th</sup> with more than 400 in attendance featuring 48 trees and 8 wreaths representing various groups, clubs, ethnic associations, and churches from the community.
- Implemented three “Food for Thought” kiosks at the Haw Creek Community Center, the Hidden Trails Community Center and Espanola Community Center. These kiosks encourage “take a book, leave a non-perishable good” or vice versa.
- Offered a Free Senior Picture program for local graduating High School Seniors to help families obtain professional-grade portraits.
- Held more than 385 Youth Programs for Children, Tweens, and Teens including Halloween and Christmas holiday programs, art classes, book clubs, family movie nights, literacy programs like Paws to Read, baby classes, story times, chess club, gaming activities, and STEAM Saturdays to 8848 children. Passive programs, such as take-home crafts and activities, had almost 25,000 participants.
- Held more than 260 adult/family programs including seminars, literacy classes, technology classes, craft classes, various clubs, creative writing workshops, yoga, meditation, adult trivia, and entertainment to 9,980 individuals.
- The Library Passport Acceptance Facilities in the Palm Coast and Bunnell Branches processed more than 3,898 passport applications and 4,697 photos during FY 22/23. This resulted in additional revenue of \$183,400 this year and more than \$1,338,000 since the service began in 2008.
- Volunteers contributed more than 7,300 service hours shelving, greeting the public, assisting at the research desk, repairing books, helping with Youth Services programs, collecting donations, and working in the book shop. This enabled staff to provide improved services to the public and saved the county more than \$200,000 in personnel expenses.



# TOURISM DEVELOPMENT

Promoting and Marketing Flagler County

## Department Highlights

- In FY23, Flagler County Tourism generated over \$96 million in lodging sales, welcomed nearly 1 million visitors, and over 4,500 tourism jobs.
- Continued to promote tourism efforts through Tourist Development Tax collections, which saw a 3.51% increase over FY22.
- Distributed \$130,000 from Beach Restoration Fund to the Army Corp. of Engineers for local share of Flagler Beach project.
- Dedicated over \$240,000 in funding support for sports tournaments, special events, Conferences, and local arts, culture, and historical organizations.
- Received BOCC approval through resolution for the newly formed Flagler County Cultural Council.
- Completed the collection of over 700 audience intercept surveys from 22 events for Arts & Economic Prosperity Study (AEP-6).
- Launched first State of Flagler County Tourism Annual Meeting.
- Finalized and received approval for location of future Tourism Eco-Discovery Center then completed a site plan, architectural renderings, surveys, appraisal, and NEPA Study.
- Hosted golf travel writers in partnership with Hammock Beach Resort and Florida's First Coast of Golf.
- Developed a "Meet a Local" series interviewing and highlighting partners and locals for promotional advertising.
- Targeted advertising with new creative and messaging of two new billboards on 95 north focused on close proximity to beach and dining.
- Rolled out new digital and paid social media ecotourism-focused ads.
- Continued collaborations and partnerships with Northeast Florida Regional Council (NEFRC), Palm Coast Regional Chamber of Commerce, Flagler Beach Business Bureau, Flagler Creates, United We Art, and Flagler County Cultural Council on a variety of projects and initiatives.
- Provided over 500 "goody bags" to local organizations and internal departments.





## Department Highlights

- Authored all text and researched appropriate links for Economic Development micro-website. Worked with graphic design team to ensure timely delivery to meet launch date in January 2023.
- Printed economic development brochure and two versions of presentation folders completed to complement release of website.
- Conducted extensive research on economic development incentive programs offered both nationally and in surrounding counties for presentation to County Commissioners by the County Administrator in March 2023 workshop.
- Based upon input from the March 2023 workshop, develop a menu of economic development incentive options to be considered by County Commissioners with appropriate backup.
- Contributor in development of strategic plan “The Future is Now” for JaxUSA – official Economic Development Organization - covering seven county region in Northeast Florida. Investor celebration and roll-out of strategic plan and panel discussion held on March 28, 2023, at the Museum of Contemporary Art in Jacksonville with press coverage. Flagler County Economic Development Manager invited as member of panel discussion.
- Appointed to Board of Director for Career Source Flagler/Volusia in January 2023.
- Hosted JaxUSA to meet local municipal and county staff to learn more about programs offered through the regional Economic Development Office (EDO).



## By the Numbers

| FY 2022 - 2023 Request for Information Statistics |                  |
|---|------------------|
| Light Manufacturing                               | Oct 22 - Sept 23 |
| Auto Industry                                     | 2                |
| Aviation, Aerospace                               | 4                |
| Building Materials / Supply                       | 3                |
| Food, Water, Produce                              | 3                |
| Marine  | 1                |
| Medical, Pharma, Health                           | 3                |
| Misc.   | 11               |
| Technology  | 10               |
| Heavy Manufacturing                               | 3                |
| <b>Total in Manufacturing</b>                     | <b>40</b>        |

| FY 2022 - 2023 Request for Information Statistics        |            |
|--|------------|
| Existing Business Requests for Assistance                | 15         |
| Interagency / Internal Requests                          | 42         |
| Misc. Requests   | 8          |
| Outreach   | 8          |
| Workshop & Long-term Projects                            | 14         |
| Site Selector / Investor / Industrial Developer Requests | 13         |
| Other Total Requests                                     | 100        |
| <b>Total Projects   Fiscal Year 22-23</b>                | <b>140</b> |



# 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



Life Saving Award Presented To Paramedic/Firefighter Prince Mack, Paramedic/Firefighter Andrew Shook and EMT/Firefighter John Strickland.



Airport Director, Roy Sieger receiving an award for the 2023 FDOT General Aviation Airport Project of the Year.



Flagler County Financial Services Department on receiving their 14th consecutive Government Finance Officers Association (GFOA) Distinguished Budget Award!



Flagler County Emergency Management Director and Flagler County Commissioner David Sullivan receiving a Certificate for graduating from the Northeast Florida Regional Council (NEFRC) Leadership Academy.



Flagler County Engineering team receiving the Northeast Florida Regional Council (NEFRC) 2023 Award for Excellence in Transportation for the Flagler Greenways Pedestrian Bridge project.



Firefighter Lieutenant, John Moscovitz, was given a unit citation award from Sheriff Rick Staly for assisting to save the life of an occupant of a submerged car.



# 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*

