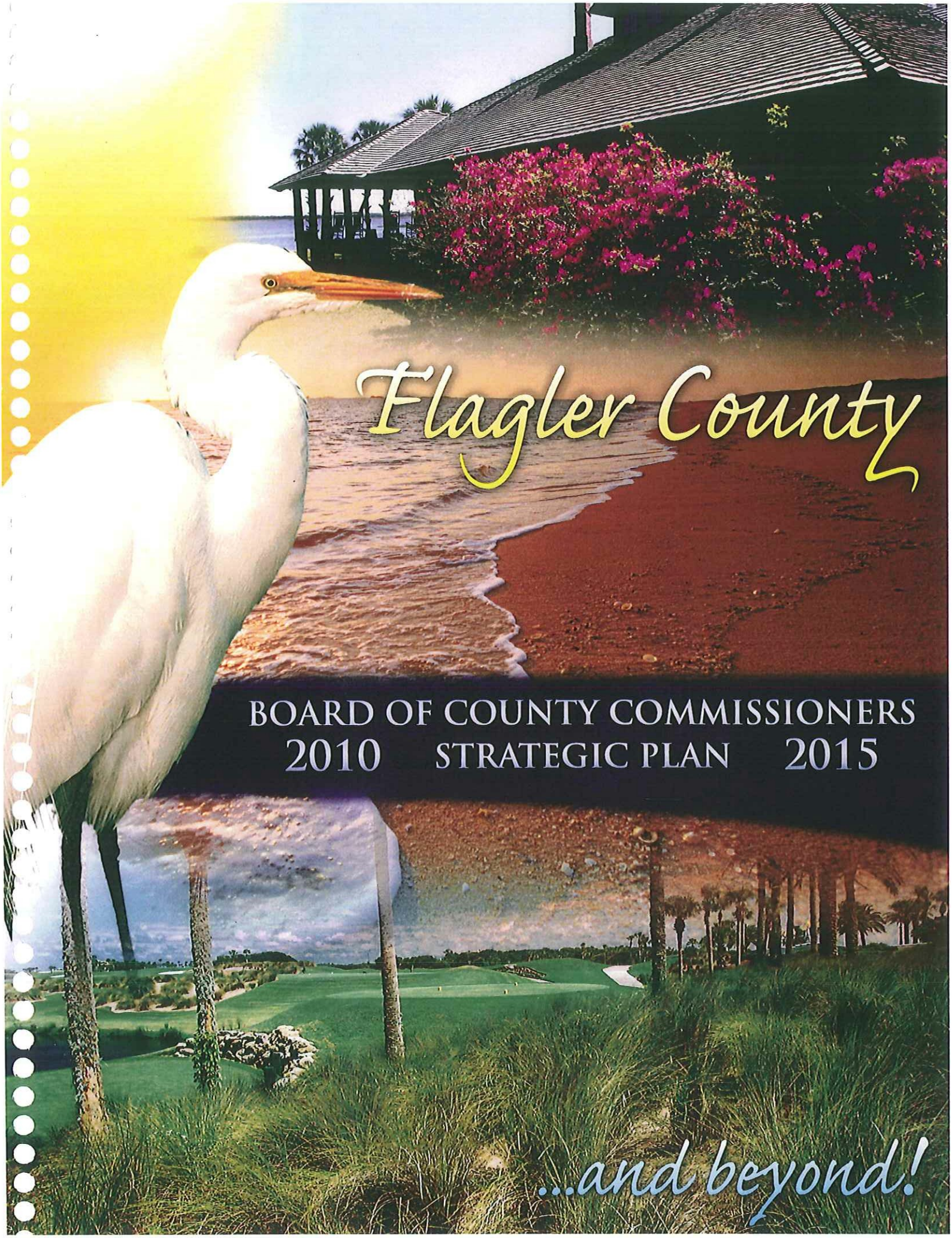
Flagler County
BOARD OF COUNTY COMMISSIONERS
2010 STRATEGIC PLAN 2015
...and beyond!

This document was prepared as part of a planning process initiated by the Flagler County Commission in the Spring of 2009 to develop strategic guidance and direction for Flagler County for the period 2010 to 2015 and beyond.

Chair Milissa Holland

Vice Chair George Hanns

Commissioner Bob Abbott

Commissioner Alan Peterson

Commissioner Barbara Revels

Craig Coffey, County Administrator
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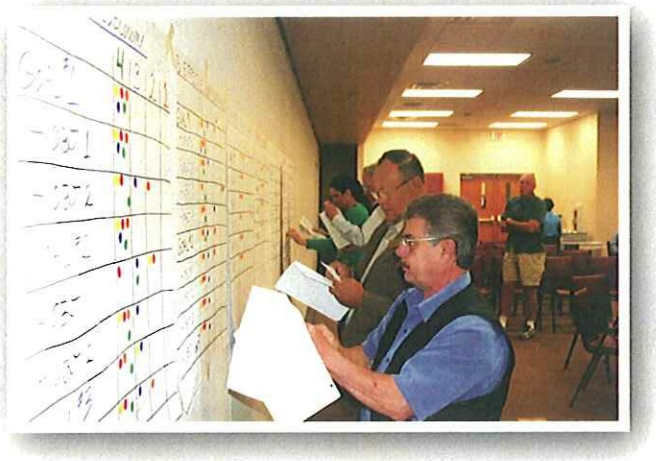
INTRODUCTION

This strategic plan was developed in a series of discussions by the Flagler County Commission in the Spring of 2009. The purpose of the planning process was for the Commission to develop a joint vision of the future they desired for the County, and to develop agreed-upon goals and implementation strategies for the period 2010-2015 and beyond that will move the County towards that future. The plan does not attempt to be comprehensive; its focus is on priorities and how to achieve them.



The plan consists of five sections.

Vision and Role

This section describes the broad outlines of the Commission's desired future for the County and County government's role in moving towards that future.

Issues and Goals

This section describes the six key issue areas identified by the Commission as central to achieving the vision. For each issue area, the Commission identified one-to-three goals that describe its ***desired future conditions*** with regard to that issue. The plan contains a total of ten goals.

Priorities

This section of the plan identifies those objectives that are most important, or most central to achieving the vision.

Objectives

For each goal, this section identifies ***measurable outcomes or strategies*** that will achieve the goals.

Implementation Actions

This section contains the specific actions that Commission and staff will take to implement the goals and objectives.

Vision And Role

Vision

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

and environmentally important land, are protected and conserved. Arts, culture and education are cherished and nurtured, as are Flagler's ecological, architectural, and historic resources. Local governments work collectively to provide enhanced services in the areas of law enforcement, transportation, and utilities and to plan effectively for the future. As a result, in large measure, residents express a high degree of satisfaction with their community and their local governments.

The County's Role

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

Leadership

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

Cooperation with and Assistance to Flagler Municipalities

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

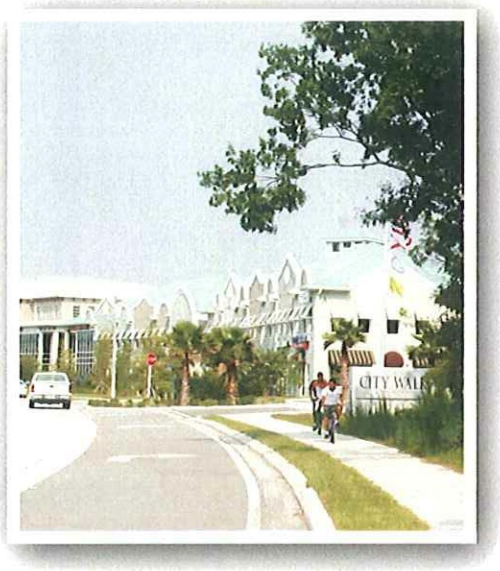
Implementation

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

Issues And Goals

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

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



Goal A.1

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

Goal A.2

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

Goal A.3

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

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

Goal B.1

Future development that is smart-growth oriented, low impact and "environmentally friendly" (green).

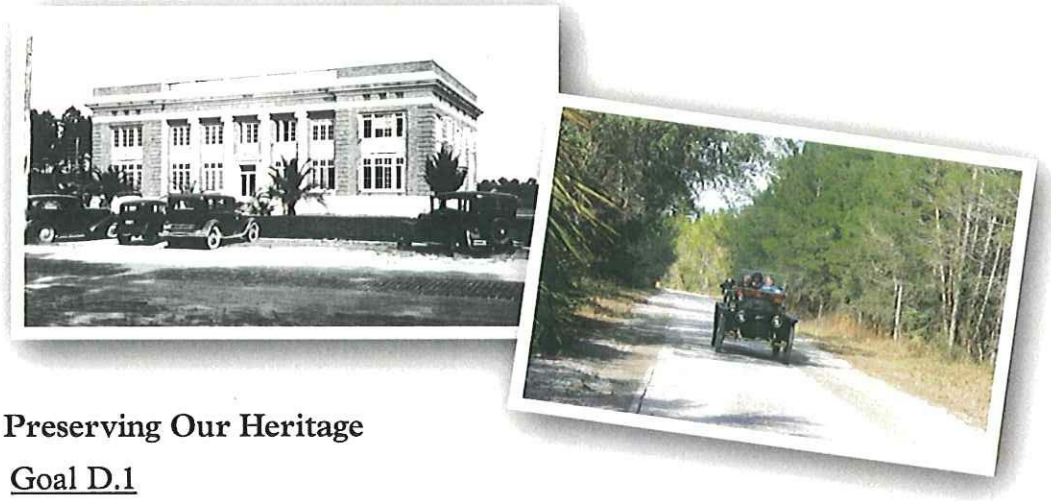
Goal B.2

A sustainable agricultural community.

C. Protecting the Environment, Preserving Our Natural Resources

Goal C.1

Intact functioning natural systems that contribute to the highest possible quality of life for Flagler residents.



D. Preserving Our Heritage

Goal D.1

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

E. Social Services

Goal E.1

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

Goal E.2

Reduced correctional system loads through programs that address

drug, alcohol and mental health issues that lead to incarceration or recidivism.

F. Infrastructure and Public Services

Goal F.1

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

PRIORITIES

This section of the plan lists the highest priority objectives as identified by the Commission. These were grouped into three tiers. All items within a tier are of equal priority. The letter and the first number before each objective identify the goal it implements. (The full list of objectives is listed in the next section of the plan.)

All of the objectives in the plan are important, and will be implemented by County staff through the County's administrative, planning, and operational activities. At the same time, identifying priorities serves to ensure that time and resources are focused on the implementation of those objectives that are most important or central to achieving the vision.

The priorities were identified by the Commission in a discussion that covered a broad range of topics. Among the considerations Commissioners used to identify priorities were:

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

Highest Priorities – Top Tier

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

Obj. A.1.1: Develop an economic development plan that:
- sets a target for the percentage of the tax base that should be commercial and industrial
- identifies targeted businesses and industries
- provides incentives to targeted businesses and industries
- incorporates the Comprehensive Economic Development Strategy (CEDS) wherever possible

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

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

Highest Priorities – Tier 2

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

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

Obj. F.W.3: Develop, with a three-year timeframe, a new strategy for disposing of solid waste in ways that generate revenue. Include consideration of transfer stations.

Highest Priorities – Tier 3

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

Objs. F.WS.1 & 2: Take concrete steps to address the current utility issues facing the County east of US 1.

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

Additional Priorities

The Commission also identified the following as additional priorities.

Obj. A.2.1: Develop a County affordable housing program that can stimulate the production of workforce housing. Include aggressive measures to recapture program funds to ensure the sustainability of the program.

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

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

OBJECTIVES

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

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

Goal A.1

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

Obj. A.1.1:

Develop an economic development plan that:

- sets a target for the percentage of the tax base that should be commercial and industrial
- identifies targeted businesses and industries
- provides incentives to targeted businesses and industries
- incorporates the Comprehensive Economic Development Strategy (CEDS) wherever possible

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

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

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

Goal A.2

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

Obj. A.2.1: Develop a County affordable housing program that can stimulate the production of workforce housing. Include

aggressive measures to recapture program funds to ensure the sustainability of the program.

Goal A.3

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

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

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

Goal B.1

Future development that is smart-growth oriented, low impact and "environmentally friendly" (green).

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

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

permanent protection of the remainder of the tract by a conservation easement.)

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

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

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

Goal B.2:

A sustainable agricultural community.

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

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

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

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

C. Protecting the Environment, Preserving Our Natural Resources

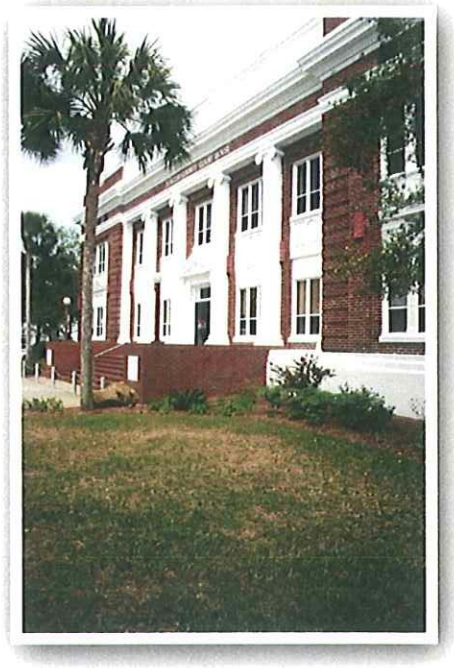
Goal C.1

Intact functioning natural systems that contribute to the highest possible quality of life for Flagler residents.

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

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

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



D. Preserving Our Heritage

Goal D.1

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

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

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

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

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

E. Social Services

Goal E.1

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

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

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

Goal E.2

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

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

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

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

F. Infrastructure and Public Services

Goal F.1

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

Waste Management

Obj. F.W.1: Develop an aggressive recycling program that includes, if feasible, generation of revenue from recycling to help defray the costs of the program.

Obj. F.W.2: Review options for transport and disposal of Flagler waste in new and innovative ways. Include consideration of options that generate revenue, especially waste-to-energy.

Obj. F.W.3: Develop, with a three-year timeframe, a new strategy for disposing of solid waste in ways that generate revenue. Include consideration of transfer stations.

Transportation

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

Obj. F.T.2: Develop, in coordination with neighboring counties, an integrated county-wide bicycle path and trail system.

Water and Sewer

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

Obj. F.WS.2 Ensure that before the County undertakes any new utility systems west of US1 in accordance with the 2007 Utility Settlement Agreement that such systems are environmentally sound, financial feasible (via a proper business plan), and that another municipal provider cannot properly serve the area.

Public Safety

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

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

Obj. F.P.3: Develop measurable indicators that clarify whether adopted levels of service are being achieved.

Obj. F.P.4: Develop plan for jail expansion based on needs analysis.

Library

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

IMPLEMENTATION

Challenges and Overall Strategies

The Commission recognized that a number of challenges face the County in implementing the goals and objectives outlined in this plan. For each challenge, the Commission identified overarching strategies that will help the County appropriately meet the challenge. Although some of these strategies involve specific actions, most involve an approach that should encompass a broad range of the action items listed in this section.

Challenge – Funding

Finding adequate funding for the range of County priorities is always a challenge, and the more so under the economic conditions prevailing at the time this plan was adopted. To manage and address this challenge, the Commission directs staff to do the following.

Strategies

Develop funding plans, phased where appropriate, for each of the objectives requiring significant funding. The plans should identify funding sources and timing of major expenditures.

As appropriate, conduct strategic reviews of state and federal funding available to support County priorities. This should include consideration of refinements to on-going projects, consistent with County priorities, that would make it easier to attract state and federal funds.

Challenge – Respecting Property Rights

The Commission recognizes the importance of property rights and the value that Flagler citizens place on respecting those rights. To address this issue, the Commission directs staff to do the following.

Strategies

At all times make clear the County's respect for property rights.

Establish an open dialogue with property owners regarding any County initiatives that involve or may seem to involve considerations of property rights.

Challenge – Working with Municipalities

As is made clear in the *Roles* section of this plan, the Commission views its relationship with municipalities and its working relationship with them as central to its role and its priorities. The Commission therefore directs staff to do the following.

Strategies

Continue cooperative meetings with municipalities.

Enhance on-going coordination on infrastructure and planning issues.

Develop for Commission consideration and adoption either a joint planning agreement, an interlocal agreement, or a memorandum of understanding with other cities.

Challenge – Unfunded Mandates

The Commission believes that unfunded mandates from the state often impose an unnecessary burden on local governments. To address this issue, the Commission directs staff to do the following.

Strategies

Continue to work with other counties to reduce the burden from such mandates.

Challenge – "Branding"

The Commission believes that implementation of this plan will move the County toward a more desirable future. To reflect these changes and allow the County to derive the most benefit from them, the Commission directs staff to do the following.

Strategy

Initiate a process to develop Flagler County "brand" or image consistent with this plan.

Actions

The following pages contain a matrix that identifies the implementation steps the County will take for each of the objectives in the plan. The matrix also provides a general indication of the level of staff time and financial resources required for implementation of each. The scales used to estimate time and resources needed are as follow.

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

GOAL/OBJECTIVE	IMPLEMENTATION	T	$
A. Diversified Economy, Increased Commercial and Industrial Tax Base, Sustainable Business Community			
Goal A.1: A diversified economy that provides a range of job opportunities that raise median County income, a high level of employment, and increased tax base.			
Obj. A.1.1: Develop an economic development plan that: • sets a target for the percentage of the tax based that should be commercial and industrial • identifies targeted businesses and industries • provides incentives to targeted businesses and industries • incorporates the Comprehensive Economic Development Strategy wherever possible	By April 2010, through a Flagler economic development entity or in-house, and in conjunction with the cities, develop an economic short- and long-range plan that sets targets for increases in the amount of property in commercial and industrial land use, as well as identifies targeted businesses and industries, and increases incentives for those targeted businesses and industries. Actual cost of any incentives	M	L L-H
Obj. A.1.2: Review current land development codes and other County regulations to identify and remove obstacles to desired economic development, without compromising growth management	By April 2011, as part of the Land Development Code rewrite beginning in April 2010, remove any identified obstacles to desired economic development that does not otherwise compromise the quality of the development.	H	M

objectives.			
Obj. A.1.3: Work with municipalities to promote the availability of development ready sites to accommodate desired economic development, appropriately zoned and provided with the necessary infrastructure.	Through a Flagler economic development entity or in-house encourage the cities and private sector to continue to create sites properly zoned and provided with proper infrastructure.	L	L
Obj. A.1.4: Ensure that airport sites are pad-ready.	By January 2010, complete the permitting of the road and utilities along a southern entrance into the airport industrial sites off Belle Terre. Continue to seek funding for infrastructure construction, even if only completed in phases over time.	L M	L H
Goal A.2: Affordable (workforce) housing and infrastructure for housing that supports a diversified economy.			
Obj. A.2.1: Develop a County affordable housing program that can stimulate the production of workforce housing when the economy recovers and development resumes. Include aggressive measures to recapture program funds to ensure the sustainability of the program	Continue the current LHAP (Local Housing Assistance Program), but update/modify the program by May 2010, to include the recapture of all LHAP funds used to provide assistance.	M	L
Goal A.3: An educational system capable of responding quickly to the needs of new businesses and industries.			

Obj. A.3.1: In cooperation with area educational institutions, establish a task force that can quickly develop or coordinate educational and training programs to support desired businesses and industries as they locate in Flagler. The task force should include schools, colleges and universities, and other interested educational institutions.	By January 2010, identify those organizations and institutions that can provide the required educational training as needed and implement a coordinated approach.	L	L
B. Effective Land Planning and Growth Management -- Comprehensive Plan and Land Development Regulations			
Goal B.1: Future development that is smart-growth oriented, low impact and "environmentally friendly" (green).	Note: Revisions to comprehensive plan will incorporate low impact development, Energy Star, WaterWise, and sustainable planning concepts.		
Obj. B.1.1: Revise land development code to reflect revisions to the comprehensive plan, and to support smart growth.	By April 2010, complete the new Comprehensive Plan reflective of a variety of creative smart growth planning techniques. By April 2011, complete the revisions to the Land Development Code to implement those techniques.	H H	M M
Obj. B.1.2: Include provisions in the comprehensive plan and land development code that allow conservation development. (Conservation development entails allowable units on a portion of the tract while protecting the rest, and often allows relatively small increases in density in return for permanent protection of the remainder of the tract by a conservation	By April 2010, complete the new Comprehensive Plan reflective of the objective. By April 2011, complete the revisions to the Land Development Code reflective of the objective.	H H	M M

easement.)			
Obj. B.1.3: Place greater emphasis in the Environmentally Sensitive Lands Program on acquisition of lands that support smart growth objectives, consistent with the environmental purposes of the program.	By January 2010, complete the rewrite of the Environmentally Sensitive Lands Program and Acquisition Manual reflective of the objective.	H	L
Obj. B.1.4: Require new developments to provide greenways and buffers around developed areas.	By April 2011, complete the revisions to the Land Development Code reflective of the objective.	H	M
Obj. B.1.5: Ensure that new development allows, as appropriate, for a range of transportation options that support smart growth, including transit, walkability, and a greater range of options that address workforce transportation needs.	By April 2010, complete the new Comprehensive Plan reflective of the objective. By April 2011, complete the revisions to the Land Development Code reflective of the objective.	H	M
Goal B.2: A sustainable agricultural community.			
Obj. B.2.1: Recognize and protect the existing rural character of the County.	By April 2010, complete the new Comprehensive Plan reflective of the objective. By April 2011, complete the revisions to the Land Development Code reflective of the objective.	H H	M M
Obj. B.2.2: Ensure that land use regulations allow for and support a sustainable agricultural community.	By April 2011, complete the revisions to the Land Development Code reflective of the objective.	H	M

Obj. B.2.3: Allow the use of conservation development as a tool to protect agricultural land as well as natural areas.	By April 2010, complete the new Comprehensive Plan reflective of the objective. By April 2011, complete the revisions to the Land Development Code reflective of the objective.	H H	M M
Obj. B.2.4: Allow appropriate energy-producing facilities and agriculture-compatible revenue generating activities in rural areas as a way of maintaining the economic viability of agriculture.	By April 2010, complete the new Comprehensive Plan reflective of the objective. By April 2011, complete the revisions to the Land Development Code reflective of the objective.	H H	M M
C. Protecting the Environment, Preserving Our Natural Resources			
Goal C.1: Intact functioning natural systems that contribute to the highest possible quality of life for Flagler residents.			
Obj. C.1.1: Continue the Environmentally Sensitive Lands Program and create a master County conservation plan that draws together in a single document the relevant components of the comprehensive plan, land development regulations, and Environmentally Sensitive Lands Program, including maps of existing public lands and lands targeted for acquisition. (The master conservation plan is intended as a tool to enhance integration and understanding of County environmental plans and policies, and facilitate access to information about	By January 2010, as part of the rewrite of the Environmentally Sensitive Lands Program and Acquisition Manual develop a map and/or map series (i.e., wetlands, unique ecosystems, wildlife corridors, recharge areas, water bodies) that identifies existing protected properties and strategic areas targeted for future acquisition.	H	L

them. It is not intended to be independent of the provisions of the comprehensive plan, land development regulations, or Environmentally Sensitive Lands Program.)			
Obj. C.1.2: Create an incentive program for large landowners to offer conservation easements as part of land development process.	By April 2010, complete the new Comprehensive Plan reflective of the objective. By April 2011, complete the revisions to the Land Development Code reflective of the objective.	H H	M M
Obj. C.1.3: Develop land development regulations to protect recharge areas.	By April 2010, complete the new Comprehensive Plan reflective of the objective. By April 2011, complete the revisions to the Land Development Code reflective of the objective.	H H	M M
D. Preserving Our Heritage			
Goal D.1: Protected and preserved natural, historic, archaeological, and cultural resources that illustrate the diverse history of Flagler, and enhance Flagler County's unique identity.			
Obj. D.1.1: Develop a coordinated effort to promote the natural, historic, archaeological, and cultural resources in Flagler. Maximize our current resources by using a portion of our tourism dollars for a marketing plan to promote these assets.	By October 2009 and every year thereafter, representatives of a variety of groups involved with natural, historic, archaeological, and cultural resources will be asked to work with Flagler County's tourism entity through the Tourism Development Council to discuss what is being marketed now and changes in the overall marketing program to create a more coordinated effort to promote these resources specifically. A marketing consultant may also be	L	L

	requested to help with the task from time-to-time and specifically to develop a program. At a minimum, groups including but not limited to the following will be asked to participate: Scenic A1A Pride Committee, Flagler Heritage Crossroads, Florida Agricultural Museum, Flagler County Historical Societies, and City and County Staff related to these assets. (Cost-TDC)		
Obj. D.1.2: Identify and inventory historic structures/sites and archeological resources (i.e. graveyards, Indian middens, etc.)	By July 2012, seek grant funding to work with existing groups to conduct a comprehensive, countywide inventory of historic/archeological resources, which combines currently available scattered data and other analysis into one document. Incorporate results as optional element in County Comprehensive Plan.	M	M
Obj. D.1.3: Develop county programs or regulations to protect, natural, historic, archaeological, and cultural resources.	By April 2011, complete the revisions to the Land Development Code that mandates protection of the resources mentioned in the objective and encourage other jurisdictions to adopt similar measures.	H	M
Obj. D.1.4: Develop a signage and interpretive kiosk program to recognize historic, archaeological, and cultural resources.	By August 2009, as part of this year's budget process and every year thereafter, seek to include any currently needed signage and interpretive kiosks as part of the capital improvement budget. Seek Tourism Development Council funds for this purpose. Following the completion of Objective D.1.2 above, expand the program as necessary through the annual budget process, grants, and other revenue sources to fill any gaps not currently recognized with appropriate signage/interpretative kiosks. Require developers to document and provide signage	L L	L L

	or kiosks for on-site resources.	L	L
E. Social Services			
Goal E.1: Elder care and homeless services to meet the needs of those who do not have other options, provided as economically as possible and to the extent resources permit.			
Obj. E.1.1: Develop short- and long-term plans for addressing elder care, homelessness, and related issues, to the extent resources permit.	By June 2010, develop a plan to address needs/gaps in our social service system. The plan should: • identify needs and gaps; • describe process for prioritizing needs/gaps; • identify options for addressing needs/gaps ; • include anticipated costs, proposed partners, and potential funding sources. Consider establishing a task force to develop all or part of this plan. Implement additional or expand existing social programs.	H M H	L L H
Obj. E.1.2: Review existing and proposed elder care programs to ensure that services are provided as economically as possible. Include consideration of whether a larger share of expenses can be recovered from recipients of services.	By August 2009, as part of this year's budget process and every year thereafter identify programs where differences lie between the costs to provide the program and revenues received. Determine whether to continue the program, whether modifications to the program are needed, or whether charges to end-users can be increased to better cover the costs of the	M	L

	program.		
Goal E.2: Reduced correctional system loads through programs that address drug, alcohol and mental health issues that lead to incarceration or recidivism.			
Obj. E.2.1: Support the Flagler County School Board and others in maintaining youth programs, as resources permit.	Continue to work with programs the County currently supports. On an ongoing basis, work with entities throughout the County to make County facilities available for providing youth programs. In 2010 convene youth program providers to coordinate roles in support of programs.	M L M	M L L
Obj. E.2.2: Support drug and alcohol treatment centers, as resources permit.	By August 2009, as part of this year's budget process and every year thereafter identify the level of support we can provide these programs as part of our outside agency support, making these programs a higher priority for outside agency funding. Cost depends on intent and degree of support	L	L
Obj. E.2.3: Support the courts in establishing, supporting or expanding diversion programs (ones that provide treatment in lieu of incarceration), as resources permit.	Ongoing – through the budget process seek to maintain existing diversion programs and evaluate new ones for potential County support as they are presented. New diversion program.	L L	L H
F. Infrastructure And Public Services			

Goal F.1: Infrastructure and public services that support Flagler County's desired quality of life and vision for the future.			
Waste Management			
Obj. F.W.1: Develop an aggressive recycling program that includes, if feasible, generation of revenue from recycling to help defray the costs of the program.	By June 2010, develop a recycling ordinance that allows and incentivizes business and condominium recycling. Continue to generate revenue from recycling to defray the cost of the program.	H L	M L
Obj. F.W.2: Review options for transport and disposal of Flagler waste in new and innovative ways. Include consideration of options that generate revenue, especially waste-to-energy.	By April 2012, study the long-range alternatives for solid waste disposal in the County, to include transfer stations, waste to energy, and other new methods/strategies. Implementation of new alternatives.	H H	M H
Obj. F.W.3: Develop, with a three-year timeframe, a new strategy for disposing of solid waste in ways that generate revenue. Include consideration of transfer stations.	By April 2012, study the long-range alternatives for solid waste disposal in the County, to include transfer stations, waste to energy, and other new methods/strategies. Implementation of other new methods/strategies.	H M	M H
Transportation			
Obj. F.T.1: Evaluate the effectiveness and cost-efficiency of current and potential County transportation services, in order to offer viable transportation system(s) to meet the needs of Flagler residents.	By June 2009, and each year thereafter provide the Board measurable, comparative data on the County's transportation system as compared to other similar systems. In 2010, if awarded the grant of $150,000 applied for ($150,000 match), implement the increased	L L	L M

	transportation funding to expand services to Flagler County residents for medical, work and elderly.		
	By June 2010, complete the Phase II study (public input phase) by the Center for Urban Transportation Research (CUTR) in preparation for the phase III study.	L	L
	By June 2011, complete the Phase III study by the Center for Urban Transportation Research (CUTR) in preparation for the recognition 2010 Census.	L	L
	Note that Phase I, II and III studies are needed to obtain federal funds.		
	By June 2011 for the FY 2011/12, apply for a federal planning grant in anticipation of starting the steps to become a full entitlement entity in 2012/13.	M	M
	By June 2012 for the FY 2012/13, develop a plan to implement any upgrades and future changes to system based on the full completion of the study and anticipated federal funding.	M	H
Obj. F.T.2: Develop, in coordination with neighboring counties, an integrated county-wide bicycle path and trail system.	By April 2010, complete new Comprehensive Plan provisions reflective of the coordination needed to achieve the objective.	H	H

Water and Sewer			
Obj. F.WS.1: Take concrete steps to address the current utility issues facing the County east of US 1.	By January 2010, seek to remove the County from the Bulow Utility Service Area west of Bulow Creek subject to the provision of proper utilities and reaching a satisfactory agreement with the City of Palm Coast	M	L
	By January 2010, seek to remove the County from the majority of the Bulow Utility Service Area east of Bulow Creek, subject to the provisions of proper utilities and reaching a satisfactory agreement with the City of Flagler Beach.	L	L
	Now, or in the future, support the acquisition of the Plantation Bay Plant by the FGUA (Florida Governmental Utilities Authority) or other governmental entity and appoint a County representative to the serve on the FGUA Board. Avoid County acquisition of this facility now or for the foreseeable immediate future.	L	L
	By January 2010, begin reconstruction of the Beverly Beach system as currently contemplated or in another environmentally sound, financially feasible manner to include the repayment of the County's General Fund expenditures to date.	H	H
	By January 2012 and every 2 years thereafter explore opportunities to turn responsibility of the Beverly Beach system over to the Town of Beverly Beach or other governmental entity to include the repayment of the County's general fund expenditures to date.	L	L

Obj. F.WS.2 Ensure that before the County undertakes any new utility systems west of US1 in accordance with the 2007 Utility Settlement Agreement that such systems are environmentally sound, financially feasible (via a proper business plan), and that another municipal provider cannot properly serve the area.	By April 2010, complete the new Comprehensive Plan incorporating the intent of the objective. By April 2010, develop a western water supply and sanitary sewer utility plan as part of the new Comprehensive Plan reflecting the County's limited role in future water and sewer utilities and in conjunction with the Cities of Bunnell or Palm Coast where applicable.	H H	M M
Public Safety			
Obj. F.P.1: Ensure that fire service and law enforcement expansion is coordinated with growth management planning.	Review as larger developments are permitted, specifically DRIs, large PUDs and specialty uses, and annually by the Emergency Services Director, Fire Chief and Sheriff as growth occurs.	L	L
Obj. F.P.2: Evaluate and redefine as necessary, level of service standards for fire/EMS and law enforcement.	By January 2010: Emergency Services Director and Sheriff will compile and bring to Commission for review information about current levels of service; Emergency Services Director and Sheriff will develop suggested levels of service for the public safety services they provide, based on Commission direction. Cost to increase levels of service	L M	L H
Obj. F.P.3: Develop measurable indicators that clarify whether adopted levels of service are being achieved.	By January 2010, the Emergency Services Director and Sheriff will identify a method to track the adopted levels of service identified in Objective F.P.2 so that a quarterly report and further evaluation of public safety services can occur.	L	L

	Cost to increase levels of service.	M	H
Obj. F.P.4: Develop plan for jail expansion based on needs analysis.	By June 2010, in cooperation with the Emergency Services Director and Sheriff, re-evaluate the completed 2006 jail study (needs analysis) and other current data and develop a potential capital improvement program to make the County jail improvements, identifying a ranked priority of improvements, potential costs, and potential funding sources. Implementation costs for any jail construction.	H M	L H
Library			
Obj. F.L.1: Expand library system to meet the needs of Flagler residents, as resources permit.	By June 2010, develop a programmatic expansion program that will allow the phasing in of additional library services over the next ten years, in order of priority, as resources permit. This program is in addition to on-going operational funding and maintenance CIP items already being planned for. Implementation costs for any library operations or capital construction.	M M	L H

CONSENSUS SOLUTIONS

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FCRC Consensus Center

"The purpose of the FCRC is to serve as a neutral resource to assist citizens and public and private interests in Florida to seek cost-effective solutions to public disputes and problems through the use of alternative dispute resolution and consensus building."
--F.S. Public Postsecondary Education §1004.59

For over 20 years, the FCRC has helped to demonstrate the power of solutions that have been developed through collaboration and consensus building. From our neutral home in the State University System, the FCRC has assisted hundreds of federal, state, and local governments and private and civic interests with problem solving on public issues. We bring to all our projects a first hand, in-depth understanding of the organizational, intergovernmental and agency relationships in Florida on a wide range of public issues.

The Center's experienced and expert staff at Florida State University in Tallahassee and the University of Central Florida in Orlando is committed to work with sponsors, conveners and interested stakeholders to develop, design, and implement high quality consensus-building projects that are aimed at achieving solutions to complex public issues.

The Flagler Board of County Commissioners
Strategic Planning Process
was facilitated and this report prepared by
the FCRC Consensus Center.