

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

November 7, 2023
9:30 A.M.
Bradford County Courthouse
945 North Temple Avenue
Starke, Florida 32091

AGENDA

1. Chair to call meeting to order.
2. Board Reorganization – Clerk Denny Thompson
 - A. Call for nominations for a Chairperson
 - i. Nominations for Chairperson and Second
 - ii. Public Comments
 - iii. Board Discussion
 - iv. Final Vote for Chairperson
 - B. Call for nominations for Vice-Chairperson
 - i. Nominations for Vice-Chairperson and Second
 - ii. Public Comments
 - iii. Board Discussion
 - iv. Final Vote for Vice-Chairperson
3. Public Comments
 - Three (3) minutes per speaker;
 - Comments will not be accepted after the meeting begins;
 - State your name and address into the record before addressing the board;
 - Address your questions to the board, not county staff;
 - Refrain from demands for an immediate board response; and
 - No boisterous behavior, personal, impertinent, or slanderous remarks.
4. Approval of Consent Agenda ACTION
 - A. Meeting Minutes from 9-5-2023 Regular Meeting
 - B. Meeting Minutes from 9-18-2023 adopting final millage rate and final budget.
 - C. Meeting Minutes from 9-21-2023 Regular Meeting
 - D. Meeting Minutes from 9-27-2023 Special Called Meeting
 - E. Meeting Minutes from 10-3-2023 Regular Meeting
 - F. Meeting Minutes from 10-5-2023 Special Called Meeting
 - G. Meeting Minutes from 10-16-2023 Special Called Meeting
 - H. Meeting Minutes from 10-19-2023 Regular Meeting
 - I. Ratification of Payment Register(s) from 10-5-2023 through 10-23-23

- J. Correction to Gas Tax Budgeted Line Items
 - K. Christmas on Call Street TDC Invoice
 - L. Referral of Delinquent EMS Accounts in the Amount of \$26,406.05 to National Recovery Agency for Further Collections
 - M. Region 2 Memorandum of Understanding for Joint Next-Generation 911 Routing
 - N. SHIP Rehabilitation Loan Approvals for File #2019-6-S and File #2019-7-S
 - O. Letters of Support for Legislative Asks
 - P. County Awards Grant Application: Fire Rescue Funding for the 23-24 Baltimore Advances Airway/Cadaver Lab
 - Q. Consider approval of: A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA CERTIFYING THAT THE MONIES FROM THE EMS COUNTY AWARDS GRANT WILL IMPROVE AND EXPAND THE PRE-HOSPITAL EMS SYSTEM IN BRADFORD COUNTY, FLORIDA AND THAT SAID MONIES WILL NOT BE UTILITZED TOSUPPLANT EXISTING BRADFORD COUNTY EMS BUDGET ALLOCATIONS; AND PROVIDING AN EFFECTIVE DATE.
5. Presentation to Chief Gary Wise
 6. Honoring Our Veterans and Recognition of the Life and Service of Major Alan G. Rogers, US Army, 1st Brigade, 1st Infantry Division
 7. Administration of Opioid Abatement Funding for Bradford County: Information
Presentation by Erin Whitaker-Houck and Shelley Katz with LSF Health Systems.
 8. Santa’s Christmas and Winter Wonderland Festival: Information
Bradford County Public Library
 9. Strategic Planning Responses and Workshop Scheduling: Discussion
Presentation by Commissioner Spooner
 10. Clerk Reports – Denny Thompson, Clerk to the Board and Clerk of the Circuit Court
 11. Sheriff Reports – Gordon Smith, Sheriff ACTION
 - A. Adopt New Animal Code Enforcement Items
 12. County Manager Reports – County Manager, Scott Kornegay ACTION
 - A. Professional Planning Services
 - B. Presentation/Discussion of Draft Committee Member Oversight List for Calendar Year 2024 Discussion
 - C. Presentation/Discussion of board meeting dates for calendar year 2024.
 - D. Discussion of Draft 2024 Holiday Schedule

13. County Attorney Reports – Richard Komando

14. Commissioner's Comments

15. Chair's Comments

NOTICE:

Pursuant to Section 286.0105, Florida Statutes, notice is hereby provided that, if a person decides to appeal any decision made by the Board of County Commissioners of Bradford County, Florida with respect to any matter considered at this meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE:

November 7, 2023

AGENDA ITEM

Board Reorganization

A. Call for nominations for Chairperson

- i. Clerk Thompson will ask for nominations for a chairperson.
- ii. Clerk Thompson will ask for a second.
- iii. Clerk Thompson will ask for public comments.
- iv. Clerk Thompson will ask for further discussion from the Board and take a final vote.

B. Call for nominations for a Vice-Chairperson

- i. Clerk Thompson will ask for nominations for a Vice-Chairperson.
- ii. Clerk Thompson will ask for a second.
- iii. Clerk Thompson will ask for public comments.
- iv. Clerk Thompson will ask for further discussion from the Board and take a final vote.

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM Meeting Minutes from 09/21/2023 Regular Meeting

DEPARTMENT: Clerk's Office

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

September 5, 2023

9:30 A.M.

Bradford County Courthouse

945 North Temple Avenue

Starke, Florida 32091

MEETING MINUTES

BOARD MEMBERS PRESENT: Commissioner District 5 – Chair Diane Andrews
Commissioner District 1 – Vice-Chair Carolyn Spooner
Commissioner District 2 – Kenny Thompson
Commissioner District 3 – Joseph C. Dougherty
Commissioner District 4 – Danny Riddick

PRESS PRESENT: Bradford County Telegraph

STAFF MEMBERS IN ATTENDANCE: County Manager Scott Kornegay; Executive Assistant Amanda Brown; County Attorney Rich Komando; Chief Deputy Clerk Rachel Rhoden; Finance Director Dana LaFollette; Sheriff Gordon Smith; Col. Brad Smith; Fire Rescue Chief Ben Carter; Solid Waste Director Bennie Jackson; and Community Development Director Kelly Canady.

1. CALL TO ORDER: Chair Andrews called the meeting to order at 9:30 A.M.

2. PUBLIC COMMENTS.

- Dean Traylor – remarks regarding the planned road upgrades on NW 41st, requesting that the board take two curves into consideration as part of the planned improvements. In order to help resolve the curvature issue, Mr. Traylor said he would be ready to cooperate with the county on shifting his right-of-way.

Commissioner Thompson asked the county manager to check into the situation to see if he could offer any assistance in response to Dean Traylor's remarks.

3. APPROVAL OF CONSENT AGENDA ITEMS:

- A. RATIFICATION OF PAYMENT REGISTER(S) FROM 07-18-23 THROUGH 08-23-23.**
- B. RURAL COUNTIES DAY REGISTRATION (\$750.00)**
- C. REFER DELINQUENT EMS ACCOUNTS IN THE AMOUNT OF \$71,300.48 TO NATIONAL RECOVERY AGENCY FOR FURTHER COLLECTION EFFORTS.**
- D. ANNUAL CERTIFIED BUDGET FOR MOSQUITO CONTROL, FY 2023-2024.**
- E. INSIGHT PUBLIC SECTOR SLED - \$11,039.90; IGCF APPROVED ON 08-09-23.**
- F. AWARD SHIP REHAB FILE #2019-2-S TO LOWEST BIDDER M&R CONSTRUCTION - \$27,490.00.**
- G. CONTRACT BETWEEN COUNTY AND M&R CONSTRUCTION ON SHIP FILE #2019-2-S - \$27,490.00.**
- H. SHIP REHABILITATION LOAN APPROVAL FOR FILE #2019-5-S.**
- I. PROFESSIONAL SERVICES AGREEMENT WITH HERA PROPERTY REGISTRY.**

J. RATIFICATION OF PROCLAMATION DECLARING A LOCAL STATE OF EMERGENCY.

K. RESOLUTION CONFIRMING THE PROCLAMATION DECLARING A LOCAL STATE OF EMERGENCY.

It was **MOVED** by Commissioner Dougherty and **SECONDED** by Commissioner Riddick to approve the consent agenda.

Discussion: none

Chair Andrews Conducted A Roll-Call Vote:

Chair Andrews: Aye

Vice-Chair Spooner: Aye

Commissioner Dougherty: Aye

Commissioner Riddick: Aye

Commissioner Thompson: Aye

Motion Carries 5-0

Chair Andrews went out of the agenda order and addressed agenda item 5 next.

5. SHIP DEMO/REPLACEMENT FILE #2019-3-S – Community Development Director Kelly Canady.

Chair Andrews recognized Ms. Canady for the presentation of agenda items 5(A-C). Ms. Canady went out of the agenda order and addressed item 5(B) first.

B. AWARD SHIP REHAB FILE #2019-3-S TO THE LOWEST BIDDER, M&R CONSTRUCTION, IN THE AMOUNT OF \$118,989.00.

Ms. Canady sought approval of agenda item 5(B).

Discussion

- Comments concerning remarks made in the past about M&R Construction's job quality; requested oversight of project throughout construction. Ms. Canady advised that she, Building Official Rod Crawford, and the rehab specialist will closely monitor the project.
- Question on moving forward with awarding the bid to M&R Construction, or to Florida Homes, Inc. in the amount of \$129,721.00.
- Remarks made that the board does not have to go with the lowest bidder; it should consider quality.
- Questions/concerns regarding the project timeline for completion. Ms. Canady expressed concern that it took M&R Construction over a year to complete two houses when it was last awarded projects.
- Questions concerning contract architect Bob Taylor's involvement in SHIP projects and his ability to ensure project compliance and quality.

It was **MOVED** by Vice Chair Spooner to award the bid to Florida Homes, Inc. Motion failed due to lack of a second.

It was **MOVED** by Commissioner Riddick and **SECONDED** by Commissioner Dougherty to award the bid to M&R Construction with restrictions previously discussed – timely manner and quality of work.

Chair Andrews Conducted A Roll-Call Vote:

Chair Andrews: Aye
Vice-Chair Spooner: Nay
Commissioner Dougherty: Aye
Commissioner Riddick: Aye
Commissioner Thompson: Aye

Motion Carries 4-1 (Vice-Chair Spooner dissenting vote).

C. AWARD CONTRACT BETWEEN THE BOCC AND M&R CONSTRUCTION ON SHIP DEMO/REPLACEMENT FILE #2019-3-S IN THE AMOUNT OF \$118,989.00.

It was **MOVED** by Commissioner Thompson and **SECONDED** by Commissioner Dougherty to approve the contract.

Discussion – none.

Chair Andrews Conducted A Roll-Call Vote:

Chair Andrews: Aye
Vice-Chair Spooner: Nay
Commissioner Dougherty: Aye
Commissioner Riddick: Aye
Commissioner Thompson: Aye

Motion Carries 4-1 (Vice-Chair Spooner dissenting vote).

A. SHIP DEMO/REPLACEMENT/DEVIATION FROM LHAP ON SHIP DEMO/REPLACEMENT FILE \$2019-3-S.

It was **MOVED** by Commissioner Dougherty and **SECONDED** by Commissioner Riddick to increase from \$84,500 to \$118,989.

Discussion:

- Inquiries into the amount and cause of the deviation. Ms. Canady responded that the highest amount permitted on a local housing project is \$84,500. Due to the increase in material costs, this project's original cost increased from \$84,500 to \$118,989, necessitating a deviation. Ms. Canady indicated that in order to cover the cost of supplies, the maximum amount for local housing projects would need to be increased in the near future.
- Questions about well and septic inspections. Ms. Canady responded that properties outside the city limits are subject to inspections by the health department. She reported that the health department and her office are collaborating to do an inspection at the start of the project so that the contractor can include any necessary fixes in their proposal.

Chair Andrews Conducted A Roll-Call Vote:

Chair Andrews: Aye

Vice-Chair Spooner: Nay

Commissioner Dougherty: Aye

Commissioner Riddick: Aye

Commissioner Thompson: Aye

Motion Carries 4-1 (Vice-Chair Spooner dissenting vote).

4. LEGISLATIVE UPDATE – REPRESENTATIVE BRANNAN.

Chair Andrews recognized Representative Robert Charles “Chuck” Brannan III, who presented the board with a check in the amount of \$450,000 for a new fire truck, acquired through appropriations. Rep. Brannan provided the board with brief legislative updates and a reminder that a legislative hearing is scheduled for November 15, 2023, in the afternoon in Bradford County.

Discussion

- Hurricane Idalia response and recovery.
- Legislative support for human trafficking prevention.

6. CLERK REPORTS – DENNY THOMPSON.

Ms. Rhoden announced that Clerk Thompson regrets not being available at the board’s scheduled meeting and hearing that day because he is attending a clerk's conference out of town. She reminded the board of its 5:30 pm budget hearing that day to adopt the tentative millage rate and tentative budget.

7. SHERIFF REPORTS – GORDON SMITH.

Sheriff Smith gave a brief report on the response and recovery of Hurricane Idalia. He sought approval of agenda items 7(A-D).

- A. E911 GRANT FROM STATE OF FLORIDA FOR PROJECT FUNDING (RETROACTIVE).**
- B. E911 GRANT FROM STATE OF FLORIDA FOR PROJECT FUNDING (FISCAL YEAR 2023-2024).**
- C. E911 GRANT FROM STATE OF FLORIDA FOR PERSONNEL FUNDING (RETROACTIVE).**
- D. E911 GRANT FROM STATE OF FLORIDA FOR PERSONNEL FUNDING (FISCAL YEAR 2023-2024).**

It was MOVED by Vice Chair Spooner and SECONDED by Commissioner Dougherty to approve items A-D, for the sheriff to move forward with grant applications.

Discussion:

- Comments made thanking the sheriff for sending aid to other counties in response to Hurricane Idalia.

Chair Andrews Conducted A Roll-Call Vote:

Chair Andrews: Aye

Vice-Chair Spooner: Aye

Commissioner Dougherty: Aye

Commissioner Riddick: Aye

Commissioner Thompson: Aye

Motion Carries 5-0

8. COUNTY MANAGER REPORTS – SCOTT KORNEGAY.

A. CONSIDER HOLDING A SPECIAL MEETING FOR AGRICULTURE EXTENSION OFFICE INTERVIEWS ON SEPTEMBER 27, 2023 AT 5:30 P.M.

Mr. Kornegay requested permission to schedule a special meeting on September 27, 2023 at 5:30 p.m. to conduct interviews for a director position at the ag/extension office.

It was MOVED by Commissioner Thompson and SECONDED by Commissioner Riddick to hold a special meeting on the date presented.

Discussion:

- Questions on whom will be present during interviews. Mr. Kornegay advised that all commissioners should be present.

Chair Andrews Conducted A Roll-Call Vote:

Chair Andrews: Aye

Vice-Chair Spooner: Aye

Commissioner Dougherty: Aye

Commissioner Riddick: Aye

Commissioner Thompson: Aye

Motion Carries 5-0

B. WEB DESIGN SERVICES.

Mr. Kornegay reported that his office obtained two quotes for website design services, advising that three quotes are required per the board's purchasing policy. He asked for guidance on whether the board preferred staff to keep looking for a third quote or waive the policy requirement of three proposals and choose from the quotes provided.

Discussion:

- Question regarding the notice of duration to receive website design quotes. Mr. Kornegay noted that more than two weeks had passed.

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Thompson to waive the purchasing policy from three to the current two submitted.

Chair Andrews Conducted A Roll-Call Vote:

Chair Andrews: Aye

Vice-Chair Spooner: Aye

Commissioner Dougherty: Aye

Commissioner Riddick: Aye

Commissioner Thompson: Aye

Motion Carries 5-0

Mr. Kornegay asked the board to select from the two quotes submitted for website design services.

- Quote 1 from Catalis – redesign cost is \$3,060; it was discussed that annual maintenance cost is believed to be \$3,060.
- Quote 2 from MuniCreative – redesign cost is \$4,500; annual maintenance is \$2,500.

Discussion:

- Recommendation to bring back all verified data on yearly maintenance from both vendors to the following meeting for decision-making.
- Remarks highlighting the value of having a comprehensive website.
- Comments commending services provided by Nathan Thornton with MuniCreative.

Following discussion, Mr. Kornegay reported that he would put website design services on the agenda for the following meeting.

9. COUNTY ATTORNEY REPORTS – RICH KOMANDO – No comments.

10. COMMISSIONER’S COMMENTS.

Vice Chair Spooner

- Recognized the passing of Joanne Smith Roe and acknowledged her contributions to Bradford County.
- RJE Hub is implementing a new service, to improve participation, called “coffee hour” to be held the first and third Tuesday of each month from 9AM to 10 AM. Topics for discussion during “coffee hour” are welcome.
- Remarks acknowledging the loss caused by hate crimes in Jacksonville, Duval County.
- Thanked IT for the improved mic system in the commission meeting room.

Commissioner Dougherty:

- Recognized the passing of Jimmy Buffett.

11. CHAIR’S COMMENTS – DIANE ANDREWS.

- Recognized the passing of Joanne Smith Roe.
- Thanked Solid Waste Director Bennie Jackson for his mosquito control efforts.

All of the commissioners expressed their gratitude to the agencies, people, and county departments who helped other communities and responded to the storm (Hurricane Idalia).

ADJOURN: There being no further business, the meeting adjourned at 10:32 a.m.

BOARD OF COUNTY COMMISSIONERS
BRADFORD COUNTY, FLORIDA

DIANE ANDREWS, CHAIR

ATTEST:

DENNY THOMPSON, CLERK TO THE BOARD

MINUTES PREPARED BY:

RACHEL RHODEN, CHIEF DEPUTY CLERK

Minutes approved by the BOCC during a scheduled meeting on: _____

MBOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM Meeting minutes from 09/18/2023 adopting final millage rate and final budget.

DEPARTMENT: Clerk's Office

BOARD OF COUNTY COMMISSIONER OF BRADFORD COUNTY, FLORIDA
September 18, 2023
5:30 P.M.
Bradford County Courthouse
945 North Temple Avenue
Starke, Florida 32091

PUBLIC HEARING
ADOPTION OF FISCAL-YEAR 2023-2024
FINAL MILLAGE RATE AND FINAL BUDGET

MEETING MINUTES

BOARD MEMBERS PRESENT: Commissioner District 5 – Chair Diane Andrews
Commissioner District 1 – Vice Carolyn Spooner
Commissioner District 3 - Joseph C. Dougherty
Commissioner District 4 – Danny Riddick

BOARD MEMEBRS NOT PRESENT: Commissioner District 2 – Kenny Thompson

PRESS PRESENT: none

STAFF MEMBERS IN ATTENDANCE: County Manager Scott Kornegay; Executive Assistant Amanda Brown; County Attorney Rich Komando; Clerk of Circuit Court Denny Thompson; Chief Deputy Clerk Rachel Rhoden; Finance Director Dana LaFollette; and Chief Ben Carter.

- 1. CALL TO ORDER:** Chair Andrews called the meeting to order at 5:30 p.m.
- 2. FINANCE DIRECTOR DANA LAFOLLETTE – PRESENTATION OF FINAL MILLAGE RATE FOR FISCAL-YEAR 2023-2024. GENERAL FUND – 10.0000 MILLS.**

Ms. LaFollette advised that 10.000 mills needed to fund the budget is greater than the rolled-back rate of 9.7626 by a margin of 2.4317%. 10.0000 mills is expected to generate ad-valorem tax revenue of approximately \$12,911,021.00; an increase from the prior fiscal-year of \$1,212,483.00, due to an increase in property values.

- 3. CHAIR DIANE ANDREWS - CALL FOR PUBLIC COMMENTS ON THE FINAL MILLAGE RATE – none.**
- 4. CHAIR DIANE ANDREWS – CALL FOR COMMISSIONER’S COMMENTS ON THE FINAL MILLAGE RATE – none.**
- 5. FINANCE DIRECTOR DANA LAFOLLETTE – PRESENTATION OF A RESOLUTION ADOPTING THE FINAL MILLAGE RATE OF 10.0000 MILLS FOR FISCAL-YEAR 2023-2024.**

Ms. LaFollette presented the resolution for consideration, reading it by title “A RESOLUTION OF THE BRADFORD COUNTY BOARD OF COUNTY COMMISSIONERS, ADOPTING THE FINAL LEVYING OF AD VALOREM TAXES FOR BRADFORD COUNTY FOR FISCAL-YEAR

COMMENCING ON OCTOBER 1, 2023 AND ENDING ON SEPTEMBER 30, 2024; AND PROVIDING AN EFFECTIVE DATE.”

It was **MOVED** by Vice Chair Spooner and **SECONDED** by Commissioner Dougherty to adopt the resolution as presented.

Discussion:

- Remarks made that county’s objective is to reduce the millage rate and secure additional sources of revenue.

Chair Andrews Conducted A Roll-Call Vote:

Chair Andrews: Aye

Vice-Chair Spooner: Aye

Commissioner Dougherty: Aye

Commissioner Riddick: Aye

Motion Carries 4/0

6. FINANCE DIRECTOR DANA LAFOLLETTE – PRESENTATION OF FINAL BUDGET FOR FISCAL-YEAR 2023-2024.

Ms. LaFollette reported that the total operating final budget, including interfund transfers and bond reserves, for fiscal-year 2023-2024 is: \$85,916,762.00.

7. CHAIR DIANE ANDREWS - CALL FOR PUBLIC COMMENTS ON FINAL BUDGET FOR FISCAL-YEAR 2023-2024 – none.

8. CHAIR DIANE ANDREWS – CALL FOR COMMISSIONER’S COMMENTS ON FINAL BUDGET FOR FISCAL-YEAR 2023-2024

Discussion:

- Comments on the purpose of contingency funds.

9. FINANCE DIRECTOR DANA LAFOLLETTE – PRESENTATION OF A RESOLUTION ADOPTING THE FINAL BUDGET OF \$85,916,762.00 FOR FISCAL-YEAR 2023-2024. READ TITLE OF RESOLUTION INTO THE RECORD:

Ms. LaFollette presented a resolution for consideration, reading it by title “A RESOLUTION OF THE BRADFORD COUNTY BOARD OF COUNTY COMMISSIONERS ADOPTING THE FINAL BUDGET FOR BRADFORD COUNTY FOR FISCAL-YEAR COMMENCING ON OCTOBER 1, 2023 AND ENDING ON SEPTEMBER 30, 2024; PROVIDING AN EFFECTIVE DATE.”

It was **MOVED** by Commissioner Dougherty and **SECONDED** by Vice Chair Spooner to adopt the resolution as presented.

Chair Andrews Conducted A Roll-Call Vote:

Chair Andrews: Aye

Vice-Chair Spooner: Aye

Commissioner Dougherty: Aye

Commissioner Riddick: Aye

Motion Carries 4-0

ADJOURN: There being no further business, the public hearing was adjourned at 5:38 p.m.

BOARD OF COUNTY COMMISSIONERS
BRADFORD COUNTY, FLORIDA

DIANE ANDREWS, CHAIR

ATTEST: _____
DENNY THOMPSON, CLERK OF COURT

Minutes prepared by: _____
Rachel Rhoden, Chief Deputy Clerk

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM Meeting Minutes from 09/21/2023 Regular Meeting

DEPARTMENT: Clerk's Office

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA
September 21, 2023
6:30 P.M.
Bradford County Courthouse
945 North Temple Avenue
Starke, Florida 32091

MEETING MINUTES

BOARD MEMBERS PRESENT: Commissioner District 5 – Chair Diane Andrews
Commissioner District 1 – Vice-Chair Carolyn Spooner
Commissioner District 2 – Kenny Thompson
Commissioner District 3 – Joseph C. Dougherty
Commissioner District 4 – Danny Riddick

PRESS PRESENT: Bradford County Telegraph

STAFF MEMBERS IN ATTENDANCE: County Manager Scott Kornegay; Executive Assistant Amanda Brown; County Attorney Rich Komando; Chief Deputy Clerk Rachel Rhoden; Finance Director Dana LaFollette.

1. CALL TO ORDER: Chair Andrews called the meeting to order at 6:30 P.M.

Chair Andrews announced that the following items would be walked on to the agenda:

- After public comments, presentation of fiscal year 2021-2022 audit.
- Discuss rescheduling the November 16, 2023 county commission meeting.
- Discuss an invoice from Anderson Columbia.
- Under county attorney reports, discuss PACE direction.

Chair Andrews went out of order of the agenda.

3. PUBLIC COMMENTS

- Deborah “Debbie” Armstrong

9. CLERK REPORTS – DENNY THOMPSON.

A. FY 21/22 AUDIT REPORT, PRESENTED BY JAMES MOORE & CO.

Chair Andrews recognized Brenden McKitrick, Director with James Moore & Co. who shared a PowerPoint presentation of the draft FY 2021-2022 audit for Bradford County. Mr. McKitrick highlighted the following from the audit.

- Audit Report: Qualified opinion about OPEB (Other Post Employment Benefits). The state will accept the audit report without OPEB financials, thus the county made the decision to omit it from the report in order to save money overall

- Single Audit Report: Report is triggered when the county has expenditures exceeding \$750,000 in State or Federal grants. No audit findings reported.
- Internal Control and Compliance Report: No audit findings reported.
 - The sheriff should contract a third-party CPA firm to assist with the closeout of his books, according to the advice given. It was agreed that Sheriff Smith had previously followed the advice, therefore the remark would be resolved for the following year.
 - The clerk finance department was advised to be aware of year-end cutoff actions connected to expenses and revenue.
- Chapter 10.550 Auditor General Report: No audit modifications reported.
- Independent Accountant's Examination Report: No audit noncompliance reported.
- Three-year trend on use of fund balance.

2. PUBLIC HEARING – ENACTMENT OF ORDINANCES – RANDY ANDREWS, ZONING DIRECTOR.

A. AN ORDINANCE (2023-09) AMENDING THE BRADFORD COUNTY COMPREHENSIVE PLAN; PURSUANT TO AN APPLICATION, CPA 23-02, BY THE BOARD OF COUNTY COMMISSIONERS; FOR AMENDING POLICY I.2.2 OF THE FUTURE LAND USE ELEMENT TO ADD SOLAR FACILITIES AS A USE PERMITTED WITHIN THE AGRICULTURAL LAND USE CLASSIFICATION AND BY EXCLUDING SOLAR FACILITIES FROM THE ELECTRICAL POWER GENERATING FACILITY LAND USE CLASSIFICATION IN THE RURAL AREAS OF THE COUNTY.

Chair Andrews recognized Zoning Director Randy Andrews, who read the ordinance title into the record. Chair Andrews opened the public hearing; there being no response, the public hearing was closed.

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Thompson to approve CPA 23-02 as read.

Discussion: none

Motion Carries 5-0

B. AN ORDINANCE (2023-10) AMENDING THE FUTURE LAND USE PLAN MAP OF THE BRADFORD COUNTY COMPREHENSIVE PLAN, PURSUANT TO AN APPLICATION, s230811a, BY THE PROPERTY OWNER OF SAID ACREAGE, UNDER THE AMENDMENT PROCEDURES ESTABLISHED IN SECTIONS 163.3161 THROUGH 163.3248, FLORIDA STATUTES, AS AMENDED; PROVIDING FOR CHANGING THE LAND USE CLASSIFICATION FROM AGRICULTURE-2 (LESS THAN OR EQUAL TO DWELLING 1 UNIT PER 5 ACRE, EXCEPT AS PROVIDED FOR IN POLICY I.2.2) TO COMMERCIAL OF CERTAIN LANDS WITHIN THE UNINCORPORATED AREA OF THE COUNTY.

Chair Andrews recognized Zoning Director Randy Andrews, who read the ordinance title into the record. Chair Andrews opened the public hearing; there being no response, the public hearing was closed.

It was MOVED by Commissioner Riddick and SECONDED by Commissioner Dougherty to approve the ordinance as read.

Discussion: none

Motion Carries 5-0

C. AN ORDINANCE (2023-11) AMENDING THE OFFICIAL ZONING ATLAS OF THE BRADFORD COUNTY LAND DEVELOPMENT REGULATIONS, PURSUANT TO AN APPLICATION, Z 23-04, BY THE PROPERTY OWNER OF SAID ACREAGE; PROVIDING FOR CHANGING THE ZONING DISTRICT FROM AGRICULTURAL-2 (A-2) TO COMMERCIAL, INTENSIVE (CI) OF CERTAIN LANDS WITHIN THE UNINCORPORATED AREA OF BRADFORD COUNTY, FLORIDA.

Chair Andrews recognized Zoning Director Randy Andrews, who read the ordinance title into the record. Chair Andrews opened the public hearing; there being no response, the public hearing was closed.

It was MOVED by Vice Chair Spooner and SECONDED by Commissioner Dougherty to approve Z23-04 as read.

Discussion: none

Motion Carries 5-0

D. AN ORDINANCE (2023-12) AMENDING THE OFFICIAL ZONING ATLAS OF THE BRADFORD COUNTY LAND DEVELOPMENT REGULATIONS, PURSUANT TO AN APPLICATION, Z 23-05, BY THE PROPERTY OWNERS OF SAID ACREAGE, PROVIDING FOR CHANGING THE ZONING DISTRICT FROM RESIDENTIAL, SINGLE FAMILY-1 (RSF-1) TO COMMERCIAL, INTENSIVE (CI) OF CERTAIN LANDS WITHIN THE UNINCORPORATED AREA OF BRADFORD COUNTY, FLORIDA.

Chair Andrews recognized Zoning Director Randy Andrews, who read the ordinance title into the record. Chair Andrews opened the public hearing; there being no response, the public hearing was closed.

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Riddick to approve Z 23-05 as read.

Discussion: none

Motion Carries 5-0

Chair Andrews went out of order of the agenda and addressed clerk reports again.

9. CLERK REPORTS – DENNY THOMPSON.

Clerk Thompson expressed his satisfaction with the audit report. He and Mr. Kornegay thanked Finance Director Dana LaFollette for all her efforts in ensuring a successful audit.

Clerk Thompson requested the board explore whether it would be legal to require closing agents to add a disclaimer in their paperwork stating that no access to private property is maintained by the county, city, state, or government.

Chair Andrews expressed interest in the county exploring measures to assist citizens with their poorly maintained private roads.

Commissioner Dougherty stated that the board is unable to help local residents with private roads unless a local state of emergency has been declared.

4. APPROVAL OF CONSENT AGENDA ITEMS:

- A. REGULAR MEETING MINUTES FROM AUGUST 1, 2023.**
- B. REGULAR MEETING MINUTES FROM AUGUST 17, 2023.**
- C. WORKSHOP MEETING MINUTES FROM AUGUST 17, 2023.**
- D. STATE AID TO LIBRARIES GRANT AGREEMENT.**
- E. CERTIFICATION OF HOURS, FREE LIBRARY SERVICE AND ACCESS TO MATERIALS – PART OF THE STATE AID GRANT.**
- F. FIRST AMENDMENT TO THREE-PARTY AGREEMENT BETWEEN BRADFORD COUNTY AND UNIVERSITY OF FLORIDA FOR SERVICES OF MEDICAL EXAMINER, UNIVERSITY PHYSICIAN SUPPORT, UNIVERSITY NON-PHYSICIAN SUPPORT, AND FACILITY USE. **\$45,909.48 ANNUALLY (INCREASE OF \$12,165.12 FROM 22-23 FISCAL YEAR).****
- G. DUAL CERTIFICATION – REQUEST FROM TAX COLLECTOR - A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA PROVIDING FOR THE EXTENSION OF THE 2023 ASSESSMENT ROLLS PURSUANT TO SECTION 197.323, *FLORIDA STATUTES* AND SECTION 193.122, *FLORIDA STATUTES*; AND PROVIDING AN EFFECTIVE DATE.**
- H. APPROVAL AND ACKNOWLEDGEMENT OF PRESENTATION BY THE BRADFORD COUNTY TAX COLLECTOR OF THOSE BRADFORD COUNTY TAX CERTIFICATES WHICH ARE ELIGIBLE FOR TAX DEEDS.**
- I. USED FIRE ENGINE PURCHASE **(\$50,000 FROM UNUSED GRANT MATCH FUNDS).****
- J. CONTRACT BETWEEN BRADFORD COUNTY BOARD OF COUNTY COMMISSIONERS AND STATE OF FLORIDA DEPARTMENT OF HEALTH FOR OPERATION OF THE BRADFORD COUNTY HEALTH DEPARTMENT, 23-24 FISCAL YEAR **(\$82,500).****
- K. AGREEMENT BETWEEN BRADFORD COUNTY AND NCFRPC FOR ANNUAL MONITORING OF HAZARDOUS WASTE GENERATORS **(\$7,882).****
- L. NORTHEAST FLORIDA ECONOMIC DEVELOPMENT CORPORATION CONTRACT FOR BRADFORD COUNTY EDC FUNDING FROM BRADFORD COUNTY DEVELOPMENT AUTHORITY FUNDS.**
- M. RETROACTIVE APPROVAL OF GEORGE ROBERTS INSURANCE INVOICE 230360 FOR RENEWAL OF GENERAL STAR INDEMNITY POLICY.**
- N. PUBLIC WORKS 2023 HAMM HD70I VV DOUBLE DRUM ASPHALT ROLLER; SOLE SOURCE: STATE CONTRACT PRICE THROUGH THE FLORIDA SHERIFF'S ASSOCIATION CONTRACT. **(\$139,400 FROM GAS TAX FUNDS).****
- O. RESPONSE VEHICLE (F150 4X4) ; SOLE SOURCE: STATE CONTRACT PRICE THROUGH THE FLORIDA SHERIFF'S ASSOCIATION CONTRACT **(COST NOT TO EXCEED \$55,000).****

It was **MOVED** by Commissioner Thompson and **SECONDED** by Commissioner Riddick to approve the consent agenda.

Discussion: none

Motion Carries 5-0

5. WEBSITE DESIGN QUOTES – APPROVAL TO MOVE FORWARD WITH WEBSITE DESIGN AND HOSTING CONTRACT. THREE QUOTES PROVIDED PER PURCHASING POLICY.

Mr. Kornegay sought direction on selecting a proposal from one of the following vendors:

- Catalis
- MuniCreative
- CivicPlus

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Thompson proceed with MuniCreative, Inc.

Discussion:

- Comments expressing dissatisfaction with current website design.

Motion Carries 5-0

6. YEAR 5 LOA MCO – YEAR 5 INTERGOVERNMENTAL TRANSFER FOR THE MCO/PEMT PROGRAM. TRANSFER AMOUNT IS \$300,763.93, WILL RECEIVING \$715,423.25 IN RETURN, RESULTING IN A NET PROFIT OF \$414,659.32.

Chair Andrews recognized Chief Ben Carter who explained the MCO/PEMT program.

Per Chief Carter, PEMT (Public Emergency Medical Transportation) is a program under MCO (Managed Care Organization) that provides \$35 million dollars to public entities in Florida for emergency transportation services to Medicaid-fee-for-service beneficiaries. The program considers the States FMAP (Federal Medical Assistance Percentage) and the number of county transports to determine a county's funding allotment each year. The program encourages a "buy-in" called Intergovernmental Transfer (IGT) from each county – if a county does not participate in the IGT, it puts other counties at risk of decreased funding.

Chief Carter stated that the county is going into its fifth year of participation in the MCO/PEMT program where the county is expected to receive \$715,423.25; IGT contribution is \$300,763.93. He advised that the county will get funding from this initiative in the amount of \$480,000 sometime between October and December 2023 (year 4 - current year funding). He suggested that the board set aside \$480,000 of its anticipated allocation from year four as a reserve and utilize that sum to cover the board's \$300,763.96 commitment to IGT in year five.

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Thompson to approve entering into an agreement with Intergovernmental Transfer.

Discussion:

- IGT contribution and expected funding.

Motion Carries 5-0

In closing, Chief Carter recognized Chris Cooksey who was commended by a citizen for going above and beyond in the call of duty.

- 7. BRADFORD COUNTY AND CITY OF STARKE, JOINT DEDICATION OF S.R. 230 AS THE “DR PETER J. GIANAS MEMORIAL HIGHWAY” - A JOINT RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA, AND THE CITY COMMISSION OF THE CITY OF STARKE, FLORIDA ACKNOWLEDGING AND HONORING THE LIFE AND ACCOMPLISHMENTS OF DOCTOR PETER JOHN GIANAS, MD, AND DECLARING THE HONORARY DESIGNATION OF A PORTION OF STATE ROAD 230 IN BRADFORD COUNTY, FLORIDA, AND THE CITY OF STARKE, FLORIDA AS THE “DR. PETER J. GIANAS MEMORIAL HIGHWAY”.**

County Manager Scott Kornegay introduced the resolution for board consideration. Commissioner Dougherty read the resolution title into the record.

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Thompson to approve the dedication.

Discussion:

- Comments over the approval of a previous resolution (resolution number 2022-06) in this case. Per Mr. Kornegay, after the previous resolution was approved, he advised that there was still administrative work that needed to be done but was not completed.
- Installation of a road dedication sign in Clay County for Dr. Gianas.
- The location of the Dr. Gianas road dedication sign in Bradford County, which is on the right-of-way off the hospital sidewalk.

Motion Carries 5-0

- 8. APPROVAL TO LIST SURPLUS PROPERTY FOR SALE ON GOV DEALS.**

Mr. Kornegay presented properties to the board to consider listing on GovDeals. He advised that a reserve would need to be established for each property in order to list on GovDeals; he recommended the appraised value.

- **PARCEL 02404-0-00100 (8784) 03 (FORMER PIZZA HUT RESTAURANT IN THE CITY OF STARKE).**

Discussion:

- Remarks speculating that the property's proximity to U.S. 301 may make it worth more than the appraised amount; suggestion to set a reserve price of \$250,000.

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Thompson to set the reserve at \$250,000 and to list the property on GovDeals.

Motion Carries 5-0

- **PARCEL 00275-0-00102 (851) 04 (FORMER WELDING SHOP IN BROOKER).**

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Thompson to set the reserve at \$81,000 and to list property on GovDeals.

Discussion:

- Positive remarks regarding the return of the properties to the tax rolls.

Motion Carries 5-0

10. SHERIFF'S REPORT – GORDON SMITH – none.

11. COUNTY MANAGER REPORTS – SCOTT KORNEGAY

A. CONSIDER APPROVAL FOR COUNTY MANAGER TO ENGAGE BRYANT MILLER OLIVE LAW FIRM FOR PROFESSIONAL SERVICES RELATED TO DEVELOPMENT OF A FIRE ASSESSMENT PROGRAM AND UPDATING EXISTING IMPACT FEES.

Mr. Kornegay introduced item A for consideration of approval.

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Thompson to allow the county manager to engage Bryant Miller Olive law firm for professional services related to development of a fire assessment program and updating existing impact fees.

Discussion:

- Question on whether Bryant Miller Olive law firm would conduct both a fire assessment and an impact fee analysis. Mr. Kornegay responded in the positive.
- Remarks made that hiring a consultant to create an impact fee study is prudent.
- Remarks that a franchise fee would have been a preferred source of revenue had all the relevant parties been able to cooperate.
- Question over whether the county obtained Bryant Miller Olive's analysis at the best possible price. Mr. Kornegay responded in the positive indicating that their fee is a combined, discounted rate for consultant and legal firm services.

Motion Carries 5-0

B. APPROVAL OF AGREEMENT BETWEEN BRADFORD COUNTY AND NCFRPC FOR LOCAL GOVERNMENT COMPREHENSIVE PLANNING SERVICES (\$23,500).

Mr. Kornegay presented item B for consideration of approval.

Discussion:

- Comments in favor of exploring other options for local government planning services due to discontent with current services provided by NCFRPC.
- Comments suggesting that NCFRPC be given a chance to address and correct any grievances with their services.

- Remarks claiming that NCFRPC was given an opportunity to address prior complaints.

The majority of the board was in CONSENSUS to take no action on item B and direct staff to explore other vendors.

C. SOLID WASTE WINDOW DECAL.

In response to concerns raised about people who are not Bradford County residents using collection sites in Bradford County, Mr. Kornegay suggested for board approval a decal system where Bradford County residents will be issued a decal by either the Tax Collector or site attendant to use collection sites.

It was MOVED by Vice Chair Spooner and SECONDED by Commissioner Thompson to proceed with the decal system as presented.

Discussion:

- Comments in favor of residents being able to take multiple loads to the collection site if they own multiple properties.
- Question on how the decal system was proposed. Mr. Kornegay advised that the county had a decal system in place for a while before it expired.
- Comments in support of a decal system.

Motion Carries 5-0

D. WALK ON ITEM: RESCHEDULE NOVEMBER 16, 2023 COMMISSION MEETING.

Mr. Kornegay reported that the commission meeting on November 16, 2023, will take place the same week as the annual Florida Association of Counties Conference, which the majority of the commissioners will be attending. He requested that the board consider postponing or cancelling the scheduled meeting.

Ms. Rhoden informed the board that budget amendment resolutions are prepared by the clerk's office and must be approved by the end of November.

Discussion:

- Potential reschedule dates of 11/21; 11/28; and 11/30.

Finance Director Dana LaFollette indicated that the November 28, 2023 date would be preferable because she will still receive revenue through the end of November.

It was MOVED by Commissioner Thompson and SECONDED by Commissioner Dougherty to change the meeting from November 16, 2023 to November 28, 2023.

Motion Carries 5-0

Mr. Kornegay confirmed that the board would maintain its meeting time at 6:30 pm.

E. WALK ON ITEM: ANDERSON COLUMBIA INVOICE

Mr. Kornegay reported that he has an invoice from Anderson Columbia that exceeds his authorization for approval, thus requiring board approval. Mr. Kornegay questioned the need for the board to approve the invoice since the project had already been approved. He acknowledged Public Works Director Jason Dodds and asked for more details. Mr. Dodds shared that he performs an assessment of what he believes the cost will be for in-house road projects; however, he could not confirm if the costs came before the board for approval.

Discussion:

- Remarks made that Jason Dodds should not be slowed down.
- Remarks were made to the effect that there should be no justification for delaying a gas tax project if the gas tax funding and the projects have been approved.

Ms. Rhoden stated that she was not aware of any problem with the disputed invoice and that this was the first time she had heard of a problem. She concurred that there should not be a need for an invoice to be returned to the board if the project was approved by the board and a purchase order was received. She forewarned the board that the gas tax revenue is not always budgeted into a dedicated road project. She also suggested that the board modify its purchasing policy to accommodate their requests.

There was CONSENSUS from the board that there was no need for formal action because the project had already been approved and would not come up again in the future.

12. COUNTY ATTORNEY REPORTS – RICHARD KOMANDO

Chair Andrews recognized Mr. Komando who read the title of the resolution.

A. A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA, CLOSING AND ABANDONING A ROAD THIRTY FEET IN WIDTH; PROVIDING DIRECTION TO THE CLERK; PROVIDING DIRECTION TO THE COUNTY MANAGER; AND PROVIDING AN EFFECTIVE DATE.

It was MOVED by Commissioner Dougherty and SECONDED by Vice Chair Spooner to approve the resolution as read.

Motion Carries 5-0

B. WALK ON ITEM: FLORIDA PACE FUNDING

According to Mr. Komando, Florida PACE (Property Assessed Clean Energy), is a state-wide entity created to offer homeowners alternative sources of clean energy. Written legislation indicated that PACE would need to enter into an agreement with each county's commission in order to operate. A Leon County judge determined in November that PACE is a statewide entity and does not require approval from the board to function. In accordance with that decision, PACE went out and sold upgrades, and after the work was finished, they sent a list of assessments to the tax collector for collection. The legal position of the tax collector association is that PACE cannot sell upgrades without a contract; as a result, PACE is suing each tax collector who declines to collect on its assessments.

Mr. Komando advised that Tax Collector Teresa Phillips is being sued by PACE. As part of the lawsuit, counsel for the tax collector is requesting that the commission file a motion to intervene and take the position that they are advocating on the tax collector's behalf. Mr. Komando expressed concern about the financial risk of the board having to pay the tax collector's attorney's legal fees as well as the liability risk of having to pay PACE's legal bills should they win the lawsuit.

Mr. Komando asked the board for direction on whether they want to take part in the legal action or not. He warned that the board might be included in the lawsuit regardless of not intervening. He anticipated that the tax collector's legal team would file a motion to dismiss, and that part of their argument would be that PACE did not join the county as an indispensable party.

Discussion:

- Comments that the commission in Hillsborough County made no intervention. The Hillsborough County court disagreed with PACE and sided with the tax collector.
- Union County and Alachua County commission intervened advocating on behalf of their tax collectors.

The board was in CONSENSUS that it is against Florida PACE operating in Bradford County, but they chose not to intervene at this time.

13. COMMISSIONERS COMMENTS

Vice Chair Spooner

- Requested that the board consider using opioid lawsuit revenue received in Bradford County for addiction counseling, prevention, and education.
- Inquiries regarding the application pool, the selection procedure, and the interview workshop for the ag/extension director position. Mr. Kornegay confirmed that the workshop will take place on September 27, 2023 at 5:30 pm, and that two applicants would be interviewed.
- Comments encouraging the board to consider the requests it wishes to make during the legislative delegation hearing. Mr. Kornegay confirmed that the hearing would be November 1, 2023 at 2 pm.

Commissioner Dougherty

- Informed the board that he is a member of the opioid abatement counsel and that he will report back to the board with information following their subsequent meeting.

14. CHAIR'S COMMENTS – DIANE ANDREWS

ADJOURN: There being no further business, the meeting adjourned at 8:20 p.m.

BOARD OF COUNTY COMMISSIONERS
BRADFORD COUNTY, FLORIDA

DIANE ANDREWS, CHAIR

ATTEST:

DENNY THOMPSON, CLERK TO THE BOARD

MINUTES PREPARED BY:

RACHEL RHODEN, CHIEF DEPUTY CLERK

Minutes approved by the BOCC during a scheduled meeting on: _____

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM Meeting minutes from 09/27/2023 special called meeting.

DEPARTMENT: Clerk's Office

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA
September 27, 2023
5:30 P.M.
Bradford County Courthouse
945 North Temple Avenue
Starke, Florida 32091

SPECIAL CALLED MEETING MINUTES
Extension Agent I, II, or III – 4-H Youth Development Interviews

BOARD MEMBERS PRESENT: Commissioner District 5 – Chair Diane Andrews
Commissioner District 2 – Kenny Thompson
Commissioner District 3 – Joseph C. Dougherty
Commissioner District 4 – Danny Riddick

BOARD MEMBERS NOT PRESENT: Commissioner District 1 – Vice-Chair Carolyn Spooner

PRESS PRESENT: No press.

STAFF MEMBERS IN ATTENDANCE: County Manager Scott Kornegay; Executive Assistant Amanda Brown; and Chief Deputy Clerk Rachel Rhoden.

1. CALL TO ORDER: Chair Andrews called the meeting to order at 5:30 P.M.

Chair Andrews recognized Cindy Sanders, the interim extension director, who advised that she would introduce two candidates for the board's consideration. Following a 10-minute presentation from each applicant, the board will record its comments on a comment sheet for Dr. Sanders and County Manager Scott Kornegay to evaluate. The board will then reconvene for a vote at a later meeting. After each candidate's presentation, questions from the public and staff will be heard.

2. EXTENSION AGENT I, II, OR III – 4-H YOUTH DEVELOPMENT INTERVIEWS.

- **Applicant Emily Murphy**

Ms. Murphy presented a PowerPoint presentation highlighting the following:

- Recruitment of new and old members to try new non-livestock-based projects.
- Adding program opportunities for new members to join who do not have the resources to own livestock, such as robotics, healthy living, and life skills programs.
- STEM initiative.
- Recruitment initiatives.

Ms. Murphy stated that she currently lives in Union County and graduated from the University of Florida with a bachelor's and master's in agriculture education and communication.

QUESTIONS AND ANSWERS:

- When asked why she chose this career, Emily responded that while she didn't have a farm or any cattle in high school, she was still interested in the program. Her excitement developed as she joined the program and each club that was offered.
- When asked what other skills she might have that would be useful in this role, Emily suggested that her love of communication and her ability to develop new public outreach programs would be valuable.
- In response to being exposed to other cultures, Emily described her prior employment with an electric company, where communication channels were established, and her present employment as a teacher, where she had created initiatives to support the academic performance of her students.
- When asked if she likes working with children, Emily responded that she does and that, if she is not chosen for this position, she plans to pursue a career as an FFA instructor.
- When asked about her management style, Emily replied that she loves to be involved and would probably adopt a hands-on approach.
- In response to inquiries about her background with livestock, Emily stated that she has assisted with weigh-ins, the management of the small animal barn, the goat barn, and the pig showing.
- When asked what she would do during her first six weeks on the job, Emily said she would meet with the extension agents and staff to learn more about the program and how she could be of assistance. She also said she would speak with Ms. Sterling, who is involved in the program, and follow up on any previous commitments to make sure they are fulfilled.

- **Applicant Bailea Scarbrough**

Ms. Scarbrough presented a PowerPoint presentation highlighting the following:

- Accomplishments in Flagler County 4-H.
- Enhancement opportunities in Bradford County 4-H.
- Programs: clover bud; archery; livestock.
- Build trust with clientele and volunteers.

Ms. Scarbrough stated that she was born and raised in Bradford County, and attended school in Clay County where she was involved in 4-H and the FFA. She reported that she graduated from the University of Florida with a bachelor's degree in agriculture education, communication (AEC) and leadership development, and is currently pursuing a master's degree in AEC with a specialization in extension education. Ms. Scarbrough reported that she previously worked in the Clay County Extension Office and currently works in the Flagler County Extension Office.

DISCUSSIONS

- When asked about the culture of Clay County and Flagler County, Bailea explained that Clay County is a bigger program and experiences issues with losing kids when they get into FFA. In Flagler County the program is small and there is no issue of losing kids when they get into FFA; however, there is limited financial and community support available.
- Remarks complimenting Bailea for her travel commitment to Flagler County.
- In response to a question about how she would involve kids who are not currently in the program, Bailea stated that it takes willing volunteers to assist new children and develop in-school and after-school programs.

- When asked how she would keep kids in 4-H, Bailea responded that, based on her personal experience, it is important to create a community of kids where they grow up together in the program. She stated that UF provides 4-H opportunities as well that can inspire participation from the kids.
- When asked how she would deal with the increase of livestock signups in Bradford County as compared to Flagler County, Bailea said that while the numbers in Bradford are higher than average, she does not see that as a concern.
- When asked if she likes working with the youth and why, Bailea responded that she enjoys working with the youth and she has discovered through her experience that she enjoys working with the volunteers as well.
- When questioned about her management style – boots on the ground or management of volunteers, Bailea responded that it would be a combination of both.
- When asked about the status of her advanced degree program, Bailea advised that she is a little more than halfway through the program, she is a part-time student and anticipates being completed in the fall of 2025.
- When asked if she had chosen her CAP Stone project for her master's degree, Bailea responded that she had not. However, she is thinking about choosing a project that would close the gap between what people think the extension office does overall and what we actually do.
- When asked what she would do during the first 6-weeks on the job, Bailea responded that she would observe and understand the program and community before implementing changes.
- When questioned about possibly bringing back archery in Bradford, Bailea responded that while she is not experienced in archery, she believes it's a great program and would like to see it revived.

ADJOURN: There being no further business, the meeting adjourned at 6:34 p.m.

**BOARD OF COUNTY COMMISSIONERS
BRADFORD COUNTY, FLORIDA**

DIANE ANDREWS, CHAIR

ATTEST:

DENNY THOMPSON, CLERK TO THE BOARD

MINUTES PREPARED BY:

RACHEL RHODEN, CHIEF DEPUTY CLERK

Minutes approved by the BOCC during a scheduled meeting on: _____

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM Meeting minutes from 10-03-2023.

DEPARTMENT: Clerk's Office

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

October 3, 2023

9:30 A.M.

Bradford County Courthouse

945 North Temple Avenue

Starke, Florida 32091

MEETING MINUTES

BOARD MEMBERS PRESENT: Commissioner District 5 – Chair Diane Andrews
Commissioner District 1 – Vice-Chair Carolyn Spooner
Commissioner District 2 – Kenny Thompson
Commissioner District 3 – Joseph C. Dougherty
Commissioner District 4 – Danny Riddick

PRESS PRESENT: Bradford County Telegraph

STAFF MEMBERS IN ATTENDANCE: County Manager Scott Kornegay; Executive Assistant Amanda Brown; County Attorney Rich Komando; Clerk Denny Thompson; Chief Deputy Clerk Rachel Rhoden; Sheriff Gordon Smith; and Fire Rescue Chief Ben Carter.

1. CALL TO ORDER: Chair Andrews called the meeting to order at 9:30 A.M.

Chair Andrews announced that a walk on item to select an ag/extension director will be addressed under county manager reports.

2. PUBLIC COMMENTS.

- Carol Mosley
- Paul Still

3. APPROVAL OF CONSENT AGENDA ITEMS:

A. AMEND SOMETHING PREVIOUSLY ADOPTED IN THE JANUARY 19, 2023, MEETING MINUTES. THE ROLL-CALL VOTE FOR AGENDA ITEMS 5 AND 8 SHOULD REFLECT A VOTE OF “AYE” UNDER COMMISSIONER THOMPSON.

B. REQUEST TO REFER DELINQUENT EMS ACCOUNTS TO NATIONAL RECOVERY AGENCY FOR FURTHER COLLECTION EFFORTS AND WRITE-OFF FOR DECEASED PATIENTS IN THE AMOUNT OF \$42,520.44.

It was **MOVED** by Commissioner Dougherty and **SECONDED** by Commissioner Thompson to approve the consent agenda.

Discussion: none

Motion Carries 5-0

4. JUDICIAL CIRCUIT CONSOLIDATION.

The following individuals were recognized by Chair Andrews to address the issue of judicial circuit consolidation:

- County Attorney Rich Komando informed the board that Florida House Speaker Paul Renner wrote to the Florida Supreme Court in July requesting that they review the circuit district boundaries, which were set up in 1938 and again in 1969, in the same way that they reviewed the district court of appeal (DCA) boundaries, which were changed from five to six districts after taking population growth and increased caseloads into account. Following receipt of the aforementioned letter, the Florida Supreme Court issued an administrative order requesting comments on a prospective consolidation of circuit districts from judicial stakeholders. The legislature will receive a report on the feedback in late December.
- Both Eight Judicial Circuit State Attorney (SA) Brian Kramer and Public Defender (PD) Stacy Scott expressed concerns with circuit consolidation because it could result in budget hikes for smaller counties, problems with case management system integration, loss of local autonomy and identity, and impacts of current judicial positions. Both SA Kramer and PD Scott requested a letter from the board to the committee studying this consolidation expressing their concerns about cost increases and loss of identity. The board received a letter and resolution from Alachua County stating their concerns.

Discussion:

- Purpose of Speaker Renner's proposal is motivated by his belief that consolidation may result in cost savings.
- Remarks expressing concern that a cheaper justice system may impact the overall productivity of the justice system.
- Committee members include judges, public defenders, state attorney's, other lawyers, and one clerk of court. The committee will submit a report to the legislature, which will ultimately decide whether to adopt the recommendation or take further action.
- Next hearing is scheduled on 10/13/23; final product is due 12/01/23.
- Remarks on possible consolidation with Jefferson, Suwannee, and Columbia counties to make our circuit more population comparable.
- Remark that no map or plan exists that shows which circuits and counties will be united.
- Although the Florida Supreme Court offered guidelines stating that the circuits should remain within the DCA in which they fall, the legislature is free to act anyway it sees fit.
- Support for maintaining our current Eight Judicial Circuit configuration.
- Comments suggesting that the board hold off on offering support until more information is available on how the districts will be consolidated.
- Remarks suggesting that the board review the documents from Alachua County, evaluate the proposal from Speaker Renner, and consult with the county manager and attorney to determine the appropriate course of action.
- Concerns raised about the committee's limited time to review feedback and formulate a proposal for the legislature to consider.

5. UF AGRICULTURE EXTENSION OFFICE

A. NATIONAL 4-H WEEK PROCLAMATION

Chair Andrews recognized Riley Rhoden to present information on National 4-H Week, October 1-7, 2023. Dr. Cindy Sanders read the proclamation into the record.

It was MOVED by Vice Chair Spooner and SECONDED by Commissioner Dougherty to declare 4-H week October 1-7, as read.

Discussion:

- Remarks commending the extension office; comments expressing excitement for a community garden.

Motion Carries 5-0

B. PRESENTATION OF 4-H COMMUNITY SUPPORTER AWARDS TO EACH COMMISSIONER.

Dr. Sanders along with 4-H students presented each commissioner with an award for their appreciation and support of the program.

6. CLERK REPORTS – DENNY THOMPSON.

Clerk Thompson presented the following reports:

- Stated that his understanding of the circuit consolidation proposal was to bring smaller counties into comparison with larger circuits.
- Informed the board that Baker County's federal SAFER grant had expired and that they were now dealing with a financial deficit for their fire rescue operations. He advised that we should be aware of this scenario when deciding whether to apply for a SAFER grant for our own operations.

7. SHERIFF REPORTS – GORDON SMITH – no reports.

8. COUNTY MANAGER REPORTS – SCOTT KORNEGAY.

A. LEGISLATIVE APPROPRIATIONS REQUEST.

Mr. Kornegay reminded the board of the scheduled legislative delegation hearing on November 1, 2023 at 2:00 pm. He recommended that the board consider bringing the following requests before the delegation for consideration.

1. Additional funding to the wastewater extension project from the City of Starke out to the bypass.
2. A new fire engine for the county.
3. Funding for the completion of the road that connects the existing access road and the access road constructed by the county, which will include turn lanes, deceleration lanes, and enhancements at both entrances off S.R. 100, is being requested jointly with the Keystone Heights Airport Authority (KHAA).

Discussion:

- Joint funding proposal with the Concerned Citizens for additional funding for the next phase of construction of the RJE facility.

- ARPA funding allocated to RJE. Mr. Kornegay advised that the ARPA funding from the county to RJE has been spent.
- Continued support from the legislature for FDOT SCRAP and SCOP projects.

Based on discussions, Mr. Kornegay confirmed that it was the CONSENSUS of the board to allow staff to draft a formal budget request for the recommended items and that the board would support a funding application prepared by Concerned Citizens.

David Kirkland, a member of the Keystone Heights Airport Authority Board, was acknowledged by Chair Andrews. Mr. Kirkland spoke on the significance of board support for the submission of a joint appropriations request for the completion of road work.

Discussion on KHAA:

- FDOT has given authorization to connect the new road to S.R. 100. The county is currently waiting on KHAA to adjust their fence line so that the new road can connect to S.R. 100. Mr. Kirkland advised that they received drawings and specifications from their consultant and will proceed with bids to complete their phase of the project so that the road can connect.
- In response to a question on where MHD Rockland’s new campus will be located, Mr. Kirkland advised that it would be along the newly constructed road.
- Mr. Kirland thanked County Manager Scott Kornegay on behalf of MHD Rockland for his assistance in the Douglas Building project.
- In response to a question on how the other entrance area will be utilized, Mr. Kirkland advised it will serve as an emergency access. Furthermore, he advised that the connector road will provide frontage for development.
- New entrance road would meet FDOT regulations to include slow down and turn lanes.

Mr. Kornegay reported that he met with representatives of MHD Rockland to assess the Douglas building for IT needs; they are very excited about this opportunity and have expended time and money in anticipation of the county acquiring ownership of the structure. Mr. Kornegay advised that the county’s consultant in this matter is scheduled to meet with the Speaker of the House and President of the Senate to request that they contact the secretary of DEP to advance our project. He will update the board individually with a status report from the consultant.

B. FDEP DIVISION OF RECREATION AND PARKS PUBLIC MEETING ANNOUNCEMENT.

Mr. Kornegay reported that a public meeting will be held on Tuesday, October 17, 2023 from 2:00 pm to 6:00 pm in the commission meeting room to gather public input regarding the Palatka to Lake Butler State Trail.

C. WALK ON ITEM: SELECTION OF AN APPLICANT FOR THE POSITION OF AG/EXTENSION DIRECTOR.

According to input from the 4-H applicant interviews, Mr. Kornegay noted that there appeared to be consensus to put forward Bailea Scarbrough for the post of director of agriculture and extension. He advised that the board would need to act through an official vote.

It was MOVED by Commissioner Thompson and SECONDED by Commissioner Dougherty to approve Bailea Scarbrough as director.

Discussion:

- Remarks made by Vice Chair Spooner that she was not able to participate in the interview process due to an illness. She asked for board consideration to delay the matter to the next meeting. The other board members were not in favor of postponing the decision.
- Comments made thanking Dr. Sanders and her team in selecting applicants to be interviewed.

Motion Carries 4-1 (Vice Chair Spooner dissenting vote)

9. COUNTY ATTORNEY REPORTS – RICH KOMANDO – No comments.

Mr. Komando announced that he provided the board with a weblink that provides additional information concerning the circuit consolidation proposal.

10. COMMISSIONER’S COMMENTS.

Vice Chair Spooner:

- Remarks on her position with the 4-H director position.
- Announced that October is breast cancer awareness month.
- RJE is hosting a festival on 10/21 beginning at 3pm.
- RJE is hosting a food drive on 10/11.
- Encouraged volunteerism at Episcopal Childrens Services.
- Thanked 4-H students for their participation in the board meeting.

Commissioner Thompson

- Expressed thanks and gratitude for public participation in the board meeting.
- Commended the 4-H program.

Commissioner Dougherty

- Announced the passing of LaJuan Whittle who dedicated years of service to the City of Starke.
- Interest expressed in learning more about a rural infrastructure grant opportunity that may help with RJE renovations. Mr. Kornegay advised that he is monitoring said grant.
- Provided details on funding for opioid settlements. In response to the topic, Clerk Thompson provided data for the funding Bradford County has received and will get from the opioid settlement.
- Continued legislative funding for law enforcement deputies.

Commissioner Riddick

- Thanked Riley Rhoden for her presentation during the board meeting.
- Positive comments on the appointment of Bailea Scarbrough as director of agriculture and extension.

11. CHAIR’S COMMENTS – DIANE ANDREWS.

- Comments commending the 4-H program.
- Remarks congratulating Bailea Scarbrough as director of agriculture and extension.

- Questions on the boat ramp at Sampson Lake. In response, Mr. Kornegay said he would talk to her about the subject after the meeting.

Bailea Scarbrough was congratulated by Mr. Kornegay on her selection as the new director of agriculture and extension. He gave Emily Murphy, the other applicant, praise and promised to get in touch with her to let her know that she was a standout applicant.

ADJOURN: There being no further business, the meeting adjourned at 10:56 a.m.

**BOARD OF COUNTY COMMISSIONERS
BRADFORD COUNTY, FLORIDA**

DIANE ANDREWS, CHAIR

ATTEST:

DENNY THOMPSON, CLERK TO THE BOARD

MINUTES PREPARED BY:

RACHEL RHODEN, CHIEF DEPUTY CLERK

Minutes approved by the BOCC during a scheduled meeting on: _____

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM Meeting minutes from 10-05-2023 special called meeting.

DEPARTMENT: Clerk's Office

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA
October 5, 2023
9:00 A.M.
Bradford County Courthouse
945 North Temple Avenue
Starke, Florida 32091

EMERGENCY CALLED MEETING MINUTES

BOARD MEMBERS PRESENT: Commissioner District 5 – Chair Diane Andrews
Commissioner District 1 – Vice-Chair Carolyn Spooner
Commissioner District 2 – Kenny Thompson
Commissioner District 3 – Joseph C. Dougherty
Commissioner District 4 – Danny Riddick

PRESS PRESENT: Bradford County Telegraph

STAFF MEMBERS IN ATTENDANCE: County Manager Scott Kornegay; Executive Assistant Amanda Brown; County Attorney Rich Komando; Clerk Denny Thompson; Chief Deputy Clerk Rachel Rhoden; Finance Director Dana LaFollette; Sheriff Gordon Smith; Tax Collector Teresa Phillips; Chief Ben Carter; and Public Works Director Jason Dodds.

1. **CALL TO ORDER:** Chair Andrews called the meeting to order at 9:00 A.M.
2. **PUBLIC COMMENTS** – none.
3. **DECLARATION OF NEED FOR EMERGENCY MEETING.**
 - A. **DUE TO EXIGENCIES OF THE CIRCUMSTANCES REGARDING THE BRADFORD COUNTY FAIR ASSOCIATION, INC., AND THE SITUATION OF THE PROPERTY FOR THE BRADFORD COUNTY FAIR, AN EMERGENCY MEETING OF THE BRADFORD COUNTY BOARD OF COUNTY COMMISSIONERS WAS CALLED TO DISCUSS.**

Chair Andrews recognized Bob Milner, President of the Bradford County Fair Association who provided information on the fair association’s operational structure and financial situation. Mr. Milner acknowledged the fair board members and staff:

- Fair Manager Dale Woodruff (present)
- James Balkcom, Vice-President
- Chuck Kramer, Treasurer
- Walter Brandt, Board Member
- Tommy Crosby, Board Member (present)
- Christopher Page, Board Member
- Roxanne Rosier, Board Member

Mr. Milner explained that for many years the fair association received complaints about the former barn where animal events were held, citing it was built over 50 years ago and was inadequate to hold modern day events. The fair board, under Mr. Woodruff's leadership, designed a replacement building and sought legislative funding through a grant from the Florida Department of Agriculture and Consumer Services. Initial funding of \$1.5 million was provided during the 2018/2019 legislative year with a clear understanding among all parties involved that a second round of funding of an additional \$1.5 million would be provided the following year. After receiving input from several sources, a decision was made to harden the replacement building design to make it a certified CAT 5 building to shelter citizens during a declared emergency. Mr. Milner noted that the building was recently utilized as an emergency shelter in response to Hurricane Idalia and stated that Cross Church, which occupies and leases the building, was able to quickly evacuate. Mr. Milner went on to explain that the Parkland shooting in Broward County, Hurricanes Irma and Michael, and the covid epidemic, prevented the second installment of \$1.5 million from being allocated by the legislature as intended. With that said, the fair board decided in 2019 to secure a \$1.5 million loan (variable rate loan) from Community State Bank, with the intention of repaying the debt with anticipated funding from the legislature the next year; however, the legislature did not grant any funding and the debt still exists. He stated that state law does not allow special funding for existing debts to private entities such as the fair association which is a 501(c)(6) organization.

According to Mr. Milner, the fair board initially made loan payments, but over the course of the last few years, it only made interest payments totaling \$4,500 monthly plus \$1,000. Even with existing revenue from building rentals and profit from the fair event, the fair association is unable to make the new payment schedule of over \$9,000 due to increased interest rates.

Mr. Milner reported that the CEO of the investor group that owns Community State Bank has a meeting scheduled tomorrow with an interested investor, Jimmy Gissy, who is prepared to pay \$1 million to pay off the \$1.4 million note. Per the fair association's policy, any person, group, or corporation who donates a half-million dollars to the fair association is able to have their name permanently affixed to the fair arena. If an agreement can be reached between Mr. Gissy and the bank, Mr. Gissy would like to have his parents' name affixed to the fair arena. If an agreement cannot be reached, the bank can legally proceed with a lien on the property or foreclosure procedures.

According to Mr. Milner the state awarded the fair association \$3 million last year to build three new barns, which are near completion; however, they still decline to provide the second round of \$1.5 million. He advised that the fair association is planning a legacy donation campaign over the next several months.

It was MOVED by Vice Chair Spooner and SECONDED by Commissioner Dougherty to declare the meeting an emergency.

Motion Carries 5-0

Discussion:

- Jimmy Gissy's investment offer.
- Importance of the fair program in the community.
- Construction improvements at the fairgrounds to prepare for a larger fair event.
- 501(c)(3) status, in conjunction with fair association board members, will allow for large sum donations.
- Rumored foreclosure of the fair property was the purpose of scheduling an emergency meeting.
- Collaborations between the county commission and the fair association in neighboring counties.
- Coordination of ownership of fair association property and management of fair activities between the

county commission and the fair association.

- In response to comments concerning opportunities for tourism at the fairgrounds, Mr. Milner stated that the fair association is very interested in fair growth and possibly a partnership with the county. He advised that plans have been developed to replace buildings 1 and 2 with a new structure that would also serve as the new emergency shelter. The fair association is working with Congresswoman Kat Cammack on securing funding for this future development.

4. BRADFORD COUNTY FAIR

In the event negotiations between the bank and Jimmy Gissy are unsuccessful, the board was in CONSENSUS to allow staff to take the required administrative steps to stop the bank's property from going into foreclosure.

Chair Andrews recognized Joe Marsocci, Senior Vice President of Community State Bank, who made comments from the audience on next steps for future negotiations.

Chair Andrews recognized Bob Milner who advised that there is no pending foreclosure on the fair property. He reported that the fair association was unable to make both last month's payment and this month's payment.

In response to the board's directive to staff, Clerk Thompson indicated that the county commission should take full ownership of the fairgrounds and create a new fair board before investing any county funds to prevent foreclosure of the fair property.

5. COMMISSIONER'S COMMENTS

6. CHAIR'S COMMENTS

ADJOURN: There being no further business, the meeting adjourned at 9:34 a.m.

**BOARD OF COUNTY COMMISSIONERS
BRADFORD COUNTY, FLORIDA**

DIANE ANDREWS, CHAIR

ATTEST:

DENNY THOMPSON, CLERK TO THE BOARD

MINUTES PREPARED BY:

RACHEL RHODEN, CHIEF DEPUTY CLERK

Minutes approved by the BOCC during a scheduled meeting on: _____

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM Meeting minutes from 10-16-2023 special called meeting.

DEPARTMENT: Clerk's Office

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

October 16, 2023

9:00 A.M.

Bradford County Courthouse

945 North Temple Avenue

Starke, Florida 32091

MEETING MINUTES

BOARD MEMBERS PRESENT: Commissioner District 5 – Chair Diane Andrews
Commissioner District 1 – Vice-Chair Carolyn Spooner
Commissioner District 2 – Kenny Thompson
Commissioner District 3 – Joseph C. Dougherty
Commissioner District 4 – Danny Riddick

PRESS PRESENT: Bradford County Telegraph

STAFF MEMBERS IN ATTENDANCE: County Manager Scott Kornegay; Executive Assistant Amanda Brown; County Attorney Rich Komando; Clerk Denny Thompson; Chief Deputy Clerk Rachel Rhoden; Tax Collector Teresa Phillips; Public Works Director Jason Dodds; Col. Brad Smith; and Emergency Management Director Lt. Brad Witt.

1. CALL TO ORDER: Chair Andrews called the meeting to order at 9:00 A.M.

Chair Andrews recognized County Manager Scott Kornegay, who read into the record an email from Fair President Bob Milner, which in short, stated that the fair board at this time does not accept the county commissioners' offer to pay off the bank note and take custody of assets. The fair board will carry out the planned fundraising events and continue to work with state representatives for the intended \$1.5 million. The fair board welcomes a mutually beneficial partnership with the county commission and is in the process of renegotiating its loan with Community State Bank.

2. PUBLIC COMMENTS – none.

3. FAIRGROUND PROPERTY AND NOTE-IN-DEFAULT.

Discussion:

- The county commission will not consider assisting the fair association so long as the existing fair board is in place.
- Comments that the county commission use all reasonable means to prevent foreclosure proceedings on the fair property, which might result in a private citizen assuming possession.
- Remarks made that the county commission take complete ownership of the fair if it pays off the fair association's debt.
- Explanation on how the county got involved in the fair matter.
- Remarks on how the fair board needs to build relationships in the community.

In the event the fair association is unable to secure the needed funding to settle its debt with the bank, County Manager Scott Kornegay sought clarification on next steps from the board. He asked if their intention was to pay off the \$1.5 million note, take possession of the fair property by having the property deeded from the current owner to the county commission, set up a new fair association/governing body, hire a new fair manager, and transfer control of the fair's operations to the new fair management? No board member objected to Mr. Kornegay's proposed course of action.

Discussion:

- In response to a question about whether the county commission would acquire ownership of the fairgrounds if they settled the fair association's debt, Mr. Kornegay responded in the negative, advising that the county commission would only become the owner of the land if the current owner deeded it to the county commission.
- Comments expressing hope that, if the fair board is unable to find other sources of funds to pay off their debt, they will quickly request assistance from the county commission.
- Mr. Kornegay reported that he had been told there were no impending foreclosure proceedings when he last spoke with Joe Marsocci, Senior Vice President of Community State Bank.
- Clerk Thompson remarked that the county commission has done all it could to offer aid the fair association.
- Announcement that due to a scheduling conflict with the legislation, the legislative delegation meeting originally set for November has been moved to October 31, 2023 at 1:00 p.m.

4. COMMISSIONER’S COMMENTS

Vice Chair Spooner:

- Announced RJE October Fest event on October 21st at 3pm.
- Announced ribbon cutting event at the new Bradford County School.
- Announced that several schools in Bradford County have festivals planned for October 21.

5. CHAIR’S COMMENTS – none.

ADJOURN: There being no further business, the meeting adjourned at 9:20 a.m.

**BOARD OF COUNTY COMMISSIONERS
BRADFORD COUNTY, FLORIDA**

DIANE ANDREWS, CHAIR

ATTEST:

DENNY THOMPSON, CLERK TO THE BOARD

MINUTES PREPARED BY:

RACHEL RHODEN, CHIEF DEPUTY CLERK

Minutes approved by the BOCC during a scheduled meeting on: _____

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM Meeting minutes from 10-19-2023.

DEPARTMENT: Clerk's Office

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA
October 19, 2023
6:30 P.M.
Bradford County Courthouse
945 North Temple Avenue
Starke, Florida 32091

MEETING MINUTES

BOARD MEMBERS PRESENT: Commissioner District 5 – Chair Diane Andrews
Commissioner District 1 – Vice-Chair Carolyn Spooner
Commissioner District 3 – Joseph C. Dougherty
Commissioner District 4 – Danny Riddick

BOARD MEMBERS NOT PRESENT: Commissioner District 2 – Kenny Thompson

PRESS PRESENT: Bradford County Telegraph

STAFF MEMBERS IN ATTENDANCE: County Manager Scott Kornegay; Executive Assistant Amanda Brown; County Attorney Rich Komando; Clerk Denny Thompson; Chief Deputy Clerk Rachel Rhoden; Chief Ben Carter; Public Works Director Jason Dodds; and Emergency Management Director, Lt. Brad Witt.

1. CALL TO ORDER: Chair Andrews called the meeting to order at 6:30 P.M.

Chair Andrews announced that the following item(s) would be walked on to the agenda:

- Request for Qualifications (RFQ) on C.R. 235

2. PUBLIC COMMENTS

- Paul Still
- Carol Mosely
- Vyunda Strong

3. APPROVAL OF CONSENT AGENDA ITEMS:

- A. REGULAR MEETING MINUTES FROM 09/05/2023 ADOPTING TENTATIVE MILLAGE RATE AND TENTATIVE BUDGET.**
- B. RATIFICATION OF PAYMENT REGISTERS FROM 08/25/2023 THROUGH 10/04/2023.**
- C. REFERRAL OF DELINQUENT EMS ACCOUNTS IN THE AMOUNT OF \$17,881.63 TO NATIONAL RECOVERY AGENCY FOR FURTHER COLLECTION EFFORTS.**
- D. FIRE RESCUE GRANT AWARD ACCEPTANCE LETTER.**
- E. BOARD APPROVAL TO DEVIATE FROM ITS PURCHASING POLICY TO WAIVE OBTAINING QUOTES AND PURCHASE ORDERS FOR MATERIALS ON THE FOLLOWING ROAD PROJECTS USING \$.05 GAS TAX REVENUE – NOT TO EXCEED AMOUNTS APPROVED BY THE BOARD. NEW ROAD PROJECTS USING THE REMAINING \$.05 GAS TAX REVENUE WILL COME BEFORE THE BOARD**

FOR APPROVAL, WHILE UTILIZING THE PURCHASING POLICY WAIVER (IF WAIVER IS APPROVED BY BOARD).

G/L	Description	FY 23/24 Budget	Revised FY 23/24 Budget
105-29-541-63110-00	Infrastructure Using \$.05	\$1,230,062	\$1,111,222
105-29-541-63110-01	\$.05 SE 2nd Ave.	\$30,000	\$00.00 (Project Complete)
105-29-541-63110-03	\$.05 SE 48th Ave.	\$100,000	\$00.00 (Project Complete)
105-29-541-63110-04	\$.05 NW 84th Ave.	\$61,562	\$103,000
105-29-541-63110-05	\$.05 NW 38th Ave.	\$214,146	\$310,000
105-29-541-63110-06	\$.05 SW 106th Ave.	\$168,452	\$280,000
105-29-541-63110-07	\$.05 NE 219th St.	\$00.00	\$144,000

It was **MOVED** by Commissioner Dougherty and **SECONDED** by Commissioner Riddick to approve the consent agenda.

Discussion: none

Motion Carries 4-0

4. CLERK REPORTS – DENNY THOMPSON – none.

5. SHERIFF’S REPORT – GORDON SMITH

A. FY 23-24 LOCAL FIREARMS SAFETY TRAINING PROGRAM – GRANT.

Chair Andrews recognized Emergency Management Director, Lt. Brad Witt who presented item A for approval.

It was **MOVED** by Commissioner Dougherty and **SECONDED** by Vice Chair Spooner to apply for the safety grant as presented.

Discussion:

- Positive comments made regarding the grant program.

Motion Carries 5-0

6. COUNTY MANAGER REPORTS – SCOTT KORNEGAY

A. PROFESSIONAL PLANNING SERVICES – Item pulled from the agenda.

Mr. Kornegay requested that the board consider tabling item A to allow staff more time to collect information.

The board was in CONSENSUS to table item A.

B. CONSIDER CANCELLATION OF NOVEMBER 28, 2023 MEETING.

Mr. Kornegay recognized Chief Deputy Clerk Rachel Rhoden who advised the board that it could consider cancelling its November 28th meeting, which had been set at the request of the clerk’s office so that the board could adopt budget amendment resolutions within the 60-day deadline after fiscal yearend. Finance received

confirmation from the auditors that they would not penalize the board for adopting said resolutions after the deadline, in December.

It was MOVED by Commissioner Dougherty and SECONDED by Commissioner Riddick to cancel the 11/28/23 meeting.

Discussion:

- Remarks made to discuss strategic planning during the early meeting in December.

Motion Carries 4-0

C. WALK ON ITEM: CONSIDER APPROVAL TO MOVE FORWARD WITH NEGOTIATIONS WITH CHW FOR CR 235 RESURFACING AS RECOMMENDED BY EVALUATION COMMITTEE.

It was MOVED by Commissioner Riddick and SECONDED by Commissioner Dougherty to move forward with CHW for CR 235 resurfacing as recommended by the evaluation committee.

Discussion:

- Questions on the purpose and timeframe of C.R. 235 RFQ project. Mr. Kornegay advised that this action allows staff to negotiate with CHW to perform design work.
- In response to comments on the emergency declaration of add-on items, County Attorney Rich Komando said that the board has the authority to deviate from its policy (no board action was taken to declare the add-on item as an emergency).

Motion Carries 4-0

7. COUNTY ATTORNEY REPORTS – RICHARD KOMANDO – none.

8. COMMISSIONERS COMMENTS

Vice Chair Spooner

- Announced RJE October Fest event on October 21st at 3pm.
- Announced that several schools in Bradford County have festivals planned for October 21.
- Remarks on the grand opening of the new school. Encouraged visitation of the school.
- Announcement of the legislative delegation hearing on October 31, 2023 at 1:00 p.m.
- Announced that October is breast cancer awareness month.

Commissioner Dougherty

- Comments on how to schedule a visit at the new elementary school.
- Asked for prayers of US military troops.
- Spent time in Tallahassee with the Small County Coalition and during his visit he met with representatives and asked that they consider Bradford County legislative requests during legislation.

Commissioner Riddick

- Asked for prayers for Israel.

9. CHAIR’S COMMENTS – DIANE ANDREWS

- Comments on cancer awareness.
- Remarks on a meeting held concerning the bike trail (a.k.a. Palatka Rails to Trail).
- Comments on the role and work schedule of commissioners and county staff.

ADJOURN: There being no further business, the meeting adjourned at 7:00 p.m.

**BOARD OF COUNTY COMMISSIONERS
BRADFORD COUNTY, FLORIDA**

DIANE ANDREWS, CHAIR

ATTEST:

DENNY THOMPSON, CLERK TO THE BOARD

MINUTES PREPARED BY:

RACHEL RHODEN, CHIEF DEPUTY CLERK

Minutes approved by the BOCC during a scheduled meeting on: _____

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM (I): CONSENT AGENDA:
Ratification of Payment Register(s) from 10-05-23 thru 10-23-23

DEPARTMENT: CLERK OF COURTS

PURPOSE: RATIFICATION OF EXPENDITURES

Bank Number: 1 / Name: CAPITAL CITY BANK / Description: CLEARING ACCOUNT

Payment Number	Type	ID	Name	SRC	Num INV	Gross Amount	Discounts	Net Pay	Payment Date	HP Void	Batch
143377	CHK	A	BRADFORD COUNTY SHERIFF OFFICE	142	2	1,484,008.43	0.00	1,484,008.43	10/06/2023		34496
			SHERIFF REQ-OCTOBER 2023	10-2023SO		1,484,008.43	0.00	11,640.87			
			SHERIFF REQ-OCTOBER 2023	10-2023SO		1,484,008.43	0.00	1,472,367.56			
143378	CHK	A	BRADFORD TRANSPORTATION FUND	146	2	362.71	0.00	362.71	10/11/2023		34504
			FUEL-BUILDING-SEPT 2023	09302023BUILDING		308.97	0.00	308.97			
			FUEL-CLERK-SEPT 2023	09302023CLERK		53.74	0.00	53.74			
143379	CHK	A	FLORIDA PEST CONTROL	220	6	1,477.66	0.00	1,477.66	10/11/2023		34504
			PEST CONT + TERMITES CH-SEP 23	321301C		1,477.66	0.00	49.58			
			PEST CONT + TERMITES CH-SEP 23	321301C		1,477.66	0.00	135.00			
			PEST CONT + TERMITES CH-SEP 23	321301C		1,477.66	0.00	20.00			
			PEST CONT + TERMITES CH-SEP 23	321301C		1,477.66	0.00	349.92			
			PEST CONT + TERMITES CH-SEP 23	321301C		1,477.66	0.00	111.00			
			PEST CONT + TERMITES CH-SEP 23	321301C		1,477.66	0.00	812.16			
143380	CHK	A	PATRICK B WELCH & ASSOC INC	361	1	6,555.00	0.00	6,555.00	10/11/2023		34504
			PO#9002151-SW 106TH ST STAKING	08-23-16		6,555.00	0.00	6,555.00			
143381	CHK	A	THE OFFICE SHOP	365	1	35.00	0.00	35.00	10/11/2023		34504
			COPIER-S1190-ZONING	POSR5880(S13)		35.00	0.00	35.00			
143382	CHK	A	THE OFFICE SHOP	365	1	35.00	0.00	35.00	10/11/2023		34504
			COPIER-RD DEPT	POSR5888(S05)		35.00	0.00	35.00			
143383	CHK	A	THE OFFICE SHOP	365	1	35.00	0.00	35.00	10/11/2023		34504
			COPIER-S1519-CO MANAGER	POSR5900(S04)		35.00	0.00	35.00			
143384	CHK	A	RING POWER CORPORATION	390	1	10,557.00	0.00	10,557.00	10/11/2023		34504
			PO#9002149-RENTAL MOWER	07LR09077968		10,557.00	0.00	10,557.00			
143385	CHK	A	KONE INC	655	1	744.53	0.00	744.53	10/11/2023		34504
			RPR PHONE IN #2 ELEVATOR	1158606320		744.53	0.00	744.53			
143386	CHK	A	FCPA	1505	1	1,200.00	0.00	1,200.00	10/11/2023		34504
			JUV MED EVALS-09/01-09/30/23	101023-1		1,200.00	0.00	1,200.00			
143387	CHK	A	SUWANNEE RIVER WATER MGMT DIST	2313	1	2,110.00	0.00	2,110.00	10/11/2023		34504
			CYPRESS RUN PERMITTING	2540BC		2,110.00	0.00	2,110.00			
143388	CHK	A	HOWCO ENVIRONMENTAL SERVICE	2531	1	125.00	0.00	125.00	10/11/2023		34504
			USED OIL-SW	0516914		125.00	0.00	125.00			
143389	CHK	A	UNIVERSAL ENGINEERING SCIENCES	2649	1	850.00	0.00	850.00	10/11/2023		34504
			INSPECTION SERVICES	00753799		850.00	0.00	850.00			
143390	CHK	A	UF DEPT OF PATHOLOGY	3611	1	3,447.03	0.00	3,447.03	10/11/2023		34504
			MED EX FEES-SEP 23	ME-BRA-SEPTEMBER-23		3,447.03	0.00	3,447.03			
143391	CHK	A	VERIZON WIRELESS	4128	1	34.33	0.00	34.33	10/11/2023		34504
			A#342311111-00001-EMS	9945134359		34.33	0.00	34.33			
143392	CHK	A	QUADIENT FINANCE USA, INC.	4190	1	2,020.00	0.00	2,020.00	10/11/2023		34504
			A#7900011002397167-SOE POSTAGE	09112023		2,020.00	0.00	2,020.00			
143393	CHK	A	BEARD EQUIPMENT CO	4842	1	139,400.00	0.00	139,400.00	10/11/2023		34504

Bank Number: 1 / Name: CAPITAL CITY BANK / Description: CLEARING ACCOUNT

Payment Number	Type	ID	Name	SRC	Num INV	Gross Amount	Discounts	Net Pay	Payment Date	HP Void	Batch
			PO#9002131-ASPHALT ROLLER-RD	3873		139,400.00	0.00	139,400.00			
143394	CHK	A	L&S AUTO TRIM & GLASS, INC	5104	2	2,765.00	0.00	2,765.00	10/11/2023		34504
			PO#9002147-HOSE BED COVERS-FIR	91980		1,290.00	0.00	1,290.00			
			PO#9002147-HOSE BED COVERS-FIR	91986		1,475.00	0.00	1,475.00			
143395	CHK	A	AG PRO LLC	5299	3	1,340.86	0.00	1,340.86	10/11/2023		34504
			5GAL OIL/BLADES-RD DEPT	P31049		617.96	0.00	617.96			
			REPAIR PARTS-RD DEPT	P31533		513.92	0.00	513.92			
			AIR FILTER/ELEMENT-RD DEPT	P45519		208.98	0.00	208.98			
143396	CHK	A	SHRED-IT USA LLC	5407	3	686.79	0.00	686.79	10/11/2023		34504
			A#1000209585-SHRED SVCS	8004869235		686.79	0.00	152.64			
			A#1000209585-SHRED SVCS	8004869235		686.79	0.00	228.91			
			A#1000209585-SHRED SVCS	8004869235		686.79	0.00	305.24			
143397	CHK	A	BRADFORD CO TELEGRAPH	6171	1	544.50	0.00	544.50	10/11/2023		34504
			LEGAL AD-VALUE ADJ BOARD 10/13	09272023BOCC		544.50	0.00	544.50			
143398	CHK	A	MURRAY FORD SUPERSTORE	6209	1	754.95	0.00	754.95	10/11/2023		34504
			SENSOR NIT-RD DEPT	35818		754.95	0.00	754.95			
143399	CHK	A	AMAZON CAPITAL SERVICES	6230	4	459.91	0.00	459.91	10/11/2023		34504
			PHONE CASE/BATTERY CHARGER-IT	16TR-CP6F-THNH		53.97	0.00	53.97			
			INTERNAL DRIVE-IT	1JGK-F3QY-1FH1		199.95	0.00	199.95			
			UPS BATTERY REPLACEMENT-IT	1KKL-C9VY-71WH		89.29	0.00	89.29			
			PHONE CASE/CABLE-IT	1YRD-MC7Q-KQ9L		116.70	0.00	116.70			
143400	CHK	A	ROGERS TOWERS, P.A.	6351	1	1,856.50	0.00	1,856.50	10/11/2023		34504
			GEN EMPLOYEE RELATIONS ADVICE	720250		1,856.50	0.00	1,856.50			
143401	CHK	A	CHW PROFESSIONAL CONSULTANTS	6414	1	2,250.00	0.00	2,250.00	10/11/2023		34504
			NE 219TH STREET PAVING	2023005436		2,250.00	0.00	2,250.00			
143402	CHK	A	CHW PROFESSIONAL CONSULTANTS	6414	1	3,750.00	0.00	3,750.00	10/11/2023		34504
			PO#9002100-RESILIENT FL GRANT	2023005465		3,750.00	0.00	3,750.00			
143403	CHK	A	SOUTHERN TIRE AND FLEET SERVIC	6808	1	1,452.50	0.00	1,452.50	10/11/2023		34504
			PO#9002148-TIRES-FIRE/RESCUE	707632		1,452.50	0.00	1,452.50			
143404	CHK	A	THE NET GROUP ONLINE, INC.	6875	1	4,500.00	0.00	4,500.00	10/11/2023		34504
			DESIGN/DEVELOP COUNTY WEBSITE	4151		4,500.00	0.00	4,500.00			
143405	CHK	A	LAURA GAPSKE	6917	2	3,500.00	0.00	3,500.00	10/11/2023		34504
			SPECIAL MAG-ORD VIOL HEARINGS	2023-005		2,500.00	0.00	2,500.00			
			SPECIAL MAG-ORD VIOL HEARINGS	2023-006		1,000.00	0.00	1,000.00			
143406	CHK	A	JONES WELDING & INDUSTRIAL SUP	6933	1	7.80	0.00	7.80	10/11/2023		34504
			CYLINDER RENTAL-RD DEPT	R00666640		7.80	0.00	7.80			
143407	CHK	A	BRADFORD COUNTY SHERIFF OFFICE	142	1	175,952.25	0.00	175,952.25	10/11/2023		34505
			OCT-DEC23 LAW ENF SALARY GRANT	5V002CA02		175,952.25	0.00	175,952.25			
143408	CHK	A	BRADFORD COUNTY SHERIFF OFFICE	142	1	5,586.90	0.00	5,586.90	10/11/2023		34505
			OPERATION CRIME REDUCTION	8C110EX04		5,586.90	0.00	5,586.90			

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143409	CHK	A	FLORIDA POWER AND LIGHT CO	221	2	89.85	0.00	89.85	10/11/2023		34505
			A#15263-14297-S/L LAWTEY	100620234297		15.39	0.00	15.39			
			A#68840-15709-STARKE COLL SITE	100620235709		74.46	0.00	74.46			
143410	CHK	A	US POSTAL SERVICE	368	1	1,500.00	0.00	1,500.00	10/11/2023		34505
			POSTAGE FOR RETURNED MAIL-SOE	10052023		1,500.00	0.00	1,500.00			
143411	CHK	A	NATIONAL VACUUM	634	1	886.70	0.00	886.70	10/11/2023		34505
			HOUSEKEEPING SUPPLIES	0505579		886.70	0.00	886.70			
143412	CHK	A	TERRY MCCARTHY	960	2	1,475.00	0.00	1,475.00	10/11/2023		34505
			1 PINE TREE-CR 18/BRIDGE GRAHA	10052023		500.00	0.00	500.00			
			1 DEAD TREE-NW 71ST AVE	10062023		975.00	0.00	975.00			
143413	CHK	A	BRYANS ACE HARDWARE	1773	3	82.33	0.00	82.33	10/11/2023		34505
			3GAL COOLER WATER-RD DEPT	337889		44.99	0.00	44.99			
			ODOR GENIE-MAINTENANCE	337894		14.18	0.00	14.18			
			LETTERS/NUMBERS-RD DEPT	337895		23.16	0.00	23.16			
143414	CHK	A	BRADFORD GARBAGE SERVICE INC	3974	6	363.00	0.00	363.00	10/11/2023		34505
			A#5183-M9/ST90/SAMPSON FIRE/RE	100320235183		38.00	0.00	38.00			
			A#5245-M2/ST20/THERESSA FIRE/R	100320235245		83.00	0.00	83.00			
			A#5521-SANTA FE BOAT RAMP	100320235521		83.00	0.00	83.00			
			A#5529-HAMPTON BOAT RAMP	100320235529		38.00	0.00	38.00			
			A#5530-MELROSE TAX	100320235530		38.00	0.00	38.00			
			A#5532-M5/ST50/LAWTEY FIRE/RES	100320235532		83.00	0.00	83.00			
143415	CHK	A	PRESTIGE ELECTRIC INC	4071	1	140.00	0.00	140.00	10/11/2023		34505
			TROUBLESHOOT LIGHTS DMV	6891		140.00	0.00	140.00			
143416	CHK	A	AMANDA SEYFANG	4170	1	87.00	0.00	87.00	10/11/2023		34505
			TRAVEL REIMB.-A. SEYFANG	10052023		87.00	0.00	87.00			
143417	CHK	A	O'REILLY AUTOMOTIVE, INC	4489	7	514.40	0.00	514.40	10/11/2023		34505
			RELAYS-RD DEPT	2181-275734		34.99	0.00	34.99			
			CNTR SUP BRG-RD DEPT	2181-275789		64.82	0.00	64.82			
			AIR CHUCK-RD DEPT	2181-275893		38.00	0.00	38.00			
			HARMONIC BAL-RD DEPT	2181-275903		110.06	0.00	110.06			
			THREAD SEAL-SW	2181-276039		23.99	0.00	23.99			
			TAIL LIGHT/CERAMIC PADS-RD DEP	2181-276460		179.04	0.00	179.04			
			BRAKE ROTOR-RD DEPT	2181-276480		63.50	0.00	63.50			
143418	CHK	A	BRADFORD COUNTY SOIL & WATER	4634	1	5,000.00	0.00	5,000.00	10/11/2023		34505
			FY2023/2024 BUDGET ALLOCATION	1-2023/2024		5,000.00	0.00	5,000.00			
143419	CHK	A	UNIFIRST CORPORATION	4645	2	120.52	0.00	120.52	10/11/2023		34505
			UNIFORMS-SW	3060080568		55.82	0.00	55.82			
			UNIFORMS-RD DEPT	3060080569		64.70	0.00	64.70			
143420	CHK	A	M & R CONSTRUCTION INC	4803	1	9,735.00	0.00	9,735.00	10/11/2023		34505
			MCDOWELL-100% COMPLETE	BM-02		9,735.00	0.00	9,735.00			
143421	CHK	A	M & R CONSTRUCTION INC	4803	1	3,245.00	0.00	3,245.00	10/11/2023		34505
			MCDOWELL-10% RET	BM-03		3,245.00	0.00	3,245.00			
143422	CHK	A	L&S AUTO TRIM & GLASS, INC	5104	2	4,715.00	0.00	4,715.00	10/11/2023		34505

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			Hose bed covers for response u	92001		2,080.00	0.00	2,080.00			
			Hose bed covers for response u	92010		2,635.00	0.00	2,635.00			
143423	CHK	A	CLAY COUNTY UTILITY AUTHORITY	5139	1	101.96	0.00	101.96	10/11/2023		34505
			A#00574819-WATER-TAX-COLL-MELR	100520234819		101.96	0.00	101.96			
143424	CHK	A	PHILLIP MCDONALD PLUMBING INC	5243	3	5,250.00	0.00	5,250.00	10/11/2023		34505
			Phillip Mcdonald pluming and s	10013		1,650.00	0.00	1,650.00			
			Phillip Mcdonald pluming and s	10014		1,900.00	0.00	1,900.00			
			Phillip Mcdonald pluming and s	10015		1,700.00	0.00	1,700.00			
143425	CHK	A	BRADFORD COUNTY COWBOYS POP WA	5913	1	7,500.00	0.00	7,500.00	10/11/2023		34505
			23/24 FUNDING FOR YOUTH PRG	10042023		7,500.00	0.00	7,500.00			
143426	CHK	A	AAA EVENT SERVICES LLC	5993	2	697.50	0.00	697.50	10/11/2023		34505
			PORTA-TOILET-RNTL(SEE DETAILS)	I7182		697.50	0.00	420.00			
			PORTA-TOILET-RNTL(SEE DETAILS)	I7182		697.50	0.00	277.50			
143427	CHK	A	CARQUEST	6029	1	6.96	0.00	6.96	10/11/2023		34505
			BEARING-RD DEPT	11118-385105		6.96	0.00	6.96			
143428	CHK	A	AMAZON CAPITAL SERVICES	6230	4	833.94	0.00	833.94	10/11/2023		34505
			MOP AND BUCKET-MAINTENANCE	13WX-6FNX-4L3P		34.99	0.00	34.99			
			TONER CARTRIDGE-IT	1H6Q-3RQR-6TR1		30.99	0.00	30.99			
			2 TOOLBOXES-RD DEPT	1NPK-1VGW-Q4XN		737.98	0.00	737.98			
			DEATH WISH COFFEE-IT	1YC3-V467-GPKV		29.98	0.00	29.98			
143429	CHK	A	FLORIDA SUPERVISORS OF ELECTIO	6756	1	2,496.98	0.00	2,496.98	10/11/2023		34505
			2023/2024 MEMBERSHIP DUES-SOE	1103		2,496.98	0.00	2,496.98			
143430	CHK	A	SARAH LONG	6938	1	195.23	0.00	195.23	10/11/2023		34505
			TRAVEL REIMB.-S. LONG	10052023		195.23	0.00	195.23			
143431	CHK	A	KING INSURANCE PARTNERS	6962	1	1,582.00	0.00	1,582.00	10/11/2023		34505
			FY10/1/23-10/1/25-RENEW POLICY	345059		1,582.00	0.00	1,582.00			
143432	CHK	A	ELAN FINANCIAL SERVICES	3614	5	7,890.81	0.00	7,890.81	10/13/2023		34513
			A#4798510064018548-BOCC	092520238548		7,890.81	0.00	39.99			
			A#4798510064018548-BOCC	092520238548		7,890.81	0.00	623.86			
			A#4798510064018548-BOCC	092520238548		7,890.81	0.00	1,397.42			
			A#4798510064018548-BOCC	092520238548		7,890.81	0.00	3,694.30			
			A#4798510064018548-BOCC	092520238548		7,890.81	0.00	2,135.24			
143433	CHK	P	STATE OF FLORIDA DISBURSEMENT	50	1	391.14	0.00	391.14	10/18/2023		34521
			CHLD SUPP:4951:502:10/17/23	4951:103		391.14	0.00	391.14			
143434	CHK	P	AFLAC FLEX ACCOUNT	69	1	384.20	0.00	384.20	10/18/2023		34521
			AFLAC FLEX:4951:225:10/17/23	4951:88		384.20	0.00	384.20			
143435	CHK	P	CAPITAL CITY BANK	80	5	63,296.76	0.00	63,296.76	10/18/2023		34521
			FICA:4951:701:10/17/23	4951:18		16,126.30	0.00	16,126.30			
			MEDICARE:4951:702:10/17/23	4951:19		3,771.50	0.00	3,771.50			
			FED:4951:800:10/17/23	4951:20		23,501.16	0.00	23,501.16			
			FICA:4951:801:10/17/23	4951:21		16,126.30	0.00	16,126.30			
			MEDICARE:4951:802:10/17/23	4951:22		3,771.50	0.00	3,771.50			

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143436	CHK	A	CENTURYLINK A#312169377-CO LINE	153	1	1,987.11 1,987.11	0.00 0.00	1,987.11 1,987.11	10/18/2023		34522
143437	CHK	A	CLAY ELECTRIC COOPERATIVE INC STMT 10062023 STMT 10062023 STMT 10062023 STMT 10062023	162	4	2,212.20 2,212.20 2,212.20 2,212.20	0.00 0.00 0.00 0.00	2,212.20 441.66 545.56 418.35 806.63	10/18/2023		34522
143438	CHK	A	FLORIDA POWER AND LIGHT CO A#99776-81577-THERESSA BALLFIE A#88412-13724-FAIRGROUNDS A#68193-16776-MEDIC2/ST20/THER A#68183-18740-THERESSA COMM HS	221	4	523.66 25.66 13.80 447.84 36.36	0.00 0.00 0.00 0.00 0.00	523.66 25.66 13.80 447.84 36.36	10/18/2023		34522
143439	CHK	A	INGRAM LIBRARY SERVICES LIBRARY BOOKS	249	1	842.11 842.11	0.00 0.00	842.11 842.11	10/18/2023		34522
143440	CHK	A	JACKSON BUILDING SUPPLY CO CONCRETE MIX-MAINTENANCE	253	1	339.52 339.52	0.00 0.00	339.52 339.52	10/18/2023		34522
143441	CHK	A	KENNY CLARK - PROPERTY APPRAIS 1ST QTR REQ FY24	259	1	118,730.25 118,730.25	0.00 0.00	118,730.25 118,730.25	10/18/2023		34522
143442	CHK	A	L V HIERS INC DIESEL FUEL UNLEADED GAS UNLEADED GAS DIESEL FUEL UNLEADED GAS DIESEL FUEL DIESEL FUEL UNLEADED GAS	271	8	47,810.99 7,515.10 9,010.30 5,739.88 9,637.35 4,856.76 8,142.00 612.87 2,296.73	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.00	47,810.99 7,515.10 9,010.30 5,739.88 9,637.35 4,856.76 8,142.00 612.87 2,296.73	10/18/2023		34522
143443	CHK	A	MOSLEY TIRE CO ALIGNMENT-FIRE/RESCUE	325	1	658.80 658.80	0.00 0.00	658.80 658.80	10/18/2023		34522
143444	CHK	A	N CENTRAL FL REGIONAL HAZ WASTE MON SVCS-FY23/24	352	1	7,882.00 7,882.00	0.00 0.00	7,882.00 7,882.00	10/18/2023		34522
143445	CHK	A	NATIONAL VACUUM HOUSEKEEPING SUPPLIES SUPPLIES-MAINTENANCE	634	2	1,136.80 984.30 152.50	0.00 0.00 0.00	1,136.80 984.30 152.50	10/18/2023		34522
143446	CHK	A	FLORIDA LIBRARY ASSOCIATION 2024 MEMBERSHIP RENEWAL	781	1	84.00 84.00	0.00 0.00	84.00 84.00	10/18/2023		34522
143447	CHK	A	BRYANS ACE HARDWARE SUPPLIES-FIRE/RESCUE LOCK-FIRE/RESCUE FASTENERS/CHAIN-FIRE/RESCUE ENGINE OIL 2CYCLE-RD DEPT BUCKET/LID-RD DEPT	1773	5	252.84 139.13 9.99 45.21 48.93 9.58	0.00 0.00 0.00 0.00 0.00 0.00	252.84 139.13 9.99 45.21 48.93 9.58	10/18/2023		34522
143448	CHK	A	BRADFORD COUNTY HEALTH DEPT. CORE CONT/MENTL HLTH FY 23/24	2699	1	82,500.00 82,500.00	0.00 0.00	82,500.00 82,500.00	10/18/2023		34522

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143449	CHK	A	WINDSTREAM A#010240013-CO LINE	2746	1	75.91 75.91	0.00 0.00	75.91 75.91	10/18/2023		34522
143450	CHK	A	QUADMED INC MED SUPPLIES-FIRE/RESCUE MED SUPPLIES-FIRE/RESCUE MED SUPPLIES-FIRE/RESCUE	3417	3	2,852.54 998.15 858.54 995.85	0.00 0.00 0.00 0.00	2,852.54 998.15 858.54 995.85	10/18/2023		34522
143451	CHK	A	AIRGAS SOUTH OXYGEN-FIRE/RESCUE	3819	1	423.95 423.95	0.00 0.00	423.95 423.95	10/18/2023		34522
143452	CHK	A	QUADIANT FINANCE USA, INC. A#7900011002397167-SOE	4190	1	69.94 69.94	0.00 0.00	69.94 69.94	10/18/2023		34522
143453	CHK	A	O'REILLY AUTOMOTIVE, INC RETURN CAL-RD DEPT HEATER HOSE-RD DEPT RETURN HEATER HOSE-RD DEPT SUPPLIES-RD DEPT WINDOW TINT-RD DEPT	4489	5	121.88 103.87- 108.00 108.00- 157.78 67.97	0.00 0.00 0.00 0.00 0.00 0.00	121.88 103.87- 108.00 108.00- 157.78 67.97	10/18/2023		34522
143454	CHK	A	ETR LLC BLOWER MOTOR/CAP-FIRE/RESCUE PLUG/SWITCH-FIRE/RESCUE	4505	2	705.71 618.03 87.68	0.00 0.00 0.00	705.71 618.03 87.68	10/18/2023		34522
143455	CHK	A	PAUL SANDERS PA 2023 VAB CHARGES	4590	1	306.25 306.25	0.00 0.00	306.25 306.25	10/18/2023		34522
143456	CHK	A	UNIFIRST CORPORATION UNIFORMS-SW	4645	1	53.25 53.25	0.00 0.00	53.25 53.25	10/18/2023		34522
143457	CHK	A	LEVY JONES INC SUPPLIES-FIRE/RESCUE	4672	1	65.00 65.00	0.00 0.00	65.00 65.00	10/18/2023		34522
143458	CHK	A	DANIELLE'S AUTO DETAILING DETAIL VAN-LIBRARY	4809	1	60.00 60.00	0.00 0.00	60.00 60.00	10/18/2023		34522
143459	CHK	A	AMERICAN TRAFFIC SAFETY SUPPLIES-SIGN SHOP	5092	1	625.50 625.50	0.00 0.00	625.50 625.50	10/18/2023		34522
143460	CHK	A	CUSTOM PRODUCTS CORP SUPPLIES-SIGN SHOP	5242	1	982.81 982.81	0.00 0.00	982.81 982.81	10/18/2023		34522
143461	CHK	A	PHILLIP MCDONALD PLUMBING INC ASPHALT HAULING 10/9-RD DEPT RMV VALVE & CAPPED ANNEX BLDG	5243	2	1,144.75 800.00 344.75	0.00 0.00 0.00	1,144.75 800.00 344.75	10/18/2023		34522
143462	CHK	A	FERREIRA ENTERPRISES INC TRANSPORT-Q BROWN	5944	1	450.00 450.00	0.00 0.00	450.00 450.00	10/18/2023		34522
143463	CHK	A	AAA EVENT SERVICES LLC PORTA-TOILET-RNTL-21B BOATRAMP	5993	1	160.00 160.00	0.00 0.00	160.00 160.00	10/18/2023		34522
143464	CHK	A	O'REILLY'S AUTOMOTIVE TRNSFLD-FIRE/RESCUE	6008	1	16.98 16.98	0.00 0.00	16.98 16.98	10/18/2023		34522

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143465	CHK	A	CARQUEST	6029	2	19.27	0.00	19.27	10/18/2023		34522
			BEARING	11118-385108		6.96	0.00	6.96			
			DIPSTICK-RD DEPT	11118-385473		12.31	0.00	12.31			
143466	CHK	A	BRADFORD CO TELEGRAPH	6171	1	28.96	0.00	28.96	10/18/2023		34522
			LEGAL AD-MEETING 10/19 @ 6:30P	10122023BOCC		28.96	0.00	28.96			
143467	CHK	A	MURRAY FORD SUPERSTORE	6209	2	123.99	0.00	123.99	10/18/2023		34522
			BOLT-RD DEPT	36084		72.08	0.00	72.08			
			OIL & FILTER-RD DEPT	36092		51.91	0.00	51.91			
143468	CHK	A	AMAZON CAPITAL SERVICES	6230	12	1,731.85	0.00	1,731.85	10/18/2023		34522
			TONER CARTRIDGE-FIRE/RESCUE	11HR-GXHJ-MGW4		56.79	0.00	56.79			
			BOOKCASE-FIRE/RESCUE	11V1-3MMC-TM7N		65.16	0.00	65.16			
			AIR INFLATION KIT-FIRE/RESCUE	161H-WD97-DGXY		311.60	0.00	311.60			
			BIO DRAIN GEL-MAINTENANCE	1GQJ-4YYD-CWJ3		94.34	0.00	94.34			
			SUPPLIES-LIBRARY	1H6Q-3RQR-XWDC		190.19	0.00	190.19			
			LEVELING KIT-FIRE/RESCUE	1HVV-3JLY-PP49		42.91	0.00	42.91			
			RETURN HOSE REEL-FIRE/RESCUE	1NWQ-CXPV-1633-CM		142.99	0.00	142.99			
			TONER CARTRIDGE-COUNTY MANAGER	1TPX-QJPR-CFK1		91.89	0.00	91.89			
			SUPPLIES-LIBRARY	1TQF-TG69-YXTJ		113.47	0.00	113.47			
			LIBRARY BOOKS	1WNG-Q4QQ-1X9H		34.66	0.00	34.66			
			TONER CARTRIDGES-LIBRARY	1XX4-F9QC-9TQW		587.85	0.00	587.85			
			HOSE REELS-FIRE/RESCUE	1YRJ-PRKH-NRTT		285.98	0.00	285.98			
143469	CHK	A	RELADYNE FLORIDA, LLC	6244	1	884.42	0.00	884.42	10/18/2023		34522
			BULK OIL/GREASE-RD DEPT	0151491-IN		884.42	0.00	884.42			
143470	CHK	A	MCCRIMON'S OFFICE SYSTEMS, INC	6332	1	659.39	0.00	659.39	10/18/2023		34522
			A#BC06-AG COPIER 2311-01	568749		659.39	0.00	659.39			
143471	CHK	A	MIRACLE AUTOMOTIVE & TRUCK SVC	6502	1	500.00	0.00	500.00	10/18/2023		34522
			TOW/HOOK FEE-FIRE/RESCUE	23-11624		500.00	0.00	500.00			
143472	CHK	A	MISSION CRITICAL SERVICES, INC	6809	2	2,300.00	0.00	2,300.00	10/18/2023		34522
			Sole source - approved by Coun	17549		1,800.00	0.00	1,800.00			
			MCS-TROUBLE SHOOT-IT	19528		500.00	0.00	500.00			
143473	CHK	A	CARQUEST	6842	15	2,175.05	0.00	2,175.05	10/18/2023		34522
			AC CUT OUT SWITCH-FIRE/RESCUE	11118-384584		61.84	0.00	61.84			
			BATTERIES-FIRE/RESCUE	11118-384793		369.90	0.00	369.90			
			FUEL FILTER-FIRE/RESCUE	11118-384839		469.90	0.00	469.90			
			BATTERY-FIRE/RESCUE	11118-384926		401.90	0.00	401.90			
			OIL SEALS/BRAKE PADS-FIRE/RESC	11118-384957		192.75	0.00	192.75			
			EXPANSION VALVE-FIRE/RESCUE	11118-385078		16.14	0.00	16.14			
			RUBBER HOSE-FIRE/RESCUE	11118-385113		35.99	0.00	35.99			
			CRANKCASE BREATHER-FIRE/RESCUE	11118-385145		149.07	0.00	149.07			
			MINI BULBS-FIRE/RESCUE	11118-385212		41.80	0.00	41.80			
			R134A REFRIGERANT-FIRE/RESCUE	11118-385464		395.59	0.00	395.59			
			AC EXPANSION VALVE-FIRE/RESCUE	11118-385486		27.19	0.00	27.19			
			AC INSULATION TAPE-FIRE/RESCUE	11118-385487		17.24	0.00	17.24			
			REPAIR PARTS-FIRE/RESCUE	11118-385511		4.24	0.00	4.24			
			EXPANSION VALVE-FIRE/RESCUE	11118-385522		18.69	0.00	18.69			
			RETURN AC VALVE-FIRE/RESCUE	11118-385524CM		27.19	0.00	27.19			
143474	CHK	A	CRYSTAL TRACTOR & EQUIPMENT	6864	1	21.12	0.00	21.12	10/18/2023		34522

Bank Number: 1 / Name: CAPITAL CITY BANK / Description: CLEARING ACCOUNT

Payment Number	Type	ID	Name	SRC	Num INV	Gross Amount	Discounts	Net Pay	Payment Date	HP Void	Batch
			PULLEY-RD DEPT	P09279		21.12	0.00	21.12			
143475	CHK	A	U.S. BANK EQUIPMENT FINANCE	6887	1	168.39	0.00	168.39	10/18/2023		34522
			COPIER-MPC4504-LIBRARY	512838749		168.39	0.00	168.39			
143476	CHK	A	COMCAST BUSINESS	6948	1	36.58	0.00	36.58	10/18/2023		34522
			A#8495743060117298-KH TAX OFF	100520237298		36.58	0.00	36.58			
143477	CHK	A	ICMA	6964	1	750.75	0.00	750.75	10/18/2023		34522
			MEMBERSHIP RENEWAL 1/24-12//24	2543BC		750.75	0.00	750.75			
143478	CHK	A	MARKS HAULING INC	6965	2	7,700.00	0.00	7,700.00	10/18/2023		34522
			Marks hauling, INC responded t	BCP012023		6,077.50	0.00	6,077.50			
			Marks hauling, INC responded t	BCP022023		1,622.50	0.00	1,622.50			
143479	CHK	A	HCA FLORIDA LAKE CITY HOSPITAL	6966	1	600.00	0.00	600.00	10/18/2023		34522
			HOSPITAL COPAY-GRETCHEN BROOKS	10162023GBROOKS		600.00	0.00	600.00			
REGISTER TOTALS Checks: 103 Voids: 0 205 2,267,760.45 0.00 2,267,760.45											

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

CONSENT AGENDA ITEM: Correction to gas tax budgeted line items.

DEPARTMENT: Clerk's Office

JUSTIFICATION:

On October 19, 2023, the board approved revised gas tax amounts; however, the revised figure of \$1,111,222 for Infrastructure Using \$.05 (105-29-541-63110-00) was incorrect – it should have been \$967,222.00 to account for gas tax funding allocated towards .05 NE 219th St. in the amount of \$144,000.

FY 23/24 Gas Tax Budget		FY 23/24 Revised Gas Tax Budget	
Infrastructure Using .05	\$ 1,230,062.00	Infrastructure Using .05	\$ 967,222.00
.05 SE 2nd Ave	\$ 30,000.00	.05 SE 2nd Ave	\$ -
.05 SE 48th Ave	\$ 100,000.00	.05 SE 48th Ave	\$ -
.05 NW 84th Ave	\$ 61,562.00	.05 NW 84th Ave	\$ 103,000.00
.05 38th Ave	\$ 214,146.00	.05 38th Ave	\$ 310,000.00
.05 SW 106th Ave	\$ 168,452.00	.05 SW 106th Ave	\$ 280,000.00
.05 NE 219th St	\$ -	.05 NE 219th St	\$ 144,000.00
TOTAL	\$ 1,804,222.00	TOTAL	\$ 1,804,222.00

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 07, 2023 (or next meeting should this be unavailable)

AGENDA ITEM: Christmas on Call Street

DEPARTMENT: Bradford County TDC

PURPOSE/DESCRIPTION: Marketing of Bradford County

ASSOCIATED COST(S): \$5,000.00

BUDGET LINE (G/L #): 002-86-552-48010-00

TO BE COMPLETED BY THE COUNTY MANAGER'S OFFICE

RECOMMENDED ACTION:

RECOMMENDED MOTION:

AGENDA ITEM APPROVAL

DEPT. REPRESENTATIVE _____

SIGNATURE

10/24/2023

DATE



COUNTY MANAGER _____

SIGNATURE

DATE



Tuesday, October 24, 2023

Scott Kornegay
Bradford County Manager's Office
PO Drawer B
Starke, FL 32091

At the Bradford County TDC meeting held October 19, 2023, the TDC board voted to support the advertising efforts of Christmas on Call Street to be held the second weekend in December.

Please place this request on the next County Commission agenda for payment. I have attached a copy of the TDC minutes approving the expenditure as well as the invoice from Downtown Merchants in the amount of \$5,000.00, and the Agenda Item Information Sheet.

If there are any questions I may be reached at the Chamber office by calling 904-964-5278, or by cell 904-364-7051.

Thank you for your cooperation.

Sincerely,

A handwritten signature in black ink that reads 'Pam Whittle'.

Pam Whittle, IOM
President / CEO
North Florida Regional Chamber of Commerce

BradfordCountyFloridaTourism.com

Chairman. John Miller Board Members: Diane Andrews, Vincent Esson, Steve Futch, Chuck Kramer,
Paula Register, Scott Roberts, Dale Woodruff, Gene Melvin

Bradford County Tourist Development Council

Minutes

October 19, 2023

12 Noon

Downtown Grill
Starke, FL

Board Members Present: Jimmy Crosby, Chuck Kramer, Paula Register, Dale Woodruff, Steve Futch, Diane Andrews, Vincent Esson (7)

Board Members Absent: John Miller, Gene Melvin

Chamber Staff Present: Pam Whittle

Guests: Scott Kornegay

At 12:00 PM Vice Chair, Steve Futch called the meeting to order, and opened with prayer,

Downtown Merchants presented to the board an application for funds in the amount of \$5,000 to assist with the advertisement of the upcoming Winter Events, Miss Winter Fest Pageant, Christmas on Call Street followed by the parade and Breakfast with Santa. These events all occur over the second weekend of December. Advertisement in the local papers, radio station, boosted social media posts, and printed flyers were the majority of the advertisement that would be occurring for each event. This is an annual event for the Merchants, Chamber and City of Starke to help promote downtown businesses and bring out of town people to our community to make our cash registers ring over that weekend and in the future. After reviewing the application Jimmy Crosby made the motion to approve the request for \$5000, and Diane Andrews second his motion. The motion passed with a vote of 7-0.

Approval of the minutes from the September meeting, a motion to approve the minutes was made by Dale Woodruff the motion was second by Chuck Kramer, motion passed 7-0.

Financial Report was accepted motion to accept was made by Dale Woodruff the motion was second by Vincent Esson, the motion passed 7-0.

Michael Heeder attended the meeting to give a report on Starke Splash Bash, in July. Heeder reported that he would be refunding \$1910.00 that was not spent on advertisement, and a check would be sent to the BCC/TDC from the School Board to zero out those accounts, with the relocation of the event next year to the fairgrounds he will not be able to carry the funds forward in the school board accounts. He also stated that the 2024 event would be held over 4 nights, due to the extreme heat in 2023 and allowing him to have more entertainment over each evening, the dates will be July 3, 4, 5, and 6th.

Rural Counties Day is scheduled for January 24 & 25, 2024, cost of the shortcake and supplies will be presented to the board next month for approval.

REPORTS and INFORMATIONAL ITEMS – Pam reported to the board some issues with the AC units after the major power outage, which caused some problems with the 6 large units. It is still be determined if a new compressor will need to installed from the power fluctuation.

At 12:50 Chuck Kramer motioned to adjourn, Dale Woodruff second his motion and the meeting was adjourned.

Minutes prepared by Pam Whittle, IOM President / CEO NFRCC



**Bradford County
Tourism Development Council**
100 East Call Street
Starke, FL 32091

Tuesday, October 24, 2023

"Our mission is to give tourists a reason to visit our region of Florida."

Amount Due: \$ 5,000.00

Amount Paid: \$ _____

Bradford County Tourism Development Council

Downtown Merchants
Christmas On Call Street

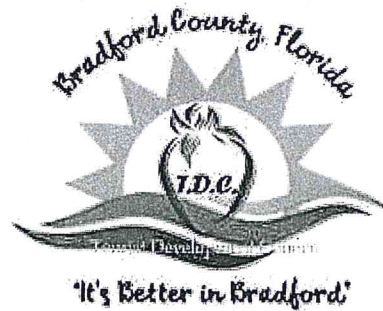
\$5,000.00

Payable to:
Downtown Merchants
301 East Call Street
Starke, FL 32091

Mail to:
Downtown Merchants
301 East Call Street
Starke, FL 32091

Chrissy Allen 352-494-4484
ChrissyLAllen@hotmail.com

Christmas Call Street.



TDC Marketing Grant Guidelines

PURPOSE:

This document sets forth the guidelines and categories for requests for funds from the Tourist Development Taxes. Applications for TDC funding will be accepted from organizations that plan to hold activities within Bradford County that have been shown to attract substantial out of county publicity for Bradford County or have the potential to attract out-of-town visitors who will occupy overnight accommodations.

In order to ensure that the TDC Festival Grant funds are properly disbursed, please comply with the stated directions and complete each section of the application.

Festivals are defined for the purpose of this grant:

“An event or series of events having an economic impact or an impact on tourism, which has the following characteristics:

1. All forms of advertisement of this event must reflect the words: Paid for by or in part by; Bradford County Tourist Development Funds or display the Bradford County TDC logo on print and social media.
2. Events must be registered on the Visit Natural North Florida website under Bradford County, email information to: VNNF@ncfrpc.org
3. The event attracts out-of-town guest to occupy hotel/motel rooms.
4. It has growth potential and the event is celebratory, historical, cultural or multicultural.
5. The event is likely to generate media exposure.
6. The Event will be free or available at a nominal fee to the public.
7. A post event report must be submitted writing 60 days post event. Copies of all PAID invoices and revenue generated will be reported, as well as attendance and other pertinent information as it relates to the event. Be prepared to discuss the economic impact to Bradford County and overnight occupancy.

The maximum amount to be granted is \$7,500.00

The Bradford County TDC meets on the Third Thursday of the Month
Completed applications must be submitted for consideration 60 days prior to the event date.

Original and 9 copies are to be submitted to:

North Florida Regional Chamber of Commerce
100 East Call Street
Starke, FL 32091

One week prior to the scheduled TDC monthly meeting on the 3rd Thursday of the month.

THE TDC IN MAKING A GRANT FOR FESTIVAL OR OTHER PURPOSES DOES NOT ASSUME ANY LIABILITY OR RESPONSIBILITY FOR THE ULTIMATE FINANCIAL PROFITABILITY OF THE FESTIVAL FOR WHICH THE GRANT IS AWARDED. THE TDC, UNLESS OTHERWISE SPECIFICALLY STATED, IS ONLY A FINANCIAL CONTRIBUTOR TO THE EVENT RESPONSIBLE OR LIABLE FOR ANY DEBTS INCURRED FOR SUCH EVENT. ALL THIRD PARTIES ARE HEREBY PUT ON NOTICE THAT THE TDC WILL NOT BE RESPONSIBLE FOR PAYMENT OF ANY COSTS OR DEBTS FOR THE EVENTS THAT ARE NOT PAID BY THE GRANT APPLICANT.

I understand the above guidelines and agree to comply with them.

I understand receipt of grant funding is based upon the organization's compliance with all regulations.

APPLICANT: I,

Chrissy Allen, Pres, 10/12/23
Name Title Date

understand and will comply with the above conditions should the request of funds be granted.

TDC Event Marketing Grant APPLICATION

INCOMPLETE APPLICATIONS WILL BE RETURNED

Name of Event: Christmas on Call Street
Website: Facebook Downtown Merch / Chamber
Social Media: Facebook, Insta, Twitter
Location of Event: Call St, Starke Fl
Day/Date/Time of Event: Dec 8, 9, 10 NOV 12th
Sponsoring Organization: Downtown Merchants
Non-Profit Organization? Yes No Tax Code Status: 501 C
Is the organization tax-exempt? Yes No
Federal ID# (EIN)? 59-3611441

Attach Proper Status Documentation

Contact Person: Chrissy Allen Title: Pres.
Address: 301 E Call St
Phone: 904 964 9253 Alternate Number 352 494 4084
E-Mail Address: Chrissyallen@hotmail.com

If you are awarded a Marketing Grant please list organization or person to make checks

Payable TO: Downtown Merchants
Address: 301 E Call St
Starke Fl 32091

1. Provide history on the number of room rental nights attributable to this event:

YEAR	MONTH	CITY	HOTEL (S)	# ROOMS
2021	Dec	Starke	2	5
2022	Dec	Starke	2	6

2. Have you reserved rooms in a Bradford County Hotel? Please not if one hotel has been designated as "host" hotel, if so, please list and attach contract.

HOTEL (S)	# OF ROOMS RESERVED	TOTAL ROOM NIGHTS	DATES
Best Western	2	2	12/8 + 9
Holiday Inn	2	2	12/8 + 9

Best Western 2 2 Nov 11, 12

3. How many rooms do you guarantee to bring to Bradford County?

4

4. Projection of out-of-town guests for this year's event?

22,000 people for 5 Events

Pageant Tree
Parade Light
Car Show
Breakfast

5. *Total dollar amount for event marketing being requested from TDC?

\$ 5000.⁰⁰

* Please note that the maximum amount to be granted is \$7,500, but there is no guarantee that full amount will be awarded.

6. Itemize expenditures to be funded by this grant, funding for advertising, should have detailed information on the types of advertisement that is utilized. Examples, Radio stations, Magazine publications, Television stations, etc.

ITEM	\$ AMOUNT
Radio outside of Bradford County	1000 ⁰⁰
Television outside of Bradford Co.	
Print; Magazines, Newspaper, Posters, Flyers, Signs	2000 ⁰⁰
Digital Advertising	1000 ⁰⁰
Social Media: Facebook, Twitter, etc....	1000 ⁰⁰
Other:	
TOTAL Advertising Budget	5000⁰⁰

7. List all contributors, sponsors and other sources of funding for this event other than The Tourist Development Council. **Purpose** define as advertising, entertainment, T Shirts, Food or Drinks, etc.....

Name / Business	Amount \$	Purpose
Downtown Merch	5000-	Logistics
TDC	5000-	Advertising
Downtown Grill	2500	Food / Staging
City of Starke	5000	In Kind Labor

8. What additional sources of funding are there for this event other than what is listed in section #7?

Private Sponsors, Private Business
Coke, Banks,

9. List previous funds awarded by the TDC:

YEAR	\$ AMOUNT AWARDED
2021	3500 -
2022	5000

10. Media coverage of **previous years' event**. (Provide to the board copies of Newspaper, magazines, professional periodicals, and social media ads showing coverage of the event. List TV, radio or other coverage received by identifiers and duration of advertisement.)

TYPE OF MEDIA	STATION OR NAME	\$ AMOUNT SPENT	Date TO
WeAG Radio		1000 -	Nov / Dec 2022
BC Telegraph	Newspaper	2000 -	Nov / Dec 2022
Social Printing		2000 -	Nov / Dec 2022

T-shirts Banners Womens Club

11. What is the estimated economic impact in dollars for last years' event to Bradford County?

\$ 30,000 - w/ 4 day Event 2 separate Times
Hotels, Food, gas, TAX, Purchase of goods

12. **ATTACH** a complete budget for the event list all expenditures that will be incurred and all sources of income expected.

See back -

13. **ATTACH** a brief description of the event, how many days the event will be in operation, what activities will be occurring during the event, and any other special items that the TDC board should know about the event.

Nov 12 Beauty Pageant - Some out of town (2) Hotels Room Booked
MS Winter Fest.

Dec 9 Tree Lighting w/ Caroling Open Christmas Call st.
Dec 10 Car Show/ Parade Santa w/ Candy Stations
municipal issue mine mine →

Event Budget

<u>Sun</u>	Beauty Pageant - Nov 12 th Rental Sashes/Trophies Products	<u>Cost</u> \$ 2000. ⁰⁰ -	<u>Funds</u> Fee 1800. ⁰⁰ Door \$ 1000 -	Profit 800 ⁰⁰
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<u>Friday</u>	Tree Lighting Downtown Decoration Carolers	4000. ⁰⁰		
---------------	--	---------------------	--	--

DTM
\$ 3700.⁰⁰

<u>Sat</u>	Parade New Santa Suit parts Float Car Show Prizes	2000. ⁰⁰		
------------	---	---------------------	--	--

Candy
Cookies/Coco
Bar
Logistic Porta Potty
Clean up etc

<u>Sun</u>	Bfast Santa Food Deco/Logistics w/ movie	2000. ⁰⁰		
------------	---	---------------------	--	--

Charge Customers
3500.⁰⁰

Advertising all
clients

\$ 5000.⁰⁰

DTC 5000.⁰⁰

\$ 10000

Event Description

Multi Day Event

Nov 12 Ms. Winter Fest Pageant

Christmas Call St.

Dec 9 Tree Lighting Service

Dec 10 Carshow / Christmas
parade

Dec 11 Breakfast w/ Santa

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE:

November 7, 2023

AGENDA ITEM:

Referral of Delinquent EMS Accounts in the Amount of \$26,406.05 to National Recovery Agency for Further Collections

DEPARTMENT:

Fire Rescue

PURPOSE/DESCRIPTION:

Request Board approval of write-off for 70 accounts placed with NRA for collections for \$26,406.05.

ASSOCIATED COST(S):

Costs are only incurred if payment is collected for an account; costs are the collection agency fee, at the contracted percentage, on the collected amount.

BUDGET LINE (G/L #):



Bradford County

Fire Rescue Department

945-C North Temple Avenue – Starke, Florida 32091

October 25, 2023

Memorandum:

To: Mr. Scott Kornegay, County Manager
From: Ben Carter, Chief of Fire Rescue
Subject: Request to refer EMS billing accounts to collections

As you may be aware, the EMS Department has been moving forward with compiling and evaluating the uncollectible accounts that are reflected within the EMS accounting system.

At this time, I submit the amount of **\$26,406.05** and request that the BOCC consider this amount to be referred to National Recovery Agency for further collection efforts.

Thank you in advance for your patience of the EMS Department as we continue to put forth efforts to collect fees for services and maintain the accounting system in accordance with the County's Auditors.

Please contact me should you require any additional information.

Professionally,

Ben Carter
Bradford County Fire Rescue

BENJAMIN P. CARTER
CHIEF OF FIRE RESCUE

DYLAN P. RODGERS
DIVISION CHIEF

JEREMY LOOMIS
CAPTAIN

CHRIS COOKSEY
FIRE MARSHAL

MATTHEW R. ODOM, M.D.
MEDICAL DIRECTOR

Office Phone:
904-966-6911

Fax:
904-966-6171

Website:
www.bradfordcountyfl.gov

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET (AIIS)

DATE OF MEETING: November 7, 2023

AGENDA ITEM Region 2 Memorandum of Understanding for Joint Next-generation 9-1-1 Routing

DEPARTMENT: Sheriff's Office – 911

PURPOSE: Signatures needed for consent agenda

ASSOCIATED COSTS: None

G/L ACCOUNT: N/A

COMMENTS: The signature page is needed to move forward with a regional project among Florida Region 3 to facilitate routing of emergency calls to appropriate dispatch centers. This also allows for approved grant funding to enhance interoperability between dispatch centers for incidents near county lines or affects two or more counties.

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

**MEMORANDUM OF UNDERSTANDING (MOU)
REGARDING A JOINT REGIONAL NEXT-GENERATION
9-1-1 ROUTING PROJECT BETWEEN ALACHUA COUNTY
BOARD OF COUNTY COMMISSIONERS, BAKER
COUNTY BOARD OF COUNTY COMMISSIONERS,
BRADFORD COUNTY BOARD OF COUNTY
COMMISSIONERS, CLAY COUNTY BOARD OF COUNTY
COMMISSIONERS, COLUMBIA COUNTY BOARD OF
COUNTY COMMISSIONERS, DIXIE COUNTY BOARD OF
COUNTY COMMISSIONERS, DUVAL CITY COUNCIL,
FLAGLER BOARD OF COUNTY COMMISSIONERS,
GILCHRIST COUNTY BOARD OF COUNTY
COMMISSIONERS, LEVY COUNTY BOARD OF COUNTY
COMMISSIONERS, MARION COUNTY BOARD OF
COUNTY COMMISSIONERS, NASSAU COUNTY BOARD
OF COUNTY COMMISSIONERS, PUTNAM COUNTY
BOARD OF COUNTY COMMISSIONERS, ST. JOHNS
COUNTY BOARD OF COUNTY COMMISSIONERS, AND
UNION COUNTY BOARD OF COUNTY COMMISSIONERS**

WHEREAS, this memorandum of understanding (“MOU”) is made and entered into by and between Alachua County Board of County Commissioners (hereinafter, Alachua BOCC), Baker County Board of County Commissioners (hereinafter, Baker BOCC), Bradford County Board of County Commissioners (hereinafter, Bradford BOCC), Clay County Board of County Commissioners (hereinafter, Clay BOCC), Columbia County Board of County Commissioners (hereinafter, Columbia BOCC), Dixie County Board of County Commissioners (hereinafter, Dixie BOCC), Duval City Council (hereinafter, Duval City Council), Flagler Board of County Commissioners (hereinafter, Flagler BOCC), Gilchrist County Board of County Commissioners (hereinafter, Gilchrist BOCC), Levy County Board of County Commissioners (hereinafter, Levy BOCC), Marion County Board of County Commissioners (hereinafter, Marion BOCC), Nassau County Board of County Commissioners (hereinafter, Nassau BOCC), Putnam County Board of County Commissioners (hereinafter, Putnam BOCC), St. Johns County Board of County Commissioners (hereinafter, St. Johns BOCC), and Union County Board of County Commissioners (hereinafter, Union BOCC), who desire to enter a Memorandum of Understanding regarding the parties’ Joint Regional Next Generation 9-1-1 (NG9-1-1) Systems and Services Project (“Project”).

WHEREAS, the Boards of County Commissioners listed in this agreement will be referred to collectively as the "Parties" and individually referred to as a "Party"; and

WHEREAS, the Parties are authorized by 163.01, Florida Statutes, to enter into interlocal agreements to cooperatively and efficiently use their powers to provide public services that will advance the general health, safety, and welfare of their respective citizens; and

WHEREAS, an MOU is a requirement of the State E9-1-1 Board to receive multiple-year grant funding to support NG9-1-1 Systems and Services.

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

Now therefore the Parties enter into this MOU and agree as follows:

I. PURPOSE

The Alachua County Board of County Commissioners (hereinafter, Alachua BOCC), Baker County Board of County Commissioners (hereinafter, Baker BOCC), Bradford County Board of County Commissioners (hereinafter, Bradford BOCC), Clay County Board of County Commissioners (hereinafter, Clay BOCC), Columbia County Board of County Commissioners (hereinafter, Columbia BOCC), Dixie County Board of County Commissioners (hereinafter, Dixie BOCC), Duval City Council (hereinafter, Duval City Council), Flagler Board of County Commissioners (hereinafter, Flagler BOCC), Gilchrist County Board of County Commissioners (hereinafter, Gilchrist BOCC), Levy County Board of County Commissioners (hereinafter, Levy BOCC), Marion County Board of County Commissioners (hereinafter, Marion BOCC), Nassau County Board of County Commissioners (hereinafter, Nassau BOCC), Putnam County Board of County Commissioners (hereinafter, Putnam BOCC), St. Johns County Board of County Commissioners (hereinafter, St. Johns BOCC), and Union County Board of County Commissioners (hereinafter, Union BOCC), encompass a portion of the 9-1-1 Region 3 as designated by the Florida Department of Management Services (DMS) for the purposes of establishing regional 9-1-1 initiatives. Emergency incidents and disasters do not recognize county boundaries. Additionally, the legacy routing of 9-1-1 calls, built around landline telephone technology does not route cellular callers to the authorities based on their physical location. A large majority of calls for assistance now come from cellular callers. This MOU serves to further the 2019 legislative initiative of HB 441 that subsequently created FS 365.177. "Transfer of [emergency] calls between systems". Each BOCC and City Council outlined in this MOU recognizes the need to move toward NG9-1-1 and allow for improved 9-1-1 services across jurisdictional boundaries. Each BOCC and City Council agrees to participate. This MOU will establish the framework through which each individual county will collaborate to implement the Project. Specifically, the counties desire to plan, operate and maintain a shared NG9-1-1 Network and critical components and services necessary to ensure the most accurate and efficient routing of 9-1-1 calls. This may include but is not limited to an Emergency Services IP Network (ESInet), Next Generation (NG) Core Services, Geographic Information System (GIS) data accuracy, GIS data aggregation and Cybersecurity.

II. GRANT AWARD

The Florida 9-1-1 State Grant Program allows for a five-year award for regional projects with the provision of an MOU between the participating counties of that region. These state grants are awarded to assist Public Safety Answering Points (PSAPs) in upgrading to NG9-1-1 capabilities. The Florida E9-1-1 Board, as Grantor, will be distributing funds to qualifying local governments in accordance with grant guidelines. Each party understands that it will be responsible for submitting a grant application and subsequent documentation for grant reimbursement. All the parties agree to abide by the grant conditions.

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

III. REGIONAL COORDINATION

The parties agree to:

- A. Collaborate on NG9-1-1 requirements that ensure maximum levels of interoperability through the involvement of the appropriate local, state, and tribal authorities within the counties and other entities.
- B. Collaborate on NG9-1-1-related matters and encourage collaboration between PSAPs and GIS authorities in the development, maintenance, and sharing of the critical GIS data needed to support NG9-1-1 services across the region and the State of Florida.

IV. INFORMATION AND OWNERSHIP

Each party shall retain ownership, control of, and remain the public record custodian of all information it contributes to the shared NG-9-1-1 system. Counties may access shared data in the secure network or through shared data repositories as necessary for the effective operation of the system.

As it relates to the NG9-1-1 ESInet and Core Services, each party agrees to select NG9-1-1 providers that meet the latest [NENA i3 Standard](#), [NENA GIS Data Model](#), and NENA [Next Generation Security standards](#).

V. TERMINATION

Each party's obligation to perform in accordance with this MOU is contingent upon the availability and appropriation of grant funds that are appropriated or allocated for the purpose of carrying out this MOU. Any party may terminate their participation in this MOU if it does not receive funds to allow it to participate in the Project. Any party wishing to terminate its participation pursuant to this provision shall notify the other parties in writing at least thirty (30) days before withdrawing from the Project.

- A. All parties agree that they will not terminate their participation in this MOU prior to the end of the grant project period without the E9-1-1 Board and DMS (the grantor) written approval. After the grant project period has ended, any party may terminate their participation in this agreement upon thirty (30) days of written notice to all other parties.
- B. Any party who terminates its participation in the Project shall bear the cost of any local modifications necessary to exit participation in the shared 9-1-1 system necessitated by the termination. No terminating party shall be entitled to a refund of any payments made to the shared system.

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

VII. LIABILITY

No participating party shall be liable to any other party for any third-party claim, which may arise out of the shared 9-1-1 system itself, its operation or use, or its failure to operate as anticipated, upon whatever cause of action any claim is based. The shared 9-1-1 system is designed to enhance regional 9-1-1 functions and assist emergency services agencies to provide backup to one another in disasters. It is not intended to be a substitute for the exercise of judgment or supervision of individual county professionals or employees. All participating parties acknowledge that the responsibility for providing 9-1-1 and public safety services or other government-related services rests with the respective county which is providing such service and not with any other party to this MOU.

IX. NOTICE

All notices required to be given under this MOU shall be deemed sufficient to each party when delivered by email or registered or certified mail to:

Alachua County Board of County Commissioners

Baker County Board of County Commissioners

Bradford County Board of County Commissioners

Clay County Board of County Commissioners

Columbia County Board of County Commissioners

Dixie County Board of County Commissioners

Duval City Council

Flagler Board of County Commissioners

Gilchrist County Board of County Commissioners

Levy County Board of County Commissioners

Marion County Board of County Commissioners

Nassau County Board of County Commissioners

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

Putnam County Board of County Commissioners

St. Johns County Board of County Commissioners

Union County Board of County Commissioners

X. MODIFICATIONS

This MOU may be amended by a written agreement signed by each of the Board of County Commissioners. Modifications of this MOU do not relieve counties from implementing the content of the approved grant awards. Modifications to this MOU may require approval by the E9-1-1 Board and DMS.

XI. EFFECTIVE/DURATION

This MOU shall be effective on the date of the signature hereon. The term of this MOU shall be perpetual unless earlier terminated by any party as provided herein.

Signatures continue on the next pages

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

1) *Alachua County Board of County Commissioners (or designee) -- required*

Signature/Date

Print Name/Title

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

2) *Baker County Board of County Commissioners (or designee) -- required*


Signature/Date

Mark Hartley, Chair
Print Name/Title

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING


3) *Bradford County Board of County Commissioners (or designee) -- required*

Signature/Date

Print Name/Title


FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

4) *Clay County Board of County Commissioners (or designee) -- required*

By: 
Betsy Condon (Jan 27, 2023 11:37 EST)
Betsy Condon
Its Chairman

Date: January 24, 2023

ATTEST:


Tara S. Green
Clay County Clerk of Court and Comptroller
Ex Officio Clerk to the Board



FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

5) Columbia County Board of County Commissioners (or designee) -- required

Rocky D Ford

Signature/Date

Rocky D Ford Chairman

Print Name/Title

Pursuant to Paragraph IX: NOTICE: All notices required to be given under this MOU shall be deemed sufficient to each party when delivered by email or registered or certified mail to:

911 Coordinator - Thomas W Brazil

Point of Contact

Columbia Co 911 Comm Ctr
263 NW Lake City Av Lake City, FL 32055

Address

fbrazil@columbiacountyfla.com

Email Address

(386) 758-1388

Phone Number

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

6) Dixie County Board of County Commissioners (or designee) -- required

Jamie Storey 10-20-21
Signature/Date

JAMIE STOREY / Chairman
Print Name/Title

Pursuant to Paragraph IX: NOTICE: All notices required to be given under this MOU shall be deemed sufficient to each party when delivered by email or registered or certified mail to:

Scott Pendarvis
Point of Contact

PO Box 2600
Cross City FL 32628
Address

Scott.Pendarvis@dixie.fl.gov
Email Address

352 498 4561
Phone Number

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

7) Duval City Council (or designee) -- required



Signature/Date

Brian Hughes
Chief Administrative Officer
For: Mayor Lenny Curry
Under Authority of:
Executive Order No: 2019-02

Lenny Curry, Mayor

Print Name/Title

Pursuant to Paragraph IX: NOTICE: All notices required to be given under this MOU shall be deemed sufficient to each party when delivered by email or registered or certified mail to:

Phyllis Leonard

Point of Contact

501 East Bay Street
Jacksonville, FL 32202

Address

Phyllis.leonard@jaxsheriff.org

Email Address


904-630-2317

Phone Number

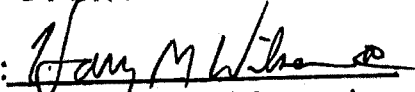
ATTEST:



Corporation Secretary
City of Jacksonville



FORM APPROVED

By: 

Office of General Counsel

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

8) *Flagler County Board of County Commissioners (or designee) -- required*


Signature/Date

Joseph F. Mullins, Chair
Print Name/Title

Pursuant to Paragraph IX: NOTICE: All notices required to be given under this MOU shall be deemed sufficient to each party when delivered by email or registered or certified mail to:

Chief Michael Tucker
Point of Contact

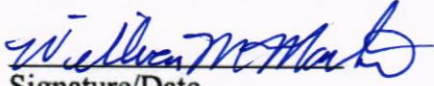
1769 E. Moody Blvd, Bldg 3
Bunnell, FL 32110
Address

MTucker@FlaglerCounty.gov
Email Address

386-313-4255
Phone Number

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

9) *Gilchrist County Board of County Commissioners (or designee) -- required*


Signature/Date

William M Martin
Print Name/Title

Pursuant to Paragraph IX: NOTICE: All notices required to be given under this MOU shall be deemed sufficient to each party when delivered by email or registered or certified mail to:

Henry Howe
Point of Contact

9239 S US Hwy 129
Trenton, FL 32693
Address

hhowe@gcso.us
Email Address

352-463-3410
Phone Number

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

10) Levy County Board of County Commissioners (or designee) -- required



Signature/Date

John M. Meeks Co-chair

Print Name/Title

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

11) Marion County Board of County Commissioners (or designee) -- required

 November 1, 2022
Signature/Date

Carl Zalak, III, Chairman
Print Name/Title

Pursuant to Paragraph IX: NOTICE: All notices required to be given under this MOU shall be deemed sufficient to each party when delivered by email or registered or certified mail to:

Michelle Hirst, 911 Coordinator
Point of Contact

2710 E. Silver Springs Blvd.
Ocala, FL 34470
Address

Michelle.Hirst@MarionFL.org
Email Address

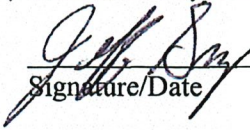
(352) 671-8460
Phone Number

**For Use And Reliance Of MARION COUNTY ONLY,
Approved As To Form And Legal Sufficiency**


County Attorney

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING


12) *Nassau County Board of County Commissioners (or designee) -- required*

 12-12-22
Signature/Date

Jeff Gray/ Chairman
Print Name/Title

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

13) *Putnam County Board of County Commissioners (or designee) -- required*

 12-13-22
Signature/Date

Terry L. Turner, Chairman
Print Name/Title

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

14) St. Johns County Board of County Commissioners (or designee) -- required

Henry Dean 11/7/22
Signature/Date

Henry Dean, BCC Chair
Print Name/Title



Pursuant to Paragraph IX: NOTICE: All notices required to be given under this MOU shall be deemed sufficient to each party when delivered by email or registered or certified mail to:

Point of Contact

Address

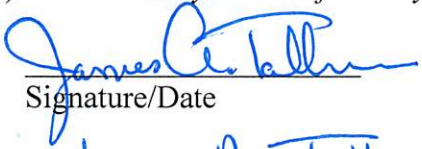
Email Address

Phone Number

LEGALLY SUFFICIENT
Henry Dean
Name
Date: 11/7/22

FLORIDA 9-1-1 REGION 3 NEXT GENERATION 9-1-1 ROUTING PROJECT
MEMORANDUM OF UNDERSTANDING

15) *Union County Board of County Commissioners (or designee) -- required*

 10/27/22
Signature/Date

James A. Tallman, Chair
Print Name/Title

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 7, 2023

AGENDA ITEM SHIP Rehabilitation Loan Approvals for File #2019-6-S and File #2019-7-S

DEPARTMENT:

PURPOSE The SHIP Home Repair Loan program allows income qualified applicants to apply for funds in an amount not to exceed \$35,000.00.

Upon BOCC approval of SHIP Home Repair Loans application – File the next steps in executing these projects include: 1) Title Search, 2) Initial inspection 3) A bid advertisement for home repairs; 4) Award of bid to a contractor; and 5) Enter into an agreement with a contractor to perform home repairs. All steps will come before the BOCC for approval.

ASSOCIATED COST(S): \$35,000.00

BUDGET LINE (G/L #): 102-52-554-65980-00

BRADFORD COUNTY COMMUNITY DEVELOPMENT
S.H.I.P. PROGRAM
925-E NORTH TEMPLE AVENUE
STARKE, FL 32091

Based on the 2023 income limits for the Bradford County Metropolitan Statistical Area (MSA), the family or individual(s) named below is/are eligible to receive S.H.I.P. Program funds under the provisions of Chapter 420, Part V, Florida Statutes.

Home Repair Loans

Five Year Deferred Payment Loan in an Amount not to Exceed \$35,000

Karen Stubbs File # 2019-6-S
2727 NW 210th Street
Lawtey, FL 32058
Loan Amount = \$35,000

Gloria Covington File # 2019-7
1530 Mccollum Street
Starke, FL 32091
Loan Amount = \$35,000

Purchase Assistance Loans

Deferred Payment Loan in an Amount Not to exceed \$30,000

None at this Time

Loans Approved at County Commission meeting.
Date: November 7, 2023

Diane Andrews, Chairperson

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 7, 2023

AGENDA ITEM Letters of Support for Legislative Asks

DEPARTMENT: County Manager

PURPOSE: Consider approval of the letters of support from Bradford County to the State Legislature in support of the requests made by various agencies at the October 31, 2023, Legislative Delegation Meeting.



Bradford County Board of County Commissioners

District I
Carolyn Spooner
Vice-Chairman

District II
Kenny Thompson

District III
Chris Dougherty

District IV
Danny Riddick

District V
Diane Andrews
Chairman

November 7, 2023

Senator Jennifer Bradley
Representative Chuck Brannan

Dear Legislative Delegation,

The Bradford County Board of County Commissioners is honored to offer this Letter of Support for the appropriations request submitted by the Keystone Heights Airport Authority for the construction of the connector road between the original airport entrance road and the newly constructed secondary access road. The connector road will parallel US Hwy 100 and will open that corridor for business development. This infrastructure project is vital to the economic development and job growth initiatives of both Keystone Heights Airport and Bradford County. This infrastructure project will include improvements along US Hwy 100 at both access roads to include turn lanes and deceleration lanes along with some widening of the road.

The total estimated cost for the project is \$3.5 million. Bradford County was previously awarded a \$2.3 million DEO Jobs Growth Grant to construct the new access road. The road was completed using primarily county resources in June 2023, on time and on budget. We are proud of the work we have done so far alongside our partners at Keystone Heights Airport and our legislative delegation. Thank you for your service and your consideration and continued support of Bradford County.

Very Respectfully,

Diane Andrews, Chairman
Bradford County Board of County Commissioners



Bradford County Board of County Commissioners

District I
Carolyn Spooner
Vice-Chairman

District II
Kenny Thompson

District III
Chris Dougherty

District IV
Danny Riddick

District V
Diane Andrews
Chairman

November 7, 2023

Senator Jennifer Bradley
Representative Chuck Brannan

Dear Legislative Delegation,

The Bradford County Board of County Commissioners is honored to offer this Letter of Support for the appropriations request submitted by the City of Starke to bring the water and wastewater extension project to the SR 16 and US 301 bypass interchange to completion. This project is vital to the economic development and job growth initiatives of both the City of Starke and Bradford County.

The total estimated cost for the project is roughly \$23 million. Bradford County has previously appropriated \$4 million of ARPA funding along with \$14 million from the City of Starke and a \$2 million state appropriation last year, bringing the total amount to \$20 million. This leaves a shortfall of roughly \$2.5 million. The city will contribute another \$1.5 million and with the new \$1 million appropriation request, that shortfall will be addressed. We are proud of the work we have done so far alongside our partners in the City of Starke and our legislative delegation. Thank you for your service and your consideration and continued support of Bradford County.

Very Respectfully,

Diane Andrews, Chairman
Bradford County Board of County Commissioners



Bradford County Board of County Commissioners

District I
Carolyn Spooner
Vice-Chairman

District II
Kenny Thompson

District III
Chris Dougherty

District IV
Danny Riddick

District V
Diane Andrews
Chairman

November 7, 2023

Senator Jennifer Bradley
Representative Chuck Brannan

Dear Legislative Delegation,

The Bradford County Board of County Commissioners is honored to offer this Letter of Support for the appropriations request submitted by the Concerned Citizens of Bradford County. The requested amount of \$500,000 will allow for the Phase III renovation of the RJE School Wings 1&2 and the adjacent recreation building.

Bradford County has previously appropriated \$500,000 of ARPA funding for the replacement of the roof on the gymnasium and some interior renovations. These projects were completed on time and on budget. Thank you for your consideration and continued support of Bradford County.

Very Respectfully,

Diane Andrews, Chairman
Bradford County Board of County Commissioners



Bradford County Board of County Commissioners

District I
Carolyn Spooner
Vice-Chairman

District II
Kenny Thompson

District III
Chris Dougherty

District IV
Danny Riddick

District V
Diane Andrews
Chairman

November 7, 2023

Senator Jennifer Bradley
Representative Chuck Brannan

Dear Legislative Delegation,

The Bradford County Board of County Commissioners is honored to offer this Letter of Support for the appropriations request submitted by the Bradford County Sheriff's Office for an Emergency Operations Center. The importance of a modern and safe facility for disaster preparedness and response cannot be overstated, and we are in dire need of such an upgrade in Bradford County.

Currently, our Emergency Operations Center is housed in a facility that falls significantly short of meeting the hurricane safety standards required to effectively respond to natural disasters and emergencies. Additionally, the available workspace is insufficient to accommodate the personnel and equipment required for efficient and coordinated response efforts during times of crisis. This has been recognized by the legislature as Bradford County was previously awarded funds to plan and design such a facility. Thanks to this generous appropriation, Bradford County now has the designs needed to further this project.

A new Emergency Operations Center would not only enhance our ability to coordinate disaster response efforts effectively but also improve our capacity for disaster preparedness, response, and recovery. It would provide a safe and secure environment for our dedicated first responders, emergency management personnel, and other essential workers who play a crucial role in safeguarding our community during emergencies.

The Bradford County Board of County Commissioners wholeheartedly endorses the appropriations request to construct a new Emergency Operations Center. This investment will not only bolster our community's safety and resilience but also strengthen our commitment to the well-being of our residents.

Very Respectfully,

Diane Andrews, Chairman
Bradford County Board of County Commissioners

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: 11-7-2023

AGENDA ITEM County Awards Grant Application

DEPARTMENT: Fire Rescue

PURPOSE: Funding for the 23-24 Baltimore Advanced Airway/Cadaver Lab.

ASSOCIATED COST(S): NA

BUDGET LINE (G/L #): NA

Instructions: County Government Application Form 2023-2024

The first application page has five numbered items.

Please note that **Item 2** on the first application page is where the county's authorized person must provide his/her **signature and the date**.

Item 4 describes the content of the current "resolution" that is required. However, if a previous resolution has continuing authority, include a signed message about this and provide a copy of the previous resolution.

Item 5 of the first page of the application form asks for the name of the organization(s) to which you decide to allocate funds from your new county grant. The second page of the application form is the budget page, and one of these budget pages is needed for each organization listed in Item 5.

The county alone has the authority to use all the grant funds itself or to provide some of the funds to other organizations within the county. However, the county remains responsible to the state for all the funds.

The budget costs must total to the exact amount of new funds for your grant. You can request budget changes and to add to the new grant budget unexpended previous funds from the prior grant, after the new grant begins.

The Request for Grant Fund Distribution Form is the last page herein and you must complete only the top part of the form. State EMS will complete the bottom part, as stated on the form.

You should copy all forms on your computer to use them. If you place them in restricted editing mode, you can use your keyboard Tab key to go from field to field.

Note: This instruction form is for information purposes only and is not part of form DH 1684.



EMS COUNTY GRANT APPLICATION

**FLORIDA DEPARTMENT OF HEALTH
Emergency Medical Services Program
Complete all items**

ID. Code (The State EMS Program will assign the ID Code – leave this blank) _____

1. County Name: Bradford County
Business Address: 945-C N. Temple Avenue
Starke, FL. 32091
Telephone: 904-966-6906
Federal Tax ID Number (Nine Digit Number): VF 596000519

2. Certification: (The applicant signatory who has authority to sign contracts, grants, and other legal documents for the county.) I certify that all information and data in this EMS county grant application and its attachments are true and correct. My signature acknowledges and assures that the county shall comply fully with the conditions outlined in the Florida EMS County Grant Application.	
Signature:	Date:
Printed Name: Diane Andrews	
Position Title: Chair, Bradford County Board of County Commissioners	

3. Contact Person: (The individual with direct knowledge of the project on a day-to-day basis and has responsibility for the implementation of the grant activities. This person is authorized to sign project reports and may request project changes. The signer and the contact person may be the same.)	
Name: Ben Carter	
Position Title: Chief of Fire Rescue	
Address: 945-C N. Temple Avenue	
Starke, FL. 32091	
Telephone: 904-966-6906	Fax Number: 904-966-6171
E-mail Address:	

4. Resolution: Attach a resolution from the Board of County Commissioners certifying the grant funds will improve and expand the county pre-hospital EMS system and will not be used to supplant current levels of county expenditures. We <u>cannot process</u> for funds without this resolution.
--

5. Organization List: Complete a budget page(s) for each organization, which at your option you will provide funds. List the organization(s) below. (Use additional pages if necessary)
Bradford County Fire Rescue

BUDGET PAGE - When the budget form is in your computer, the budget totals below should be added for you if you place your cursor over a subtotal or total field, right click your mouse, then left click "Update Field" on the resulting menu.

A. Salaries and Benefits:

For each position title, provide the amount of salary per hour, FICA per hour, other fringe benefits, and the total number of hours.	Amount
TOTAL Salaries =	\$ 0.00
TOTAL FICA & Other Benefits =	
Total Salaries & Benefits =	\$ 0.00

B. Expenses: These are travel costs and the usual, ordinary, and incidental expenditures by an agency, such as, commodities and supplies of a consumable nature excluding expenditures classified as operating capital outlay (see next category).

List the item and, if applicable, the quantity	Amount
Anatomy & airway cadaver lab course development, acquisition, curriculum development, and instruction	10,000
Personnel travel, lodging, and consumables for anatomy & airway cadaver lab course.	10,357.34
Total Expenses =	\$20,357.34

C. Vehicles, equipment, and other operating capital outlay means equipment, fixtures, and other tangible personal property of a non-consumable and non-expendable nature with a normal expected life of one (1) year or more.

List the item and, if applicable, the quantity	Amount
Total Vehicles & Equipment =	\$ 0.00
<u>Grand Total =</u>	<u>\$20,357.34</u>

**FLORIDA DEPARTMENT OF HEALTH
EMERGENCY MEDICAL SERVICES (EMS) GRANT UNIT**

REQUEST FOR GRANT FUND DISTRIBUTION

In accordance with the provisions of section 401.113(2) (a), *Florida Statutes*, the undersigned hereby requests an EMS grant fund distribution for the improvement and expansion of pre-hospital EMS.

DOH Remit Payment To:

The county name, address, and corresponding federal ID number used herein **must** be in the state MyFloridaMarketPlace (MFMP) system. A finance person in your organization who does business with the state can provide these.

Name of County: Bradford County

Mailing Address: 945-C N. Temple Ave.

Starke, FL. 32091

Federal 9-digit Identification number: 59000519 3-digit seq. code _____

Authorized County Official: _____
Signature Date

Diane Andrews, Chair, Board of County Commissioners
Type or Print Name and Title

Sign and return this page with your application to:

*Florida Department of Health
Emergency Medical Services Unit, Grants
4052 Bald Cypress Way, Bin A-22
Tallahassee, Florida 32399-1722*

Do not write below this line. For use by State Emergency Medical Services Section

Grant Amount for State to Pay: \$ _____ Grant ID: Code: _____

Approved By: _____
Signature of State EMS Unit Supervisor Date

Approved By: _____
Signature of Contract Manager Date

State Fiscal Year: 2023 - 2024

<u>Organization Code</u>	<u>E.O.</u>	<u>OCA</u>	<u>Object Code</u>	<u>Category</u>
64-61-70-30-000	05	SF005	751000	059998

Federal Tax ID: VF _____ Seq. Code: _____

Grant Beginning Date: _____ Grant Ending Date: _____

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 7, 2023

AGENDA ITEM A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA CERTIFYING THAT THE MONIES FROM THE EMS COUNTY AWARDS GRANT WILL IMPROVE AND EXPAND THE PRE-HOSPITAL EMS SYSTEM IN BRADFORD COUNTY, FLORIDA AND THAT SAID MONIES WILL NOT BE UTILITZED TOSUPPLANT EXISTING BRADFORD COUNTY EMS BUDGET ALLOCATIONS; AND PROVIDING AN EFFECTIVE DATE.

DEPARTMENT: Fire Rescue

PURPOSE: Approval of the Resolution required as a part of the EMS County Grant Application

RESOLUTION 2023-_____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA CERTIFYING THAT THE MONIES FROM THE EMS COUNTY AWARDS GRANT WILL IMPROVE AND EXPAND THE PRE-HOSPITAL EMS SYSTEM IN BRADFORD COUNTY, FLORIDA AND THAT SAID MONIES WILL NOT BE UTILITZED TOSUPPLANT EXISTING BRADFORD COUNTY EMS BUDGET ALLOCATIONS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Board of County Commissioners of Bradford County, Florida is proud to provide the citizens of Bradford County with truly exceptional emergency medical services; and

WHEREAS, the Bradford County Fire-Rescue Department is regularly recognized for its outstanding level of service and the caliber of its employees; and

WHEREAS, Bradford County is a rural, economically disadvantaged county and has been designated as such by the Governor through its designation as a Rural Area of Opportunity; and

WHEREAS, the Board of County Commissioners of Bradford County, Florida works diligently to provide its citizens with outstanding emergency medical services despite the fiscal constraints under which it is forced to operate; and

WHEREAS, the State of Florida regularly makes available to Bradford County through the Florida EMS County Awards grant program; and

WHEREAS, the Board of County Commissioners of Bradford County, Florida anticipates receiving approximately \$20,357.34 in fiscal year 2023-2024 through the Florida EMS County Awards grant program; and

WHEREAS, with regard to the EMS County Awards grant program, the Board of County Commissioners of Bradford County, Florida commits to compliance with the rules and regulations codified at Part II of Chapter 401, *Florida Statutes*; and

WHEREAS, the Board of County Commissioners of Bradford County, Florida finds that adoption of this resolution and the certification contained herein is in the best interest of Bradford County and its citizens.

NOW THEREFORE, be it resolved by the Board of County Commissioners of Bradford County, Florida, as follows:

Section 1. Adoption and Incorporation of Recitals

The Board of County Commissioners of Bradford County, Florida adopts the above-outlined recitals and incorporates them herein as part and parcel of this resolution.

Section 2. Purpose and Authority for Resolution

This resolution is adopted for the purpose of certifying that the funds received from the “Florida EMS County Awards Grant” will improve and expand the pre-hospital EMS system in Bradford County, Florida and will not be utilized to supplant the existing Bradford County Fire-Rescue budget allocations and is adopted pursuant to the authority granted by Chapter 125, *Florida Statutes* and Chapter 401, *Florida Statutes*.

Section 3. Certification of Grant Fund Utilization

The Board of County Commissioners of Bradford County, Florida certifies as follows:

- A. With respect to any funds received by Bradford County with regard to the “Florida EMS County Awards Grant,” Bradford County will comply with the rules and regulations codified at Part II of Chapter 401, *Florida Statutes*.
- B. Bradford County will designate a separate account into which all “Florida EMS County Awards Grant” funds will be deposited.
- C. All funds received by Bradford county with regard to the “Florida EMS County Awards Grant” will improve and expand the pre-hospital EMS system in Bradford County, Florida.
- D. No funds received by Bradford County with regard to the “Florida EMS County Awards Grant” will be utilized to supplant existing Bradford County Fire-Rescue budget allocations.

Section 4. Direction to Staff

Staff is directed to take any action necessary to ensure the proper application and effective implementation of the positions taken and ideas expressed in this resolution.

Section 5. Effective Date of Resolution

This resolution shall be effective immediately upon adoption by the Board of County Commissioners of Bradford County, Florida.

RESOLVED AND ADOPTED by the Board of County Commissioners of Bradford County,
Florida, with a quorum present and voting, this 7th day of November 2023.

BOARD OF COUNTY COMMISSIONERS OF
BRADFORD COUNTY, FLORIDA

BY: DIANE ANDREWS, as its
Chairman

ATTEST:

BY: DENNY THOMPSON, as
Clerk to the Board

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

BY: RICH KOMANDO, as
County Attorney

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 7, 2023

AGENDA ITEM Presentation to Chief Gary Wise

DEPARTMENT: Fire Rescue

PURPOSE: To recognize the 29 years of distinguished service to the citizens of Starke and Bradford County

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 7, 2023

AGENDA ITEM Honoring Our Veterans and Recognition of the Life and Service of Major Alan G Rogers, US Army, 1st Brigade, 1st Infantry Division

DEPARTMENT: County Manager's Office



BIOGRAPHIES

ALAN G. ROGERS

Alan G. Rogers

Major

1st Brigade, 1st Infantry Division

September 21, 1967 – January 27, 2008



Maj. Alan G. Rogers *Public*

Domain

Alan Greg Rogers was born on September 21, 1967, in New York City. Soon after his birth, Rogers's birth father was arrested and sent to prison. His birth mother, unable to support Rogers on one income, put him up for adoption. Rogers lived in The New York Foundling, an orphanage, until he was 3 years old when he was adopted by George and Genevieve Rogers, a devout working-class family from the Bronx. In 1977, at the age of 9, his family left the Bronx and moved to Hampton, Florida, upon Genevieve's retirement. Leaving New York City for a town with a

population of only 400 people was a great shock to a young Rogers, who responded by burying himself deep in study of the Bible.

While growing up in Florida, Rogers attended Hampton Elementary School but went to middle and high school in the neighboring city of Starke, Florida. Friends from this time describe Rogers as quiet and reserved, but that he got along with everyone. He preferred to sit under a tree during recess to read his Bible and would occasionally bring a bucket of freshly-picked pecans from the tree in his backyard to snack on. In middle school, he was the only eighth-grader to use a briefcase, and his clothes were always pressed and tucked. Though quiet, Rogers was an intellectual; he joined the debate team in high school. After high school, he attended a local community college before joining the Army. This surprised many of his friends, but Rogers explained that the Army granted him opportunities that he only could have dreamed of if he had stayed in Florida.



Maj. Alan G. Rogers

*Department of
Defense*

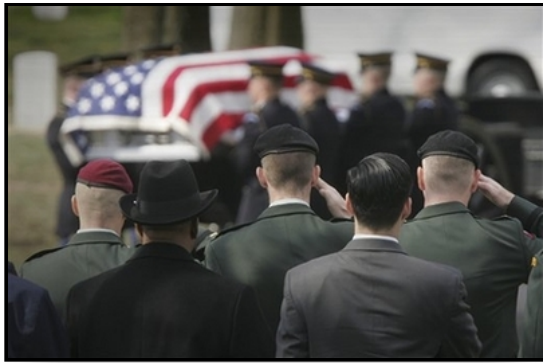
Rogers enlisted in 1990 and was deployed to Kuwait as a chaplain's assistant for his first tour in December of that year. He was stationed with the 8th Battalion, 43d Air Defense Artillery, which provided Patriot Missile support against the Soviet-made Scud missiles deployed by Saddam Hussein's Iraqi army. Rogers earned two Kuwait Liberation medals during his first deployment in the Gulf War. After returning stateside, he attended the University of Florida on an ROTC scholarship and graduated in 1995 with a bachelor's degree in theology. That year, he was also ordained a minister at his local church, Ebenezer Missionary Baptist Church in Florida. He then accepted an Army commission and was stationed in Arizona where he earned his master's degree in Organizational Management from the University of Phoenix before deploying to South Korea.

In 2000, Rogers's father died of a heart attack, and his mother died just two years later. He preached at his mother's funeral at Ebenezer Baptist. In 2004, Rogers was chosen to be part of an elite Department of Defense program to attend Georgetown University for a master's degree in Public Policy. This offer was extended to just 20 officers across the service branches. At this same time, he was chosen for a prestigious internship in biometrics at the Pentagon with the Joint Chiefs of Staff. After graduating from Georgetown with his second master's degree, Rogers became the lead biometrics officer in Army Intelligence. With the prevalence of improvised explosive devices (IEDs) in use against U.S. forces in the Middle East, Rogers became invaluable within the Pentagon for his expertise gained during his internship. A new field at the time, biometrics were used to track the sources of IEDs and were a valuable part of counterinsurgency warfare. His coworkers at the Pentagon described him as fearless, not afraid to brief a room full of generals.

Rogers led a very compartmentalized life between those who knew him from Florida, in the Army, at the Pentagon, and those in Washington, D.C. After moving to the District in 2004 to attend Georgetown, Rogers became very active in the city's gay community and attended Pride festivals in Baltimore and D.C. He was also a member of the Washington chapter of American Veterans for Equal Rights (AVER). Within six months of joining AVER, he was elected chapter treasurer and membership coordinator. He had many friends in the military and at the Pentagon who did not know that he was gay, though this is most likely due to the Army's "Don't Ask, Don't Tell" policy of the time. Rogers railed against this policy, writing his graduate thesis on the matter, a fact that many of his friends in the gay community used as proof of his openness.

In 2007, Rogers was deployed to Baghdad, Iraq, with the 1st Brigade, 1st Infantry Division in a Military Transition Team. His team was embedded with a unit of Iraqi soldiers and Rogers was responsible for supervising their training. On the morning of January 27, 2008, he was on a routine patrol when an IED rigged to a guardrail exploded, killing Rogers instantly. The exact circumstances surrounding Rogers's death are unclear; one story claims that he was out on a Humvee patrol, while the other claims that he was on a foot patrol when the IED was triggered. Regardless of the circumstances, America lost a hero. Following his death, Rogers's commanding officer wrote to his family that "As God would have it, he shielded two men who probably would have been killed if Alan had not been there." Maj. Rogers was laid to rest on March 14, 2008, with full military honors at Arlington National Cemetery. At

his funeral, an Army chaplain remarked that Rogers would be remembered as “one of the heroes of history.” He was posthumously awarded the Purple Heart and his second Bronze Star.



Funeral services for Maj. Alan G. Rogers at Arlington

National Cemetery on March 14, 2008. *Public Domain*

Alan G. Rogers was a devoted son, a Christian, and an American hero whose life was cut tragically short before he could reach his full potential. Rogers had scores of friends that described him as having a knack for bringing people together. They also remember his great strength as a listener who could bring out the best in anyone, only later did anyone realize that he never really talked about himself. Those who he served with called him the “Preacher,” and he served them back with counsel, an attitude of positivity, and motivational speeches. Rogers led a life of selfless service ministering to and in the service of others. He cared deeply about his family, his fellow servicemen, his friends, and the defense of his nation.

Matthew Bartley

Graduate Historic Research Intern

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NATIONAL MUSEUM OF THE UNITED STATES ARMY

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BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET



DATE: November 7, 2023

AGENDA ITEM Administration of Opioid Abatement Funding for Bradford
County Presentation by Erin Whitaker-Houck and Shelley
Katz with LSF Health Systems

LSF Health Systems

LSF Health Systems is a Managing Entity contracted with the Department of Children and Families

Statewide Response for Opioid Abatement – Florida Opioid Settlement Bradford County





1

Opioid Abatement Goals

Opioid abatement goals will be monitored through data collection, data reporting and performance measures. Goals are as follows:

- * Expand availability of treatment.
- * Support evidence-based services that adhere to the American Society of Addiction Medicine (ASAM) continuum of care.
- * Improve oversight of Opioid Treatment Programs (OTPs) to assure evidence-based or evidence-informed practices.
- * Provide comprehensive wrap-around services.
- * Support workforce development for addiction professionals.
- * Support stigma reduction efforts regarding help seeking behavior, treatment, and support.



2

Prioritization of Funding

- * Medication Assisted Treatment
- * Coordinated Opioid Recovery (CORE)
- * Hospital Bridge Programs
- * Peer Supports and Recovery Community Organizations
- * Bradford County Allocation through the Managing Entity: \$321,094.15



3


Priority Populations

- * Those with OUD and co-occurring mental health disorders or SUDs.
- * Youth at risk for opioid use/misuse.
- * Pregnant women with SUD who do not qualify for Medicaid.
- * People in recovery from OUD and any co-occurring SUD/MH condition.
- * People at risk of developing an OUD and any co-occurring SUD/MH conditions.
- * Persons with OUD and any co-occurring SUD/MH conditions who are involved in, are at risk of becoming involved in, or are transitioning out of the criminal justice system.
- * Pregnant or parenting women with OUD and any co-occurring SUD/MH conditions, and the needs of their families, including babies with neonatal abstinence syndrome (NAS)




4

Area/Circuit	Total Population (2021)	Opioid Overdose Deaths		Drug Overdose Deaths	
		Number	Crude Rate Per 100,000 Population	Number	Crude Rate Per 100,000 Population
Columbia	70,869.00	6	8.5	19	26.8
Dixie	16,716.00	4	23.9	8	47.9
Hamilton	14,616.00	4	27.4	8	54.7
Lafayette	8,899.00	0	0.0	1	11.2
Suwannee	45,849.00	1	2.2	4	8.7
Circuit 3	156,949.00	15	9.6	40	25.5
Clay	224,503.00	28	12.5	66	29.4
Duval	994,778.00	268	26.9	597	60.0
Nassau	93,375.00	8	8.6	19	20.3
Circuit 4	1,312,656.00	304	23.2	682	52.0
Citrus	151,102.00	26	17.2	59	39.0
Hernando	196,419.00	32	16.3	73	37.2
Lake	376,749.00	42	11.1	90	23.9
Marion	376,107.00	60	16.0	131	34.8
Sumter	154,323.00	9	5.8	26	16.8
Circuit 5	1,254,700.00	169	13.5	379	30.2
Flagler	118,083.00	17	14.4	34	28.8
Putnam	73,987.00	8	10.8	19	25.7
St. Johns	270,005.00	17	6.3	39	14.4
Volusia	564,112.00	141	25.0	303	53.7
Circuit 7	1,026,187.00	183	17.8	395	38.5
Alachua	275,435.00	15	5.4	41	14.9
Baker	28,790.00	3	10.4	7	24.3
Bradford	28,824.00	2	6.9	4	13.9
Gilchrist	18,720.00	3	16.0	7	37.4
Levy	46,062.00	5	10.9	13	28.2
Union	15,439.00	0	0.0	0	0.0
Circuit 8	413,270.00	28	6.8	72	17.4
23-County Region	4,163,762.00	699	16.8	1,568	37.7
Florida	22,005,587.00	3,236	14.7	7,144	32.5



**Overdose Deaths January-
June 2021
(Provisional)
Florida 32.5/100,000**

Data is Year-To-Date (Provisional) Source: www.flhealthcharts.gov; Substance Use Dashboard. Prepared by: WellFlorida Council, 2022.




5

Area/Circuit	Total Population (2021)	EMS Responses to a Suspected Opioid-involved Overdose		EMS Responses to a Suspected Drug Overdose Including Opioids	
		Number	Crude Rate Per 100,000 Total Population	Number	Crude Rate Per 100,000 Total Population
Columbia	70,869	5	7.1	29	40.9
Dixie	16,716	42	251.3	120	717.9
Hamilton	14,616	16	109.5	64	437.9
Lafayette	8,899	8	89.9	23	258.5
Suwannee	45,849	44	96.0	182	397.0
Circuit 3	156,949	115	73.3	418	266.3
Clay	224,503	411	183.1	796	354.6
Duval	994,778	3,325	334.2	5,941	597.2
Nassau	93,375	168	179.9	358	383.4
Circuit 4	1,312,656	3,904	297.4	7,095	540.5
Citrus	151,102	227	150.2	922	610.2
Hernando	196,419	449	228.6	1,100	560.0
Lake	376,749	1,113	295.4	2,422	642.9
Marion	376,107	1,504	399.9	3,259	866.5
Sumter	154,323	331	214.5	897	581.2
Circuit 5	1,254,700	3,624	288.8	8,600	685.4
Flagler	118,083	198	167.7	447	378.5
Putnam	73,987	117	158.1	382	516.3
St. Johns	270,005	235	87.0	976	361.5
Volusia	564,112	26	4.6	56	9.9
Circuit 7	1,026,187	576	56.1	1,861	181.4
Alachua	275,435	296	107.5	1,405	510.1
Baker	28,790	63	218.8	133	462.0
Bradford	28,824	28	97.1	171	593.3
Gilchrist	18,720	11	58.8	64	341.9
Levy	46,062	71	154.1	262	568.8
Union	15,439	7	45.3	57	369.2
Circuit 8	413,270	476	115.2	2,092	506.2
23-County Region	4,163,762	8,695	208.8	20,066	481.9
Florida	22,005,587	42,380	192.6	106,891	485.7


**Emergency Medical
Service Responses to
Drug Overdoses
Jan-Dec 2021 Provisional
Florida-485.7/100,000**

Data is Year-To-Date (Provisional) Source: www.flhealthcharts.gov; Substance Use Dashboard. Prepared by: WellFlorida Council, 2022.



6

Area/Circuit	Total Population	Number of All Drug Non-Fatal Overdose ED Visit			Rate Per 100,000 Total Population		
		Total	Unintentional/Undetermined	Intentional Self-Harm	Total	Unintentional/Undetermined	Intentional Self-Harm
Columbia	70,869	168	123	45	237.1	173.6	63.5
Dixie	16,716	28	23	5	167.5	137.6	29.9
Hamilton	14,616	25	16	9	171.0	109.5	61.6
Lafayette	8,899	---	< 5	< 5	---	---	---
Suwannee	45,849	95	66	29	207.2	144.0	63.3
Circuit 3	156,949	316	228	88	201.3	145.3	56.1
Clay	224,503	553	469	84	246.3	208.9	37.4
Duval	994,778	3,196	2,829	367	321.3	284.4	36.9
Nassau	93,375	231	193	38	247.4	206.7	40.7
Circuit 4	1,312,656	3,980	3,491	489	303.2	265.9	37.3
Citrus	151,102	569	472	97	376.6	312.4	64.2
Hernando	196,419	453	358	95	230.6	182.3	48.4
Lake	376,749	972	809	163	258.0	214.7	43.3
Marion	376,107	1,181	1,026	155	314.0	272.8	41.2
Sumter	154,323	237	193	44	153.6	125.1	28.5
Circuit 5	1,254,700	3,412	2,858	554	271.9	227.8	44.2
Flagler	118,083	277	227	50	234.6	192.2	42.3
Putnam	73,987	209	165	44	282.5	223.0	59.5
St. Johns	270,005	327	274	53	121.1	101.5	19.6
Volusia	564,112	2,161	1,952	209	383.1	346.0	37.0
Circuit 7	1,026,187	2,974	2,618	356	289.8	255.1	34.7
Alachua	275,435	409	285	124	148.5	103.5	45.0
Baker	28,790	84	77	7	291.8	267.5	24.3
Bradford	28,824	48	40	8	166.5	138.8	27.8
Gilchrist	18,720	---	19	< 5	---	101.5	---
Levy	46,062	79	67	12	171.5	145.5	26.1
Union	15,439	22	14	8	142.5	90.7	51.8
Circuit 8	413,270	642	502	159	155.3	121.5	38.5
23-County Region	4,162,762	11,324	9,697	1,646	272.0	232.9	39.5
Florida	22,005,587	50,827	42,819	8,008	231.0	194.6	36.4

Data is Year-To-Date (Provisional) Source: www.flhealthcharts.gov; Substance Use Dashboard. Prepared by: WellFlorida Council, 2022.

All Drug Non-Fatal Overdose Emergency Department Visits(ED Visits), January - December 2021 (Provisional) Florida 231/100,000




7

Bradford County Network Service Providers

- * Meridian Behavioral Healthcare
 - * Full continuum of Behavioral Health Services (Mental Health and Substance Use) across the lifespan
 - * MRT
 - * Outpatient (M-F 8am-5pm)
 - * Mental Health Court
 - * Prevention
 - * CAT
 - * CCBHC (M-F 8am-5pm)
 - * CMHC (M-F 8am-5pm)




8



24/7 Access to Care Line: 877-229-9908 • Northeast & North Central Florida

LSF
HEALTH
SYSTEMS

LSF Health Systems is a Managing Entity contracted with the Department of Children and Families



FLORIDA DEPARTMENT OF
CHILDREN AND FAMILIES
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BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 7, 2023

AGENDA ITEM: Santa's Christmas and Winter Wonderland Festival

DEPARTMENT: Bradford County Public Library

PURPOSE: Information for the Commissioners and a special invitation

ASSOCIATED COST(S): N/A

BUDGET LINE (G/L #): N/A

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 7, 2023

AGENDA ITEM Strategic Planning Responses and Workshop Scheduling:
Presentation by Commissioner Spooner

DEPARTMENT: BoCC

PURPOSE: Discuss findings from community meetings, suggestions for overall major goals, and strategic objectives.

Suggested Workshop Dates:
Tuesday, November 28, 2023
Thursday, December 14, 2023
Tuesday, December 19, 2023

Strategic Planning: Brooker

Strengths	Weaknesses	Opportunities	Threats	Strategic Goals
Beautiful	Emergency Management/Fire Department	Eco Tourism - Brooks Sinks	Lack of knowledge on Hx Not Respecting One Another	Fire Department Due to Distance
Small Scale	Lack of Internet/Broadband	Scientific Exploration of Wet Lands	Urban Sprawl	Internet/Broadband Service
Natural Environment	Downtown - Lack of Growth	Option for Bike Trail	Road System Plan for Developing Expected Growth	Law Enforcement
Sante Fe/New River	Traffic Danger	More Charter Schools	Land ownership by businesses (ie. Rayoneer?): Concern for Mass Sell Off	Eco Tourism
Dedicated Town Council	Lack of Police Protection	Huge Land Tracts for Development	Lack of response by County Government on Issues	More Public Participation
Access to Building for Meeting Place: City Hall	Lack of Planning: Feels Forgotten	Silver Culture	Lack of Fire Protection	County needs to do better identifying funding resources
Access to University Self-reliance and Independent Businesses	Low Tax Base	Solar Development	Lack of Law Enforcement	Maintain School in Brooker
Strong Community Spirit		Hunting for Food Banks		
Affordability		Partnership and Nearby Tourism Groups Access Base Economy Wildflower Surge		

Strategic Planning: Starke

Strengths	Weaknesses	Opportunities	Threats	Strategic Goals
<p>Natural Systems</p> <p>Nice People, Friendly</p> <p>Location: Buffer from hurricane and sea floods; 301 corridor</p> <p>Tax Rate in comparison to north, east, and south Florida</p> <p>Weather</p> <p>Diversity in Leadership</p> <p>Work Force Opportunities; Low Unemployment</p> <p>Water</p> <p>A lot of social connectivity</p> <p>Library</p>	<p>Lack of citizen participation</p> <p>Noone listening; People don't feel like they're being heard.</p> <p>Three-Minute Rule hinders participation</p> <p>Lack of access to public nature resources</p> <p>Public conveyance; safety in walking/lack of sidewalks</p> <p>Drainage/Infrastructure; Flooding</p> <p>Edwards bottom land project</p> <p>Make sure action is taken from plans development</p> <p>Internet/Broadband</p> <p>Low educations obtainment; 85% is low</p> <p>Road Maintenance</p> <p>Lack of public transportation</p> <p>Divided Communities/Party</p> <p>Lack of focus and direction by leadership/Lack of action</p> <p>Lack of sharing resources by different agencies</p> <p>Housing</p>	<p>More affordable housing</p> <p>More transportation</p> <p>More community engagement</p> <p>Undeveloped Land: Farming/Agri-tourism; More job and food security</p> <p>Eco-tourism/ Cypress Boat Ramp</p> <p>Develop and support entrepreneursh</p> <p>Training opportunities for different skills</p>	<p>Lack of planning/vision</p> <p>Large land ownership/control; monopoly over land</p> <p>Flooding - causes not addressed</p> <p>Lack of housing</p> <p>Lack of medical providers; Loss of hospital</p> <p>Poor education system</p> <p>Lack of civic involvement.</p>	<p>Budget - To include conservation and develop natural resources support</p> <p>County health initiative shared goals</p> <p>Flood mitigation plan</p> <p>Plan for eco-tourism</p> <p>Economic development plan</p> <p>Develop relationships with local college and university</p> <p>Tal local expertise in community</p> <p>Identify funding opportunities</p>

Strategic Planning: Lawtey

Strengths	Weaknesses	Opportunities	Threats	Stragetic Goals	Vision
Small Town Living	Drainage - Comp Plan Issue	Plenty of Space to Farm	Money-Funding	Transportation for Disabled/Elderly	Hometown: Not being the poorest area.
Affordable Tax Base	Roads	Long-term growth and development	Small Minds: Unwilling to change	Water and Road Improvements	
Family Friendly	Housing	Opportunity for partnership with neighboring county like IKO - Clay Co	Lack of Teamwork	Hospital Services available besides ER	
Rural Quality	Job Opportunities	Grant Search for more Opportunities: Grant Writers	Lack of Communication	Paved Roads	
Water Recreation	Lack of Natural Resource Access (ie Nature Trails)	Tourism	Elephant in the Room	After School Community Center	
Family Healthy Farms	Funding for Fire/EMS	Dog Park	Mining	Preservation of Natural Resources	
Food and Shopping Business	Lack of Infrastructure	Camp Blanding Partnership	Urbanization Scroll	Infrastructure Improvements	
Good Schools	Lack of Biking/Walking	Eco Tourism: Elecctric car charging; renewable energy; new river boat ramp, partner w/DOT for charging station.	Cyber or actual attack on country	LDR Issues Resolved	
Natural Resources: Marsh, Lake, Wetland	Safety Concern for Walking	Opportunity to use vacant buildings for shared office/warehouse space		Develop a plan for protection against Cyber and other attacks	
Fire Protection/Rescue EMS	Lack of True Tax Base	Parner w/educational institutions: Votech or Sante Fe			
Art/Music Entertainment	Broadband: Lack of Internet	Agricultural Opportunities.			
	Crime				
	Lack of Resources				
	Homelessness				

February 25, 2019

Personal Statement (page 1)

- Small Community: Help each other out/ Lots of love
- People are involved
- Grew up here and love the school system
- Everyone knows one another
- Lots of diversity and lots of opportunity
- Sense of community, family, and people are nice
- Feeling welcome in the community
- Appreciate were there is a little bit of space near the environment
- Love the beauty of people and the environment
- Concerned about divisions
- Need more participation and structure

Personal Statement Continued (page 2)

- Natural environment (lakes and streams)
- Community for the most part get along
- To get out of Jacksonville
- Wanted lake and space
- Opened with pledge and prayer
- Like to have efficiency because of small town
- Affordability
- 5th Generation
- Feeling safe and only one or two traffic lights
- Met husband here
- To live in the country (Artist)
- To look, listen, learn, and raise civic mindset
- Similar to other locations
- Low taxes, low crime, low traffic, people, and centrally Located

Option One: Relationship Building (Page 3)

Bradford County Community Steering Group??

City, county, school system, religions, and law enforcement be a catalyst for some of these changes

- Concerned around communication

What has happened since?

- Expand communication
- Push rails to trails
- Communication and education were biggest items to come from this
- Lessoned learned

How do we get more people on this group?

- Look to the table

Segments are welcomed?

- Used formal communication
- Full time jobs difficult and time

Relationship building continued (page 4)

What have done that have made people not feel welcomed?

- Did not know it was opened
- Better education about what is going on
- Not a member of church (how to reach out)
 - Park Action: Younger people who bring their children
 - Lunch drop in (just have to announce it)
 - Need a little more one to one to get up to speed

Idea:

- Welcome packet for new residents about how to get involved (At the utilities window)
 - Drawbacks? Look outside the utility's city hall covers 25% of Bradford
 - Expand to health departments

Communications:

- Coffee News
- Paper once a week
- Radio
- Restraints
- Things to improve? Internet and this community has a stumbling block.
- Keep up to date with emails (not everyone has it)
- Problem when email is sent to spam

Communications continued (page 5)

- Monthly newsletters from city and county (which relies on people to administer but it is still a good possibility)
- Lake-alerts, farmers markets
- Word of mouth (how to know what fake news is?)

Option two: Workforce Development (page 5)

Prepare development property

- Expand existing properties, improve buildings, and having industrial parks.
- Regards to water and sewage
- Improve existing buildings
 - Downtown
 - City hired to have someone working on this
 - Even communicating with owners (Businesses...not residents)
 - Racetrack.....Stack of tires, very unpleasant
 - Need to take pride
 - Revitalization grants (note they are very specific)

Improving existing buildings continued (page 6)

- Disagreements: code enforcement with fines
- Talking about business but that's where it starts and then snowballs
- Our graduation rate is 89%, programs exist in improving
- Fun run fundraisers \$500 plus supporting communities and schools
- Dropout Enforcements
 - Mom/dad was enforcement, school does not follow the policy (school's policy), certain hangouts where truancy is taking place, law enforcement is not enforcement
- Schools do target at risk starting at middle school
- Loss of \$30K (appropriations) grants was redirected for safety

Dropout Continued (page 7)

- Need better communication, \$30K was mind boggling (Did not know about this)
- It does not take all money it takes time (volunteerism)
- Do just because
- Take stock in children and need volunteers/mentors
- Graduation rate 83% Site Coordinator and has gone back up 89% after fluctuating
- Once graduated what kind of job and where around here.... Maybe push to technical trades
- Workforce have federal grants and can not fill
- Federal and state funds to get into paid internships ... Boot camps with training
- Funding for schools.....we do have a vote
- Florida rural grant was received
- Develop a plan to offer aviation geared jobs

Option three: Comprehensive planning (page 8)

- Drawbacks are not in our control but resides with a govern entity not easy to figure out and a lot of this is political. How do you make your voice know if you have been shut out??
- ***Everyone feels shutout***
- Phosphate mine.....feels if this situation is not fixed it will impact everyone's way of life
 - Moral outrage not being listened to
 - Petition
- Commissioners have already decided what they want to do
 - Will bring tax money
 - Everything will be poisoned
 - Everything we love will be at risk
- Education the voters
 - Social media
 - Monthly meetings
- What will it take to get people informed?
 - Formed a nonprofit
 - Saturday March 9th, 2019 Rails to Trails
 - Have events to talk about the phosphate mine
 - Bring into schools and churches? But if no one is listening.....What's preventing education?
 - THERE IS NO GOOD COMMUNICATION SYSTEM IN PLACE

Educating the voters continued (page 9)

- Flooding Issues and clean up (Called and get passed)
- PBS did a short movie about the phosphate mining coming to this area (only 4 or 5 have seen it)
 - Effects everything it has to do with this county
 - Union county took a stand
 - Example the mind that effected Peace River
 - Not in my back-yard perception
- What did Union County do?
 - Put in a moratorium before permits
 - They= County Commission
 - Did get sued

Continued (page 10)

- Clay county example moratorium.....people went to argue about sand mining

- Commission meeting needs constant filling and needs way more people
- Comes down to a legal issue
- Working on legal representation...will need money to make this happen but up against billion-dollar companies.
- Can't drag people into the 21st century.... Are avenues for communication if you want to be informed
- Clay county example was tight because zero to two people showing up to meetings
- So moral is if you reach out and make yourself available it is there.

Common ground (page 11)

- Improved communication
- Improving schools through funding and volunteerism
- The community can be heard
- Next step in future talk about how to take advantage of federal and state funding
- Not everyone seeing eye to eye regarding mines
- Issues appeals to the very core values of the community
- Quality of the environment
- Here the younger people

What felt good/what to improve (page12)

What felt good?

- All on the same page somewhat
- Good participation
- Felt comfortable and invited

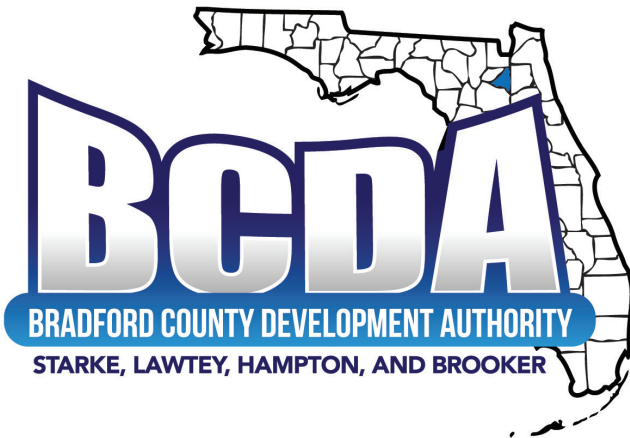
What to improve?

- Help on how to present concepts, want to be more deliberative

Bradford County Community SWOT Outcomes Report

Hosted and Convened by:

Bradford County Development Authority (BCDA)
and
North Florida Regional Chamber of Commerce



Facilitated and Compiled by:

North Florida Economic Development Partnership (NFEDP)
and
The John Scott Dailey Florida Institute of Government (IOG)



Synthesis of Bradford County SWOT Exercise and Discussion

On October 17, 2018, staff from the North Florida Economic Development Partnership (NFEDP) and the John Scott Dailey Florida Institute of Government at Florida State University (IOG), in cooperation with the Bradford County Development Authority (BCDA) and the North Florida Regional Chamber of Commerce (“Chamber”), led a diverse group of approximately forty (40) Bradford County citizens through a half-day interactive session designed to gain their insight about a number of Community issues. The session was open to the public and advertised through a number of communication mediums including telephone calls, emails, social media (primarily Facebook), and the BCDA’s webpage.

A diverse group of attendees participated in the event including elected and appointed local government officials, representatives from K-12, higher education and technical training institutions, local business owners and employees, local and regional employment organizations, Community-based organizations including the health care, social service, and recreational sectors, and retired and other interested citizens representing different geographic and demographic sectors of the Community.

The format included an overview of the purpose of the session, a presentation providing a snapshot of data points for Bradford County (presentation included in Appendix A), and a series of interactive discussion sessions designed to generate a list of real and/or perceived Strengths(S), Weaknesses (W), Opportunities (O) and Threats (T) for the Community. The following provides a synthesis of the information presented and the discussions:

Purpose and Brief Presentations

The facilitators emphasized the half-day session was the **initial step** in potentially pursuing a more comprehensive strategic planning process for Bradford County and that the morning’s discussions would not result in a full blown strategic plan. More specifically, it was communicated the day’s discussions were the first step in understanding the current reality and also in developing a picture of the desired future for the Community.

Following the overview of the event’s purpose, a review of past and ongoing work that could assist and leverage the Community’s prospective strategic planning work was provided. The projects included the previous ENVISION Bradford 2023 Community engagement process, the current NFEDP Strategic Planning and Workforce Assessment Project, the NFEDP Website and Small Business Enhancement Project, the NFEDP’s Strategic Sites Inventory (SSI) project, and the Florida Jobs Growth Grant Applications developed and submitted by Bradford County and the NFEDP.

Each of the past and ongoing projects were briefly described and referenced as intending to produce the following: (1) Defining or redefining a Community brand/image; (2) developing product that can be marketed; (3) identifying realistic targeted industries for the Community; and,

(4) ultimately developing and implementing a targeted marketing and business development and recruitment plan.

A brief presentation was then provided highlighting a range of relevant data points regarding Bradford County. The data points included updated unemployment and jobs generation numbers; poverty and selected education data including high school graduation, 3rd grade reading levels, and higher education attainment; current and projected population and related net new jobs needed projections; and, other data. The source of the data was provided by the Florida Chamber of Commerce Foundation's Scorecard.

Interactive Discussion Results

Following the data presentation(s), the group was led through a series of questions and prompts to gain their input on a range of Community issues. For the initial two questions, the group remained intact as a single group and were asked to comment on two questions:

Question 1: Looking back over the past 25 years, what are the biggest changes, events, trends, local and/or global, you believe have had the most impact on the development and character of Bradford County (the Community)? A list/summary of responses included:

- Closing of the Joist business (roughly 300 jobs) left a big void in employment in the Community; also a reduction and closing of a couple of other manufacturing-based (metals) companies has hurt the Community;
- Seems like 25 years of stagnation in terms of growth and development;
- Appears to be a continuing reduction/decrease of agricultural operations and jobs;
- Inability to keep up with technology and technology-based jobs due to inadequate Broadband/high-speed internet has been an ongoing issue;
- The expansion of Santa Fe College's presence and offerings has had a positive effect on the Community;
- Continual traffic congestion and lack of related infrastructure has had a negative impact;
- Decreasing quality of schools, including high school drop-out rates; however, recent targeted Community programs addressing high school drop outs has been a major asset for the Community (Community In Schools) in Bradford Schools);
- Growth in neighboring communities appears to have impacted the Community (in a negative way);
- Growing incarceration rates, in specific areas of the Community are an issue;
- Developing and/or retaining jobs that pay a living wage/adequate salaries; and,
- Instability of elected bodies over the past 10-12 years has been a problem, especially in the area of the School Superintendent's position; it seems to lead to changing priorities and beginning from scratch every four years and this has hurt continuity in teachers, programs, and services.

Question 2: What IMAGE do you believe the people outside of Bradford County have of your Community?

- A Community closely identified with “THE PRISON” and highly congested traffic;
- An area full of speed traps;
- Poor performing schools with uneducated and unskilled labor;
- A Community with lots of churches and religion;
- Rural with “rednecks” that is characterized by low incomes;
- An area with few to no recreational/entertainment amenities; and,
- An area with beautiful natural resources and near Camp Blanding.

Following the whole group discussion questions, the attendees were divided up into two separate groups to participate in the SWOT discussion session(s). The following provides a summary chart of the SWOT discussion with more detailed descriptions of the group comments following the chart.

SWOT SUMMARY

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Geographic Location • Access to Higher Education and Technical Training • Current and Planned Transportation Facilities • Abundance of Affordable Land for Development • Excellent access to High Quality Health Care • Tight-knit, faith-based Community that is family centric • Excellent climate and rainfall metrics and characteristics • Access to unique and beautiful natural resources • Historic Downtown • Keystone Heights Airpark • Access to local and state elected officials 	<ul style="list-style-type: none"> • Stigma and image related to “the Prison” • Lack of attractive, positive brand to promote and market • Competing preferences- those who like the status quo and those who want change • Inadequate infrastructure: utilities, natural gas, etc. • Lack of access to adequate broadband/high speed internet • Underperforming schools • Lack of jobs and inadequate living wages • Inadequate county and city government relationships • Generational poverty and homeless issues for young adults • Lack of affordable housing • Lack of transportation options for youth and young adults • Lack of skilled and unskilled workforce • Perception of “good old boy” network/undue influence • Young people/workforce lacking basic math, reading and soft-skill competencies 	<ul style="list-style-type: none"> • Rebrand and market Community around assets and vision • Master planning Community’s future development (per major transportation facilities) • Develop and secure funding for new, world-class truck driving training facility • Develop vision and brand for, and promote Historic Downtown • Develop opportunities for city and county leaders to work cooperatively • Promote access to high quality health care facilities and services • Continue to emphasize expansion and influence of Santa Fe College and NFTC • Expand and support year round recreational and leisure programs and services • Promote in schools (middle and high school) trade and middle-skill jobs as viable career opportunities • Recruit businesses/jobs that fit the Community and NFTC assets. 	<ul style="list-style-type: none"> • Unplanned development to accommodate increased population • Lack of sustained, inclusive planning efforts to chart the course forward • Inability to overcome “good old boy network” • Rapid pace of change outdistancing Community planning • Lack of developing adequate infrastructure to support growth • Continued lack of Broadband/ Access to High Speed Internet • Increasing mental health and drug abuse issues and effects • Lack of workforce talent to attract new businesses and new jobs • Climate change and deteriorating natural resources • Letting others define brand and perception of the Community • Unstable and unpleasant politics (elected officials turnover)

Community Strengths

Strengths(S) are defined as **INTERNAL** assets, characteristics, institutions, resources that are positive:

- Geographic location of the Community—positioned midway between the urban centers of Jacksonville and Gainesville;
- Excellent technical training school (North Florida Technical College) that offers truck driving, electrical, HVAC, plumbing and other high demand job sectors—and integrating some of these programs into the prison(s) for rehabilitative purposes;
- Presence and continuing growth of Santa Fe College in the Community;
- Cooperation across major institutions including UF/IFAS Extension, Santa Fe College, Shands Starke (Health Care); Bradford County BOCC, City of Starke, Chamber of Commerce and others;
- Excellent, niche-focused, local Health Care services delivered through Shands Starke with great access to major full service hospitals and specialists in Jacksonville and Gainesville;
- Excellent work being provided by the Communities in Schools (CIS) program in Bradford County related to reducing high school drop outs;
- Scholarships and financial assistance for education are available;
- Current and planned major transportation facilities (including the TRUCK ROUTE);
- Abundance of affordable land for development and to this point, no major development mistakes (e.g., like South Florida);
- A very tight-knit, faith-based respectful Community that is family-centric;
- A number of long-time businesses and employers (trucking industries, prison, etc.);
- Historic downtown with a lot of potential;
- Good, devoted teachers and there are many student success stories (that are not promoted enough);
- Access to natural resources, good soil and water resources, with excellent recreational opportunities including birding, fishing, hunting, and hiking;
- Low Crime Rate;
- Traditional climate and rainfall characteristics throughout the county;
- Commitment of Community institutions to promote and assist with economic development; and
- Keystone Heights Airpark as a great asset for economic development.

Community Weaknesses

Weaknesses are defined as **INTERNAL** assets, characteristics, institutions, resources that are negative:

- Stigma and image related to the Prison (although it was also emphasized that the prison serves as an important employer in the county) and congested traffic;
- Lack of an image/brand—we like “It Is Better in Bradford” but what does that really mean?;
- Competing preferences: Significant segment of Community does not want change while others see the dire need for growth and development—some prefer the status quo;
- City of Starke and Bradford County BOCC have bad relationships with little to no cooperation;
- Underperforming and image of inadequate schools;
- Parental Support for students and their well-being;
- Generational Poverty and Homeless concerns for young people;
- Lack of adequate infrastructure including water and sewer, natural gas, and other utilities--especially access to high-speed internet/broadband;
- Congested roads—especially Hwy. 301 was highlighted and condition of roads;
- Difficulty in hiring instructors for specific technical training programs at NFTC;
- Lack of financial aid to assist students in seeking certifications through NFTC;
- Societal issues among youth and young adults including high teen pregnancy, prevalence of drug use (e.g., meth);
- Transportation options for young people as well as those seeking employment that do not have their own cars, etc.—public transportation;
- Lack of small business owners and those that are offering good paying jobs;
- Talented students leave for school and do not come home (no jobs or opportunity);
- Difficult to find local, skilled prospects to fill the jobs that are available; problem with local prospects passing employment background and drug tests;
- Lack of jobs for unskilled labor;
- Lack of soft-skills (e.g., interviewing, communication, professional interactions, etc.);
- Basic skills of math and reading are lacking in students/those applying for jobs;
- Lack of affordable/workforce housing, including lack of rental housing options;
- Lack of affordable health care insurance;
- Lack of greenspace;
- Connectivity of Community across the entire county;
- Perception (or reality) that government and Community are run by the “good old boy network” and those that get value are the same; prevailing attitude of “this is the way we have always done it;”
- Pockets of poverty and systemic racism in the Community; and,
- Lack of consistent recreational options for children and youth.

Community Opportunities

Opportunities (O) are defined as current or prospective **EXTERNAL** factors that can and often do **positively** affect a Community's circumstances. These factors can sometimes be leveraged to enhance the future of a Community but are sometimes NOT within the control of a Community:

- The lease for NFTC's truck driving school is up in 6-7 years and there is an opportunity to pursue developing/building a world class truck driving facility that would attract the best prospects to participate in this highly successful program. There is constant competition in this industry;
- Increasing job training programs in the prison system to enable and enhance rehabilitation through job training (NFTC with plumbing, electric, HVAC, etc.);
- Master plan for how best to capitalize on the inevitable impact and growth associated with major transportation facilities being developed in and around Bradford County including Truck Route, Turnpike extension from Tampa to Jacksonville, and First Coast Expressway;
- Capitalize and build into marketing preeminent Health Care and Educational facilities and services in nearby Jacksonville and Gainesville;
- Develop and market a brand/image built around strengths and opportunities in Bradford County, the likely targeted industries that can utilize those strengths, and identify and market natural resources and other cultural assets that may be of interest to tourists and perhaps those looking to relocate from congested South Florida and other instate and out of state regions;
- Access to local government officials and state representatives to advocate for resources;
- Developing specific strategies to promote and drive traffic downtown as the Truck Route relieves truck congestion over time; develop specific signage and an image/theme for the downtown built around the Community's strengths;
- Create opportunities for city and county leaders—elected officials and staff—to work cooperatively for the better of the entire Community;
- Continue to push the expansion and impact of Santa Fe College and North Florida Technical College in the development of students, young adults, and adults looking for a second career;
- Develop a structured program to communicate to middle and high school students the value of skilled job careers as well as two and four-year college degrees;
- Focus on developing more and consistent (year round) LOCAL recreational and leisure activities for residents and families;
- Promote the success stories of local students and businesses to bring a positive message to the Community;
- Capitalize on medical marijuana expansion and jobs; and,
- Sustain this Community strategic planning effort.

Community Threats

Threats (T) are defined as current or prospective **EXTERNAL** factors that can and often do **negatively** affect a Community's circumstances. These factors are sometimes NOT within the control of a Community:

- Rapid pace of change sometimes makes long term planning and implementation difficult;
- Unplanned development coupled with continued migration of instate and out of state migration to North Florida;
- Without a plan, the decline of the downtown;
- Inability to overcome certain, influential people's attitude about not wanting change and the "good old boy" network;
- Lack of building adequate infrastructure to accommodate growth and development, and to service the needs of the current Community;
- Continued lack of Broadband and High Speed Internet—inhibits growth and the ability to advance the Community into the technology world—including our schools;
- Expanding mental health and drug use issues;
- Climate change and deteriorating natural resources;
- Continued misinformation and advertising about Community;
- Lack of skilled workforce to attract good businesses and jobs;
- Lack of drop yards and other facilities related to trucking industry;
- Unstable and unpleasant politics within and between the county and city governments;
- Master plan for how best to capitalize on the inevitable impact and growth associated with major transportation facilities being developed in and around Bradford County including new Truck Route, Turnpike extension from Tampa to Jacksonville, and First Coast Expressway; and,
- Capitalize and build into marketing preeminent Health Care and Educational facilities and services in nearby Jacksonville and Gainesville.

POTENTIAL Leverage Points from SWOT Analysis

<i>Leverage Strengths</i>	<i>Minimize Weaknesses</i>	<i>Maximize Opportunities</i>	<i>Mitigating Threats</i>
<p>Geographic Location</p> <ul style="list-style-type: none"> • Positioned between Gainesville and Jacksonville • Great access to Jacksonville Port • Great access to Higher Education including UF, UNF, Santa Fe College, NFTC <p>Transportation Facilities (Roads, Ports, Rail)</p> <ul style="list-style-type: none"> • New By-Pass/Truck Route Under Construction—have this as one of the keys to Master Plan for targeted businesses as well as strategy for reviving downtown (signage). • Keystone Heights Airpark—recruit aviation and manufacturing-based businesses/industry. • Jacksonville Port—promote as an asset as well as FTZ designation. • Railroad facilities in Bradford County—identify sites near rail for those projects that require or prefer rail facilities. <p>PROMOTE ALL of these to manufacturing, logistics and distribution businesses</p> <p>Natural Resources</p> <ul style="list-style-type: none"> • Promote access to natural resource-based recreation/leisure • Develop targeted ecotourism options • Develop targeted agri-business opportunities • Emphasize enhanced and unique quality of life <p>Abundance of Affordable Land for Development</p> <ul style="list-style-type: none"> • Inventory all potential sites and buildings for prospective businesses • Prioritize and package best sites for marketing • Itemize cost of living, land prices and promote (where appropriate) 	<p>Brand and Vision</p> <ul style="list-style-type: none"> • Focus on inventory of assets and describing the value of those assets • Focus brand and vision on assets and targeted industries • Develop strategic marketing plan around the developed brand (e.g., targeted audiences, methods of marketing, etc.) <p>Workforce Talent</p> <ul style="list-style-type: none"> • Align middle and high schools, NFTC and higher education toward future job needs (and current) • Research, identify and communicate 5-10 year job and industry trends and prepare to meet those trends • Evaluate and plan for housing needs of the intended workforce <p>Education of Community and Elected Officials</p> <ul style="list-style-type: none"> • Offer ongoing economic development training programs/opportunities • Incentivize elected officials' participation (e.g., recognition, press coverage) • Educate the press on the importance of positive coverage of the Community 	<p>Current and Planned Transportation Assets</p> <ul style="list-style-type: none"> • Master Plan to maximize these local and regional assets • Identify priority sites to maximize value for development <p>Support Expansion of Santa Fe College and NFTC efforts</p> <ul style="list-style-type: none"> • Focus must be on developing skill-based labor force • Connect with businesses to determine current future workforce needs (types of skills) • Structure program(s) to inform middle and high school students about diverse and viable career paths (technical training and four year degrees) <p>Brand and Marketing</p> <ul style="list-style-type: none"> • Clean slate for redefining vision and brand for Bradford County • Clearly define brand and market • Sustain effort through constant refinement and public/private support <p>Support Business Retention and Expansion</p> <ul style="list-style-type: none"> • Most jobs come from existing businesses. • Develop an effective and consistent Business and Retention Program—must know what is going on (positive and negative) with existing businesses. 	<ul style="list-style-type: none"> • Unplanned development to accommodate increased population • Lack of sustained, inclusive planning efforts to chart the course forward • Inability to overcome “good old boy network” • Rapid pace of change outdistancing Community planning • Lack of developing adequate infrastructure to support growth • Continued lack of Broadband/Access to High Speed Internet • Increasing mental health and drug abuse issues and effects • Lack of workforce talent to attract new businesses and new jobs • Climate change and deteriorating natural resources • Letting others define brand and perception of the Community • Unstable and unpleasant politics (elected officials turnover)

POTENTIAL LEVERAGE POINTS

A number of possible leverage points appear to have emerged out of the interactive discussions. For purposes of this summary, leverage points are those inherent circumstances and or future actions that could potentially affect positively the future of Bradford County. As important, if these leverage points are not addressed, they could possibly have a negative effect on the Community. While certainly not an exhaustive list, some of the leverage points **MIGHT** include:

Joint Strategic/Master Plan

Perhaps an overarching leverage point is the opportunity (or need) for a Joint Strategic/Master Plan that would include Bradford County, each municipal government in Bradford County, and the School District. A Joint Strategic/Master Plan, and perhaps as important the process in developing such a plan, could seek to align and leverage county, municipal and school district projects and resources (current and forecasted). In addition, there was concern expressed about the lack of communication and cooperation among governmental institutions and such a process could lead to improved relationships. Finally, there are often instances where decisions made by one governmental entity can have an impact on another entity (or multiple) and developing a Joint Strategic/Master Plan could possibly minimize such conflicts and impacts.

Brand and Vision for the Community

A second overarching leverage point is the need for the Bradford County Community to define (or redefine) a clear vision and brand for its future. Such a vision and brand should drive the priorities for economic growth and development, be built around the current and planned assets for the Community, include all sectors of the Community, and seek to gain buy-in and commitment from the entire Community. Moreover, whenever the vision and brand are formalized, there needs to be an active, well-supported effort to educate the entire Community, as well as strategic marketing of that vision and brand.

Current and Planned Transportation Facilities

There are many emerging opportunities and existing strengths that could significantly impact Bradford County's future. Perhaps foremost are the existing and planned transportation facilities that will inevitably impact the future economic growth and character of the Community. These facilities include the HWY. 301 Truck Route (By-Pass), major transportation corridors planned and under construction from Central Florida to Jacksonville, and the already existing gateways of Highway 100 and 301 (downtown Starke). How the Community strategically plans to define and capture the potential, significant economic impact of these transportation assets is critical. Moreover, strategically defining how to creatively enable the historic downtown to benefit from these new transportation facilities is another major consideration.

Alignment of Education and Employers (Existing and Potential)

Both Santa Fe College and North Florida Technical College (NFTC) offer excellent opportunities to develop and sustain a sufficient workforce talent pool. There appears to be a vital need for closer alignment and integration of these institutions, and the degrees and technical certifications offered with current and prospective employers in and around the Community. Moreover, these tremendous assets need to be included in defining the targeted industries for future employers.

Utilities and Other Infrastructure

The limitations (inadequacy) of current infrastructure conditions and lack of future capacity (water, wastewater, storm-water, etc.) throughout the Community is a major concern. Given the coming inherent development pressures (and opportunities) created by expanded transportation facilities, this issue needs to be a priority. Also, lack of access to adequate natural gas and broadband infrastructure are other major concerns. Municipal and county governments need to collaborate and seek how to leverage jointly their respective assets and resources to address this issue and/or seek creative public/private partnerships to address this critical issue.

Keystone Heights Airpark

Given that substantial tracts of land at this airpark are in Bradford County, and that any jobs created at the airpark have the potential to benefit Bradford County residents, a focus on the economic development opportunities at this airpark should be prioritized. Aviation remains a high targeted industry for the State of Florida and aviation-based sectors continue to be one of the most reliable industries for growth and excellent wage jobs. Moreover, Bradford County Schools, NFTC and Santa Fe College need to be aligned and integrated into developing the needed workforce to support aviation-based sectors and associated jobs.

Next Steps

At the conclusion of what was a very interactive and enthusiastic discussion, a simple question was posed to the entire group: Should this effort be continued and do you think this process motivated you? The group responded that this effort should definitely continue and that they were very interested in pursuing the next steps necessary to continue it forward.

As mentioned in the beginning of this summary, the SWOT exercise and the interactive discussions are but a first step in gauging the commitment, interest, and opinions of a Community's residents and leaders about THEIR Community.

The next steps should involve objective research and analysis of the Community and its assets and resources—some of which are being accomplished through other complimentary work identified earlier. A second and simultaneous phase is to identify the priorities for the Community and reconvene to develop a renewed action plan with implementable goals and strategies and align those goals and strategies with collective strengths and commitment of the Community and its leadership.

Another phase is to work strategically with key partners and to develop a clear communication message—it does a Community no good if no one knows about what you are doing and ultimately what your “North Star” is.



PIZZUTI

**Bradford County
Economic Recovery Program
September 23 - 27, 2018**

Report Outline

Section 1	Introduction
Section 2	Observations/Training
Section 3	Challenges
Section 4	Thoughtful Suggestions

Introduction

Background Information

Bradford County, Florida is located approximately midway between the Cities of Jacksonville and Gainesville in the north east portion of the state.

Bradford was founded as New River County in 1858 but was renamed Bradford County in 1861. The county has a population of approximately 27,000 people and covers 294 square miles. Bradford County is home to the City of Starke (county seat), City of Lawtey, City of Hampton and the Town of Brooker.

Adjacent counties to Bradford include:

- Baker County, Florida – north
- Clay County, Florida – east
- Putnam County, Florida – southeast
- Alachua County, Florida – south
- Union County, Florida – west
- Duval County, Florida – northeast

The Strategic Intermodal System (SIS) is Florida's high priority network of transportation facilities important to the state's economy and mobility. Established in 2003, the impetus of the SIS was to help focus the states' financial resources on those facilities that were deemed most important for inter-regional, interstate and international connectivity.

Bradford County's key SIS connections and their relevant distances include the following items:

Major Highways – US 301 and SR 100 (non SIS highways serving Bradford County include SR 16, SR 18 and SR 230)

Rail Service – CSX

Airport – Gainesville Regional Airport (approximately 33 miles from Bradford County) Although not considered an SIS Airport for the County, the Jacksonville International Airport (JAX) is approximately 60 miles away)

Bradford County: Economic Recovery Program

General Aviation Airport – Keystone Airpark

Seaport – Jacksonville Port Authority (approximately 58 miles)

As listed above, the Keystone Airpark serves as the local General Aviation airport and as the local Fixed Base Operation (FBO) for the region. The airport encompasses approximately 2500 acres in both Clay County and Bradford County. Originally constructed in 1942 by the United States Army Air Forces on the Southwest perimeter of Camp Blanding. It was originally named as Crystal Lake Army Airfield, due to its proximity to Crystal Lake, but when commissioned in December of that same year it became known as the Keystone Army Airfield. The facility was given to the City of Keystone Heights in 1947 and is now owned and operated by the Keystone Airpark Authority.

Our Assignment

The International Economic Development Council (IEDC) has been active in post-disaster economic recovery efforts since Hurricane Katrina struck the Gulf Coast in 2005.

IEDC has led and taken part in several significant initiatives to assist communities in post-disaster economic recovery and disaster preparedness efforts. Those range from assistance with flooding in the Midwest, to the BP oil spill in the Gulf of Mexico, hurricanes along the East and Gulf Coasts and more natural and man-made disasters that have had devastating impacts on U.S. communities. Not only are these events occurring more frequently, but their aftermath has become more costly. The impacts in terms of physical and economic damage in recent years have been staggering.

In response to the increase in disasters, IEDC has developed a program of disaster preparedness and post-disaster economic recovery directed at economic development organizations, chambers of commerce, local business and trade organizations, and other economic recovery stakeholders.

Consultants James Russell, CEcD, and Holly Sheets received a request through IEDC to assist the Bradford County Development Authority in their ongoing recovery from impacts of Hurricane Irma which moved over north eastern Florida in September 2017. This request included a general community assessment, providing guidance related to infrastructure needs (from an economic development perspective) and to provide economic development training for the volunteer organization.

As part of our initial conversation with representatives of IEDC there was considerable discussion related to the impacts of Hurricane Irma on Bradford County and the challenges that resulted from the devastation.

We were also briefed on community concerns about the construction of a new truck route that was designed to relieve congestion on US 301 that runs through downtown Starke.

Included in our visit to the County were a series of meetings, tours, public meetings and a variety of open discussions with county leadership, local officials, small business owners and residents.

Irma's Impact

It is important to note that just prior to Hurricane Irma a nor'easter storm had hit Bradford County with nearly 10 inches of rainfall, putting pressure on the waterways and utility systems. The issues resulting from the already-saturated conditions were only compounded by the hurricane impacts.

A Major Disaster was declared by the President on September 10, 2017, and included Bradford County as eligible for both FEMA Individual and Public Assistance (Categories A-G).

To understand the impacts to Bradford County we also reviewed the National Hurricane Center Tropical Cyclone Report completed by the National Oceanic and Atmospheric Administration, and issued June 30, 2018.

While this report focused on the entire tracking and impact of Hurricane Irma, there were key components that described the impact of the storm on northern Florida in general and included specific references to Bradford and surrounding counties.

The report identified tropical storm conditions across much of northern Florida, especially to the east of the center. The Jacksonville International Airport measured sustained 2-minute 10-meter winds of 51 knots on September 11, with gusts measuring up to 75 knots. The Gainesville Regional Airport, closer to where the center passed, reported maximum sustained winds of up to 40 knots.

"Flooding occurred on most rivers in northern Florida, and major or record flood stages were reported at rivers in Bradford, Clay, Marion, Flagler, Duval, Putnam, St. Johns, Nassau, and Alachua counties. The St. John's River set record flood stages at many locations in Duval County, causing major flooding in the Jacksonville metropolitan area, where hundreds of people were rescued. Similar flooding occurred in Bradford County where record flood stages were set at Alligator Creek, Hampton Lake, Lake Sampson, and New River."¹

The report also pointed out that in northern Florida, flooding was the biggest issue. Heavy rains and rivers that reached major or record flood stage caused significant flooding in the Jacksonville area. The northeastern portion

¹ NATIONAL HURRICANE CENTER TROPICAL CYCLONE REPORT, National Oceanic and Atmospheric Administration, June 30, 2018.

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of the state also experienced hurricane-force wind gusts and embedded tornadoes that caused structural damage to homes and businesses.

We also researched locally reported impacts including the information below:

Excerpts from the Bradford County Emergency Management Report on September 11, 2017:

- Winds in Bradford, FL are projected to peak at 63kt/72mph around 9 AM on Monday, September 11, 2017.
- Tropical storm-force winds (34kt/39mph) are forecast to begin in Bradford, FL on Monday, September 11, 2017 at 2 AM. Winds of this magnitude or higher are forecast to continue for 16 hours. Strong tropical storm-force winds (50kt/58mph) are forecast to begin in Bradford, FL on Monday, September 11, 2017, at 2 AM. Winds of this magnitude or higher are forecast to continue for 11 hours.
- Watches and Warnings Bradford County currently under a Flood Warning and Hurricane Warning.
- Weather Impacts:
 - » Extreme road blockage
 - » Extreme flooding
 - » Alligator Creek at record flood stage (146.06 feet)
 - » Sampson Lake and Crosby Lake expected to reach flood levels
 - » Overall rainfall at this time – 8.25 inches

Starke Truck Route

The new roadway includes four-lane (two travel lanes in each direction) and overpasses over County Road 100A, the CSX Railroad and County Road 229. Interchanges are constructed to provide access points to State Road 100 and State Road 16.

According to the Florida Department of Transportation (FDOT) the project is expected to increase capacity along the route and carry more than 25,000 vehicles per day by 2020. FDOT also anticipates the truck route traffic increasing to more than 31,000 vehicles per day by the year 2040.

The plans were basically developed to provide an alternate route for freight-carrying trucks to reduce the volume of truck traffic through the City and to provide a safer vehicular experience through the City.

“A panel of local land use planners indicated that the areas developed under the Urban and No Build Alternatives would be similar. However, the Urban Alternative may encourage denser commercial uses along U.S. 301 and more infill in the downtown area. They also stated that the Urban Alternative would likely slow the timing of

development due to the right-of-way acquisition process. Under the Rural Alternative, local planners predicted limited development surrounding the interchanges with S.R. 16 and S.R. 100 and the northern connection to U.S. 301".²

As part of our research we reviewed several published reports and articles relative to the project. In addition to the Final Environmental Impact Study completed by FDOT for the project, we also reviewed a report commissioned by FDOT entitled *The Impacts of Bypass Highways on Small-and Medium-Sized Cities in Florida*. This report was completed in 2011.

One interesting chart included in the aforementioned report compared preconceptions about the impact of a bypass to small and medium cities with findings from their study. The following information was included as a table in the report:

Table 2. Bypass Effects Preconceptions and Findings³

Congestion - *Preconception: Bypasses reduce traffic congestion on the original route through the CBD*

Finding: In all cases, peak hour traffic through the CBD was reduced. The difference in travel time between the old facility and the bypass will determine how many vehicles will divert to the bypass (System Metrics Group, Inc. 2006).

Freight Movement - *Preconception: Bypasses improve the speed and reliability of freight movement*

Finding: Because the bypass circumvented traffic congestion and traffic control devices, trucks tended to choose the bypass instead of the original route. Thus, travel time and reliability of freight movement improved. The removal of trucks from the CBD tended to improve quality of life in the CBD by reducing noise and allowing the road to be redesigned in a more aesthetic fashion (Handy et al 2000).

Economic Development - *Preconception: Bypasses provide an opportunity for economic development and increased tax base*

Finding: The actual impact of bypasses on the economy of small communities is mixed, although "...from a local officials point of view the combination of enhanced mobility...and newly accessible land provides an

² Final Environmental Impact Statement 2-35, Starke U.S. 301 Corridor Study

³ Impact of Bypass Highways on Small- and Medium-Sized Cities in Florida: Enhancing Existing Evaluation Methods December 2011, Prepared for Florida Department of Transportation by Karen E. Seggerman, AICP and KRistine M. Williams AICP

Bradford County: Economic Recovery Program

opportunity for growth” (Mills 2009). The economies of smaller communities (<2000 population) are more likely to be adversely impacted by a bypass (Leong 2000).

Sprawl - *Preconception: The new bypass roadway will encourage urban sprawl and adversely impact community character*

Finding: Some bypasses induced urban sprawl, while others seemed to have no impact. The likelihood of sprawl depended on the region's growth rate, the functional class of the roadway, the comprehensive plans in place before the bypass was constructed, and the scale of development permitted near the bypass (ODOT 2002). Faster growing areas experienced some development pressure along the bypass (Weisbrod 2001).

Population Loss - *Preconception: The bypass route will draw away population from the bypassed CBD*

Finding: Bypassed cities did not experience universal population loss. The smallest communities (less than 500) were the most prone to population loss. Larger communities were the least likely to lose population, and some even showed moderate gains (Pettit 2007). In areas with no or slow population growth, little residential development chose to build next to the bypass.

Business Activity - *Preconception: There will be a decline in sales and loss of business activity along the bypassed route, particularly among highway-oriented businesses (gasoline, fast food, etc.)*

Finding: Travel-related businesses tend to relocate to the bypass. Further, total sales for the sector often increased (Srinivasan 2002). Downtown business districts in communities with a well-developed local customer base are less adversely impacted by a state route bypass than communities highly dependent on drive-by traffic (Gillis 1994). Perceptions of bypass impacts on business activity varied by industry. Babcock (2004) found that convenience stores and the motel industry perceived bypasses as negative to their business; whereas truck, auto and restaurant establishments perceived bypasses as positive.

Business Relocation - *Preconception: Businesses will relocate out of the CBD to the bypass route, incurring relocation costs and reducing local tax base*

Finding: Regional retail (big box) and travel-related businesses usually relocated to the bypass route (Weisbrod 2001). Service industries were the least affected by the presence of a bypass, and tended to stay in the CBD (Srinivasan 2002). CBDs with a strong identity as a destination for local shoppers were strengthened due to a reduction in traffic delays, and exhibited little retail flight (Leong 2000).

Property Values - *Preconception: Property values and occupancy rates of property along the bypassed route will decline*

Finding: No clear consensus was reached during the knowledge search. The overall tax base increased in virtually every circumstance, but the reasons for the increase differed. In some cases the property values in the CBD rose, while in others the CBD stagnated but the loss was offset by increased value adjacent to the bypass (Otto 1995).

Community Support - *Preconception: Residents of the CBD will oppose a bypass due to concerns relating to economic and quality of-life factors*

Finding: Although pre-construction opposition was not uncommon, community opinions on bypasses tended to be more supportive after construction of the facility. As noted by Pettit (2007) in a recent study of Iowa bypasses: "Overall the communities do not blame the bypass for much of anything and instead praise them for having removed traffic, congestion, and pollution from their towns."

As part of this effort we will be sharing our observations about the community, our thoughts about some of the more significant challenges we see facing the community, a snapshot of opportunities that we believe could benefit the County and what we describe as "thoughtful suggestions" that should be considered as a jump start to creative thinking!

What this report is NOT

- This report is NOT an answer key. It is not designed to give you a step by step process to solve specific issues that need immediate attention or action.
- This report is NOT based on a detailed review of plans, specifications, extended research, surveys, etc. It is based on observations, discussions and limited reading.
- This report is NOT an attempt to throw any person, organization, political subdivision, business owner or resident "under the bus". It is about providing you an outsider's opinion on what and how we perceive the community and what we were able to learn in a limited amount of time.

This study is NOT a completed project but rather the beginning of your process to decide what steps you choose to take to enhance your community.

Observations/Training

2

Observations/Training

Who We Met With

Our trip to Bradford County was extremely well-organized and provided us with a comprehensive representation of public and elected officials, business owners, community groups, and interested citizens. These meetings included a variety of tours and visits throughout the region, individual and group meetings, numerous discussions with the local staff and members of the Chamber of Commerce, general meetings of community organizations (Kiwanis and Rotary Clubs) and a public “open house” to discuss the potential impact of the truck route.

Key entities and groups represented included:

- The City of Starke (City Manager and utility staffers)
- Bradford County Commission
- Chamber of Commerce
- Career Source North Central Florida
- Education leaders (including Bradford County Schools, North Florida Technical College, Santa Fe College)
- Bradford County Fair Manager and staff
- Keystone Airpark Authority
- Bradford County staff (County Manager and various department heads)
- Bradford County Sheriff and staff
- Shands Starke Regional Medical Center

Also included in our work with the County were two (2) half day training sessions with interested residents, business owners and volunteer members of the Bradford County Development Authority (BCDA).

The trainings included topics focusing on an introduction to Economic Development, strategic planning, business retention and expansion, real estate development and reuse, revitalization of challenging areas, and an understanding of the marketing, attraction and site selection process.

Community Assets

Bradford County has numerous assets that are important and critical to future successes. While some of these assets may not necessarily be tied to each other, collectively they may present opportunities to explore and build upon as part of the areas strategic planning.

We identified the following ten (10) key assets that we experienced and observed while in the area:

1. The People. We were very pleased with the numbers and engagement of the people that we spoke with. They all genuinely care about the community and are open and committed to considering a new way of doing things if it is best for their neighbors. They were engaged in our meetings, spoke openly and honestly to us about the good, the bad and the challenging, and asked questions - lots and lots of questions.
2. Call Street Town Center. The Call Street corridor is a unique and authentic area that offers current and potential users with a truly Bradford and Starke experience. Building upon a blend of the historical with the modern, the Call Street Town Center area has great potential to be a destination driver and provide residents and visitors with active spaces that create a true sense of place. In the last decade there has been focused attention on place making as it relates to community development. Project for Public Spaces (PPS) is a nonprofit organization dedicated to helping people create and sustain public spaces that build strong communities. PPS defines place making as a collaborative process that inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share.

What do we mean when we describe a town center? The Urban Land Institute describes a town center as follows: "A town center is an enduring, walkable, and integrated open-air, multi-use development that is organized around a clearly identifiable and energized public realm where citizens can gather and strengthen their community bonds. It is anchored by retail, dining, and leisure uses, as well as by vertical or horizontal residential uses. At least one other type of development is included in a town center, such as office, hospitality, civic, and cultural uses. Over time, a town center should evolve into the densest, most compact, and most diverse part of a community, with strong connections to its surroundings."⁴

3. Availability of Land. It is apparent to anyone driving through Bradford County that not only does the region have thousands of acres of vacant land (and buildings) but there is a willingness and a desire to sell, joint venture or otherwise partner in the development of this asset. Some communities struggle to identify large parcels that are suitable for planned development. That is not an issue for this region. With approximately 2,500 acres, the Keystone Airpark land is also an important consideration.
4. Natural Resources. The Bradford County region boasts beautiful lakes and national forests including: Hampton Lake, Sampson and Rowell Lakes, Lowry Lake, Lake Alto, Lake Geneva, Crystal Lake, Crosby Lake, and Santa Fe Lake. Close proximity to the Osceola National Forest, the Lake George State Forest, Belmore State Forest and the Raiford Wildlife Management Area are also important natural assets to the

⁴ Beyard, Michael D., Anita Kramer, Bruce Leonard, Michael Pawlukiewicz, Dean Schwanke, and Nora Yoo. Ten Principles for Developing Successful Town Centers. Washington, D.C.: ULI—the Urban Institute, 2007.

community that could attract visitors to the area.

5. Location. Situated nearly mid-way between the City of Gainesville and Jacksonville provides the potential for people to move to the area to live or to draw visitors to the community from both larger cities. This location also provides for easy connection to the Gainesville Regional Airport (approximately 33 miles) or the Jacksonville International Airport (approximately 60 miles).
6. Camp Blanding. Although a public installation, the proximity of this joint training facility provides another community asset to the area. The camp is a combined use training facility for both the Florida National Guard and the Florida Army National Guard. It also is used for the Florida Air National Guard for maneuvers and training that does not require flying. Several weather squadrons use Camp Blanding for their readiness training as well as the regular Army and Air Force civil support teams. The camp serves as the main training site for most of the Florida National Guard's military units, the combat brigade and Special Forces. This facility brings people – and recognition – to the area and provides opportunity for further branding. One of the stated goals of the facility is “to be the premier domestic and combat training facility in the southeastern U.S. with a focus on Unified Land Operations capable of handling a brigade-size element. It continually seeks opportunities to offer training to our Unified Action Partners, both federal and state, while showcasing its capabilities as a state-of-the-art, year-round, training venue.”
7. Educational Partners. One of the most important assets has to include the educational partners that serve the area. In addition to the local public school system, having opportunities for post-secondary education is vital to not only help in workforce training (and retraining) but in assisting in the development of programs that connect education, people and jobs. In Bradford County these key post-secondary partners include the **North Florida Technical College** (NFTC) and **Santa Fe College**. Key programs available at NFTC include Adult Basic and Secondary Education, Early Childhood Education, Medical Assisting, Nursing Assistant and Practical Nursing, Culinary Arts and Hospitality, Cosmetology, Computer Systems and Information Technology, Welding Technology, and Commercial Vehicle and Class B driving.

In addition to the many programs offered at Santa Fe College a key opportunity to area youth is their High School Dual Enrollment (HSDE) program, offered by Santa Fe College in cooperation with the School Board of Bradford County. This program provides high school students an opportunity to earn college credit before they graduate. In the HSDE program, selected college courses count toward both a high school diploma and a degree from SF, and are of no cost to the student.

Also Included in our description of community assets under education includes **CareerSource North**

Central Florida (formerly FloridaWorks) who serves as the Alachua Bradford Regional Workforce Board. This board of community leaders are driven to assist in developing a qualified and available regional workforce.

8. Correctional Facilities. Although you may wonder why we consider correctional facilities as an asset, the bottom line is the employment numbers and opportunities to either attract new residents to the area (thereby adding rooftops) or by encouraging folks commuting through the area to spend their money in Bradford County. The key facilities include:
 - a. *The Lawtey Correctional Institution* is a Level 3 security prison facility for adult males in Lawtey, Florida, U.S.A. The facility was established in 1973 as a Community Vocational Center Housing for work release inmates. In 1977 it switched to a major institution housing for adult male inmates.
 - b. *Florida State Prison*, otherwise known as Raiford Prison, is a correctional institution located in unincorporated Bradford County, Florida. It was formerly known as the “Florida State Prison-East Unit” as it was originally part of Florida State Prison in Raiford, Florida.
 - c. *The Union Correctional Institution*, formerly referred to as Florida State Prison, Raiford Prison and State Prison Farm is a Florida Department of Corrections state prison located in unincorporated Union County, Florida, near Raiford. First opened in 1913, the prison expanded and restructured many times.
9. Keystone Airpark Authority. The Keystone Airpark brings a few key elements that are vital assets to the area including available land, accessible location, and having MHD-Rockland Inc. (MHD) as a major tenant. MHD, a Canadian company based in Montreal, was founded in 1994 and is known for their manufacturing of aircraft parts and equipment. MHD has set up MHD Rockland Services, a new subsidiary, here that will train military from foreign countries on airplane flight and maintenance – primarily on P3 Orion aircraft. One of the key decision points for officials at MHD-Rockland to locate at Keystone was the proximity to Naval Air Station Jacksonville and the retired U.S. Navy personnel who have years of P3 expertise to offer. This available trained workforce, similar to those working (or having previously worked) at Camp Blanding, is important in any decision to bring jobs to an area.
10. The U.S. 1 Truck Route. It certainly would be an understatement to say that many of the individuals and groups that we interacted with were very concerned about the impact of the construction and opening of the truck route – also known as the Starke by-pass – to local businesses. As part of our discussions we shared a few key points based on our experience with similar circumstances. These key points included a handful of general impacts that the community can expect from having a new by-pass. These impacts

include the following:

- a. Smaller Communities are impacted MORE than medium to larger cities. This is true because typically smaller communities are less “destination driven” than their larger counterparts
- b. Businesses that rely on travelers will experience a decline in traffic (and in sales). Generally this means that certain retailers may experience a decline in sales in the first 10 years but typically economic growth follows.
- c. The biggest impact on retail is generally in gasoline and service station retailers.

On the positive side of the by-pass there are several factors that can actually aid local business. These include the following:

- a. The Central Business District usually becomes more attractive because of improved safety, a more pedestrian-friendly environment, a reduction in traffic congestion (especially from semi-tractor trailers) and general slowdown in the speed of traffic through the area.
- b. Improvement in service oriented business. Those firms that in and of themselves are more destination driven see the most immediate business improvement. This includes personal services (massage therapists, dog groomers, day-cares, etc.), professional services (insurance sales, attorneys, medical, etc.) and non-fast food restaurants.
- c. Freight does move through the community more quickly and efficiency which in turn benefits those firms moving goods not only between Gainesville and Jacksonville but to other areas of Florida and Georgia. This ease and efficiency of travel is also beneficial for citizens commuting to Gainesville and Jacksonville for work.

The main reason that we list the Truck Route as an asset is that it allows the community an opportunity to start over in creating the image that people see not only entering the County from north to south but to create a new entry (a gateway so to speak) from the interchange at SR 100. This new corridor can serve as a great introduction into the Call Street Historic Town Center area and into the heart of Bradford County.

Challenges

3

Challenges

Issues of Concern

Typically identifying challenges and issues of concern is part of a longer, more in depth analysis of the community or region that is being studied. Limited exposure to the community and basing a narrative on relatively superficial information is not ideal but does help illustrate areas that, at a minimum, deserve more focused attention.

It is, however, useful to understand how folks who have limited exposure to the community view the region and what imagery is developed based on such superficial exposure. In essence folks who do not live in the community may formulate similar opinions since they too do not have time to do heavy research into a particular area.

Our list of challenges are based on the meetings, discussions, tours and interviews that we were able to schedule during our visit to Bradford County. Why certainly they are impactful to the community and your continued success, they do not represent “a line in the sand” or a “do or die” scenario from which you cannot continue to find success.

What You Should Pay Attention To

Every community has issues, concerns, challenges and other impacts that are certainly known, understood and are typically being addressed. With rare exceptions, most communities do not utilize a “bury your head in the sand” management approach that totally ignores key areas needing focused attention. What does sometimes happens though, is that tougher decisions or issues of greatest impact can often get stuck in a cauldron of indecision and avoidance, where a constant reshuffling of priorities occurs that conveniently keeps the cauldron bubbling.

The good news is that the challenges we have observed in Bradford County are certainly not insurmountable nor are they unique to your community. The bad news is that a good number of these challenges are cemented in a lack of sufficient resources to adequately address them. Nonetheless, we have listed the topics we believe are most impactful to the County and that the community should focus their efforts to improve:

1. Infrastructure/Utilities. One of the worst kept secrets among the folks we interacted with is the community’s challenge of having inadequate infrastructure. This includes water, sanitary sewer, and storm water as well as electric and high speed internet. The issues that impact future development include the size of lines, having enough water pressure (flow, duration and the consistency of both), capacity of sanitary treatment,

the cost of electricity in Starke⁵ and the lack of adequate internet access in numerous areas of the County.

2. Code Enforcement. Often residents – and some community leaders – consider code enforcement as a property rights issue which causes them to err on treading lightly when it comes to enforcing compliance. In reality, Code Enforcement affects health and safety, protecting and increasing property values, quality of life, economic development, crime and safety, and a host of many other areas.

In Bradford County our observations indicated that without a focused and strategic approach to handling code enforcement of properties with the area, the community could be headed down a path that will negatively impact its ability to attract new investment and that could add to a diminished quality of life for the people that live, work and travel through the area. The old saying that you only get one chance to make a lasting impression should be a guiding principle in addressing Code Enforcement.

The issue is important to BOTH the County and the City. In our meetings we discussed that the Bradford County Sheriff's Office created the Code Enforcement Division at the request of the Bradford County Board of County Commissioners.

In Starke, our research identified the Building & Zoning Department as having responsibilities associated with zoning and building permits and also Code Enforcement related to the violations of the city codes through the Code Enforcement Board. The Code Enforcement Board is a seven (7) member Board, appointed by the Board of City Commissioners, who must be residents of the City of Starke and serve without compensation.

The Center for Community Progress, a national nonprofit specifically dedicated to addressing vacant, abandoned, and deteriorated properties is a resource for urban, suburban, and rural communities seeking to address the full cycle of property revitalization.

Their perspective of Code Enforcement recognizes the negative economic, social, psychological and environmental impacts that vacant, abandoned, and deteriorated properties have on neighborhoods and the people living in them.

To be more specific, the Center for Community Progress describes Code Enforcement as a critical element

⁵ Based on our information, in 2002 the city contracted to purchase 100% of its electricity for approximately 30 years from Florida Municipal Power Agency (FMPA). As part of meeting the power needs of their members FMPA sold bonds to invest in two gas fired plants as well as in a small part of two Florida Power and Light (FPL) nuclear plants in south Florida. As a municipality, it will be difficult to operate at the same wholesale rate and cost basis as FPL or other investor owned utilities. The City rate for power includes a mark-up to the wholesale purchase rate to operate the business-side of the ledger as well as provide additional revenue to the City to fund operations. Our understanding is that both FPL and Clay Electric previously considered the feasibility of buying the City system but both concluded the system was not large enough to provide an adequate ROI to justify the upfront expenditure. It should be noted that the City utility bill also includes fuel adjustment, water, sewer, garbage and trash collection (and gas if applicable) which may add to the feeling that rates are too high.

in fighting neighborhood decline, preserving sound neighborhoods and restoring distressed areas. They see code enforcement officers as the “first responders” to vacant and foreclosed homes and the policy value that code enforcement can offer in protecting neighborhoods and stabilizing property conditions.

They point out that “when used proactively, code enforcement can help local governments identify, halt and reverse the negative impact of vacant, abandoned and problem properties.”

3. Relationships. While there are certainly widespread examples where elected leadership does not get along with other political jurisdictions, when these relations become part of the community culture it is truly a challenge! During our visit the Bradford County Telegraph ran an article with an above the fold headline stating “City and County say they will cooperate”. Certainly the article itself is positive inasmuch as the first paragraph reported that both boards have new members and that there is renewed interest in working together. What frames the challenge, however, is that the same story highlighted numerous examples of past disagreements from an earlier workshop, recalled in the meeting. Perception is reality – especially for folks who may be new to the area or that are considering your community for new investments.
4. Lack of Adequate Public Finances. Certainly there are very few communities that have adequate funding to keep up with the rising demands of providing services to the public. In fact, it generally seems as if most of the disagreements between the City and the County have been rooted in how to cover or share costs and have resulted in less cooperation and missed opportunity. Shared costs are a vital tool for leveraging low budgets. Financial cooperation on mutually-beneficial projects will allow both the City and County to reap the benefits of the improvements without strapping either entity for cash or debt service capacities. You hear so often that a rising tide floats all boats, but as you know from experience, flooding doesn’t discriminate.
5. Coordinated Planning. Our take on planning is quite frankly to do it – whatever form it may take – and to follow it. There are a multitude of planning types and efforts that can benefit a community. While we do believe that there are numerous planning efforts emerging in Bradford County, someone needs to make sure that the activities and actual documents are coordinated and consistent. There are numerous types of planning studies that can be done and each may focus on certain elements. To help better understand how to connect them, and identify what planning gaps may be occurring, the following are a few examples of general types and definitions of planning efforts that may be relevant to Bradford County:
 - a. Master Plan or Land Use Plan – A master or land-use plan is a dynamic long-term planning document that provides a **conceptual layout** to guide future growth and development. Master

planning is about making the connection between buildings, social settings, and their surrounding environments. A master plan includes analysis, recommendations, and proposals for a site's population, economy, housing, transportation, community facilities, and land use. It is based on public input, surveys, planning initiatives, existing development, physical characteristics, and social and economic conditions.

- b. Comprehensive Planning – Comprehensive planning is a process that determines community goals and aspirations in terms of community development. The result is typically called a comprehensive plan and may both **express and regulate** public policies on transportation, utilities, land use, recreation, and housing. Comprehensive plans typically encompass large geographical areas, a broad range of topics, and cover a long-term time horizon.
 - c. Area or Corridor Plan – This type of plan typically focuses on a particular area and provides concepts and general guides to indicate potential development options. Plans are schematic only, and the actual mix of land uses, locations and configurations of buildings, parking areas, streets and access points are determined through a community's typical public review process for individual development proposals. Properties retain all existing rights.
 - d. Comprehensive Economic Development Strategy (CEDS) – a CEDS is a strategy-driven plan for regional economic development that can serve as a means to engage community leaders, leverage the involvement of the private sector, and establish a strategic blueprint for regional collaboration. The CEDS provides the capacity-building foundation by which the public sector, working in conjunction with other economic actors (individuals, firms, industries), creates the environment for regional economic prosperity.
6. Be Cautious of Blinders. Every community has social challenges that impact the day to day activities of every resident and visitor to the area. Bradford County and the City of Starke are no exception. Issues surrounding quality of the local schools, graduation rates, unemployment levels, skill sets and training available for adults (and those without high school diplomas), wage rates, recidivism of local offenders, drug abuse and sales, are all prevalent in Bradford **but not at alarming levels**. This is the time to make sure that all blinders are pulled off and that serious efforts are made to acknowledge and stay on top of the issues above that have the potential for quickest decline – education, job growth and drug abuse.

As an example of our caution with viewing challenges with blinders, when we asked the focus group of educators and other interested participants about the community impact on drug abuse (and opiates in

particular) there was very little acknowledgement of this being an issue. Days later when we met with the Sherriff and his staff, however, he acknowledged that while opiates have not yet become as prevalent, the rise of drug use and arrests from Heroin (and other less expensive drugs) is a bigger issue. And as an FYI, The National Institute of Drug Abuse happens to note that Florida has seen a dramatic increase in the number of opioid related overdose deaths, particularly among those related to synthetic opioids.

While we certainly are not alarmists, we want to make sure that what may not seem like as much of an issue today can turn into a larger issue in the future (and harder to improve) if we do not address them or at least continue to monitor them today.

Thoughtful Suggestions

4

Thoughtful Suggestions

Bradford County and the City of Starke are wonderful communities that can boast of being a great reflection of the people - residents, public officials, and business people alike. This is evidenced by the participation in the meetings and gatherings that were scheduled, the personal interviews that we completed and even our attendance at the Kiwanis and Rotary Club meetings. The people who make the Bradford Community what it is care about their neighbors, their families, their visitors and their collective way of life.

This community is and of itself an asset worth nurturing, worth investing in and worth showing to the world.

As part of the introduction to this “report” we outlined what this report is not. As a segway to this section I want to restate “What this report is NOT”.

- This report is NOT an answer key. It is not designed to give you a step by step process to solve specific issues that need immediate attention or action.
- This report is NOT based on a detailed review of plans, specifications, extended research, surveys, etc. It is based on observations, discussions and limited reading.
- This report is NOT an attempt to throw any person, organization, political subdivision, business owner or resident “under the bus”. It is about providing you an outsider’s opinion on how we perceive the community and what we were able to learn in a limited amount of time.
- This study is NOT a completed project but rather the beginning of your process to decide what steps you choose to take to enhance the community.

In our limited time in the area it was obvious to us that there are many dedicated leaders fully engaged and interested in making their community better. Our hope was to provide another tool for the leaders of the community to consider. Not for answers but to think about the questions they need to ask themselves. Where do we want to go? What are the priorities that will guide us? What can we achieve and accomplish? What BIG ideas do we have that will require BIG sacrifices to achieve? How do we continue to keep a watchful eye on the most vulnerable parts of our community (people and places) and connect them to the work you undertake?

This section – our thoughtful suggestions – is a summary of ideas to fuel creative thought. To make you think about what may be possible in your community. You may think everything we suggest is off base, can’t be accomplished, is crazy, or has no basis in your reality. That’s ok. But if it makes you think of another way, another approach or another idea, we achieved what we had hoped to do to assist your community.

So here we go - A few things to consider

1. **Joint Planning.** There are numerous planning efforts going on that someone (or some group) needs to help coordinate. Likewise, there are also current plans in place addressing land use, etc. During our visit we learned of planning updates that the Keystone Airpark is working on, the North Florida Economic Development Partnership and the JSD Florida Institute of Government (IOG) at Florida State University is completing a community SWOT analysis and will also be conducting a workforce evaluation assessment for the region. Ideally, we would see the Bradford County Development Authority (BCDA) to not only actively participate in all of the aforementioned planning activities but to also lead the effort to identify the common areas and conflicts that may be prevalent in these plans. We would suggest the BCDA to request a working group with representation from the City, the County, the Chamber and BCDA to focus reaching consensus on specific areas that are key to the community from a development standpoint. In essence the creation of a *Blueprint for Bradford* that BOTH the City and County can approve. Three areas that are key and that need to be high on a joint priority list are:
 - a. SR 100 into Starke. This is a gateway corridor and connects folks traveling along the by-pass to the heart of the City and County. Land-use at the interchange should focus on more traditional transportation oriented development while not competing with the businesses in the City.
 - b. Both the north and south connections to the SR 301 by-pass. These are the two areas that travelers may choose to come directly into Starke or take the by-pass. The goal of the community should be to pull the traffic you WANT onto Old 301 and through the City.
 - c. The Historic Town Center Area (Call Street and adjacent streets). This offers one of the more immediate opportunities to enhance a destination area for commerce within the City and County.

I think a great example of guiding principles – when you think about great community planning – is the process that the City of Abbotsford, British Columbia has created. The Abbotsford approach includes the following concepts in their planning process:

1. Create a plan for TOMORROW, not yesterday or today
2. Plan for OUTCOMES, rather than time-frames
3. Speak and write HUMAN - don't be boring
4. Know WHAT in your plan is a consolidation, a tweak, and a rethink
5. Don't make readers play "where's Waldo" with your plan's BIG IDEAS

6. Design your plan with both FLEXIBILITY and CLARITY, and the wisdom and experience to know when to prioritize each
7. Emphasize FOLLOW-THROUGH in every step, policy and decision
8. Don't be shy to put the community's needs and tough choices up-front
9. Be BOLD, and don't be afraid to risk "competent failure"
10. Empower your team to be clever, creative, and fast and realize the CATALYTIC power of a plan. Every plan can be a game-changer!

2. **Code Enforcement.** Improving Code Enforcement must include an education element for the general public so that they understand the benefits from a health, safety, and economic standpoint. If residents feel they are being attacked by a zoning czar they are not going to be a willing partner in improving code enforcement issues. A couple suggestions for improving how code enforcement can be improved include the following:

- a. Organize neighborhood clean-up weekends that do not cost the residents to participate. These could include bulk-trash pick-up, roll-off dumpsters in key locations and volunteer groups to help folks with mowing, trimming, weeding, etc. – Boys and Girl Scouts, Key Club members, and other youth and adult service groups are always looking for new projects.
- b. Standardization of code enforcement practices across the county. Various studies have shown that jurisdictions with standardized enforcement practices have an easier time recognizing code violations. These standardized practices allow for citizens to better understand what rules apply to all individuals within the county (regardless of the municipality they live in), allow for inhabitants from across the county to more efficiently report violations, and allow police and code enforcement officers to recognize violations at the edges of their jurisdictions. Key items that could be agreed to may include items such as:
 - i. Agree upon specified height for grass and overgrowth.
 - ii. Agree upon appropriate 'securement' procedures for abandoned or vacant buildings.
 - iii. Reduce the number of days required for hearing to occur on public nuisance properties. Research has found that it generally takes less time for most property owners to abate a code violation than the length of time legally allowed in their particular jurisdictions.⁷
 - iv. Stronger communication between Community Development, Police, and Code Enforcement when it comes to code enforcement violations.

⁷ Way, Heather K., Michelle McCarthy, and John Scott. The University of Texas School of Law. Building Hope: Tools for Transforming Abandoned and Blighted Properties into Community Assets. Austin: The University of Texas School of Law, 2007. Web. 28 Nov 2009.

- v. Adopt performance measurement targets for code compliance efforts for distressed neighborhoods and properties. Performance/outcome measurements are often difficult to quantify and measure, and take time to develop, but can result in a beneficial outcome for the community. “City of Austin Code Enforcement Department emphasizes the importance of setting performance measurements based on compliance rather than the number of cases or amount of fines. The City of Austin found that a goal of ‘95% compliance within 90 days,’ for example, was more effective than measuring the number of citations issued or the number of cases handled”⁸
 - c. The City and/or County may consider becoming a member of the Florida Association of Code Enforcement (FACE) as an added resource to assist in improving Code Enforcement activities. The mission of the Association is to promote and advance the practice of code enforcement through education and certification; to further the interests of the profession through advocacy; and to promote networking, fellowship, and understanding among their members.
- 3. **Utilities and Infrastructure.** This may be one of the most critical items that needs to be addressed by the community. The issue is not just for the City of Starke and Bradford County but quite frankly impacts the smaller neighboring communities as well. Most of the issues related to utilities and infrastructure are primarily with water, sanitary sewer, storm water management and high speed internet service. Tough decisions and prioritization of resources will have to be made in order to make meaningful headway. A few of the suggestions to consider are not easy to follow nor is their success guaranteed. Pursuing any approach that could help the region, however, must be a united path the community is willing to start down. The following are potential pursuits that may or may not have previously been explored but are options:
 - a. **Financing.** This option is most traditional and can include General Obligations Bonds, Revenue (or Enterprise Bonds) and other loan and grant options. The US Environmental Protection Agency (EPA) manages the Water Infrastructure and Resiliency Finance Center whose charge is to encourage effective use of federal, state and local funds for the extension of these important utilities. The EPA, U.S. Department of Agriculture (USDA) and U.S. Department of Housing and Urban Development (HUD) are the main sources of federal funding for drinking water, wastewater, and storm water infrastructure. Some examples of potential sources of funds include: Clean Water State Revolving Fund (CWSRF), Drinking Water State Revolving Fund (DWSRF), USDA Rural Development Water and Environmental Program (WEP) and Department of Commerce Economic Development Administration (EDA).

⁸ Way, McCarthy, and Scott

- b. Consolidation. Because this is an issue for other smaller communities perhaps considering a consolidation of neighboring water and sewer treatment facilities may provide an economy of scale to right-size the utilities to service the larger area and allocate participation, funding, etc. based on investment and service areas. “When Rural Water Systems Combine,” a report published by CoBank in October 2017, provides a broad overview of the consolidation process and poses questions a community should review to determine if consolidation is right for them. This short report may be a useful reference to start the conversation.⁹
 - c. Privatization. Another potential approach to consider may be the privatization of the water/sewer system. There are numerous examples of firms that may be interested in “purchasing” the existing facilities and investing the necessary dollars to upgrade the system and provide residential and commercial service to a larger area.
 - d. Assessment Policies. There was a lot of discussion in our meetings about one or more developments that were considering the area but who would bear the full burden of extending and/or upgrading the public system for adequate water pressure and sanitary capacity. In many communities there are reimbursement policies in place that offer the “developer” a mechanism to recoup a portion of their investment for extending public utilities. Typically water utilities are recouped based on a lineal length of extended lines and sanitary on a “tributary area” that can be serviced. The community would certify the true costs of extensions and establish the method and amount that would be paid back to the municipality and then distributed back to the developer. A key component to this strategy is to require all residents and businesses connect to the public utilities if such utilities are within a certain distance. This is one reason why public buy-in is essential to the success of any extension effort.
4. **Identify and Improve the Community’s Gateways.** As mentioned earlier the key entries and exits to the community will occur at the northern and southern connections from “Old SR 301” and the truck route or by-pass. These corridors are vital in establishing the Bradford Brand in a visual and aesthetic manner. Opportunities to incorporate enhancements such as landscaping (ornamental trees), fencing, lighting, standardized signage, etc. exist within these identified areas.
 5. **Keystone Heights Airport.** This is a great asset with the opportunity to attract users similar to MHD Rockland Inc. and other related development. I would encourage the Airport Authority, the BCDA, and other partners to consider an internal marketing approach for further establishing the brand and the focus of the types of businesses desired at this location. On a more “outward” image to folks not familiar with the airport

⁹ “When Rural Water Systems Combine.” RURAL INFRASTRUCTURE BRIEFINGS, October 2017, www.cobank.com/-/media/files/ked/power-energy-and-water/water-consolidation-report--oct-2017.pdf. Accessed 23 Oct. 2018.

would be to consider a name change that was more reflective of the regional position of the airport. The Bradford Keystone Regional Airport is one example of a potential change that could enhance the branding of the facility as more of a regional based asset.

6. **Business Retention and Expansion (BRE)**. As we discussed in our meetings, 80% or more employment, income, and investment growth comes from existing businesses in your community. It is important to show businesses they are important and cared about by their government and the community-at-large. We encourage you to develop and implement a BRE program that would reach out to local businesses for conversations about their current needs and future plans. This program can be as formal or as casual as you feel necessary for your business community. This could be a task that the Chamber of Commerce and the BCDA undertake as a cooperative effort.

7. **Connecting Education to Employers**. There are some great opportunities that were discussed in a couple of the sessions we attended related to employment opportunities and training programs available from local institutions. Career Source North Central Florida discussed challenges with matching students and funding for summer employment positions. With the pay rates being offered this is too important an opportunity to pass by. Likewise we discussed education and certification programs offered in the County by area partners including the IFAS Cooperative Extension Program and North Florida Technical College that offer a path to better jobs within the food industry. It was mentioned that the fast food and quick service industries need help and their employees don't care if they get the additional education since the rates of pay do not reflect a difference from their peers employed at the same locations. One suggestion would be to work with area employers to encourage pay differential between those young people having the certification and those who are direct hires with little experience. Until there is a value placed – and a path toward higher wages – getting folks to take advantage of the classes will be a challenge. This could be a task that the Chamber of Commerce and the BCDA undertake at an advance – perhaps as a pilot program.

This program is a great example of a solution that may have come from BRE visits with local food industry businesses who noted employment challenges.

8. **Expansion of the Call Street Historic Town Center**. Driving retail sales in a traditional “bricks and mortar” setting is a challenge that communities – and retailers – are dealing with across the nation. The advent of internet shopping and sales have led to a generally overbuilt environment, leaving many vacant storefronts in its wake. This shift in purchasing habits has also lead to a resurgence in more specialty and destination type businesses that are focused on the full service atmosphere. Aesthetics, quality, uniqueness and a sense of authenticity are becoming the cornerstone of reinvestment in a community's traditional downtown

areas. People want experiences in how they shop, where they eat, where they play and even where they choose to “hang-out”. We believe the Call Street Town Center area offers a prime opportunity for immediate activity in encouraging new investments and focusing attraction to a mix of businesses that are more destination and service related. We would encourage the community to consider participating in Florida Main Street and becoming an active member as appropriate. This organization – along with similar organizations across the country – focuses on encouraging economic development and is dedicated to bringing jobs, dollars and people back to Florida’s historic districts.

- 9. Market your Natural Resources.** Adventure tourism is growing in popularity and becoming an important tool to attract visitors to your community. Adventure tourism, according to the Adventure Travel Trade Association, is a tourist activity that includes a physical activity, a cultural exchange, or activities in nature. It is not just about the “dangerous” (i.e. swimming with sharks) but rather includes activities such as day hiking, back-packing, zip lining, biking, trail riding by horseback, ATV trails, hunting/ fishing/ shooting, wild-life and bird watching, etc.

With the numerous natural resources available an organized marketing approach focused on program development and identifying adventure activities that are professionally promoted could be an important key to regional growth in spending. “Adventure Bradford – your trail to excitement” could be an example of this approach to tourism.

- 10. Stronger Connection to Correctional Facility’s Staff.** There are considerable employment numbers at the numerous correctional facilities located nearby. We suggest that the County work to capture the spending associated with these individuals and to further enhance the economic impact of a larger population base. This could be done by working with the leadership of these institutions to offer discounts to associates for certain businesses located in Bradford. A “Buy Bradford” program offering discounts to public safety forces and first responders could not only offer savings to the individual, but also minimize economic leakage from folks earning income locally but spending dollars outside the area. If there is a significant number of guards and support staff working at the correctional facilities that live outside Bradford County, the community could consider incentives to encourage local home ownership to these individuals. In Columbus, Ohio, a similar program was established to encourage members of the police force (and other fire responders) to move to a neighborhood that was the focus of the City’s redevelopment plans. Having safety forces living locally (in neighborhoods) also helps with any perception that an area has crime issue.

- 11. Focused Market Rate Multi-Family Housing.** There are many positive reasons to work to attract new market rate multi-family products in certain areas. For an example identifying and working to control parcels in the Call Street Historic Area would encourage more people living locally to help create a more pedestrian oriented area that also adds more direct spending opportunities. The other reason to identify more in-fill type locations for housing is that for a community with infrastructure challenges locating new development and investment is often less expensive (and may require little or no additional infrastructure dollars) than in green field sites further from the developed portions of the community.



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Sheriff's Introduction

Dear Citizens of Bradford County,

Benjamin Franklin once said, "Success is the residue of planning." Since 2009, the Bradford County Sheriff's Office has relied on its strategic plan to provide clear direction, vision, and goals for our future operations.

Since taking office more than 15 years ago, it has remained my priority to ensure the safety and well-being of the citizens of Bradford County. It is important for the citizens to understand the magnitude and scope of work done by the men and women of the Bradford County Sheriff's Office.

The law enforcement profession is fluid and leaders must be able to forecast emerging trends that will allow them to plan strategically for the future of their agency. Over the years this has become increasingly difficult as the economy becomes more unpredictable.

Smaller law enforcement agencies often face an uphill battle due to limited resources and competitive grant opportunities that require an unattainable match. These agencies still must provide the same quality service to their communities as any other mid-to large-size agency; however, they have to do more with less.

Over the past several months, our agency has worked to adopt a five-year strategic plan outlining the vision and goals of the Bradford County Sheriff's Office over time, with a roadmap for how those visions and goals will be accomplished.

Every 5 years we grasp a new opportunity to reexam our course. We evaluate the progress and success made to initiatives already in motion and set a new roadmap of priorities.

The 2023 strategic planning committee was comprised of a cross section of Sheriff's Office staff. The committee met several times to analyze and evaluate our agency's strengths, weaknesses, opportunities, and challenges resulting in a wide lens view of our entire operation. Organizational success is dependent on many factors including facilities, training, equipment, the support of the community we serve, and most importantly our people.

These factors will continue to be at the center of our attention as we carry out our mission. I would like to thank the 2023 strategic planning committee for the hard work and dedication in the update of this comprehensive document. This document will serve our entire staff as a blueprint to continued success for the years ahead.

As we proceed with the implementation of this strategic plan we will continuously measure our progress, evaluate outcomes, and hold ourselves accountable to ensure we are meeting the goals and needs of the citizens of Bradford County. The strategic plan is our pledge to provide outstanding service to our community now and in the future.



Respectfully,

Sheriff Gordon Smith

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MISSION

It is our mission that the Bradford County Sheriff's Office serve the citizens and visitors of Bradford County by providing professional law enforcement, detention, and court security that protects and preserves the Constitutional Rights of the people and to enhance the quality of life by reducing crime and the fear of crime throughout our community by mandating the fair and impartial enforcement of the law.

VISION

To keep and Maintain Bradford County one of the Safest Communities in Florida.

ORGANIZATIONAL PHILOSOPHY

Our motto, "**We Care**," states the essential purpose of the Bradford County Sheriff's Office.

"**We Care**" is being devoted to a cause, to an ideal, or to a purpose, committed to a goal, or to a way of life.

The men and women of the Bradford County Sheriff's Office believe in the dignity of man and the sanctity of human life, and that protecting the lives of our citizens is our primary responsibility and concern. We are committed to maintain and promote community order and respect for the law; to protect the lives and property of the public served; to uphold the Constitution of the United States and the State of Florida; to enforce the laws of the State of Florida and the ordinances of Bradford County; to abide by the policies and procedures of the Bradford County Sheriff's Office, and to do so in a manner that is sensitive to all citizens. Recognizing that in a democracy all power and authority is derived from the people served, the Bradford County Sheriff's Office is steadfastly committed to fair, just, and equal treatment for all citizens without regard to age, sex, race, creed, color, or position in life.

The Bradford County Sheriff's Office recognizes that it is a symbol of the law and government that it represents and is committed to the highest standards of organizational and personal professionalism, integrity, moral, and ethical conduct while performing its functions. The Bradford County Sheriff's Office concept of community-oriented policing promotes innovative crime prevention measures, inter-agency cooperation, and communication, and pledges to provide leadership within its ranks, within the community, and within the criminal justice profession to fulfill the ideals of its mission.

The Bradford County Sheriff's Office considers our employees as our most important resource and will provide them the assistance to develop the skills, and the equipment necessary to carry out our mission. The Bradford County Sheriff's Office understands the importance of incarceration within the Criminal Justice continuum. Detention will be provided in a constitutionally humane manner, which will support the dignity of the individual while protecting the public. The Bradford County Sheriff's Office is fully committed to upholding its mission and will do so with pride and dignity.

We, the members of the Bradford County Sheriff's Office, stand ready to serve the people, as it is to these people that the Sheriff's Office is ultimately responsible.

ORGANIZATIONAL VALUES

We, the men and women of the Bradford County Sheriff's Office, pledge to infuse our core values in every aspect of our service to our community. We believe in strong, effective law enforcement services. We believe in high professional standards of integrity, ethics and behavior guided by the letter and spirit of the law, and the Law Enforcement Code of Ethics.

- * The Bradford County Sheriff's Office is committed to excellence in all areas of operation. It is the intention of the Office to seek quality resources and to create an organizational climate in which excellence and innovation are pursued and rewarded.
- * The Bradford County Sheriff's Office is committed to an open, honest, and receptive relationship with all segments of the community, thereby strengthening police community relations by incorporating community values into a more responsive delivery of law enforcement service.
- * We have a personal and professional commitment to improve our communities and earn their trust, respect and support through active partnerships, involvement and service.
- * We believe we should treat all people with respect, fairness, and compassion.
- * We believe in loyalty and support for each other and the community without compromise of the high ethical standards of law enforcement.
- * We believe in recognition for and valuing each individual's contribution to the Sheriff's Office and the community regardless of position, assignment or role.
- * We believe in open and honest communications, both internal and external.
- * We believe in an empowering work environment that encourages innovation, input and participation, and values each member's diversity.
- * We believe in all members working together to achieve Sheriff's Office goals through partnership with each other and the community.
- * We believe in initiative and autonomy at all levels with responsibility for our own actions and the actions of those we lead and influence.
- * We believe in an equitable system that evaluates each person on their merits and provides for appropriate recognition and just sanctions.

* The Bradford County Sheriff's Office is committed to achieving a reputation of excellence not only among the citizens it serves but among other law enforcement agencies as well.

AGENCY OVERVIEW

Bradford County is a rural community located in Northeast Florida. Bradford was founded as New River County in 1858 but was renamed Bradford County in 1861. The county has a population of 28,000 people, 9,318 households, 6,194 families and covers approximately 300 square miles. Bradford County is home to the City of Starke, City of Lawtey, City of Hampton and the Town of Brooker with Starke being the county seat.

The Bradford County Sheriff's Office (BCSO) is a full-service law enforcement agency, with functions ranging from neighborhood patrol, operating the county's Jail facility, serving court process, investigating crimes, operation of the county-wide 911 Communications Center, control of county-wide Animal Services, administration of the county Emergency Management center and handling court security services. The agency has 103 full-time employees and 16 part-time employees, and a volunteer workforce of approximately 60. The Sheriff's Office is the largest law enforcement agency within the county and provides support to local and surrounding police jurisdictions.

The Sheriff has law enforcement jurisdiction throughout the county. The Sheriff is charged with the responsibility of maintaining the public peace and protecting the lives and property of all citizens Bradford County. The Sheriff serves as the chief law enforcement officer of the county and his four main constitutional responsibilities while serving the public are: conservator of the peace, chief correctional officer, chief bailiff, and executive officer of circuit and county courts.

The Sheriff's Office is responsible for all warrant and court service, including the service of civil and legal process. In addition, the Technology Solutions Division provides computerized reporting functions (the Computer-Aided Dispatch & Records Reporting) for all local City Police and Fire Departments, which requires Sheriff's Office personnel to maintain and support. Furthermore, the Sheriff's Office currently provides dispatching services for all public safety agencies (Law Enforcement and Fire Rescue) which merged with the Sheriff's Office for fiscal benefit and enhanced interagency operability. This includes after-hour utility calls for the City of Starke.

The Sheriff's Office enjoys an excellent working relationship with each of the municipal police departments as well as the neighboring Sheriff's Offices of Alachua, Baker, Clay, Putnam, and Union Counties.

The BCSO is a law enforcement agency aligned along traditional Sheriff's Office models, with a Sheriff as chief executive officer, an upper level of command staff, mid and line-level supervisors and managers overseeing organizational components. The Sheriff is a constitutional officer with the sole responsibility of the administration and operation of the Sheriff's Office. The Bradford County Board of County Commissioners approves the Sheriff's budget on an annual basis. Approved Budgets can be found on www.bradfordcountyfl.gov.

The Sheriff's Office has continued its professional growth by establishing strong ties with the community, surrounding law enforcement agencies, and by voluntarily embracing risk management and professional management standards. This is articulated by constant review of our Policy and Procedures and striving to meet all Florida Accreditation Standards.

The agency's internal structure consists of the Sheriff and the Chief Deputy who provide the overall leadership, strategic direction, and management for the Sheriff's Office. The Office of the Sheriff includes a contracted General Counsel.

The General Counsel manages all legal issues associated with the agency's services functions. The General Counsel is responsible for agency representation, preparing legal opinions, legislative tracking and proposals, training, contract review, and monitoring civil litigation.

The Chief Deputy is an extension of the Office of the Sheriff and is responsible for leading agency-wide strategic initiatives, serving as a liaison to external stakeholders, steering employee engagement and community outreach efforts. This position also oversees the Finance Department as well as manages the agency's non-profit organization (Bradford Sheriff's Charitable Foundation Inc.). The Chief Deputy spearheads the agency's external communication, public outreach programs and delivers a variety of resources and support to the community. He is responsible for ensuring compliance with the Sheriff's Office written directives by processing and investigating administrative complaints made against Sheriff's Office employees. He also ensures BCSO's workforce receives the training and instruction necessary to effectively carry out duties and maintain compliance with state training standards.

The two Bureaus listed below, each managed by a Bureau Chief, report directly to the Chief Deputy.

OPERATIONS BUREAU

The Bradford County Sheriff's Office Operations Bureau is a cornerstone of our law enforcement agency, responsible for a comprehensive array of functions aimed at safeguarding our community. As we embark on our strategic planning journey, it is imperative to recognize the vital role that the Operations Bureau plays in achieving our mission and vision.

The Operations Bureau comprises three primary Divisions, each under the leadership of a Division Commander:

- **Patrol Division:** Our frontline guardians, responsible for daily law enforcement operations, community engagement, and rapid response to incidents. The Patrol Division is also responsible for the School Protection Unit, the Sheriff's Guardian Program, Code Enforcement, and Civil Process.
- **Special Operations Division:** This division oversees specialized teams crucial to our agency's effectiveness. This Division encompasses the Criminal Investigations Unit, Drug Task Force, and Combined Dispatch Center. In addition, the Special Operations Division is responsible for the agency's background investigations, Internal Affairs, and oversight of the SWAT Team.
- **Emergency Management Division:** Charged with disaster preparedness and response, this division safeguards our community during crises, working to minimize the impact of emergencies. The Emergency Management Division also oversees E-911 Addressing, the

Marine Team, the Unmanned Aerial Vehicle Team, and the training component of the Operations Bureau.

In addition to these divisions, the Operations Bureau boasts essential support functions, to include:

- **Victim's Advocacy:** Providing compassionate support and resources to those affected by crime or trauma, exemplifying our commitment to community well-being.
- **Fleet:** Ensuring our staff have safe and reliable vehicles and equipment, enabling them to carry out their duties effectively.
- **Explorer Program:** Nurturing young talent in our community, this program fosters the next generation of leaders and law enforcement professionals.
- **Information Technology (I.T.):** Maintaining our technological infrastructure, I.T. supports efficient data management and operational excellence.

While the majority of our staff in the Bureau are sworn officers dedicated to upholding the law, our commitment to excellence extends to civilian staff members who contribute specialized expertise to our operations. This diversity of skills and perspectives enriches our capabilities and reinforces our agency's adaptability.

In the pursuit of our strategic objectives, it is paramount that we recognize the pivotal role played by the Bradford County Sheriff's Office Operations Bureau. The Bureau's dedication to public safety, emergency response, community engagement, and technological proficiency is fundamental to the success of our agency's mission. Our strategic plan will harness these strengths, enabling us to enhance service delivery, foster community trust, and navigate the challenges of modern law enforcement effectively. Together, we will ensure the safety and well-being of our community, setting the course for a secure and prosperous future.

CORRECTIONS BUREAU

The Corrections Bureau is charged with control of the Jail, Judicial Services/Transportation, Sex Offender Team, Animal Services Unit, and Inmate Work Squads. Our Bureau Command Staff is made up of Bureau Chief, Commander and two Assistant Commanders, that oversee all areas.

The Corrections Bureau is composed of the Operations and Administrative Division. It was built in 1995 and houses 161 inmates of various custody levels. Our medical Unit is made up of two full-time LPN's and a contracted Doctor that comes one time a week to do sick call. Our food service has one full-time employee that picks up prepared meals from the Lawtey Correctional Institution.

The Judicial Services/Transportation Unit has three full-time sworn Law Enforcement Officers and several part-time. They are charged with all courthouse security, court security and all transports.

The Sex Offender Division Team is composed of two part time Sworn Law Enforcement and one civilian staff member. They handle all the registrations, address verifications, special events and arrests that involve Sex Offenders or Predators in Bradford County.

The Animal Services Unit is composed of two full-time employees. One is a certified Animal Control Officer and the other Shelter Manager. The ACO enforces all county ordinances, state and federal animal laws as well as investigates animal abuse and neglect cases. The ACO is also responsible for picking up stray or aggressive animals. The Shelter Manager is responsible for intake, adoptions, events, and records for all animals coming in and out of the shelter. They also clean and care for all the animals.

The Inmate Work Squad is composed of four full-time Correctional Deputies that supervise inmate crews to maintain the roadways and public grounds around our county. Two are assigned to our county Public Works Department to assist with specialized details. The other two positions handle many county properties throughout Bradford County along with many special events to support our community.

ORGANIZATIONAL CHART

Target #1:

The Bradford County Sheriff's Office sustains excellence in public safety through promoting confidence in the Sheriff's Office with effective enforcement, education, and prevention, performed in partnership with our community.

Strategy 1.1: In partnership with the community, develop and maintain innovative and proactive initiatives to target specific crime problems.

Objective 1.1.1: To implement an in-house training program in crime prevention techniques for patrol personnel.

Assigned Responsibility: Patrol Commander and Training Team

Timeframe for Action: Short-Term and On-Going

Objective 1.1.2: To raise community awareness of crime activity and criminal opportunity and encourage community engagement through an effective multi-media approach.

Assigned Responsibility: Chief Deputy, Operations Bureau Chief and Public Information Officer

Timeframe for Action: Short-term and on-going

Objective 1.1.3: To encourage involvement in community activities and organizations by Sheriff's Office personnel.

Assigned Responsibility: Chief Deputy, Operations Bureau Chief, and Corrections Bureau Chief

Timeframe for Action: Short-term and on-going

Objective 1.1.4: Continue partnership with Crime Stoppers to provide critical criminal information to the community.

Assigned Responsibility: Special Operations Commander

Timeframe for Action: Short-term and on-going

Objective 1.1.5: To maintain an interdiction team to reduce drug trafficking in and through Bradford County.

Assigned Responsibility: Special Operations Asst. Division Commander

Timeframe for Action: Intermediate

Objective 1.1.6: Partner with local agencies and organizations to develop a resource and enhance capabilities that focus on at risk youth.

Assigned Responsibility: Asst. Patrol Commander

Timeframe for Action: Long-term and On-Going

Strategy 1.2: Enhance response to citizen calls for assistance.

Objective 1.2.1: To work with the Board of County Commissioners and County administration to ensure the best oversight and organizational location of policies governing, and calls for service to staffing ratio for the 9-1-1 Communications Center.

Assigned Responsibility: Chief Deputy, Special Operations Commander

Timeframe for Action: Short-term and on-going

Objective 1.2.2: To review the timeliness of agency response times and adjust personnel assignments and deployment monthly.

Assigned Responsibility: Patrol Commander and Patrol Shift Supervisors

Timeframe for Action: Short-term and on-going

Strategy 1.3: Provide effective investigative resources to support the Sheriff's Office and the citizens we serve.

Objective 1.3.1: To provide training to meet the specialized needs of the Criminal Investigative Division Detectives

Assigned Responsibility: Special Operations Commander and Asst. Commander

Timeframe for Action: Short-term and on-going

Objective 1.3.2: To enhance the agency's ability to gather, analyze, and exchange criminal intelligence information

Assigned Responsibility: Special Operations Commander and Crime Scene Technician

Timeframe for Action: Short-term and On-Going

Strategy 1.4: Enhance vehicular and pedestrian safety on Bradford County roadways.

Objective 1.4.1: To continue to provide education programs focusing on the dangers of distracted driving

Assigned Responsibility: Patrol Commander and Training Team

Timeframe for Action: Short-term and on-going

Objective 1.4.2: To continue participation in the Florida Department of Transportation traffic enforcement /prevention campaigns

Assigned Responsibility: Patrol Commander and Asst. Commander

Timeframe for Action: Short-term and on-going

Strategy 1.5: Foster positive engagement with the youth of our community.

Objective 1.5.1: To continue evaluate the Sheriff's Office use of School Protection Deputies in all schools to meet the required Florida mandated staffing numbers.

Assigned Responsibility: Patrol Division Asst. Commander

Timeframe for Action: Intermediate and on-going

Objective 1.5.2: To continue to support the Florida Sheriffs Youth Ranches and its programs

Assigned Responsibility: Command Staff

Timeframe for Action: Short-term and on-going

Objective 1.5.3: To continue the Florida Sheriffs Association Teen Driver Challenge Program

Assigned Responsibility: Patrol Division Commander and Training Team

Timeframe for Action: Long-term and on-going

Objective 1.5.4: To continue the Bradford County Sheriff's Office Explorer Program

Assigned Responsibility: Patrol Division Commander and Training Team

Timeframe for Action: Long-term and on-going

Strategy 1.6: Provide effective care, custody, and control of

individuals placed under the authority of the Sheriff.

Objective 1.6.1: To continue compliance with Florida Model Jail Standards

Assigned Responsibility: Corrections Bureau Chief and Corrections Division Commander

Timeframe for Action: Short-term and on-going

Objective 1.6.2: To continue to comply with standards to reduce sexual violence within the Bradford County Detention Facility established by the Prison Rape Elimination Act

Assigned Responsibility: Corrections Division Commander

Timeframe for Action: Short-term and on-going

Objective 1.6.3: To continue to monitor Detention Facility medical services to maintain quality care and cost control.

Assigned Responsibility: Corrections Division Commander

Timeframe for Action: Short-term and on-going

Objective 1.6.4: To continue to support religious programming in the Detention Facility

Assigned Responsibility: Asst. Division Commander Administration

Timeframe for Action: Short-term and on-going

Strategy 1.7: Ensure the safety and security of those utilizing court services.

Objective 1.7.1: To regularly review Bradford County Court House security policies, procedures, practices, and technology, with results provided to appropriate County and Circuit officials.

Assigned Responsibility: Corrections Division Commander and Asst. Division Commander Operations

Timeframe for Action: Short-term and on-going

Objective 1.7.2: To regularly review staffing needs and scheduling practices for Court House security.

Assigned Responsibility: Corrections Division Commander and Asst. Division Commander Operations

Timeframe for Action: Short-term and on-going

Objective 1.7.3: To review and exercise critical incident response plans for courthouse operations, including high-risk court hearings, active shooters, and facility evacuation.

Assigned Responsibility: Corrections Division Commander and Asst. Division Commander Operations

Target #2:

Continually prepare the Sheriff's Office for technological advancements and properly deploy resources to enhance digital infrastructure while simultaneously safeguarding the community against criminality.

Strategy 2.1: Ensure Information Technology infrastructure meets the growing needs of Bradford County.

Objective 2.1.1: Annually review and test the competence of the Sheriff's Office information technology security and disaster recovery/backup systems.

Assigned Responsibility: Chief Deputy, Operations Bureau Chief and Special Operations Commander.

Timeframe for Action: Long-Term and On-Going

Objective 2.1.2: Evaluate opportunities to migrate agency infrastructure to cloud based solutions.

Assigned Responsibility: Chief Deputy, Operations Bureau Chief and Special Operations Commander.

Timeframe for Action: Short-Term and On-Going

Objective 2.1.3: Continue implementation of body worn and dash cameras to applicable patrol and corrections personnel.

Assigned Responsibility: Operations Bureau Chief and Corrections Bureau Chief.

Timeframe for Action: Short-Term and On-Going

Strategy 2.2: Agency-wide initiatives

Objective 2.2.1: Ensure an effective transition from Uniform Crime Reporting to Florida Incident Based Reporting System.

Assigned Responsibility: Special Operations Commander and Patrol Commander

Timeframe for Action: Immediate and Long-term

Objective 2.2.2: Enhance Security Awareness Training to better educate agency personnel on network security and defenses.

Assigned Responsibility: Operations Bureau Chief and Corrections Bureau Chief

Timeframe for Action: Short-term and on-going

Objective 2.2.3: Strengthen agency cybersecurity through participation in countywide cybersecurity audit.

Assigned Responsibility: Emergency Management Director

Timeframe for Action: Short-term and on-going

Target #3: To promote organizational integrity by demanding accountability and oversight through the efficient use of personnel, facilities, equipment, and technology.

Strategy 3.1: Ensure integrity and accountability of the agency through sound policy, oversight, and compliance with accepted professional standards.

Objective 3.1.1: To ensure an annual independent audit of the Sheriff's Office fiscal activities

Assigned Responsibility: Chief Deputy

Timeframe for Action: Short-term and on-going

Objective 3.1.2: To develop a budgeting process for each Division that is inclusive of the Division Commanders' participation in the development of their respective Division's budget.

Assigned Responsibility: Operations Bureau Chief, Corrections Bureau Chief and Division Commanders

Timeframe for Action: Intermediate and On-Going

Objective 3.1.3: To strengthen internal audit procedures that work in conjunction with, and are complementary to, the current external audit process

Assigned Responsibility: Chief Deputy, Operations Bureau Chief and Corrections Bureau Chief

Timeframe for Action: Short-term and on-going

Objective 3.1.4: To conduct a thorough review/revision of General Orders and Operating Procedures to ensure they are up to date, standardized, user-friendly, and meet contemporary professional standards.

Assigned Responsibility: Operations Bureau Chief and Corrections Bureau Chief

Timeframe for Action: Short-term and on-going

Objective 3.1.5: To review progress and assess accomplishments under the Sheriff's Office Strategic Plan on a semi-annual basis

Assigned Responsibility: Command Staff
Timeframe for Action: Short-term and on-going

Objective 3.1.6: To annually assess and update the Sheriff's Office Strategic Plan

Assigned Responsibility: Command Staff
Timeframe for Action: Short-term and on-going

Objective 3.1.7: To Obtain accreditation of law enforcement and administrative operations through the Commission for Florida Law Enforcement Accreditation

Assigned Responsibility: Command Staff
Timeframe for Action: Long-term, and on-going

Objective 3.1.8: To seek accreditation of Corrections operations through the Florida Corrections Accreditation Commission

Assigned Responsibility: Command Staff
Timeframe for Action: Long-term

Strategy 3.2: Provide for effective organization and administration of the Sheriff's Office.

Objective 3.2.1: To annually review the organizational structure and allocation of personnel, including supervisor-to-employee ratios

Assigned Responsibility: Command Staff
Timeframe for Action: Short-term and on-going

Objective 3.2.2: Continue to assess and identify organizational activities where civilian staff or volunteers may be used in lieu of sworn personnel.

Assigned Responsibility: Command Staff
Timeframe for Action: Short-term and on-going

Objective 3.2.3: To pursue appropriate federal and state grants and alternative funding sources to supplement current funding of the Sheriff's Office

Assigned Responsibility: Command Staff
Timeframe for Action: Short-term and on-going

Strategy 3.3: Ensure facilities under the charge of the Sheriff meet the evolving needs of the agency and the community.

Objective 3.3.1: To annually conduct an assessment of all facilities utilized by the Sheriff's Office to determine utility, occupancy, safety and security, environmental compatibility, and need for replacement

Assigned Responsibility: Command Staff

Timeframe for Action: Short-term and on-going

Objective 3.3.2: Asses the needs of Inmate Vehicle Wash areas, to assure security and all safety requirements are met

Assigned Responsibility: Corrections Major and Corrections Captain

Timeframe for Action: Immediate and on-going

Strategy 3.4: Ensure equipment meets evolving needs of the agency and the community.

Objective 3.4.1: To maintain an organized fleet replacement cycle

Assigned Responsibility: Operations Bureau Chief

Timeframe for Action: Short-term and on-going

Objective 3.4.2: To ensure a standard program of maintenance and replacement of current equipment such as laptops, Tasers, and vests within budget limitations.

Assigned Responsibility: Patrol Commander

Timeframe for Action: Short-term and on-going

Strategy 3.5: Ensure information and technology utilized by the Sheriff's Office meets agency and community needs.

Objective 3.5.1: To annually review and test the capabilities of the Sheriff's Office disaster recovery/backup systems and plans as they relate to information technology.

Assigned Responsibility: Emergency Management Director and Information Technology Director

Timeframe for Action: Short-term and on-going

Objective 3.5.2: To continue to enhance the Sheriff's Office website, allowing interaction from the public and the ability to receive information and reporting.

Assigned Responsibility: Emergency Management Director and Public Information Officer

Timeframe for Action: Short-term and on-going

Objective 3.5.3: To continually review and evaluate current and proposed agency information technology to ensure its efficiency, effectiveness, and compatibility to meet the evolving needs of the Sheriff's Office.

Assigned Responsibility: Command Staff

Timeframe for Action: Short-term and on-going

Objective 3.5.4: To provide adequate and on-going training and technical support on information technology to Sheriff's Office staff

Assigned Responsibility: Emergency Management Director and Training Team.

Timeframe for Action: Short-term and on-going

Objective 3.5.5: To conduct a records audit and analysis to identify records which can be more effectively handled and stored through electronic processing, submission, and maintenance.

Assigned Responsibility: Command Staff

Timeframe for Action: Short-term and on-going

Objective 3.5.7: To enhance the security at the Sheriff's Office Operation Center.

Assigned Responsibility: Command Staff

Timeframe for Action: Intermediate

REVIEW OF SHERIFF'S OFFICE STRATEGIC PLAN

The Sheriff's Office intends to develop new 5-year strategic plans bi-annually. The next plan will be developed for the period **2025-2026**. In developing each plan, the agency will:

- Measure the progress of the strategic plan against the mission statement, vision, and goals of the Sheriff's Office; and
- Identify possible external influences such as legislation, economic climate, population trends, or significant community concerns that may require revisions to existing priorities or the creation of new strategic initiatives; and
- Review the goals, objectives, and strategies and revise them if necessary to accommodate the changing needs of the community and the Sheriff's Office.

On an ongoing basis, the supervisors of the various divisions will review the strategic plan to evaluate the progress made towards the Sheriff's Office long-term operational goals and objectives. Command Staff currently meet two to four times per month to discuss current initiatives, potential policy changes, and long-term plans.

On an annual basis, the Sheriff's Office develops goals and objectives for the calendar year. At the end of each calendar year, each division Commander reports on progress toward goals and re-establishes goals for the subsequent year. These annual goals take into consideration organizational changes, population trends, crime trends, any outside stakeholders affected by each division, and any potential risks and opportunities affecting the division or the agency as a whole. The most significant annual goals are typically included in the 5-year plan and may include goals and objectives carried over from previous years.

The Chief Deputy, through the Command Staff are responsible for ensuring the Strategic Plan is reviewed and revised as required.



2023-2026



BRADFORD COUNTY

COMMUNITY HEALTH ASSESSMENT

PUBLISHED JULY 2023 | REVIEW DATE





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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

In November 2022, WellFlorida Council and the Florida Department of Health Bradford County began to assemble a team from public health, social services, education, and more to develop and initiate this Community Health Assessment. In collaboration with the ensuing core team, the strategic planning process was carried out according to Mobilizing for Action through Planning and Partnerships (MAPP), an evidence-based, community-driven framework for improving community health. Through data collection, analysis, and discussions, the following 2023 Bradford County Community Health Assessment document was developed, as well as the accompanying 2023 Bradford County and Union County Community Health Assessment Technical Appendix.

ASSESSMENT	DESCRIPTION	KEY FINDINGS
Community Health Status Assessment	Secondary data covering Demographics, Socioeconomics, Mortality, Mental Health, Maternal and Infant Health, Health Behaviors, Infectious Diseases, and Health Care Access and Utilization.	<ul style="list-style-type: none"> • Low income, high rates of food insecurity • Elevated high school dropout rates and low graduation rates • High mortality rates due to heart disease, cancer, COVID-19, CLRD, unintentional injury, hypertension, and liver disease • Elevated mental health ED visit rates and Baker Acts • Prevalent risky health behaviors including tobacco use, obesity, lack of screening; limited number of facilities and providers • High ED visit, dental ED visit, and avoidable discharge rate
Community Themes and Strengths Assessment	Survey feedback was collected from community members on factors of a healthy community, health issues, unhealthy behaviors, and barriers to care in Bradford County.	<ul style="list-style-type: none"> • Top factors contributing to a health community were access to affordable health care, nutritious foods, and healthy behaviors • Top health issues were drug abuse, mental health problems, obesity, tobacco use, and access to primary/family care • Specialty and in-patient care were most difficult to obtain • 37.3% didn't get needed dental care, 22.2% primary care and/or mental health care; barriers cited included cost, insurance, appointment and provider availability
Forces of Change Assessment	Discussion on current or potential trends, factors, and events within Bradford County.	<ul style="list-style-type: none"> • Social and behavioral factors including low health literacy, high food insecurity, grandparents caring for children, drug misuse and mental health problems, decreased local specialty services • Economic influences of struggling to meet basic needs, increased businesses, Suwannee River transportation services • New schools opening and varied educational reorganization
Strategic Priorities	Mental Health and Substance Misuse Food Insecurity Chronic Diseases	

INTRODUCTION AND ASSESSMENT METHODOLOGY

Background

In November 2022, the Florida Department of Health launched the 2023 Community Health Assessment (CHA) process in Bradford County. The overall assessment purpose is two-fold; first, to uncover or substantiate the health needs and health issues in Bradford County and better understand the causes and contributing factors to health and quality of life in the county; and secondly, to prioritize those identified gaps and concerns that are determined to be strategic priorities so that pressing issues can be addressed through collective community action.

As a Public Health Accreditation Board accredited health department, the Florida Department of Health in Bradford County confirms its commitment to ongoing community engagement to address health issues and mobilize resources towards improving health outcomes through this comprehensive community health assessment process every three (3) years. A critical part of the assessment process is the involvement of a diverse, broad, and representative group of community partners and members from throughout Bradford County. This body, called the 2023 Bradford County CHA Steering Committee, guided the process and assured that the health needs and issues of all Bradford County residents were considered. This effort exemplifies a shared commitment to collaboration, partnership, and integration between a number of public and private institutions in Bradford County for the larger goal of improving health outcomes and quality of life for all residents in Bradford County.

Process and Methodology

This comprehensive health assessment effort is based on a nationally recognized model and best practice for completing community health assessments and improvement plans called Mobilizing for Action through Planning and Partnerships (MAPP). The MAPP tool was developed by the National Association of County and City Health Officials (NACCHO) in cooperation with the Public Health Practice Program Office, Centers for Disease Control and Prevention (CDC). Strategies to establish the assessment of health equity and health disparities have been included in the Bradford County MAPP process. Use of the MAPP tools and techniques helped Bradford County ensure that a collaborative and participatory process with a focus on wellness, quality of life, and health equity would lead to the identification of shared, actionable strategic health priorities for the community.

Assessments

The health of a community is generally measured by the physical, mental, environmental, and social well-being of its residents. Due to the complex nature of determinants of health, the community health assessment process is driven by both quantitative and qualitative data collection and analysis from both primary and secondary data sources. Data was generated from three core assessments to inform the analysis, prioritization, and identification of community health priorities. These assessments are described in further detail below.

In order to make the data and analysis most meaningful to the end user, this report has been separated into multiple components as follows:

- Executive Summary
- Introduction and Assessment Methodology
- Organizing for Success and Partnership Development
- Community Health Status Assessment

-
- Community Themes and Strengths Assessment
 - Forces of Change Assessment
 - Intersecting Themes and Key Considerations
 - Appendices
 - ▶ Appendix A – Community Survey
 - ▶ Appendix B – Steering Committee Members

Community Health Status Assessment

The Community Health Status Assessment provides a narrative summary of the data presented in the *2023 Bradford County and Union County Community Health Assessment Technical Appendix*, which includes analysis of social determinants of health, community health status, and health system assessment. A myriad of secondary data sources were used to examine the health of Bradford County, including the U.S. Census Bureau, the Florida Agency for Health Care Administration, the Florida Department of Health’s Florida HealthCHARTS, and the Centers for Disease Control and Prevention’s Behavioral Risk Factor Surveillance System. Where available and pertinent, zip code tabulation areas (ZCTA) are examined and analyzed for Bradford County. More information on ZCTAs as well as a list of ZCTAs for Bradford County can be found in the Technical Notes section of the *2023 Bradford County and Union County Community Health Assessment Technical Appendix* and will henceforth be presented as the ZCTA number followed by the area name: for example, 34601 Brooksville. Through the analysis of data on these indicators of social determinants of health, community health status, and health system resources, this assessment answers the question: “How healthy is the community?”.

Community Themes and Strengths Assessment

The Community Themes and Strengths Assessment component represents the core of the community’s input and perspective into the health problems and needs of the community. In order to determine the community’s perspectives on priority community health issues and quality of life issues related to health care, surveys were used to collect input from community members at large, garnering 126 responses. The Steering Committee worked with WellFlorida Council to determine survey questions and to distribute them electronically, both in Spanish and in English. Detailed analysis of survey responses is included in the Community Themes and Strengths Assessment segment of this report and seeks to understand “What is important to the community?” and “How is health and quality of life perceived in the community?”.

Forces of Change Assessment

The purpose of the Forces of Change Assessment is to identify forces – such as trends, factors, or events – that are influencing or may influence the health and quality of life of the community and the work of the community to improve health outcomes. The Forces of Change Assessment was completed on May 9, 2023, with the Bradford County Community Health Assessment Steering Committee and other invited community leaders. Through a facilitated discussion with community partners, this assessment collected qualitative data that sheds light on “What is occurring or might occur that affects the health of the community and/or health system?”.

Intersecting Themes and Key Considerations

The Intersecting Themes and Key Considerations component presents recurrent themes and noteworthy findings across the assessments. Identification and prioritization of strategic issues based on intersecting themes are discussed here as well. The narrative report concludes with a resource list of planning assets with promising, model

practices as well as evidence-based interventions for addressing the identified issues. Recommendations for addressing the identified needs are listed in the Key Considerations section.

Identified Health Priorities

The CHA Steering Committee members reviewed the assessment data and findings from the entire community health assessment process. After discussion and consensus, the Steering Committee arrived at the three (3) strategic priority issue areas listed below:

- Mental Health and Substance Misuse
 - ▶ Access to services
 - ▶ Increase presence of and awareness of current resources
 - ▶ Use of homeless housing as transitional housing
 - ▶ Institute new community initiatives such as community gardens and volunteering with seniors
 - ▶ Youth vaping
- Food Insecurity
 - ▶ Meals on wheels
 - ▶ Blessing boxes
 - ▶ Expanding food giveaways and pantries
 - ▶ Backpack program
 - ▶ Community garden
- Chronic Disease
 - ▶ Dental care
 - ▶ Heart Disease
 - ▶ Education
 - ▶ Screenings
 - ▶ Hypertension
 - ▶ Obesity
 - ▶ Cancer

Action and Implementation

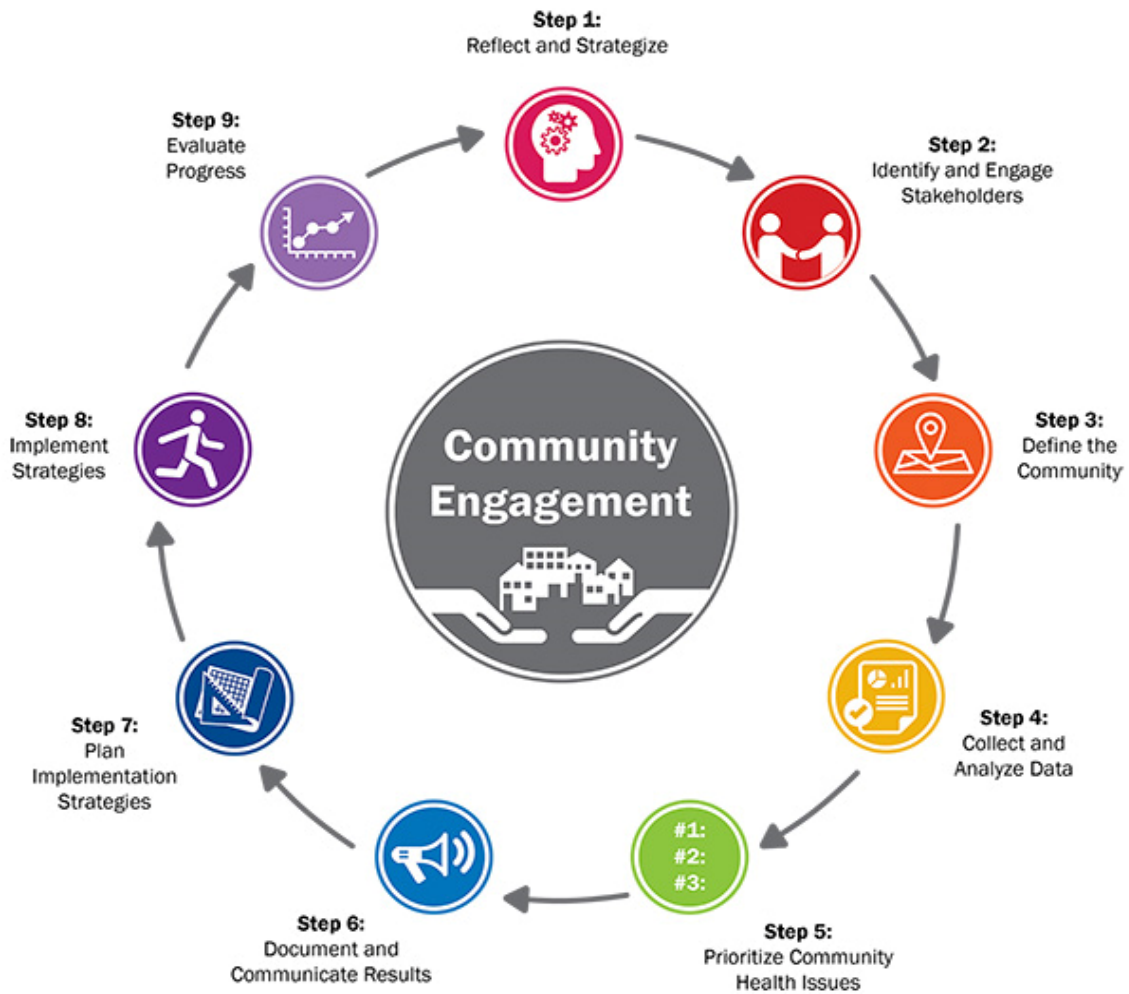
The next phase of a comprehensive assessment process is the development of an implementation plan or Community Health Improvement Plan (CHIP) with goals, strategies, measurable outcomes, and process objectives, with continuous monitoring and performance metrics. Community leaders and partners will continue to work together to address the identified issues, improve health outcomes, and make wise investments in the quality of life for Bradford County residents.

FIGURE 1: MAPP PROCESS DIAGRAM



Source: National Association of County and City Health Officials (N.D.). Community Health Assessment and Improvement Planning. Retrieved August 8, 2019, <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment>

FIGURE 2: COMMUNITY HEALTH ASSESSMENT TOOLKIT



Source: Association for Community Health Improvement (N.D.). Community Health Assessment toolkit. Retrieved August 3, 2022. [https://www.healthycommunities.org/resources/community-health-assessmenttoolkit#:~:text=The%20Affordable%20Care%20Act%20requires,CHA\)%20process%20every%20three%20years](https://www.healthycommunities.org/resources/community-health-assessmenttoolkit#:~:text=The%20Affordable%20Care%20Act%20requires,CHA)%20process%20every%20three%20years)

Using the Community Health Assessment

The 2023 Bradford County Community Health Assessment (CHA) is intended to address the core MAPP assessments that are designated as key components of a best practice needs assessment designed by NACCHO and the CDC. The identification of local health needs and health issues of the community comes from an analysis of the intersecting themes in each of these sections. The chief objectives of this CHA are the following:

- To accurately depict the key health issues of Bradford County based on common themes from the core MAPP assessments
- To identify strategic issues and some potential approaches to addressing these issues
- To inform the next phase of the MAPP-based assessment and health improvement planning process; that is, the development of the Community Health Improvement Plan (CHIP)
- To provide the community with a rich data compendium as a resource for ongoing program intervention and policy development and implementation as well as evaluation of community health improvement efforts and outcomes

Technical Appendix

While the 2023 Bradford County Community Health Assessment is undoubtedly a stand-alone document, the CHA has been designed to work in concert with the accompanying *2023 Bradford County and Union County Community Health Assessment Technical Appendix* (referred to going forward as the 2023 Technical Appendix). Whereas the CHA presents data and issues at a higher, more global level for the community, all of the data in the CHA that has been used for identifying community health issues are addressed on a granular level of detail in the 2023 Technical Appendix. Thus, for most data that are addressed in the main CHA, the 2023 Technical Appendix presents these data in finer detail, breaking down data sets where appropriate and when available. The 2023 Technical Appendix is an invaluable companion resource to the CHA, as it allows the community to dig deeper into the issues presented in order to more readily understand the contributing factors, causes, and wide range of effects on health and quality of life.

ORGANIZING FOR SUCCESS, PARTNERSHIP DEVELOPMENT, AND VISIONING

Organizing for Success and Partnership Development

Having broad community representation during the Community Health Assessment process is critical to accurately identifying and reflecting the health issues and needs of the community. Therefore, a diverse array of community leaders and organizations were invited to partake in the assessment process as Steering Committee members. In total, 30 Steering Committee members were involved. Their names and titles are provided in Appendix B.

Assuring Diversity and Equity in the Bradford County Community Health Assessment Process

At the January 11, 2023 Bradford County Community Health Assessment meeting, Steering Committee members reflected on how to assure wider, more diverse representation of community partner organizations as well as the community at large in the overall assessment process. The following questions were discussed:

- Are there any populations or groups not represented here today?
- Are there other community partnerships or coalitions that should be part of the assessment process?
- How can we assure the community at large has a voice?
- Do we periodically assess who needs to be at the table and involved?
- Are we a welcoming group? Do we use partners’ time wisely?

TABLE 1: POPULATIONS AND ORGANIZATIONS TO INVITE TO ASSURE DIVERSE REPRESENTATION AND EQUITY IN COMMUNITY HEALTH ASSESSMENT PROCESS, BRADFORD COUNTY, 2023

Populations	
Disability community	General community members
Keystone residents	
Organizations, Partnerships, or Groups	
Centers for Independent Living	Arc of Bradford
Department of Children and Families/Partnership for Strong Families	Churches
Santa Fe College	Suwannee River Economic Council
Knights of Columbus	Civic Organizations (e.g., Rotary Club)
For-profit leaders and organizations	Local hospital
Emergency management	Peaceful Paths
Food pantries	Rural Women’s Health Project
Newspaper	Department of Corrections
Emergency Medical Services	

Source: Bradford County diversity and equity discussion results, January 11, 2023. Prepared by WellFlorida Council, 2023.

Survey Content, Distribution, and Participation

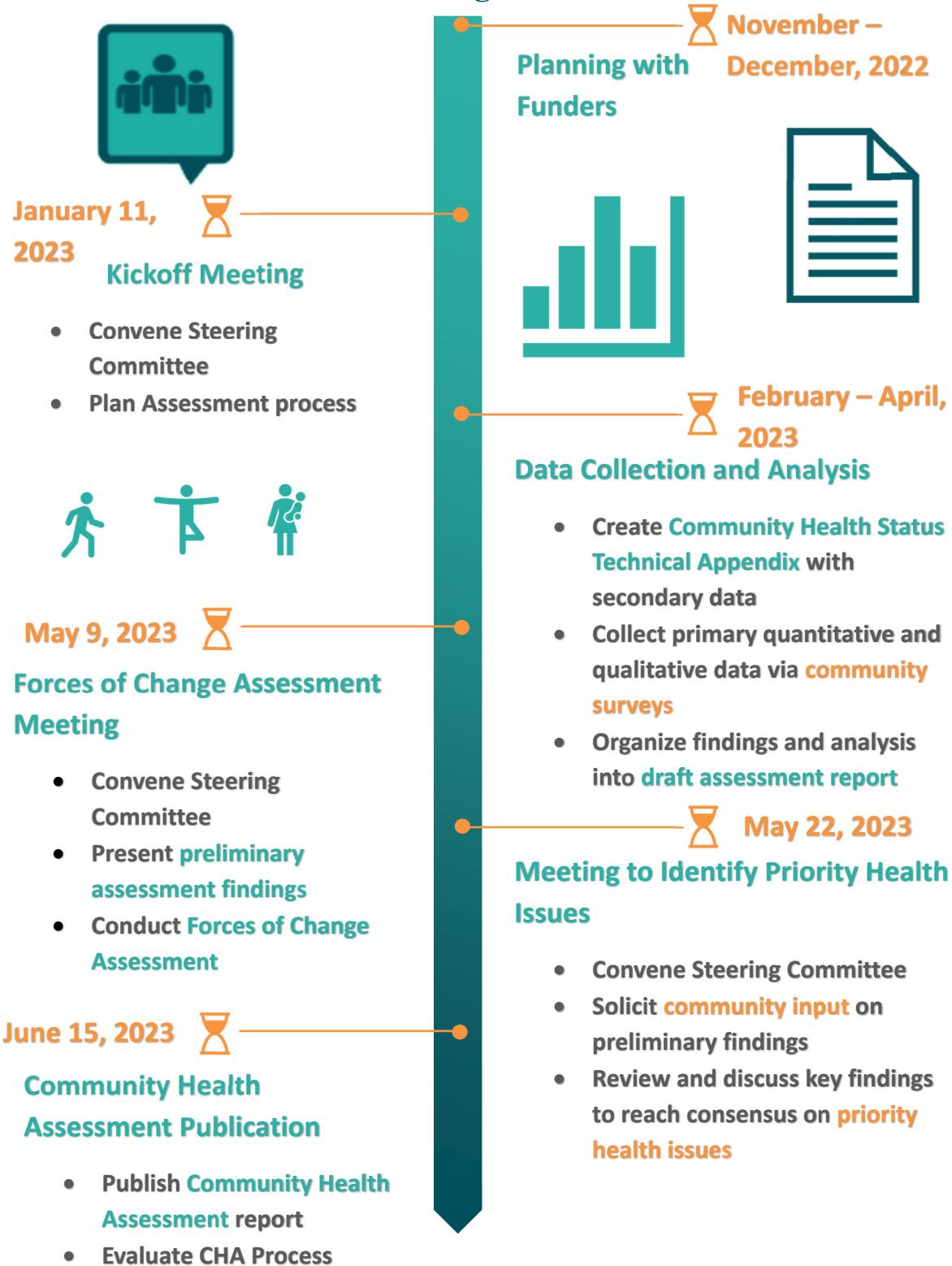
At their January 11, 2023 Kickoff Meeting, WellFlorida Council presented the possibility of including three (3) optional COVID-related questions in the community member survey. Strong points were discussed both in favor of and against including the COVID-related questions. It was determined that the final decision would be further considered by the core team, which ultimately elected to omit them.

The topic of how to ensure broad survey participation was also discussed at great length. Challenges that were mentioned included the lack of a written survey option and the barriers posed to those with limited or no internet access. The following ideas were brought up to combat these and other challenges:

- Put survey on library homepage
- Bring tablets to administer survey at events/offices
- Have Sheriff's office share on Facebook, or make it part of the inmate visitor screening process
- Social media for schools, churches
- Newspaper advertisement
- QR Codes
- Community-wide text

Additionally, the survey timeline was designed to encompass as many community events and promotional opportunities as possible. With a launch date of February 3rd, the survey was open for the February 4th Bradford/Union County Chamber of Commerce Banquet and February 4th food distribution event, as well as the community fair at the beginning of March.

2022-2023 Bradford County Community Health Assessment Planning Process Timeline



COMMUNITY HEALTH STATUS ASSESSMENT

Introduction

The Community Health Status Assessment highlights key findings from the *2023 Bradford County and Union County Community Health Assessment Technical Appendix*, referred to henceforth as the 2023 Technical Appendix. The assessment data was prepared by WellFlorida Council, Inc., using a diverse array of sources including the Florida Department of Health Office of Vital Statistics, the U.S. Census Bureau, and the Florida Agency for Health Care Administration.

A community health status assessment is a process of systematically gathering and analyzing data relevant to the health and well-being of a community. Such data can help to identify unmet needs as well as emerging issues. Data from this report can be used to explore and understand the health needs of Bradford County as a whole, as well as in terms of specific demographic, socioeconomic, and geographic subsets. The following summary includes data from these areas:

- Demographics and Socioeconomics
- Mortality and Morbidity
- Health Care Access and Utilization
- Behavioral Risk Factors
- Health Disparities
- Social Determinants of Health

Many of the data tables in the 2023 Technical Appendix contain standardized rates for the purpose of comparing Bradford County and its individual zip code tabulation areas to the state of Florida as a whole. It is advisable to interpret these rates with caution when incidence rates are low (i.e., the number of new cases is small). Small variations from year to year can result in substantial shifts in the standardized rates. The data presented in this summary includes references to specific tables in the 2023 Technical Appendix so that users can refer to the numbers and the rates in context.

Demographics and Socioeconomics

As population dynamics change over time, so do the health and healthcare needs of communities. It is therefore important to periodically review key demographic and socioeconomic indicators to understand current health issues and anticipate future health needs. The 2023 Technical Appendix includes data on current population numbers and distribution by age, gender, and racial group by geographic region. It also provides statistics on education, income, and poverty status. It is important to note that these indicators can significantly affect populations through a variety of mechanisms including material deprivation, psychosocial stress, barriers to healthcare access, and the distribution of various specific risk factors for acute and/or chronic illness. Noted below are some of the key findings from the Bradford County demographic and socioeconomic profile.

Population

The 2020 U.S. Census recorded Bradford County's population at 28,303. The University of Florida Bureau of Economic Business Research population estimates for 2022 report a small decrease to 27,013 individuals. According to the 2020 Census numbers, 23.6 percent of the county lives in Starke, 2.7 percent in Lawtey, 1.9

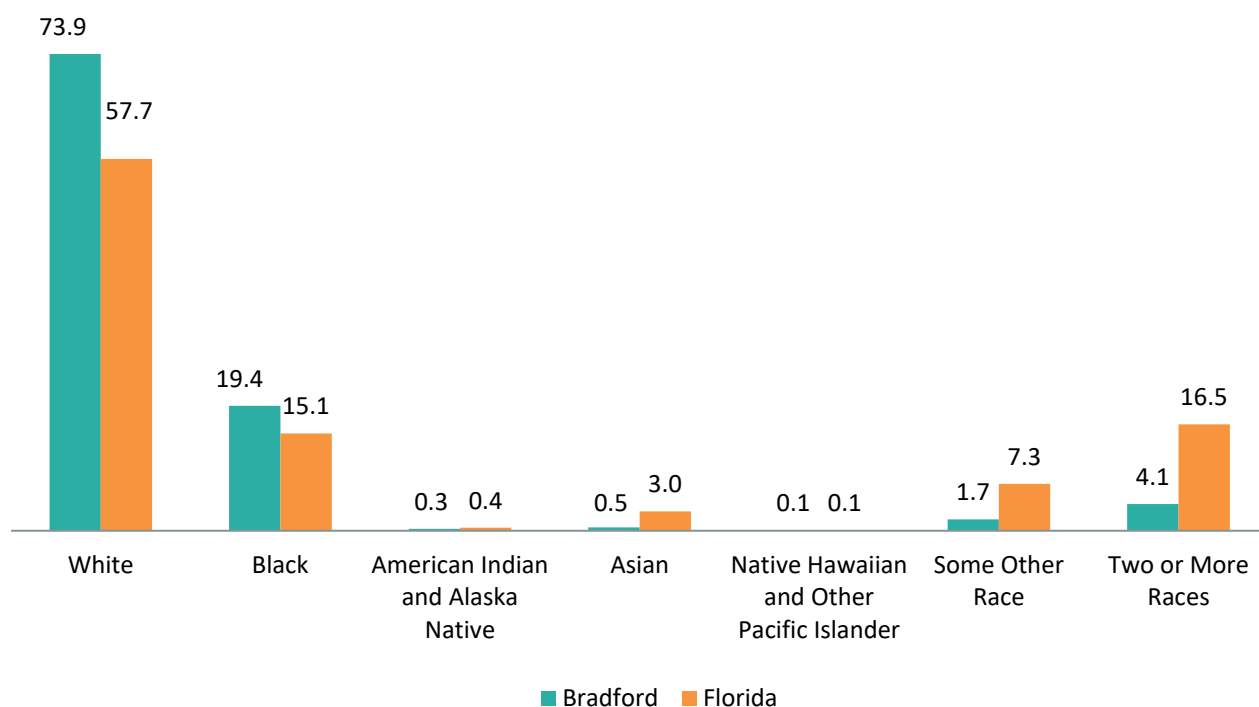
percent Hampton, 1.3 percent in Brooker, and approximately 70.5 percent of this population live in unincorporated area, this last number contrasting with just 49.6 percent of Florida (Tables 2 and 3, 2023 Technical Appendix).

Furthermore, Bradford County contains roughly 1,980 Veterans, making up 8.8 percent of the overall county population. This number is just above the state rate of 8.2 percent of Florida (Table 18, 2023 Technical Appendix).

Race

At the time of this Community Health Assessment, the only detailed 2020 US Census data available was by race. The breakdown is shown in Figure 3. In summary, Bradford County is primarily White (73.9 percent of the population), with the next largest racial category being Black (19.4 percent), then Two or More Races (4.1 percent).

FIGURE 3: PERCENTAGE POPULATION BY RACE, BRADFORD COUNTY AND FLORIDA, 2020 US CENSUS DATA



Source: Table 4, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

The 2020 US Census data provides a valuable snapshot of the exact demographics of Bradford County and Florida in 2020. However, most of the data in this report refers to calculations based on the 2017-2021 American Community Survey (ACS) estimates, including all the zip code level data. The ACS estimates are a five-year average that is updated every year; for example, the current set of estimates is for 2017-2021, while the upcoming set of estimates will be for 2018-2022. Although both the US Census and ACS estimates are conducted by the US Census Bureau, only the official US Census is administered to the entire population; the ACS is completed by only a subset of the population, and is therefore an estimate, not an official count. Since detailed breakdown of the US Census data is not yet publicly available, including zip code level data, for the rest of this report we will be using the 2017-2021 ACS estimates, and the population of Bradford County will be considered 27,928, according to this most recent estimate, unless specified otherwise (Table 5, 2023 Technical Appendix). A more in-depth explanation of the ACS survey methods and figures can be found in the Technical Notes section of the 2023 Technical Appendix.

2020 US Census data also provides valuable insight into Bradford County’s exact racial distribution, as detailed in Figure 3, but was not used by most of the sources and estimates made in this report. Hence, it is also wise to consider overall racial distribution according to the 2017-2021 ACS estimates. This places 75.7 percent of the Bradford County population as White, 19.3 percent as Black, 3.3 percent as Two or More Races, 0.7 percent as Asian Only, 0.3 percent as American Indian or Alaska Native Only, and 0.4 percent as Some Other Race (Table 5, 2023 Technical Appendix).

Ethnicity

Further considering the 2017-2021 ACS estimates, an estimated 4.6 percent of the Bradford County population identifies as Hispanic or Latino, paling in compared to a full 26.2 percent of Florida. Most Bradford County Hispanics reside in 32091 Starke at 5.5 percent of the ZCTA (Table 6, 2023 Technical Appendix).

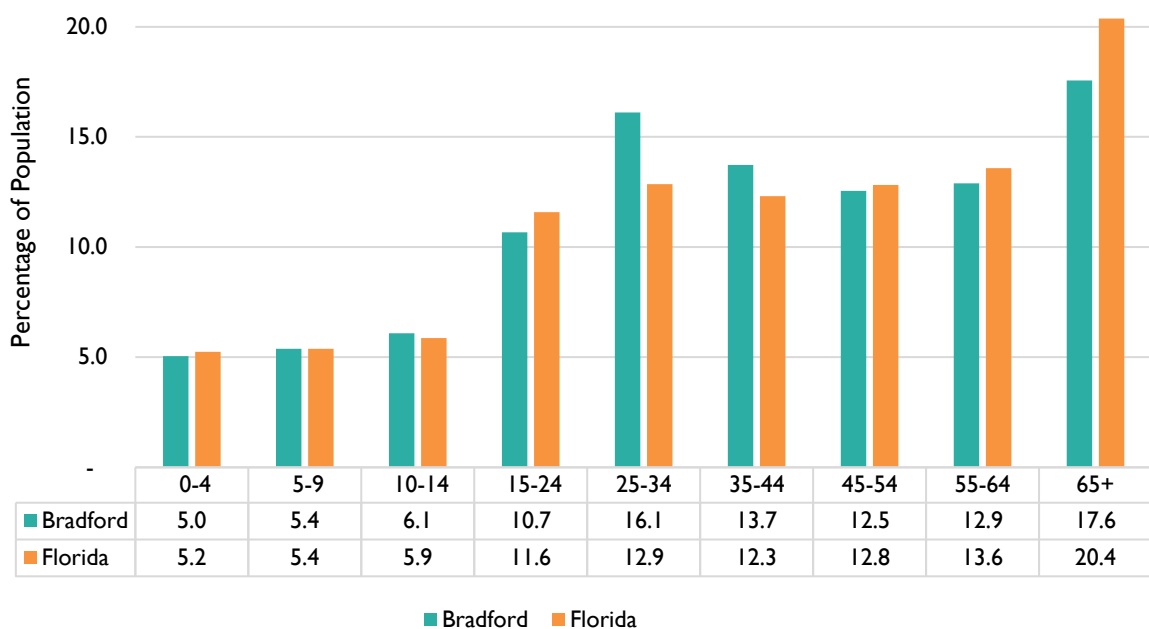
Sex

Nearly 66 percent of the Bradford County population is estimated to be male according to 2017-2021 ACS figures. The largest discrepancy found by sex by ZCTA is in 32058 Lawtey at 55.1 male and 44.9 percent female (Table 7, 2022 Technical Appendix).

Age

Bradford County has a slightly greater working age population than the state, with 62.8 percent residing between the ages of 18 and 64, compared to 59.7 percent of Florida. In contrast, Florida has a slightly greater retirement age population than Bradford County, with 20.4 percent of the state population at or above 65 years of age compared to just 17.6 percent of the county (Table 8, 2023 Technical Appendix). Figure 4 below displays the age distribution of Bradford versus the state in more detail.

FIGURE 4: POPULATION BY AGE GROUP, BRADFORD COUNTY AND FLORIDA, 2017-2021



Source: Table 8, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

By ZCTA, 32091 Starke has the largest percentage of its population over the age of 65 (19.9 percent), and 32044 Hampton has the largest percentage of its population under the age of 18 (30.2 percent). This data is with respect to Table 8 of the 2023 Technical Appendix.

When examining intersections between age and other demographic elements of the Bradford County population, a few interesting factors may be noted. For one, a greater percentage of the Bradford County female population is retirement age (22.3 percent) as compared to the male population (13.8 percent). Similarly, a much greater percentage of the Bradford County White population is retirement age (20.2 percent) as compared to the Black population (9.1 percent), and the Hispanic population depicts a particularly low rate of seniors ages 65+ at just 2.6 percent of the Hispanic population (Tables 9-12, 2023 Technical Appendix).

Families and Households

The US Census Bureau defines a family as a householder and one or more other people living in the same household who are related to the householder by birth, marriage, or adoption. Meanwhile, a household is any group of people living together or an individual living alone, and hence includes both family households and non-family households. Bradford County is home to approximately 5,822 families according to the most recent 2017-2021 ACS estimates, of which the average family size is 3.28 people (3.16 for Florida). Most of these families are Married Couple families, followed by Female Householder, No Husband Present families, then Male Householder, No Wife Present. When looking at overall households – amounting to nearly 9,000 in Bradford County – the average household size comes to just 2.68 individuals, marginally higher than the state average of 2.57 (Tables 16-17, 2023 Technical Appendix).

With respect to the same estimates, about 54.7 percent of grandparent householders are responsible for their own grandchildren under the age of 18. This same figure is only 44.1 percent for Florida overall. In particular, in 32091 Starke, 63.2 percent of grandparent householders are responsible for their own grandchildren under 18. Among these households in Bradford County, 83.2 percent have a parent present, contrasting with only 63.9 percent in Florida as a whole (Tables 14-15, 2023 Technical Appendix).

According to 2017-2021 ACS estimates, approximately 3,883 individuals in Bradford County live in group quarters, which include correctional institutions and nursing homes, comprising 13.9 percent of the population. This is markedly higher than just 1.9 percent of Florida (Table 13, 2023 Technical Appendix).

Languages Spoken

Additional ACS data considers the languages spoken by Bradford County residents ages five (5) and older. Among this demographic, 95.8 percent speak only English (compared to 70.2 percent of Florida), and among those who speak other languages, only 9.6 percent speak English less than “Very Well” (compared to 39.6 percent of Florida). Roughly half of these individuals speak Spanish, just over a third speak other Indo-European languages, and just under 10 percent speak Asian and Pacific Island languages (Table 19, 2023 Technical Appendix).

Life Expectancy

Table 2 presents life expectancy by sex for Bradford County and Florida. In summary, Bradford County residents on average live almost four (4) years less than their Florida counterparts, with males in particular living an average of 4.4 years less than females in Bradford County.

TABLE 2: LIFE EXPECTANCY BY SEX, BRADFORD COUNTY AND FLORIDA, 2018-2020

	Bradford County	Florida
Overall	75.7	79.4
Females	77.9	82.3
Males	73.5	76.5

Source: Table 20, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

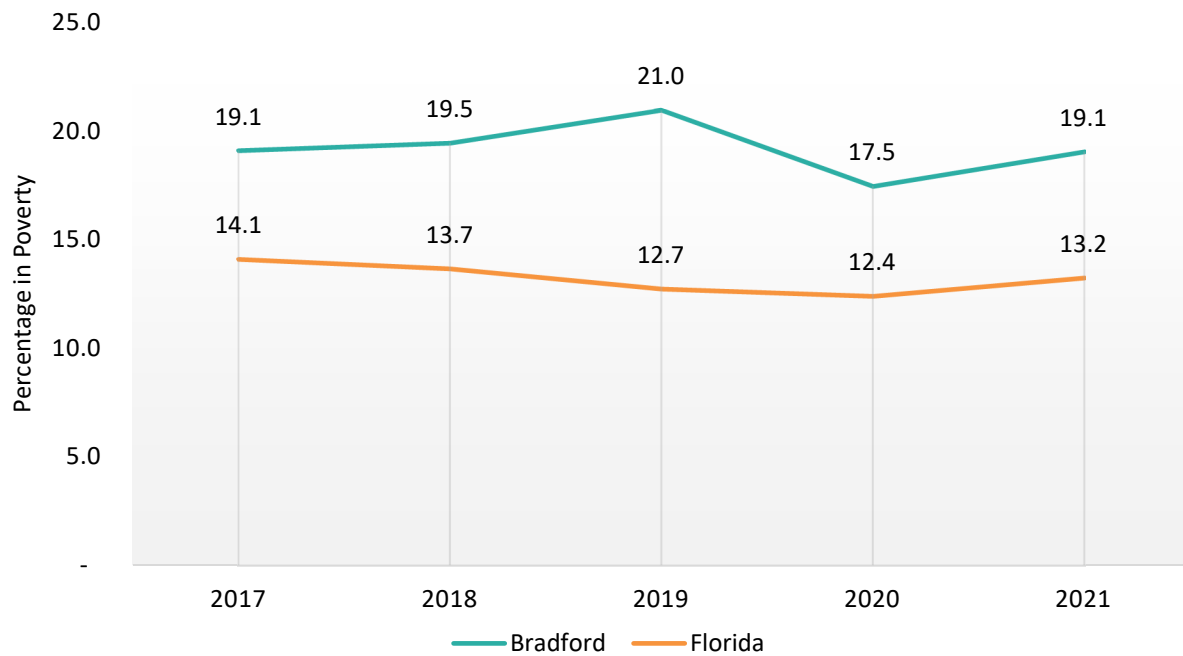
Life expectancy also demonstrates slight variations by race, with Black Bradford County residents living an average of 76.6 years and White Bradford County residents just 75.2. These numbers compare to 76.7 years for Black Floridians and 79.7 years for White Floridians (Table 20, 2023 Technical Appendix).

Economic Characteristics

Poverty

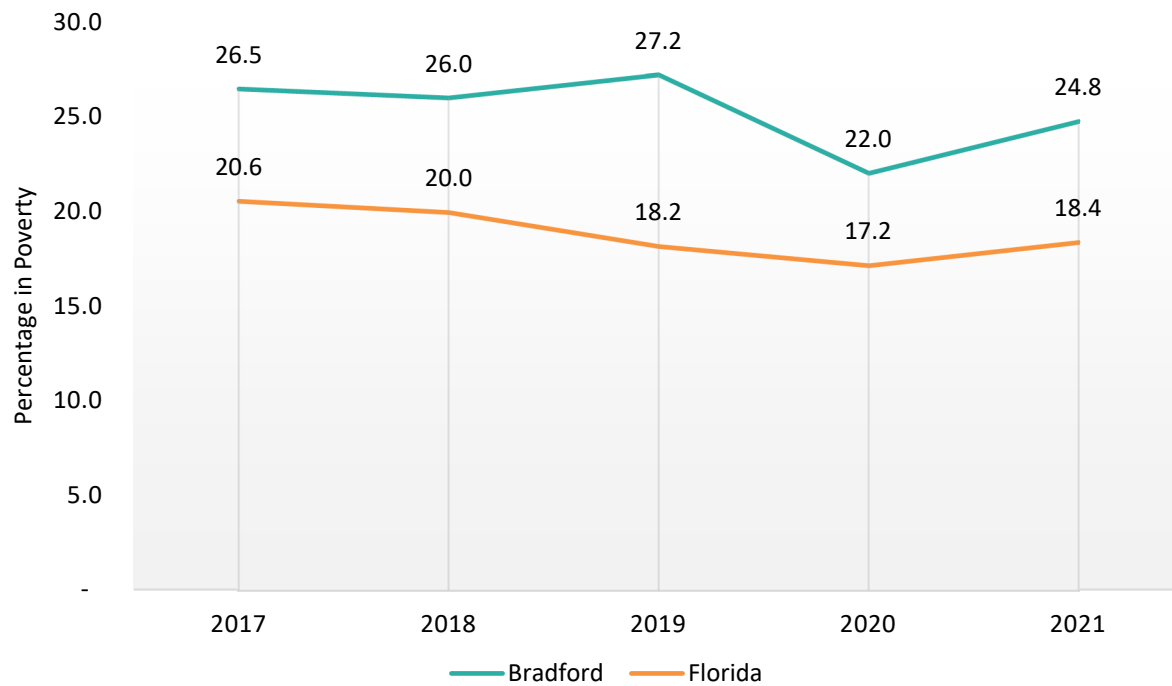
The US Census Bureau Small Area Income and Poverty 2021 estimates place poverty rates for Bradford County at 19.1 percent of the population overall and 24.8 percent of children under 18; Florida rates are lower in both categories at 13.2 percent overall and 18.4 percent of children in poverty (Table 21, 2023 Technical Appendix).

FIGURE 5: POVERTY RATES AMONG ALL AGES, BRADFORD COUNTY AND FLORIDA, 2017-2021



Source: Table 21, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

FIGURE 6: CHILDREN IN POVERTY ESTIMATES, BRADFORD COUNTY AND FLORIDA, 2017-2021



Source: Table 21, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

The ACS also creates estimates of poverty levels throughout the United States and provides a more detailed breakdown of poverty levels by income, ZCTA, race, and ethnicity. Since these 2017-2021 ACS estimates use a different sample and different methodology, the numbers are slightly different from the 2021 US Census Bureau Small Area Income and Poverty estimates. Specifically, the ACS estimates that 19.4 percent of Bradford County overall is in poverty (13.1 for Florida), and 29.0 percent of Bradford County children are in poverty (18.2 for Florida). This data also shows that 32622 Brooker has the highest rate of poverty overall in Bradford County at 25.4 percent of the population, as well as among children at 36.5 percent (Table 22, 2023 Technical Appendix).

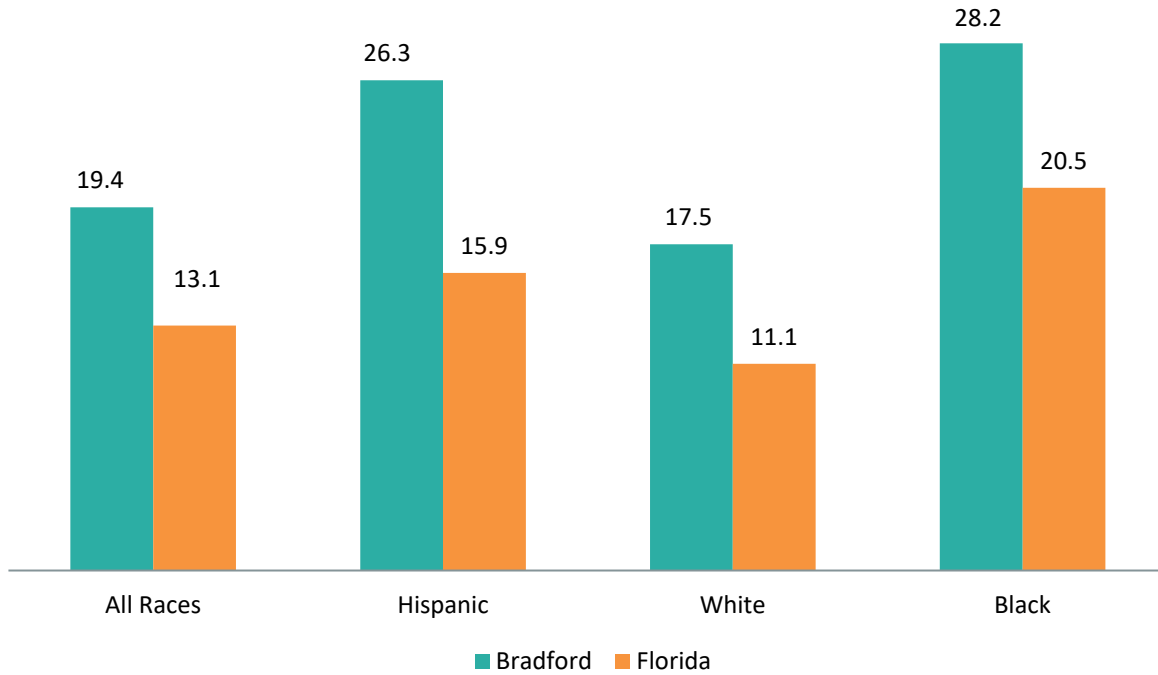
By age, Bradford County demonstrates notably higher rates of poverty among those ages 65+ when compared to Florida: 16.7 percent versus 10.7 percent, respectively. This rate is particularly high among seniors in 32091 Starke at 22.7 percent of the senior population (Table 24, 2023 Technical Appendix).

By sex, poverty rates are respectably higher among females in Bradford County (21.5 percent) as compared to males in Bradford County (17.4 percent), both greater than their state counterparts (14.1 percent and 12.0 percent, respectively) (Table 25, 2023 Technical Appendix).

By households, 11.7 percent of family households and 20.2 percent of all households are in poverty within Bradford County. Specifically, Female Householder, No Husband Present families depict the highest rate of poverty at 29.7 percent of the household's population (Table 27, 2023 Technical Appendix).

A more detailed breakdown of poverty by race and ethnicity can be seen in Figure 7.

FIGURE 7: ESTIMATED PERCENT OF PERSONS IN POVERTY BY SELECTED RACES AND ETHNICITY, BRADFORD COUNTY AND FLORIDA, 2017-2021



Source: Table 26, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

ALICE Households

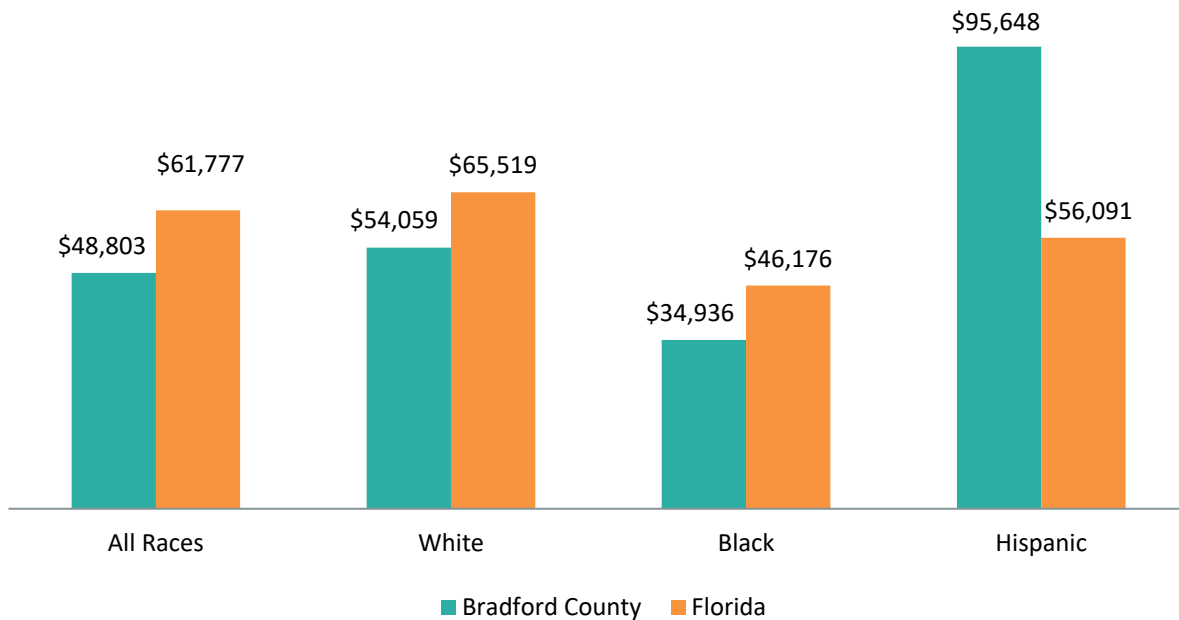
ALICE household reports, or Asset Limited, Income Constrained, Employed household reports, are publications producing unbiased, high quality data on household budgets, demographics, employment opportunities, housing affordability, public and private assistance, and other critical economic factors. Their methodology is reviewed by outside experts and supported with an independent Research Advisory Committee within each state; more information can be found at <https://www.unitedforalice.org/overview>. The following data is taken from the 2020 ALICE Report, which contains information collected in 2018, located in Table 29 of the 2023 Technical Appendix.

The ALICE report calculates household survival budgets by family type and size in an attempt to reflect the minimum income necessary to meet basic living expenses within a county or state. For example, the household survival budget for a single adult in Bradford County is estimated at \$25,116 per year, and for a household of two (2) adults with two (2) children in childcare, that number rises to \$58,956. ALICE households are therefore households that earn more than the federal poverty guidelines but less than these household survival budgets. Within Bradford County, 30 percent of households meet the guidelines to be ALICE households. Within Florida overall, this number is 32 percent. Among Bradford seniors 65 and over, 29 percent are categorized as ALICE households compared to Florida where 40 percent of seniors 65 and over are ALICE households.

Income

Median household income varies by race and ethnicity, as shown by the ACS 2017-2021 estimates in Figure 8. The ZCTA with the lowest median income among All Races is 32044 Hampton at 41,214 dollars per household (Table 30, 2023 Technical Appendix).

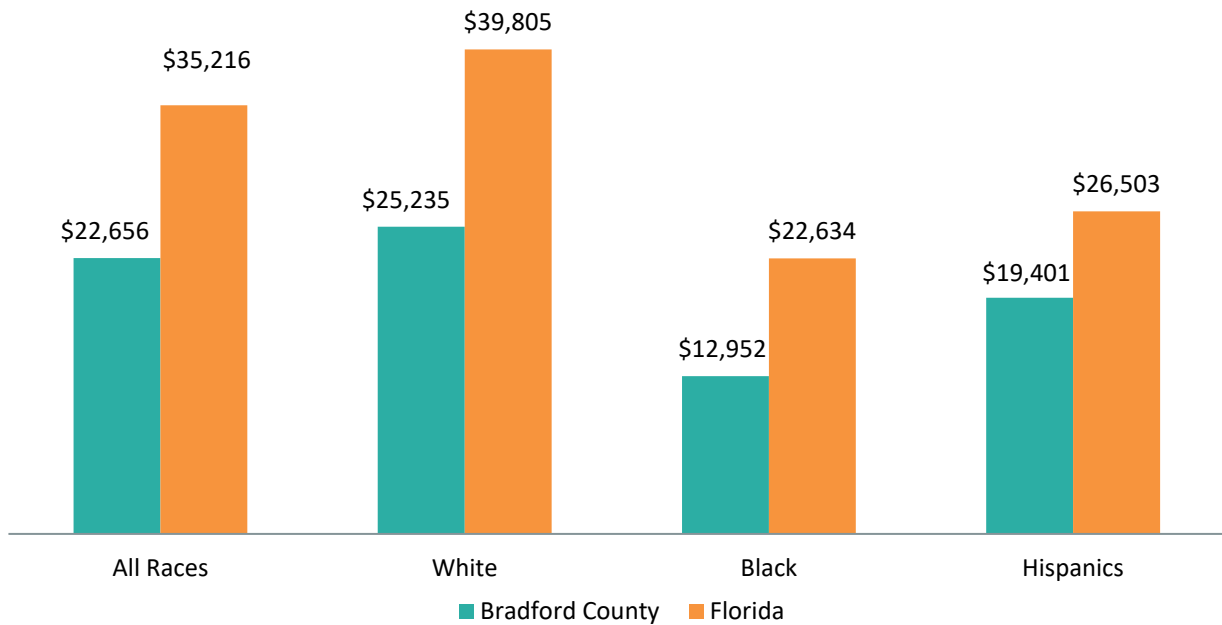
FIGURE 8: MEDIAN HOUSEHOLD INCOME BY RACE AND ETHNICITY, BRADFORD COUNTY AND FLORIDA, 2017-2021



Source: Table 30, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Average household income shows similar trends, with Bradford County average household income coming in at 63,767 dollars compared to 88,267 dollars for Florida. Per capita income for Bradford County and Florida can also be seen by race and ethnicity in Figure 9 on the next page. By ZCTA, the lowest per capita income by race and ethnicity can be found among Black residents of 32622 Brooker at 4,389 dollars per person (Tables 31 and 32, 2023 Technical Appendix).

FIGURE 9: PER CAPITA INCOME BY RACE AND ETHNICITY, BRADFORD COUNTY AND FLORIDA, 2017-2021

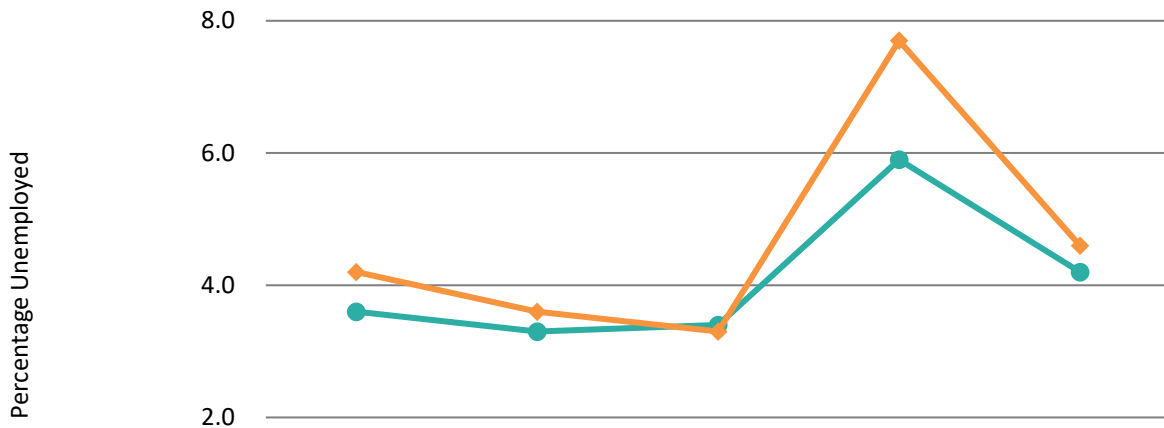


Source: Table 32, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Employment

Over the past five (5) years of data available from 2017-2021, Bradford County unemployment rates have generally been slightly lower than the state. More details are presented in Figure 10. It is also of note that the ZCTA with the highest average unemployment rate during these five (5) years was 32622 Brooker at 8.7 percent unemployed, while the lowest could be found in 32044 Hampton at 3.1 percent unemployed (Table 37, 2023 Technical Appendix).

FIGURE 10: UNEMPLOYMENT RATES, BRADFORD COUNTY AND FLORIDA, 2010 - 2020



	2017	2018	2019	2020	2021
Bradford County	3.6	3.3	3.4	5.9	4.2
Florida	4.2	3.6	3.3	7.7	4.6

Source: Table 36, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

The overwhelming majority of non-governmental businesses in Bradford County are small, employing less than 50 people (96.7 percent). Of these, 13.1 percent are retail based and 35.6 percent are service based, compared to 12.6 percent and 51.8 percent in the state, respectively. These numbers are based on 2020 US Census Bureau estimates (Tables 42 and 43, 2023 Technical Appendix).

Transportation

2017-2021 ACS estimates places only 3.8 percent of Bradford County households with workers ages 16 and over as not having any vehicles available. 77.9 percent drive alone to work, and 9.6 percent carpool. Only 1.0 percent use public transportation. Among all workers, nearly 20 percent have a commute of less than 10 minutes; more than double the state rate of 8.9 percent. However, Bradford County also has a slightly higher percentage of those with a commute of 30 minutes or more: 48.1 percent as compared to 42.6 percent. In particular, this commute time is necessary for 51.0 percent of those that carpool in Bradford County, contrasting with only 44.0 percent of carpoolers in Florida (Tables 54 and 55, 2023 Technical Appendix).

Education

Educational attainment is an important social determinant of health that is strongly linked with life expectancy, health behaviors, and employment opportunities. According to ACS 2017-2021 estimates considering the population that is 25+ years of age, far fewer have obtained a college degree in Bradford County than the state and more have a high school diploma as their highest level of educational attainment. A more detailed breakdown is shown in Table 3 alongside graduation rates and dropout rates. In particular, the latter shows an alarming increase in high school dropout rates in Bradford County from 1.4 percent in the 2016-2017 academic year to 10.0 in the 2019-2020 academic year (Tables 38 and 39, 2023 Technical Appendix).

TABLE 3: HIGH SCHOOL GRADUATION RATES, SCHOOL DROPOUT RATES, AND HIGHEST LEVEL OF SCHOOL COMPLETED, BRADFORD COUNTY AND FLORIDA

High School Graduation			School Dropout Rates			Highest Level of School Completed, by Percent of Population 25+ Years, 2017-2021		
Year	Bradford County	Florida	Year	Bradford County	Florida		Bradford County	Florida
2017-18	89.0	86.1	2016-17	3.0	4.0			
2018-19	87.7	86.9	2017-18	1.4	3.5	No high school diploma	18.0	11.0
2019-20	88.2	90.0	2018-19	3.4	3.4	High school diploma	68.3	47.4
2020-21	85.0	90.0	2019-20	6.4	3.1	College degree	11.3	41.6
2021-22	76.1	87.3	2020-21	10.0	3.2			

Source: Tables 38 and 39, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

The Florida Department of Education also reports the percentage of school readiness at kindergarten entry and the percentages of elementary and middle school students not promoted to the next grade level. With respect to the former, in 2020 after two (2) years of increase, 51.6 percent of Bradford County Kindergarteners were deemed school ready, similar to 56.9 percent at the state level. In 2021, 9.0 percent of elementary students were not promoted, much higher than the state rate of just 2.5 percent. Similarly, in the same year, 10.7 percent of middle school students were not promoted, while the state rate was only 2.8 percent (Table 40, 2023 Technical Appendix).

Food Insecurity

Food insecurity rates are estimated by Feeding America, a national nonprofit network of food banks that operates in every county in the country. Their estimates are made using a tested model based on Current Population Survey (CPS) food security questionnaire data, and it takes into account – among other things – unemployment rates, poverty rates, and disability rates.

TABLE 4: PERCENT FOOD INSECURITY, ALL AGES AND CHILDREN, BRADFORD COUNTY AND FLORIDA, 2016-2020

Year	All Ages		Children	
	Bradford County	Florida	Bradford County	Florida
2016	17.7	13.9	22.4	20.0
2017	16.7	13.4	21.7	20.4
2018	16.3	13.0	25.1	19.4
2019	16.4	12.0	25.5	17.1
2020	15.0	10.6	21.4	15.7

Source: Table 41, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Approximately 16.4 percent of the Bradford County population receives cash public assistance or food stamps as of 2021, slightly higher than Florida overall at 14.1 percent of the state population. This number has been decreasing among Bradford County residents for the past four (4) consecutive years. Additionally, 44.2 percent of households receiving food stamps have at least one resident that is 60 years of age or older (Tables 50 and 51, 2023 Technical Appendix).

It is also helpful to consider the percentage of students eligible for free/reduced lunch within the public school system. As of 2021, rates of eligibility are higher in Bradford County than Florida among Kindergarten, Elementary, and Middle School students; however, only 40.0 of children in Pre-Kindergarten are eligible in Bradford County compared to 61.0 percent in Florida (Table 47, 2023 Technical Appendix).

Housing Data

Returning once again to the 2017-2021 ACS estimates, Bradford County holds approximately 10,753 housing units, about 16.6 percent of which are vacant (16.5 percent in Florida). An estimated 30.0 percent of occupied households face monthly housing costs that are 30 percent or more of the household income, similar to the state at 34.7 percent. This rate is higher among those in renter occupied housing units in Bradford County (53.0 percent having housing costs that are 30 percent or more of the household income) than among owner occupied housing units in Bradford County (22.4 percent). Approximately 13.6 percent of the population suffer severe housing problems, and there are an estimated 12 homeless individuals in Bradford County (Table 44, 2023 Technical Appendix).

Incarcerations

Bradford County has consistently higher rates of incarcerations than the state at large as recorded by the Florida Department of Corrections. In 2022, the incarceration rate was 4.9 individuals per 1,000 population in Bradford County and 2.5 in Florida. Similarly, the rate of inmate admissions for those 19+ is much higher than for the state: 710.8 per 100,000 population for Bradford in 2019 versus 104.0 for Florida. Recidivism rates are comparable to the state, with a return rate of 21.6 percent in the 36 months following 2018 releases in Bradford County and 21.2 percent in Florida (Tables 56-58, 2023 Technical Appendix).

Voter Registration

Bradford County is home to 18,106 registered voters as of January 31, 2023. In the 2018 election, approximately 64.7 percent of all registered voters cast a ballot, marginally higher than the state rate of 62.0 percent. 4,907 of these ballots were cast in person on election day, 2,751 through early voting, and 2,899 through domestic vote-by-mail ballots (Tables 59 and 60, 2023 Technical Appendix).

Mortality and Morbidity

Disease and death rates are some of the most direct and traditional measures of health and well-being in a community. Bradford County has higher mortality rates than the state among All Races, White Races, Black Races, and Hispanics, as well as lower life expectancy and higher rates of Years of Potential Life Lost (YPLL). This section details the various causes of death recorded by hospital discharge data and how they break down by race, ethnicity, and sex across the county and the state. Zip code level data is presented when available.

It is important to note that this section may have numbers that are suppressed due to a small sample size, as specific causes of morbidity and mortality by race, ethnicity, and/or zip code can be rare. It is also noteworthy that the data that is available for small samples sizes should be interpreted with caution, as these rates can fluctuate

greatly from year to year with just a few cases or individuals of interest being added or taken away. These instances are generally noted in the narrative below but will not always be isolated in the 2023 Technical Appendix.

Causes of Death

Bradford County has overall mortality rates that are greater than the state according to 2019-2021 Florida Department of Health, Bureau of Vital Statistics estimates. These age-adjusted mortality rates come in at 946.2 deaths per 100,000 population for Bradford and 740.1 for Florida. This age-adjusted mortality rate for Bradford County has been on the rise from 2019 through 2021, with age-adjusted mortality rates specifically rising among deaths due to CLRD, unintentional injury, and Alzheimer’s. Table 5 presents the top 10 causes of death for Bradford County, ranked from most common to least common, with Florida rankings for comparison. Cancer and heart disease are the leading causes of death in Bradford County, accounting for roughly 18 percent and 16 percent of all deaths, respectively. Most causes of death have an age-adjusted mortality rate that is higher than the state, especially due to CLRD (74.3 deaths per 100,000 versus 33.6 for Florida), essential hypertension (17.6 deaths versus 9.2), COVID-19 (92.1 deaths versus 56.4), and liver disease (21.6 deaths versus 12.6) (Tables 61, 65-67, and 69, 2023 Technical Appendix).

TABLE 5: RANKED CAUSE OF DEATH, BRADFORD COUNTY AND FLORIDA, 2019-2021

Cause of Death	Bradford County	Florida
Cancer	1	2
Heart Disease	2	1
COVID-19	3	3
Chronic Lower Respiratory Disease (CLRD)	4	6
Unintentional Injury	5	4
Cerebrovascular Diseases (Stroke)	6	5
Diabetes Mellitus (Diabetes)	7	7
Chronic Liver Disease & Cirrhosis (Liver Disease)	8	9
Alzheimer’s Disease	9T	8
Hypertension	9T	NR

*T = Tied; NR = Not Ranked
 Source: Table 61, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Differences in Mortality by Zip Code

By zip code, 32044 Hampton has the highest age-adjusted mortality rate at 1,248.5 deaths per 100,000 from 2019-2021. Hampton specifically leads the county in deaths due to heart disease, cancer, unintentional injury, COVID-19, and liver disease. Hampton is followed by 32091 Starke at 981.6 deaths (leading in CLRD deaths), 32058 Lawtey at 841.3 deaths (leading in diabetes and stroke deaths), and finally, 32622 Brooker at 499.3 deaths (Tables 75-84, 2023 Technical Appendix).

Differences In Mortality by Sex

Males and females in Bradford County share the top three (3) causes of death – cancer, heart disease, and COVID-19 – yet diverge after this point. CLRD is the 4th leading cause of death for females, followed by unintentional injury; these ranks are switched for males. Alzheimer’s is also the 7th leading cause of death for females, while it

does not place in the top 10 for males. Meanwhile, hypertension is the 9th leading cause and suicide the 10th leading cause of death among males, while neither place in the top 10 for females (Table 62, 2023 Technical Appendix).

Overall, the age-adjusted mortality rate for females in Bradford County has been rising from 2019-2021, as well as specifically by CLRD, Alzheimer's disease, and essential hypertension, while rates of death have been decreasing due to unintentional injury. Overall, the age-adjusted rate of deaths among females is 920.2 per 100,000 population. Among males, this same rate is 1,242.9 per 100,000 population, and has also been on the rise since 2019. Specifically, rates of heart disease, unintentional injury, and stroke have increasing in recent years among males (Tables 73 and 74, 2023 Technical Appendix).

Differences In Mortality by Race and Ethnicity

Data in this report considers differences in mortality by ethnicity by comparing Hispanic mortality rates to mortality rates of All Races, or the county overall. Hispanic Bradford County residents report higher age-adjusted mortality rates than the county overall by the following causes (as found in Table 67 of the 2023 Technical Appendix):

- Cancer at 185.7 deaths per 100,000 population among Hispanics versus 167.5 among All Races
- Stroke at 48.2 deaths per 100,000 population among Hispanics versus 43.3 among All Races
- Diabetes at 76.1 deaths per 100,000 population among Hispanics versus 28.6 among All Races
- Liver disease at 48.2 deaths per 100,000 population among Hispanics versus 21.6 among All Races

Both White Races and Black Races suffer unique disparities when examining age-adjusted mortality rates. In particular, White Races in Bradford County suffer higher overall age-adjusted mortality rates, as well as age-adjusted mortality rates due to:

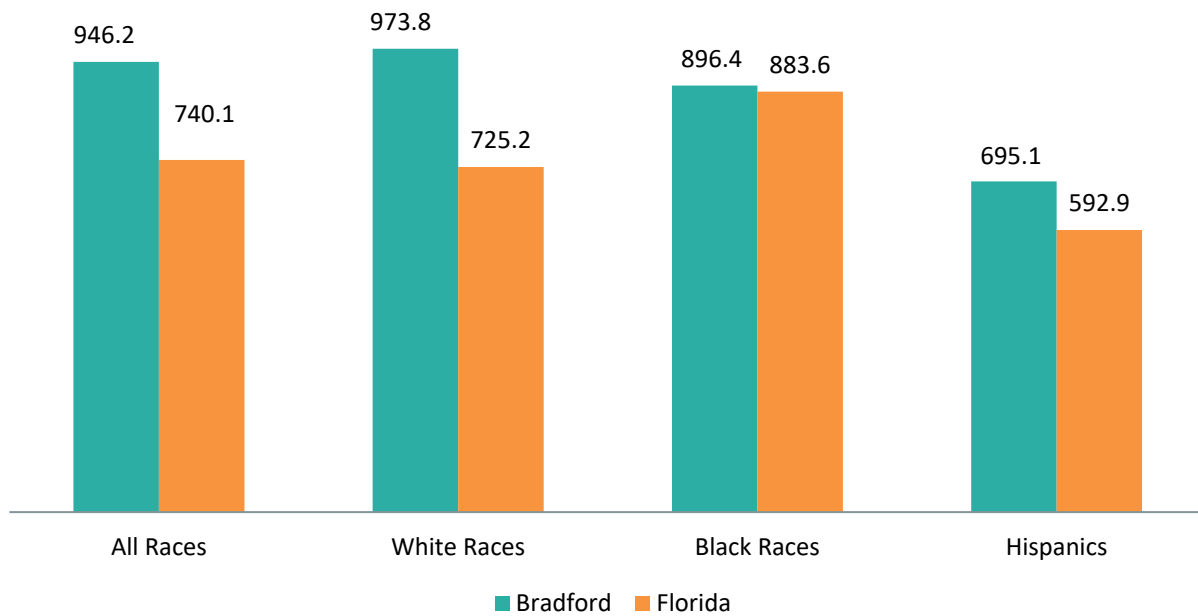
- Cancer at 176.7 deaths per 100,000 population as compared to 108.9 Black deaths
- CLRD at 84.3 deaths per 100,000 population as compared to 6.7 Black deaths
- Stroke at 45.0 deaths per 100,000 population as compared to 26.6 Black deaths
- Unintentional injury at 85.1 deaths per 100,000 population as compared to 59.9 Black deaths
- Liver disease at 22.9 deaths per 100,000 population as compared to 10.4 Black deaths
- Alzheimer's disease at 18.2 deaths per 100,000 population as compared to 6.7 Black deaths

Contrarily, Black Races in Bradford County suffer higher age-adjusted mortality rates due to:

- Essential hypertension at 20.5 deaths per 100,000 population as compared to 17.3 White deaths
- Diabetes at 52.5 deaths per 100,000 population as compared to 26.9 White deaths

These statistics and more can be found in Table 68 of the 2023 Technical Appendix.

FIGURE 11: AGE-ADJUSTED MORTALITY RATES BY RACE AND ETHNICITY FOR ALL CAUSES OF DEATH, BRADFORD COUNTY AND FLORIDA, 2019-2021



Source: Table 65, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Differences in Mortality by Age

Among children under the age of 18, only 13 deaths occurred from 2019-2021. The leading causes were perinatal conditions, suicide, and unintentional injury, accounting for two (2) deaths each. This yields an overall crude death rate of 77.9 deaths per 100,000 population, surpassing the state rate of 50.1 deaths per 100,000 population. Death rates are also higher than the state specifically due to suicide and unintentional injury (Table 85, 2023 Technical Appendix).

Among those 18-44 year of age, Bradford County sees only a slightly elevated mortality rate compared to Florida: 205.3 deaths and 192.8 deaths per 100,000, respectively. The leading cause in this age group, unintentional injury, exceeds the state rate at 93.3 deaths per 100,000 population as compared to 78.9. Similarly, suicide follows at a rate that is slightly higher than the state, then homicide, cancer, and COVID-19 (Table 86, 2023 Technical Appendix).

Death rates start to rise dramatically within the 45-64 age group, coming up to a crude death rate of 1,022.6 deaths per 100,000 population versus just 753.6 for the state. The leading causes here are:

- Cancer (217.2 deaths per 100,000 for Bradford County versus 182.0 for the state)
- Heart disease (140.3 deaths per 100,000 versus 131.4 for the state)
- COVID-19 (104.1 deaths per 100,000 versus 73.0 for the state)
- Unintentional injury (86.0 deaths per 100,000 versus 75.4 for the state)
- Liver disease (72.4 deaths per 100,000 versus 31.1 for the state)

Among those 65-84 years of age, the crude death rate rises to 3,855.7 deaths per 100,000 for Bradford County and 2,682.2 for Florida. The leading causes for Bradford County are cancer, heart disease, CLRD, COVID-19, and stroke, and all mortality rates are greater within the county than in the state at large (Table 88, 2023 Technical Appendix).

Among those aged 85 years old and older, Bradford County mortality rates are similar to Florida overall: 12,891.0 per 100,000 population for all causes in Bradford and 12,305.9 in Florida. The top five (5) causes are again heart disease, cancer, stroke, COVID-19, and CLRD (Table 89, 2023 Technical Appendix).

Years of Potential Life Lost

The Florida Department of Health Bureau of Vital Statistics estimates that there were 12,722.7 years of potential life lost (YPLL) under the age of 75 per 100,000 population of Bradford County in 2021. This is greater than the state rate of 10,015.4 for the same year and has been increasing for the past three (3) years of data available.

Furthermore, breaking out this data by race clearly depicts that White Races experience a much higher rate of YPLL than Black Races at 14,394.0 and 8,530.3 YPLL per 100,000 population, respectively. Hispanics also have a lower rate of YPLL than the county as a whole at 9,954.1 YPLL per 100,000 population (Table 92, 2023 Technical Appendix).

Males consistently have a higher rate of YPLL than females, coming in at 14,145.9 YPLL per 100,000 population in 2021 compared to 10,850.3 among females. YPLL has been increasing for both sexes since 2019 (Table 93, 2023 Technical Appendix).

The main source of YPLL in Bradford County and the state is unintentional injury, accounting for 2,338.4 YPLL per 100,000 population under 75 in Bradford County and 1,844.4 in the state. Second for both is cancer at 1,747.9 YPLL and 1,471.3 YPLL respectively, followed in descending order by heart diseases, COVID-19, and suicide (Table 94, 2023 Technical Appendix).

COVID-19

COVID-19 caused a total of 20 deaths in Bradford County in 2020 and 86 deaths in 2021. This most recent year yielded an age-adjusted death rate of 219.2 for the county overall, markedly higher than the state rate of 108.8. The starkest disparity exists between males and females, with males suffering an age-adjusted death rate of 277.9 deaths per 100,000 population as compared to 189.4 among females (Table 95, 2023 Technical Appendix).

Suicide

Suicide rates are made using three-year averages in order to more accurately reflect the overall trend rather than potentially large variations from year to year. From 2019-2021, 16 suicide deaths occurred in Bradford County at a rate of 18.8 age-adjusted deaths per 100,000 population. All of these deaths were among non-Hispanic White residents and yielded an estimated 438 years of potential life lost, or 613.8 years of potential life lost per 100,000 Bradford County population (Tables 96 and 97, 2023 Technical Appendix).

Heart Disease Mortality

Heart disease is the 2nd leading cause of death in Bradford County and the leading cause of death in Florida, comprising 15.9 percent of county deaths at a rate of 144.0 age-adjusted deaths per 100,000 population, and 20.7 percent of state deaths at a rate of 144.5 deaths per 100,000 population (Tables 61, 66, and 67, 2023 Technical Appendix). The single most common cause of heart disease deaths in Bradford County is an acute myocardial infarction, also known as a heart attack. Table 101 in the 2023 Technical Appendix gives a more detailed breakdown of heart disease deaths by type of heart disease. When comparing males and females, females have a higher age-adjusted mortality rate due to heart attacks (22.4 deaths per 100,000 compared to 16.5 among males), while males

have higher age-adjusted mortality rates due to heart failure (25.4 deaths per 100,000 compared to 14.3 among females) and all other chronic ischemic heart diseases (67.5 deaths per 100,000 compared to 31.4) (Table 102, 2023 Technical Appendix).

Cancer Mortality

Cancer is the leading cause of death in Bradford County and the 2nd leading cause of death in Florida, comprising 18.3 percent of all county deaths at an age-adjusted rate of 167.5 deaths per 100,000 population, as compared to 19.5 percent of all state deaths at a rate of 139.7 deaths per 100,000 population (Tables 61, 66, and 67, 2023 Technical Appendix). Among all races, Bradford County experiences higher age-adjusted rates than the state of death due to the following cancer types:

- Bladder Cancer
- Breast Cancer
- Cervical Cancer
- Uterine Cancer
- Esophagus Cancer
- Multiple Myeloma
- Ovarian Cancer
- Prostate Cancer
- Skin Cancer
- Trachea, Bronchus, and Lung Cancer

Using 2019-2021 averages, rates by ethnicity depict that Hispanic Bradford County residents have a similar rate of cancer deaths as the county overall: 185.7 per 100,000 age-adjusted deaths as compared to 167.5. However, given that this is based upon only four (4) Hispanic deaths in the three (3) year period, this number should be interpreted with caution. By race, White cancer deaths occur at a higher rate than Black cancer deaths: 176.7 per 100,000 as compared to 108.9, respectively. By ethnicity or race and type of cancer, these numbers became very small and easily inflated due to the small sample size, so we will not comment further on these rates. However, more details can be found in Table 98 of the 2023 Technical Appendix.

Age-adjusted cancer death rates are respectably higher among males than females in Bradford County at 187.1 deaths per 100,000 population as compared to 162.0. In particular, bladder cancer deaths are more common among men (10.5 deaths per 100,000 versus 3.2), as are colorectal cancer deaths (17.4 deaths versus 7.3) and esophagus cancer deaths (9.9 deaths versus 1.6) (Table 99, 2023 Technical Appendix).

Cancer Incidence

Incidence rates are the number of cases that occur within a certain population during a specified time period. When combined with cancer mortality rates, cancer incidence rates provide important details regarding the burden of disease and access to care in a community. However, it should be noted that the following age-adjusted cancer incidence rates are based on 2017-2019 estimates and are therefore not directly comparable to the 2019-2021 cancer mortality rates discussed previously. All information in this subsection is taken from Table 100 of the 2023 Technical Appendix.

The age-adjusted incidence rate of all cancers in Bradford County from 2017-2019 was 462.7 cases per 100,000, very near the state rate of 450.2. Cancer incidence rates are higher among White Races (474.5 cases per 100,000) than Black Races (351.4) as well as Hispanics (240.5). Despite males having higher cancer mortality rates, males depict a lower age-adjusted cancer incidence rate: 469.7 cases per 100,000 as compared to 488.6.

Some noticeable figures in age-adjusted cancer incidence rates can be found among:

- Cervical cancer, at 16.3 cases per 100,000 as compared to 8.9 in Florida
- Colorectal cancer, at 48.4 cases per 100,000 as compared to 35.5 in Florida
- Hodgkin's disease, at 6.2 cases per 100,000 as compared to 3.1 in Florida
- Lung cancer, at 73.9 cases per 100,000 as compared to 55.8 in Florida

When comparing male and female age-adjusted rates of cancer incidences, the following is of note:

- Bladder cancer, at 41.9 cases per 100,000 males as compared to 5.3 per 100,000 females
- Oral cancer, at 21.5 cases per 100,000 males as compared to 1.7 per 100,000 females

Mental Health

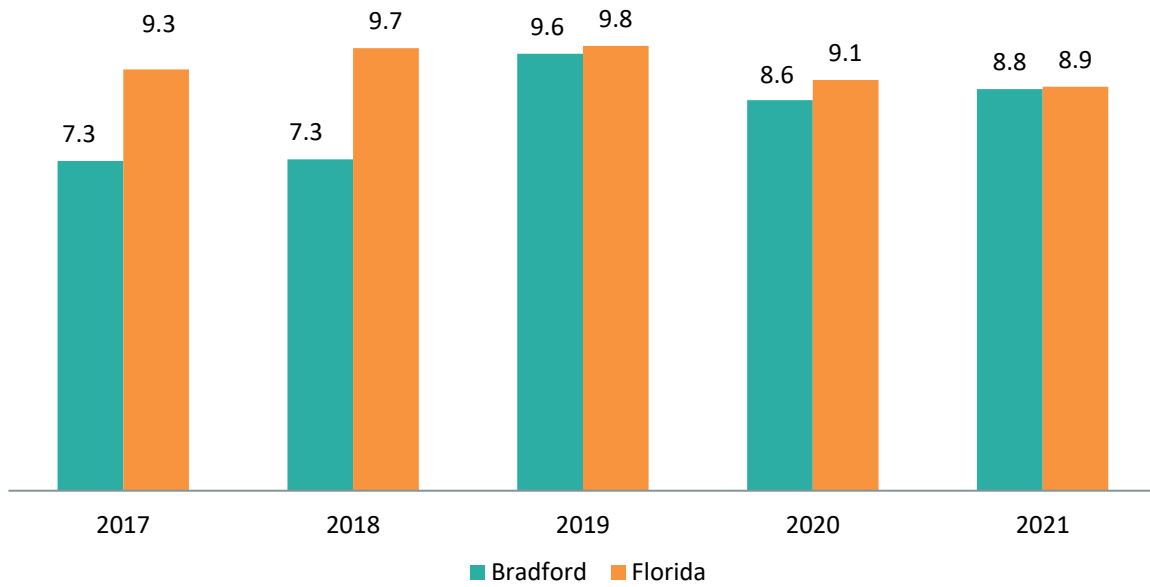
Hospital discharge and emergency data may yield useful insights into the mental health status of a community. The National Institute of Mental Health estimates that nearly one in five (5) U.S. adults live with some form of mental illness. Common mental health issues, including anxiety and depression, are interlinked with an array of individual and public health issues, including behavioral health concerns such as substance abuse, domestic violence, and suicide, as well as physical health conditions, such as chronic heart disease, diabetes, and hypertension. Please note that the data below distinguishes between Emergency Department (ED) visits – which include only those that are registered in the ED and not admitted for inpatient care – and hospitalizations, or discharges, which include all of those admitted for and discharged from inpatient care.

Hospitalization and Emergency Department (ED) Usage

Florida hospital discharge data indicates that Bradford County has rates of hospitalization for mental health reasons that are approximately equal to those of the state, as shown in Figure 12 on the next page. In the most recent year of data available, 2021, Bradford County did have a higher rate of hospitalizations for mental health reasons among children than the state: 7.5 hospitalizations per 1,000 population in Bradford and 5.9 in Florida. By ZCTA, 32091 Starke demonstrated the highest rate of hospitalizations at 11.6 per 1,000 population; however, this rate has been declining for the past three (3) consecutive years (Tables 104 and 105, 2023 Technical Appendix).

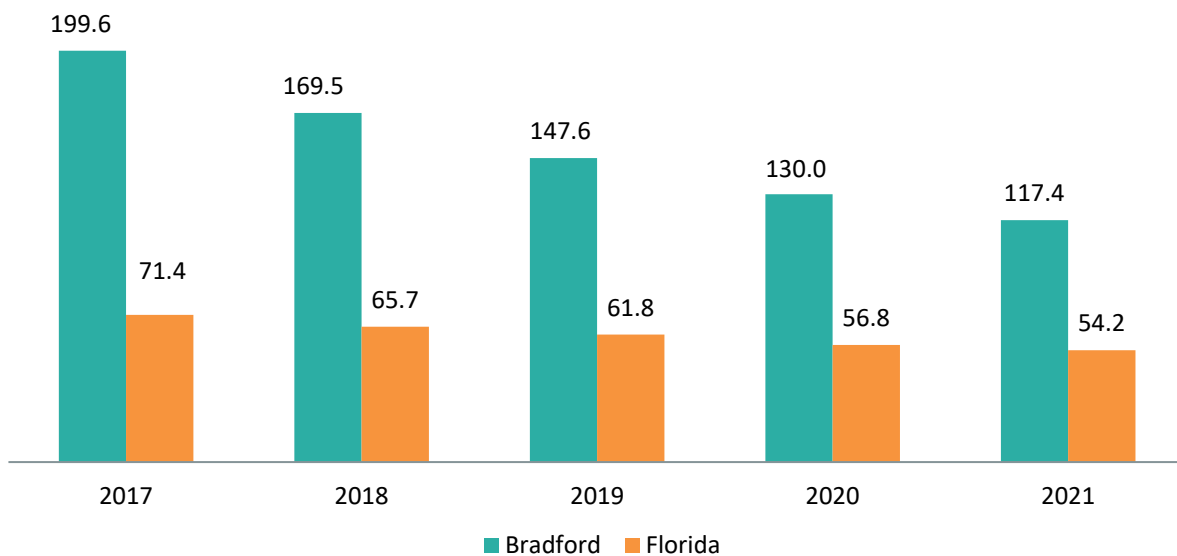
All ages see a much higher rate than the state of ED visits for mental health reasons, as depicted in Figure 13. Among children under 18, this rate is 18.1 visits per 1,000 population (11.3 for Florida); among adults, this rate is 140.7 visits per 1,000 population (64.7 for Florida). However, these rates among all ages and among adults have been decreasing since 2017. The highest rate of ED visits for mental health reasons is again found in 32091 Starke at 164.0 visits per 1,000 population but has also been on the decline for the past three (3) consecutive years (Tables 104 and 105, 2023 Technical Appendix).

FIGURE 12: MENTAL HEALTH HOSPITALIZATION RATE PER 1,000 POPULATION, BRADFORD COUNTY AND FLORIDA, 2017-2021



Source: Table 104, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

FIGURE 13: MENTAL HEALTH EMERGENCY DEPARTMENT VISIT RATE PER 1,000 POPULATION, BRADFORD COUNTY AND FLORIDA, 2017-2021



Source: Table 104, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Involuntary Exam Initiations (Baker Acts)

Involuntary Exam Initiations, or Baker Acts, are an important reflection of access to care for those that are a harm to themselves or others within a community. Within Bradford County, 289 Baker Acts occurred during the fiscal year of 2020-2021. The rate of Baker Acts among children under 18 comes to 1,529.0 Baker Acts per 100,000 population in Bradford County, much higher than the state rate of 900.4. Baker Acts are also notably higher among older adults over the age of 65 in Bradford County at 406.1 Baker Acts per 100,000 population as compared to 294.3 in Florida. Rates among adults 18-24 and 25-64 are slightly less than those within Florida (Table 108, 2023 Technical Appendix).

Similar to the state, just over half of Baker Acts were initiated by law enforcement in Bradford County from 2020-2021, followed by health professionals at 47.1 percent and ex-parte orders at 1.4 percent. Exams were primarily initiated by non-psychiatric physicians (51.5 percent), followed by clinical social workers (24.3 percent), then mental health counselors (11.8 percent). The most common facility to be seen at was Meridian Behavioral Health Care in Gainesville (42.2 percent), followed by UF Health Shands Psychiatric Hospital (25.3 percent), then HCA Florida North Florida Hospital (12.1 percent) (Tables 109 and 110, 2023 Technical Appendix).

Mental Health Indicators Among Children

The Florida Youth Tobacco Survey includes questions that serve as indicators of mental health among middle and high school students. In 2022, 10.9 percent of students reported doing something to purposely hurt themselves without wanting to die, and 30.2 percent in the past year felt sad or hopeless for two or more weeks in a row and stopped doing usual activities. These numbers are very similar to those of Florida: 13.9 percent and 31.5 percent, respectively (Table 106, 2023 Technical Appendix).

Substance Abuse

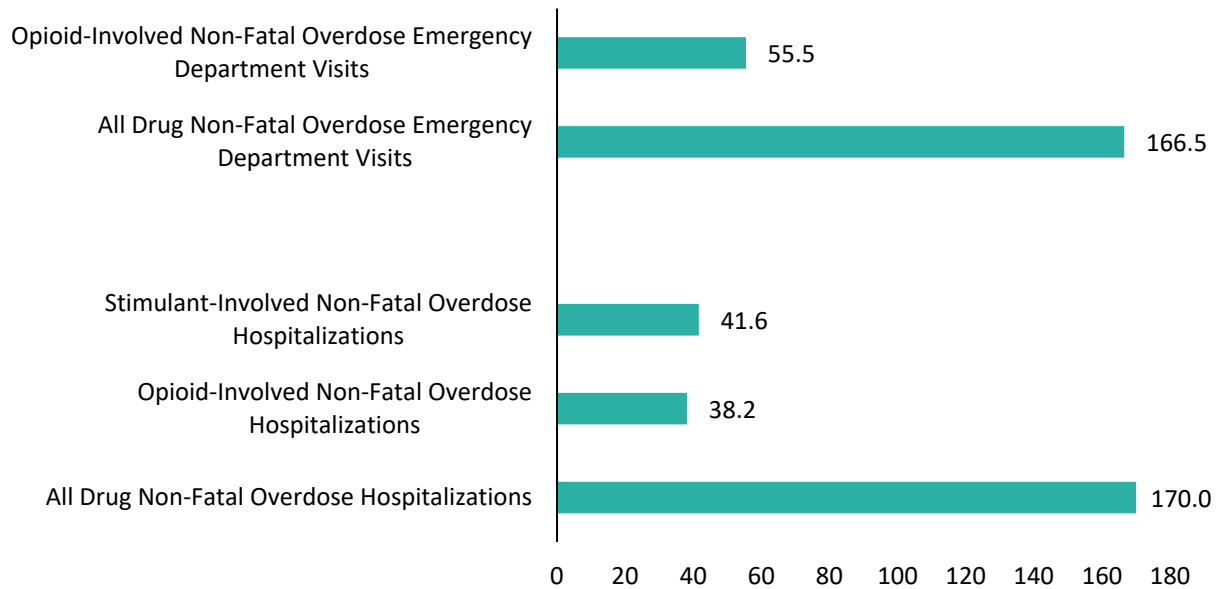
According to the 2019 BRFSS report, approximately 14.3 percent of Bradford County adults report heavy or binge-drinking, slightly better than the state rate of 18.0 percent. This county rate is higher among non-Hispanic Whites (15.5 percent) as compared to non-Hispanic Blacks (10.4 percent). Additionally, as of 2021, Bradford County has worse rates than the state of chronic liver disease and cirrhosis (17.4 percent versus 13.5 percent, respectively) (Tables 111 and 112, 2023 Technical Appendix).

Alcohol-confirmed and drug-confirmed vehicle crashes, injuries, and fatalities are fairly rare within Bradford County, and small changes in the number of cases can cause drastic fluctuations in the rates calculated due to the small size of the population. Therefore, although total motor vehicle crashes do appear to be lower for the county than the state (832.6 crashes per 100,000 population versus 1,824.7), we will only say that the rates of alcohol-confirmed and drug-confirmed vehicle crashes, injuries, and fatalities are generally lower within Bradford County and reasonably similar to the state when considering the population size of Bradford (Tables 113 and 114, 2023 Technical Appendix).

Drug arrests certainly occur at a higher rate in Bradford County than in Florida, with 2021 coming in 499.6 arrests per 100,000 population as compared to 356.4 arrests per 100,000 Floridians. Drug arrest rates have been persistently higher in Bradford County since 2015 (Table 117, 2023 Technical Appendix).

Examining overdose emergency department visits and hospitalizations are also of relevance to the health of a community. Rates are depicted in greater detail in Figure 14 on the next page.

FIGURE 14: RATE PER 100,000 POPULATION OF NON-FATAL OVERDOSE EMERGENCY DEPARTMENT (ED) VISITS AND HOSPITALIZATIONS, BRADFORD COUNTY, 2021



Source: Table 115, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

TABLE 6: NUMBER AND AGE-ADJUSTED DEATH RATE PER 100,000 POPULATION FOR OPIOID AND DRUG OVERDOSE DEATHS, BRADFORD COUNTY AND FLORIDA, 2021

Indicators	Bradford County		Florida	
	Number	Age-Adjusted Death Rate Per 100,000 Persons	Number	Age-Adjusted Death Rate Per 100,000 Persons
Opioid Overdose Deaths	2	6.7	6,442	31.2
Drug Overdose Deaths	2	6.7	8,093	38.5

Source: Table 116, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Substance Use and Attitudes Among Youth

The Florida Youth and Tobacco Survey collects a variety of indicators with respect to youth perspectives on and use of various substances. Many of these can be found in Table 118 of the 2023 Technical Appendix. A few 2020 data points of note are the relatively low rates of high school students who first had more than a sip or two of beer, wine, or hard liquor at age 13 or younger (8.9 percent versus 15.9 percent in Florida) and of students who have ever drunk alcohol (28.9 percent in Bradford versus 35.3 percent in Florida).

Domestic Violence

Bradford County reports low rates of domestic violence across all categories, with an overall rate of 183.9 per 100,000 population in 2020, compared to 493.7 in Florida. Although the year 2020 was particularly marked by a

dramatic decline in domestic violence offenses, Bradford County rates have been consistently lower than Florida since 2015 (Tables 119 and 120, 2023 Technical Appendix).

Adverse Childhood Experiences (ACEs)

Florida BRFSS data asks adults about adverse childhood experiences (ACEs) they may have faced. As of 2020, this data was not available on the county level. For Florida overall, 62.5 of all adults experienced at least one ACE and 18.6 percent experienced four (4) or more. These numbers are slightly lower than those found during the previous year. More details can be found in Table 174 of the 2023 Technical Appendix.

Human Trafficking

Human trafficking statistics are also only available at the state level through the National Human Trafficking Hotline. To summarize, in 2020, Florida saw 738 human trafficking hotline cases, primarily due to sex trafficking. There were 137 registered human trafficking offenses, 940 arrests for prostitution, and 2,921 arrests for non-forcible sex offenses (Table 175, 2023 Technical Appendix).

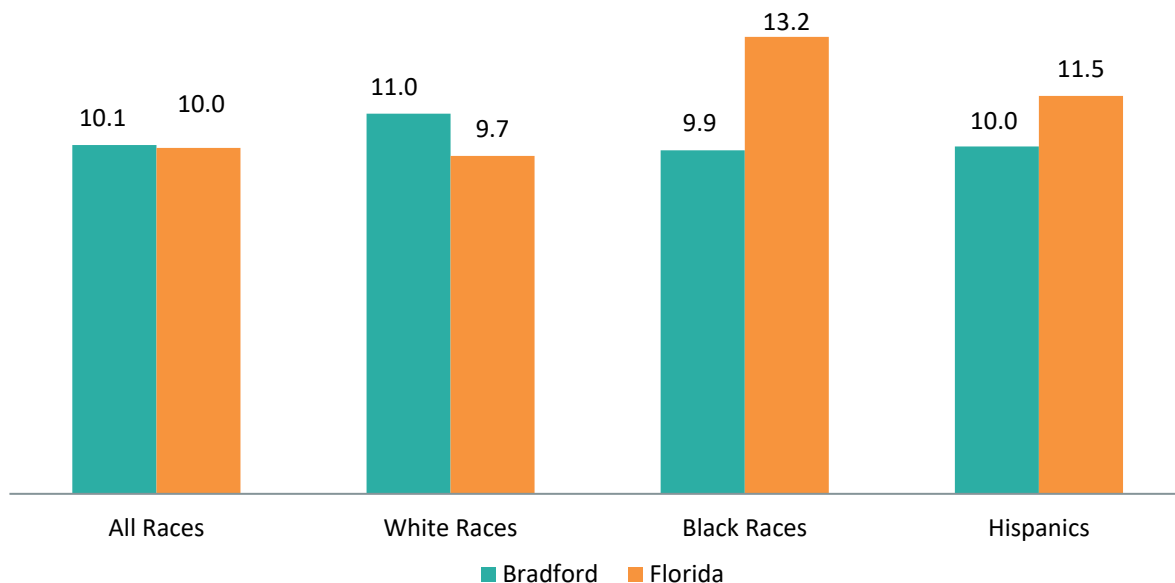
Maternal and Infant Health

Pregnant women are a particularly vulnerable and integral component of society, making their health and well-being fundamental to any community health assessment. This section examines numerous statistics related to and measures of maternal and infant morbidity and mortality within Bradford County and the state of Florida.

Birth Rates

As shown in Figure 15, the overall birth rate for Bradford County is about the same as the state, with rates being slightly higher for White Races and lower for Black Races and Hispanics. By ZCTA, the highest birth rate is found at 12.0 births per 1,000 total population in 32091 Starke (Table 121, 2023 Technical Appendix).

FIGURE 15: BIRTH RATES PER 1,000 TOTAL POPULATION, BY RACE AND ETHNICITY, BRADFORD COUNTY AND FLORIDA, 2019-2021



Source: Table 121, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

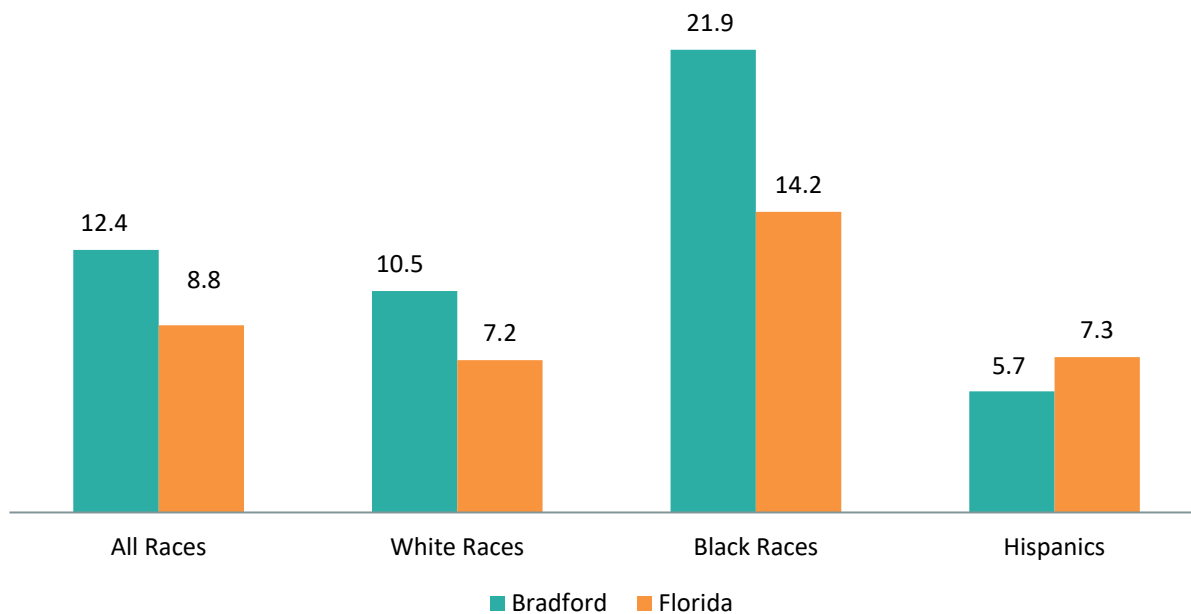
Maternal and Infant Death Rates

Infant deaths are rare occurrences consisting of very small sample sizes. Within a region as small as Bradford County, interpreting these individual rates is particularly risky and prone to error. In general, and according to the Florida Department of Health Bureau of Vital Statistics, the county sees very low rates of sudden infant death syndrome (SIDS), sudden unexpected infant death (SUID), infant deaths from congenital and chromosomal anomalies, deaths under 1 from perinatal conditions, overall neonatal deaths, overall post neonatal deaths, and maternal deaths. All are within reasonable limits when compared to the state and accounting for the size of the county (Tables 90 and 91, 2023 Technical Appendix). Overall, Bradford County saw five (5) infant deaths from 2019-2021, yielding a rate of 5.6 deaths per 1,000 total live births. This number is 5.9 for Florida (Table 122, 2023 Technical Appendix).

Low Birthweight Births

The percentage of births that are of low birthweight also vary noticeably by race and ethnicity, as shown in Figure 16. Low birthweight is defined as a baby born at less than 5.5 pounds, or 5 pounds and 8 ounces. It is particularly concerning that low birthweight birth rates among Black Bradford County residents are more than twice that of White Bradford County residents: 21.9 percent of births versus 10.5 percent, respectively. By ZCTA, 32091 Starke holds the highest rate of low birthweight births at 13.6 percent of all births (Table 123, 2023 Technical Appendix).

FIGURE 16: PERCENT OF LOW BIRTHWEIGHT BIRTHS BY RACE AND ETHNICITY, BRADFORD COUNTY AND FLORIDA, 2019-2021



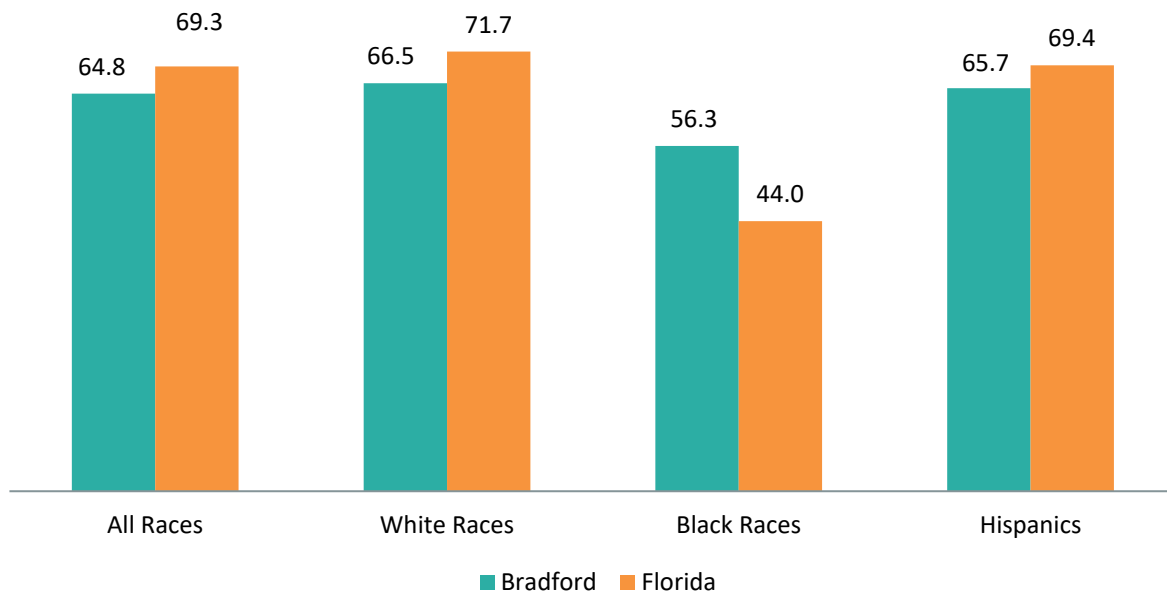
Source: Table 123, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

First Trimester Care

The percentage of mothers receiving first trimester care is an important measure of maternal health and access to services early in one's pregnancy. As shown in Figure 17, the rate of first trimester care among the entire county is

slightly lower than that of the state. It is also noteworthy that Black Bradford County mothers receive first trimester care at a lower rate than White Bradford County mothers (Table 124, 2023 Technical Appendix).

FIGURE 17: PERCENT OF BIRTHS THAT RECEIVED CARE IN FIRST TRIMESTER, BY RACE AND ETHNICITY, BRADFORD COUNTY AND FLORIDA, 2019-2021



Source: Table 124, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Teen Births

A total of seven (7) births were to teens ages 15-17 in Bradford County between 2019 and 2021, resulting in just under 1.0 percent of births being to teens, the same as Florida overall. Although easily inflated by the small incidence size, it is noteworthy that the highest rate of teen births during this time was found in ZCTA 32044 Hampton (Table 125, 2023 Technical Appendix).

Governmental Program Supports

A total of 565 births from 2019-2021 had Medicaid as the payor source in Bradford County, comprising 63.7 percent of all births. Among Black races, 84.8 percent of births were covered by Medicaid; among White races, 59.1 percent were covered by Medicaid; among Hispanics, this number is 68.6 percent of all births (Table 126, 2023 Technical Appendix).

Approximately 787 individuals in Bradford County were eligible for WIC in 2021, with approximately 678, or 86.1 percent, being served. In contrast, only 63.0 percent of WIC eligibles in Florida were served that same year. The rate of those eligible for WIC in Bradford County comes out to 2,730.4 people per 100,000 population, just shy of the state rate of 2,890.5 (Table 48, 2023 Technical Appendix). By births, 45.4 percent of births between 2019 and 2021 had mothers participating in WIC, compared to 38.6 percent in Florida overall. By race and ethnicity, this constituted 41.7 percent of White births, 62.9 percent of Black births, and 68.6 percent of Hispanic births (Table 127, 2023 Technical Appendix).

Health Behaviors

Tobacco Use

According to 2019 BRFSS data, Bradford County contains higher rates than Florida overall of adults who are current smokers, who tried to quite at least once in the past year, and who currently use chewing tobacco, snuff, or snus some days or every day (Table 128, 2023 Technical Appendix). The Florida Youth Tobacco Survey (FYTS) collects tobacco indicators among children, and a detailed breakout of these statistics can be found in Table 129 of the 2023 Technical Appendix. In summary, Bradford County youth (ages 11-17) report higher rates than the state of having ever tried cigarettes, cigars, smokeless tobacco, and electronic vapor products, as well as higher rates of current cigar use, smokeless tobacco use, and electronic vapor product use. Bradford County youth also report a slightly lower rate of exposure to secondhand cigarette smoke and electronic vapor products (Table 129, 2023 Technical Appendix).

Sexually Transmitted Diseases (STDs)

The Florida Department of Health collects and reports out the number and rate of sexually transmitted diseases, or STDs, by county. Bacterial STDs, which would include chlamydia and gonorrhea, are generally less common in Bradford County than in the state, with the most recent year of data, 2021, depicting a rate of 600.2 bacterial STDs per 100,000 population in Bradford County and 753.5 bacterial STDs per 100,000 Floridians. The rates of both chlamydia and gonorrhea have been on the decline for the past three (3) years in Bradford County. All stages of syphilis – a viral STD – are also lower in Bradford County than at the state level, with overall numbers yielding a rate of 41.6 cases per 100,000 population in Bradford and 74.7 in Florida. However, these numbers have been increasing over the past three (3) years in Bradford County, particularly among early syphilis cases, which are those where the initial infection has occurred within the previous 12 months (Table 132, 2023 Technical Appendix).

Bradford County also tends to observe low rates of HIV and AIDS diagnoses, with four (4) cases of each in 2021 resulting in a rate of 13.9 HIV diagnoses and 13.9 AIDS diagnoses per 100,000 Bradford County residents. The rate of persons with HIV (PWH) this same year was much lower than the state – 284.5 PWH per 100,000 population versus 547.6 for Florida. HIV screening rates within Bradford County are fairly close to those of the state, with 47.9 percent of adults having ever been tested for HIV in Bradford and 50.7 percent in Florida. Testing rates are notably higher among non-Hispanic Blacks (57.6 percent in Bradford County) as compared to non-Hispanic Whites (45.7 percent) (Tables 133 and 135, 2023 Technical Appendix).

Other Infectious Diseases

Other reportable diseases within Bradford County generally occur rarely and, given the small population, a small change in the number of cases can cause dramatic fluctuations in the rate of cases seen. In summary, Bradford County sees few to no cases of Pertussis, Tuberculosis, Hepatitis A, Hepatitis B (Acute), Hepatitis B (Chronic), and Hepatitis C (Acute). There have been a couple of spikes in Hepatitis C (Chronic) cases in the past six (6) years of data presented, 2016-2021, but overall cases have declined from 42 cases in 2019 to just 9 cases in 2021 (Tables 134 and 139, 2023 Technical Appendix).

COVID-19

Cumulatively from March 1, 2020 through March 16, 2023, Bradford County has seen 9,233 cases of COVID-19 at a percent case positivity rate of 37.1 percent. At this time, 47.0 percent of the population 6 months and older were vaccinated, compared to 72.0 percent of Florida as a whole (Tables 136 and 137, 2023 Technical Appendix).

Immunizations

The Florida Department of Health Bureau of Immunization reports immunization levels for kindergartners and 7th graders through 2021, with this most recent year showing slightly higher immunization rates than the state in both categories. Kindergartners in particular have been increasing steadily in immunization rates from 95.1 percent in 2019 to 96.7 percent in 2021 (Table 40, 2023 Technical Appendix).

The Florida Behavioral Risk Factor Surveillance System (BRFSS) includes questions on flu shots and pneumonia vaccinations among adults. In Bradford County, 30.8 percent of the adult population reported receiving a flu shot, including 55.2 of adults ages 65 and older, both rates just shy of the state rates of 36.9 percent of Floridian adults and 58.3 percent of Floridian adults ages 65 and older. On the contrary, pneumonia vaccination rates are slightly higher in Bradford than in Florida: 36.9 percent of all adults as compared to 35.4 percent, and 70.9 percent of adults ages 65 and older as compared to 66.8 percent (Table 140, 2023 Technical Appendix).

Behavioral Risk Factor Surveillance System (BRFSS)

The following health behavior data is from the Behavioral Risk Factor Surveillance System (BRFSS). The Florida Department of Health conducts the BRFSS survey with financial and technical assistance from the CDC. This state-based telephone surveillance system collects self-reported data from adults on individual chronic health conditions, risk behaviors, and preventive health practices related to the leading causes of morbidity and mortality in the United States. In addition to the annual state-level BRFSS survey, the Florida Department of Health conducts county-level BRFSS surveying every three (3) years. As with all self-reported data, the information can be subject to individual biases in recall and reporting; however, it remains a vital tool for holistic evaluation of community health and a rich source of county-level data on health behaviors. All the information in this subsection refers to the 2017-2019 BRFSS data.

Among Bradford County adults, 76.0 percent reported having good to excellent overall health. Nearly a quarter reported that poor physical or mental health kept them from doing usual activities on 14 or more of the past 30 days, greater than just 18.3 percent of Floridians, and 20.5 percent reported that they had been told they had a depressive disorder, compared to just 17.7 percent of Floridians (Table 107, 2023 Technical Appendix).

About 35.1 percent of Bradford County experiences some form of disability, slightly higher than the state rate of 31.0. This rate is particularly high among non-Hispanic White residents (38.9 percent) as compared to non-Hispanic Black residents (21.1 percent). Rates of every recorded disability are higher in the county than the state, including the percentage of adults who have a vision disability, a hearing disability, a cognitive disability, a mobility disability, a self-care disability, and an independent living disability (Table 131, 2023 Technical Appendix).

Approximately 28 percent of Bradford County adults have been told that they have some form of arthritis, gout, lupus, or fibromyalgia (25.1 percent for Florida), 10.8 percent have been told that they have chronic obstructive pulmonary disease, emphysema, or chronic bronchitis (7.7 percent for Florida), and 5.1 percent have ever been told that they had kidney disease (4.0 percent of Florida). Furthermore, 8.6 percent of adults currently have asthma compared to 7.4 percent of Floridians. Asthma rates are particularly high among Bradford County non-Hispanic Black adults at 12.3 percent of the population as compared to 8.0 percent of Bradford County non-Hispanic White adults (Tables 141 and 142, 2023 Technical Appendix).

Bradford County adults report similar rates to the state of having been told they had skin cancer or any other type of cancer, with percentages being much higher among non-Hispanic White residents than among non-Hispanic Black residents. Rates of having been told they had a heart attack (6.3 percent) or that they had angina or coronary heart disease (5.4 percent) are higher in Bradford County than Florida (4.7 percent for each). Percentages are once again much higher among non-Hispanic White residents than among non-Hispanic Black residents. On a positive

note, cholesterol awareness indicators are roughly equal to those of the state, with 85.4 percent of Bradford County adults having checked their cholesterol in the past five (5) years. However, the rate of those being told they have high blood cholesterol proves to be higher among non-Hispanic White residents than among non-Hispanic Black residents (Tables 146-148, 2023 Technical Appendix).

When considering rates of adults who have tested for diabetes, who have been told they had pre-diabetes, or who have been told they have diabetes, rates are approximately equal to those of the state. However, the percentage of adults with diabetes who ever had diabetes self-management education is markedly lower within Bradford County (41.7 percent) as compared to Florida (66.3 percent) (Table 149, 2023 Technical Appendix).

Cancer Screening

Early detection of cancer has been proven to improve prognosis and health outcomes among cancer patients. Therefore, high rates of cancer screening are a critical component of the well-being of any community. BRFSS considers variable measures of colorectal cancer screening rates, of which a more detailed breakdown can be found in Table 143 of the 2023 Technical Appendix. In brief, rates of adults 50 years of age or older who received a blood stool test in the past year, who have ever received a blood stool test, and who received a sigmoidoscopy or colonoscopy in the past five (5) years are nearly equal to but generally less than those of the state. Prostate cancer screening indicators are also comparable to those of the state, but rates of mammograms and clinical breast exams in 2013 and 2016 were consistently lower than those of the state (Tables 143-145, 2023 Technical Appendix).

Obesity and Overweight

With respect to 2019 BRFSS data, 66.2 percent of Bradford County adults are obese or overweight, nearly evenly split between the two categories. This is on par with the state rate of 67.2 percent. Within Bradford, non-Hispanic Blacks possess a noteworthy disparity in the rate of adults who are obese or overweight, comprising 71.8 percent of the non-Hispanic Black population as compared to only 65.8 percent of the non-Hispanic White population (Table 130, 2023 Technical Appendix).

Health Care Access and Utilization

Selected BRFSS Indicators of Access

The Florida BRFSS includes questions regarding access to and use of health care resources. For example, 80.6 percent of Bradford County adults reported having any type of health care insurance, 73.8 percent reported having a personal doctor, and 78.1 percent had a medical checkup in the past year – also nearly identical to Florida as a whole. Of concern is that 18.3 percent could not see a doctor at least once in the past year due to cost, marginally higher than the state rate of 16.0 percent, and notably higher among non-Hispanic White residents (19.2 percent) and Hispanics (20.8 percent) as compared to non-Hispanic Black residents (14.4 percent). Additionally, only 54.0 percent of adults reported visiting a dentist or dental clinic in the past year, compared to 63.0 percent in Florida, and an alarming 62.2 percent of adults had a permanent tooth removed because of tooth decay or gum disease, compared to only 47.3 percent of Floridians (Tables 151 and 159, 2023 Technical Appendix).

Youth Indicators of Access

The Florida Youth Tobacco Survey also asks some general questions regarding access to care, specifically among middle and high school students. Within this population, in 2020, 35.5 percent of Bradford County youth reported not having visited a doctor's office in the past 12 months, compared to only 29.5 percent of Florida youth, and 34.9 percent reported not visiting a dentist in the past 12 months, compared to only 28.7 percent of Florida youth (Table 152, 2023 Technical Appendix).

Health Professional Shortage Areas (HPSA)

Health Professional Shortage Areas, or HPSAs, are geographic entities or facilities that are scored by the National Health Service Score so to assess the need for and prioritization of clinician assignments. Higher scores correspond to a greater need, ranging from 1-25 for primary care and mental health care and 1-26 for dental care. Any score above 18 is considered high priority. Bradford County holds two (2) Federally Qualified Health Centers (FQHCs) that are considered high priority for dental care and primary care, with the Florida Department of Health also receiving high priority designation for mental health care (Table 153, 2023 Technical Appendix).

TABLE 7. HPSA SHORTAGE AREA AND MUA BY TYPE AND SCORE, BRADFORD COUNTY, 2022.

Type	Name	HPSA Designation Last Updated Date	HPSA FTE Short	Score *
Dental Care				
Low Income Population HPSA	LI -Bradford County	9/10/2021	1.95	20
Correctional Facility	Florida State Prison	6/2/2022	0.76	3
Correctional Facility	Lawtey Correctional Institution	4/19/2022	0.58	3
Correctional Facility	Union Correctional Institution	5/24/2022	0.94	3
Federally Qualified Health Center	Florida Department of Health	4/5/2022	---	26
Federally Qualified Health Center	Trenton Medical Center Inc	9/10/2021		24
Rural Health Clinic	North Florida Pediatrics	9/10/2021	---	18
Primary Care				
Low Income Population HPSA	LI -Bradford County	9/10/2021	2.96	21
Correctional Facility	Florida State Prison	6/2/2022	1.79	12
Correctional Facility	Lawtey Correctional Institution	4/19/2022	0.98	6
Correctional Facility	Union Correctional Institution	5/24/2022	1.24	6
Federally Qualified Health Center	Florida Department of Health	4/5/2022		23
Federally Qualified Health Center	Trenton Medical Center Inc	9/10/2021	---	22
Rural Health Clinic	North Florida Pediatrics	9/10/2021	---	18
Mental Health				
Low Income Population HPSA	LI -Bradford County	9/10/2021	0.92	21
Correctional Facility	Florida State Prison	6/2/2022	0.47	3
Correctional Facility	Lawtey Correctional Institution	4/19/2022	1.04	12
Correctional Facility	Union Correctional Institution	5/24/2022	0.61	6

Federally Qualified Health Center	Florida Department of Health	4/5/2022		24
Federally Qualified Health Center	Trenton Medical Center Inc	9/10/2021	---	18
Rural Health Clinic	North Florida Pediatrics	9/10/2021	---	18
Type	Name	MUA Last Updated Date		Index of Medical Underservice Score
Medically Underserved Area	Bradford County	4/23/1999		61.5

Source: Table 153, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Environmental Health

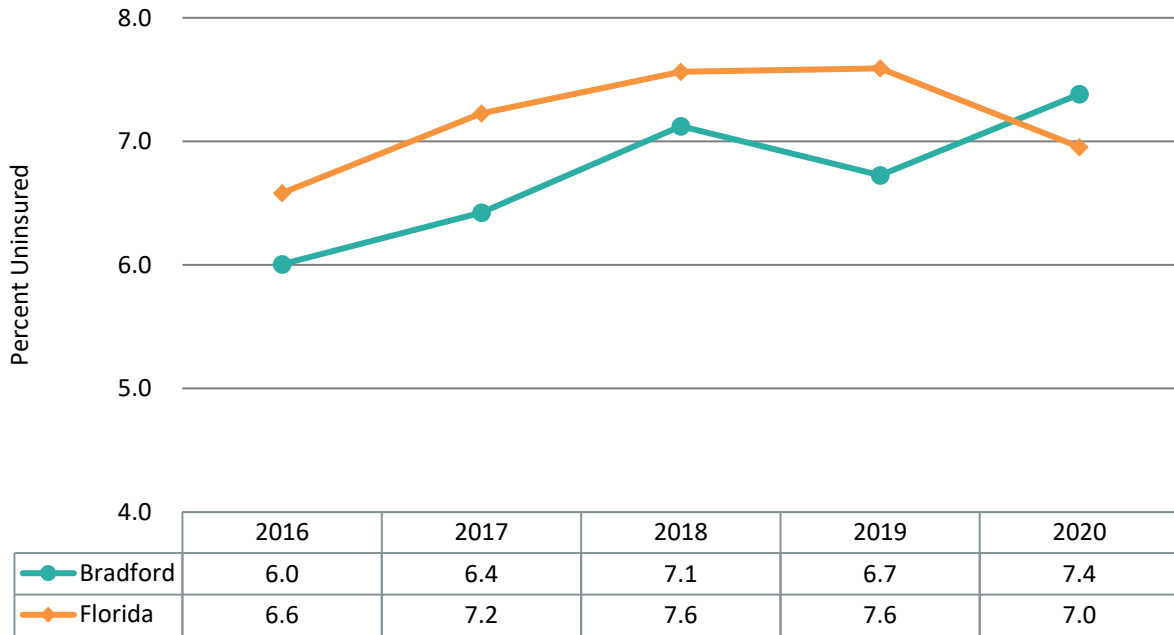
The Florida Department of Environmental Protection reports that 62.6 percent of the Bradford County population has access to community water supplies as of 2019. In Florida as a whole, 95.0 percent of the population has this access. Additionally, the Florida Department of Health Public Health Dental program reports that only 48.1 percent of Bradford County had access to fluoridated water supplies; in Florida, this number is 78.1 percent (Table 45, 2023 Technical Appendix).

The Florida Department of Health also considers multiple indicators of access to healthy food and healthy living activities. For example, an approximated 7.39 percent of the county live within half of a mile of a park, 2.84 percent within half of a mile of a fast-food restaurant, and 1.52 percent within half of a mile of a healthy food source. These numbers are relatively slim when looking at Florida in comparison: 40.0 percent within half of a mile of a park, 27.7 percent within half of a mile of a fast-food restaurant, and 27.7 percent within half of a mile of a health food source (Table 46, 2023 Technical Appendix).

Insurance

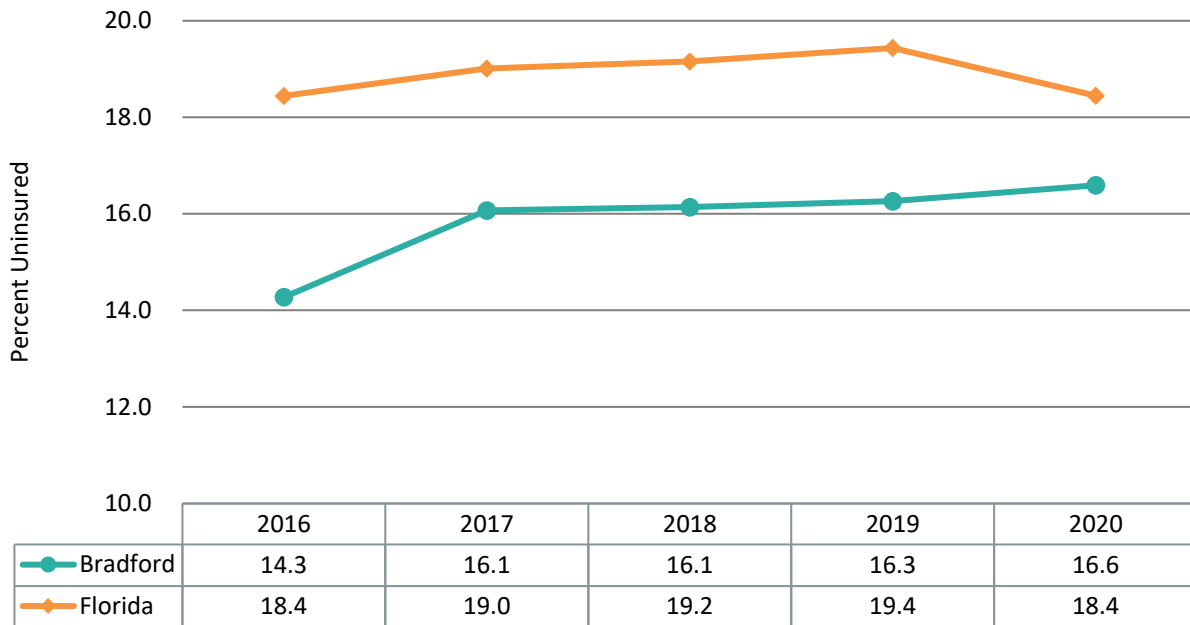
Figures 18 and 19 show the rates of uninsured individuals in Bradford County under 19 and between 18-64 years of age. In general, these rates are similar to or slightly better than the state. By ZCTA, 32622 Brooker has the highest rate of uninsured population at 17.9 percent of the population (Tables 154 and 155, 2023 Technical Appendix).

FIGURE 18: PERCENT UNINSURED UNDER 19 YEARS OF AGE, BRADFORD COUNTY AND FLORIDA, 2016-2020



Source: Table 154, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

FIGURE 19: PERCENT UNINSURED 18-64 POPULATION, BRADFORD COUNTY AND FLORIDA, 2016-2020



Source: Table 154, 2023 Technical Appendix. Prepared by WellFlorida Council, 2023.

Medicaid Data

From 2017 through 2021, Bradford County has had consistently higher rates of those who are eligible for Medicaid than at the state level. Medicaid eligibles are not all of those who meet financial requirements for Medicaid, but specifically those that meet requirements and have enrolled in Medicaid. This percentage of the population has been rising for both the county and the state for the past three (3) years, coming in at 27.0 percent for Bradford County in 2021 and 23.0 percent for Florida. This trend is particularly prominent among those 0-18 years of age, with 55.7 percent being eligible in 2019 rising to 66.3 percent in 2021. Roughly a quarter of the Bradford County population comprises the median monthly Medicaid enrollment rate, marginally higher than the state rate of 22.4 percent (Tables 52 and 53, 2023 Technical Appendix).

Facilities

Bradford County contains a diverse array of health facilities, a few of which are present at a greater rate than at the state level: namely, an adult family care home (3.4 facilities per 100,000 populations versus 1.1 for Florida), intermediate care facilities for the developmentally disabled (6.9 facilities per 100,000 population versus 0.5 for Florida), and nursing homes (6.9 facilities per 100,000 population versus 3.1 for Florida). The county lacks an ambulatory surgical center, health care clinics, and a nurse registry (Table 156, 2023 Technical Appendix).

Bradford County is home to several nursing home beds, with 240 units yielding a rate of 832.8 beds per 100,000 population, more than double the state rate of 386.5. However, Bradford County demonstrates very low numbers of hospital beds and acute care beds, having only five (5) total at a rate of 17.3 per 100,000 population, far less than the state rate of 316.0 total hospital beds per 100,000 population for Florida and 247.1 acute care beds. Additionally, Bradford has zero (0) specialty beds in the county (Table 157, 2023 Technical Appendix).

Providers

Correlating with the aforementioned scarcity of facilities within Bradford County is the limited number of physicians. As of fiscal year 2020-2021, there was an overall rate of 38.2 physicians per 100,000 population in Bradford County, a severe deficit in comparison to 314.0 in Florida. To further complicate matters, this rate has been decreasing for the past four (4) fiscal years in Bradford County. In particular, Bradford County sees low rates of:

- Family Practice Physicians (6.9 per 100,000 population versus 19.2 in Florida)
- Internal Medicine Physicians (0.0 versus 47.3)
- Osteopathic Physicians (10.4 versus 37.5)
- Pediatricians (3.5 versus 21.9)

This data is with respect to Table 158 in the 2023 Technical Appendix.

Dentists are also present at a concerning rate, with only seven (7) providers in fiscal year 2020-21 producing a rate of 24.3 dentists per 100,000 population in the county. In contrast, 55.7 dentists are present per 100,000 population in Florida overall (Table 160, 2023 Technical Appendix).

Dental Hospitalizations and Emergency Department (ED) Visits

A lack of adequate dental care in a community can often manifest as an abundance of avoidable dental hospitalizations and emergency department (ED) visits. Please note that, just as for Mental Health hospitalizations and discharges, the data below distinguishes between ED visits – which include only those that are registered in the

ED and not admitted for inpatient care – and hospitalizations, or discharges, which include all of those admitted for and discharged from inpatient care.

The Florida Agency for Health Care Administration provided detailed discharge data by county and ZCTA, revealing that in 2021 Bradford County residents had a dental hospitalization rate of 1.3 per 1,000 population and a preventable dental hospitalization rate of 1.2 per 1,000 population (compared to 1.0 and 0.8 for Florida, respectively) (Table 162, 2023 Technical Appendix).

In 2021, Bradford County residents experienced a dental ED visit rate of 18.6 visits per 1,000 population – nearly three (3) times the state rate of 6.4 – as well as a preventable ED visit rate of 17.9 visits per 1,000 population – again, nearly three (3) times the state rate of 6.0. By ZCTA, 32091 Starke residents have the highest rate of both overall dental ED visits (27.6 per 1,000 population) as well as preventable ED visits (17.9 per 1,000 population) (Table 161, 2023 Technical Appendix).

Hospital Discharges by Chronic Disease Type

Examining discharge data by the type of chronic disease responsible allows for greater insight into the health status and priority issues of the Bradford County community. All of the following subsection refers to information found in Table 164 of the 2023 Technical Appendix.

Coronary heart disease accounted for 96 hospital discharges for Bradford County residents in 2021, an age-adjusted rate of 260.0 discharges per 100,000 population. This number has shown encouraging improvement over the five (5) year timespan reported here, dropping down steadily all the way from 438.3 discharges per 100,000 population in 2017. These age-adjusted discharge rates are markedly higher among White residents (285.6 discharges per 100,000 population in 2021) as compared to Black residents (75.5 discharges per 100,000 population). Acute myocardial infarctions, or heart attacks, are also a common cause of hospital discharges (148.4 discharges per 100,000 population) that have been declining for the past five (5) years. Nonetheless, congestive heart failure, accounting for 812 discharges in 2021 at an age-adjusted rate of 2,142.9 discharges per 100,000 population, has been on the rise for the past three (3) years, and is much higher than the state rate of 1,254.5 discharges per 100,000 population. This cardiac condition accounts for a much higher rate of discharges among Black races than White races in Bradford County, at age-adjusted discharge rates of 2,906.8 per 100,000 and 1,964.5 per 100,000, respectively.

Stroke discharges are comparable to the state and similar between races, with all races coming in at an age-adjusted discharge rate of 225.5 discharges per 100,000 population.

Diabetes, asthma, and chronic lower respiratory disease (CLRD) discharges are all more common within Bradford County than the state at large, with the following age-adjusted rates:

- 3,645.0 diabetes discharges per 100,000 population versus 2,258.3 for the state
- 853.1 asthma discharges per 100,000 population versus 647.4 for the state
- 373.0 CLRD discharges per 100,000 population versus 148.5 for the state

We can also note distinct racial disparities by this discharge data: namely, that Black Bradford County residents suffer a higher age-adjusted rate of diabetes discharges (5,262.0 discharges per 100,000 population) as compared to their White counterparts (3,645.0 discharges), as well as by asthma discharges (1,034.7 discharges per 100,000 population versus 780.2). On the other hand, White Bradford County residents suffer a higher age-adjusted rate of CLRD discharges (400.5 per 100,000 population) as compared to their Black counterparts (276.8 per 100,000).

Hospitalizations and ED Usage

In 2021, Bradford County as a whole saw 4,056 discharges at a rate of 135.0 discharges per 1,000 population. By ZCTA, this rate was highest among 32091 Starke residents at 174.6 discharges per 1,000 population. 47.8 percent of county discharges were covered by Medicare (44.6 percent for Florida), 22.2 percent by Medicaid (18.5 percent for Florida), and 18.5 percent by private insurance (25.2 for Florida). The percentage of discharges covered by Medicaid has been increasing over the past three (3) years recorded. The leading discharge cause for the past three (3) years has been septicemia or severe sepsis without mechanical ventilation at 6.5 percent of discharges in 2021, followed by respiratory infections then psychoses in the same year (Tables 165-167, 2023 Technical Appendix).

During this same time, Bradford County residents accounted for 16,710 ED visits at a rate of 556.1 per 1,000 population, respectably higher than the state rate of just 375.4 ED visits per 1,000 Floridians. The highest ED visit rate was found among 32091 Starke residents at 784.6 ED visits per 1,000 population. Overall, the rate of ED visits by Bradford County residents has been increasing for the past three (3) years. The most common payor source of ED visits for Bradford County residents was Medicaid in 2021, accounting for 39.2 percent of visits, and has been the leading payor source for the last three (3) years. Private insurance follows at 24.0 percent in 2021 and Medicare at 18.6 percent, with self-pay or non-payment taking up a respectable 11.8 percent of visits. The most common primary cause for an ED visit was cough every year for the past three (3) years, followed by unspecified abdominal pain, then fever. In 2021, these respectively constituted 5.7 percent, 2.6 percent, and 2.6 percent of ED visits (Tables 171-173, 2023 Technical Appendix).

Avoidable Discharges

Bradford County residents reported an avoidable discharge rate of 17.2 in 2021 for the population under the age of 65. This is marginally higher than the state rate of 12.3 for the same year and has been increasing for the past three (3) years. The highest avoidable discharge rate by ZCTA lies in 32044 Hampton at 22.8 discharges per 1,000 population under 65, followed closely by 32091 Starke and 22.5 discharges per 1,000 population. Most of these avoidable discharges are covered by Medicaid (32.9 percent), followed by private insurance (28.1 percent), then Medicare (22.6 percent), then self-pay or non-payment (13.1 percent). The leading cause of avoidable discharges every year for the past three (3) years has been dehydration by a respectable margin, accounting for 47.9 percent of avoidable discharges in 2021, followed by nutritional deficiencies at 16.0 percent of discharges and chronic obstructive pulmonary disease at 11.0 percent (Tables 168-170, 2023 Technical Appendix).

Avoidable ED Visits

The most recent data available for avoidable ED visits dates back to 2019, when Bradford County reported an avoidable ED visit rate of 301.1 visits per 1,000 population, much higher than the state rate of 190.7. The highest rate by ZCTA could be found in 32091 Starke at 399.6 ED visits per 1,000 population (Table 171, 2023 Technical Appendix).

Community Resources and Assets for Improving Health

The Bradford County community has a number of resources and assets at hand to improve and protect the health of the population. This capital may be organized into three broad categories: healthcare resources, community assets, and informational resources.

With multiple facilities and locations designated by the National Health Service as a Health Professional Shortage Area (HPSA), Bradford County lacks many of the healthcare resources found in other parts of the state and country. Nonetheless, the county is home to various health facilities, including an adult family care home, intermediate care facilities for the developmentally disabled, and nursing homes, among others. These facilities provide 240 nursing

home beds at a rate of 832.8 beds per 100,000 population, more than double the state rate of 385.5, and five (5) hospital beds at a rate of just 17.3 per 100,000 population, far less than the state rate of 316.0 (Tables 153, 156, and 157, 2023 Technical Appendix). A large portion of the population is insured, with only 7.4 percent of those under 19 years of age and 16.6 percent of those ages 18-64 lacking insurance. Over a quarter of the population is enrolled in Medicaid, financially accounting for 22.2 percent of hospital discharges and 39.2 percent of ED visits. Medicare is also widely utilized, covering 47.8 percent of Bradford County hospital discharges and 18.6 percent of ED visits. Lastly, Bradford County residents extensively participate in a number of nutritional assistance programs, such as WIC, food stamps, and free and reduced lunches for school-aged children (Tables 47, 48, 50, 127, 154, 166, and 172, 2023 Technical Appendix).

Community assets can refer to both physical attributes of the county itself as well as social components such as strong, collaborative partnerships and behavioral and economic trends that may or may not be directly related to individual health. With respect to the former, 62.2 percent of the Bradford County population has access to community water supplies, approximately 7.39 percent of the county live within half of a mile of a park, 2.84 percent within half of a mile of a fast-food restaurant, and 1.52 percent within half of a mile of a healthy food source. (Tables 45 and 45, 2023 Technical Appendix). As far as social components go, Appendix B lists the Steering Committee members involved in this Community Health Assessment process. These individuals are just some of the partners that bring their talents, relationships, influence, and dedication to the table in designing innovative, sustainable, and appropriate plans for improving and maintaining the quality of life in Bradford County. Additionally, Bradford County generally demonstrates lower rates of unemployment and higher rates of voter participation as compared to the state, as well as encouraging behavioral trends including low rates of STDs and high childhood, flu, and pneumonia immunization rates (Tables 37, 60, 132, and 138, 2023 Technical Appendix).

Lastly, informational resources to guide the planning, implementation, and evaluation of strategies to improve community health are listed in the Resources for Community Interventions: General Approaches and Specific Opportunities section of this community health assessment report. These resources outline evidence-based practices and widely accepted models in addressing community health issues, such as those that emerged in this assessment. Among the resources are strategies for environmental change, policy development, behavior and lifestyle change, and community approaches to improving social determinants of health and health equity.

Health Disparities and Inequities

Throughout this community health status assessment, we have highlighted disparities in health outcomes by sex, race, ethnicity, and geography. The following section serves to consolidate and underscore some of the key findings related to these health disparities.

Health Disparities

Health disparities are defined by the Center for Disease Control and Prevention (CDC) as “preventable differences in the burden of disease, injury, violence, or in opportunities to achieve optimal health experienced by socially disadvantaged racial, ethnic, and other population groups, and communities”

(<https://www.cdc.gov/aging/disparities/index.htm>, accessed 8/2/2022). Simply put, health disparities are preventable differences in health outcomes between subgroups of a population. Some of these patterns can be drawn out from the data for Bradford County and are detailed below.

Life Expectancy

Bradford County residents on average live nearly four (4) years less than their Florida counterparts with a life expectancy of 75.7 years compared to 79.4 for Florida. Life expectancy among males in particular is disadvantaged

compared to females, with males living an average of 73.5 years compared to females at 77.9 years. Life expectancy also demonstrates slight variations by race, with Black Bradford County residents living an average of 76.6 years and White Bradford County residents just 75.2. These numbers compare to 76.7 years for Black Floridians and 79.7 years for White Floridians (Table 20, 2023 Technical Appendix).

Mortality and Morbidity

Mortality and morbidity vary drastically by cause, sex, race, and ethnicity. Some details noted in this report include:

- Higher age-adjusted mortality rates among Bradford County residents at 946.2 deaths per 100,000 population versus 740.1 for Florida
- Higher age-adjusted mortality rates among males (1,242.9 deaths per 100,000) as compared to females (920.2 deaths per 100,000)
- Higher age-adjusted mortality rates among White residents (973.8 deaths per 100,000 population) as compared to Black residents (896.4 deaths per 100,000 population), as well as specifically due to cancer, CLRD, stroke, unintentional injury, liver disease, and Alzheimer’s disease
- Higher age-adjusted mortality rates among Black residents as compared to White residents due to essential hypertension and diabetes
- Higher age-adjusted mortality rates among Hispanic residents as compared to All Races due to cancer, stroke, diabetes, and liver disease
- Higher rate of YPLL under the age of 75 per 100,000 male population (14,145.9 YPLL) as compared to per 100,000 female population (10,850.3 YPLL), with YPLL increasing for both sexes since 2019
- Higher rates of YPLL under the age of 75 per 100,000 White population (14,394.0 YPLL) as compared to per 100,000 Black population (8,530.3 YPLL)
- Higher age-adjusted cancer incidence rates among White Races as compared to Black Races (474.5 versus 351.4 cases per 100,000) as well as Hispanics (240.5 cases per 100,000)

This data can be found in Tables 65, 68, 73, 74, 92, 93, and 100 of the 2023 Technical Appendix.

Maternal and Infant Health

There are several measures of maternal and infant health noted in this document. Some of those measures demonstrate racial and ethnic disparities, such as a much higher rate of low birthweight births among Black Races as compared to White Races, comprising 21.9 percent of Black births as compared to 10.5 percent of White births. Black births also have a lower rate of first trimester care when compared to White Races (56.3 percent versus 66.5 percent of births). Furthermore, participation in WIC characterized 41.7 percent of White births, 62.9 percent of Black births, and 68.6 percent of Hispanic births (Tables 123, 124, and 127, 2023 Technical Appendix).

Health Inequities

Health equity is defined by the CDC as “the state in which everyone has a fair and just opportunity to attain their highest level of health” (<https://www.cdc.gov/nchstp/healthequity/index.html>, accessed 8/2/2022). Therefore, health inequities are “systematic differences in health outcomes” (<https://www.who.int/news-room/facts-in-pictures/detail/health-inequities-and-their-causes>, accessed 8/2/2022). These health inequities are commonly caused or influenced by social determinants of health – the conditions in the environments in which people are born, live, learn, work, play, worship, and age (<https://www.cdc.gov/chronicdisease/programs-impact/sdoh.htm>, accessed 8/2/2022). According to the Prevention Institute, these conditions can generally be allotted to one of three domains: 1) structural drivers, such as distribution of wealth and power, 2) community determinants, such as physical and economic environment, and 3) quality healthcare services

(https://www.preventioninstitute.org/sites/default/files/publications/Measuring%20What%20Works%20to%20Achieve%20Health%20Equity%20_Full_Report.pdf, accessed 8/2/2022).

Structural Drivers – Income, Poverty, and Food Insecurity

Income

Income demonstrates clear discrepancies by race, with a median household income of 54,059 dollars for White households and 34,936 dollars for Black households. Similarly, per capita income is 25,235 dollars per White resident and 12,952 dollars per Black resident. Additionally, Hispanic per capita income comes to 19,401 dollars per Hispanic resident as compared to 22,656 dollars for All Races in Bradford County. The ZCTA with the lowest median income among All Races is 32044 Hampton at 41,214 dollars per household. The lowest per capita income by ZCTA, race, and ethnicity can be found among Black residents of 32622 Brooker at 4,389 dollars per person (Tables 30, 32, 2023 Technical Appendix).

Poverty

The US Census Bureau Small Area Income and Poverty 2021 estimates place poverty rates for Bradford County at 19.1 percent of the population overall and 24.8 percent of children under 18. Florida rates are lower in both categories at 13.2 percent overall and 18.4 percent of children in poverty. When considering the ACS five-year estimates from 2017-2021, these estimates rise to 19.4 percent overall and 29.0 percent of children under 18 (Tables 21 and 22, 2023 Technical Appendix). The rest of this section is with respect to these latter estimates.

Poverty rates are respectably higher among females in Bradford County (21.5 percent) as compared to males in Bradford County (17.4 percent). By household type, Female Householder, No Husband Present families depict the highest rate of poverty at 29.7 percent of the household's population. By ethnicity, Hispanics have higher rates of poverty (26.3 percent) as compared to the county overall (19.4 percent). However, there is an even larger discrepancy by race, with only 17.5 percent of the White population in poverty as compared to 28.2 percent of the Black population (Tables 25-27, 2023 Technical Appendix).

Food Insecurity

Food insecurity rates, estimated by Feeding America, place food insecurity estimates at 15.0 percent of Bradford County and 10.6 percent of Florida, as well as 21.4 percent of Bradford County children and 15.7 percent of Florida children. Approximately 16.4 percent of the Bradford County population receives cash public assistance or food stamps as of 2021, slightly higher than Florida overall at 14.1 percent of the state population. In the same year, rates of students eligible for free/reduced lunch were higher in Bradford County than Florida among Kindergarten, Elementary, and Middle School students; however, only 40.0 of children in Pre-Kindergarten are eligible in Bradford County compared to 61.0 percent in Florida (Tables 41, 47, and 50, 2023 Technical Appendix).

Community Determinants – Education

Educational attainment is an important social determinant of health that is strongly linked with life expectancy, health behaviors, and employment opportunities. According to ACS 2017-2021 estimates considering the population that is 25+ years of age, far fewer have obtained a college degree in Bradford County than the state and more have a high school diploma as their highest level of educational attainment. Bradford County graduation rates are marginally less than those of the state (85.0 percent versus 90.1 percent), but dropout rates are markedly higher (10.0 percent versus 3.2 percent in the 2019-2020 academic year) (Tables 38 and 39, 2023 Technical Appendix).

The Florida Department of Education also reports the percentage of school readiness at kindergarten entry and the percentages of elementary and middle school students not promoted to the next grade level. With respect to the former, in 2020 after two (2) years of increase, 51.6 percent of Bradford County Kindergarteners were deemed school ready, similar to 56.9 percent at the state level. In 2021, 9.0 percent of elementary students were not promoted, much higher than the state rate of just 2.5 percent. Similarly, in the same year, 10.7 percent of middle school students were not promoted, while the state rate was only 2.8 percent (Table 40, 2023 Technical Appendix).

Quality Healthcare Services

Differential access to care may be a driving force for some of the disparities mentioned earlier in this report, including mortality rates, increased low birthweight birth rates, and other disease outcome differences. The prevalence of every recorded physician type is lower in Bradford County than the state, especially family practice physicians, internal medicine doctors, Osteopathic physicians, pediatricians, and dentists as of fiscal year 2020-2021. Bradford County also lacks a number of health care service facilities, including an ambulatory surgical center, health care clinic, and nurse registry, and faces a severe deficit of hospital beds, with five (5) hospital beds yielding a rate of 17.3 per 100,000 population compared to 316.0 hospital beds per 100,000 Floridians. However, with 240 nursing home beds, Bradford County has a high rate of nursing home beds at 832.8 beds per 100,000 population, more than double the state rate of 386.5 (Tables 156-158 and 160, 2023 Technical Appendix).

A lack of access to healthcare services can often manifest as an abundance of avoidable hospitalizations and ED visits. In 2021, the rate of avoidable discharges among Bradford County residents under the age of 65 was 17.2 per 1,000 population, higher than Florida's rate of 12.3. Likewise, in 2019 the rate of avoidable ED visits for Bradford County residents was 301.1 visits per 1,000 population, much higher than the state rate of 190.7 (Tables 168 and 171, 2023 Technical Appendix).

Priority Populations

The analysis above of health disparities found throughout Bradford County as well as the Community Health Status Assessment as a whole may be used to direct interventions towards particular priority populations that are affected by negative health outcomes more than others in the community. These priority populations ought to be relevant to the Bradford County community, and their needs should be supported by secondary and primary data. These groups include, in no particular order:

- Racial minorities, especially the Black population
- Ethnic minorities, especially the Hispanic population
- Low-income individuals, especially children

Summary

In summary, the Bradford County Community Health Needs Assessment and accompanying *2023 Bradford County and Union County Community Health Assessment Technical Appendix* contain a wealth of information and insight into the social, environmental, behavioral, and healthcare factors associated with health status and health outcomes in Bradford County, as well as data resources to further analyze these elements of the community and guide future planning and interventions. These findings, while pointing towards the need for further in-depth exploration of certain factors, gaps, and root causes, provide a foundation for guiding discussions and plans to improve health outcomes and quality of life for Bradford County residents.

Bradford County faces many of the challenges associated with a small, rural community. There are insufficient providers across the board and limited facilities available to address an abundance of chronic conditions. These

chronic conditions, as well as age-adjusted mortality rates, prove to be very high in Bradford County, especially age-adjusted mortality rates due to CLRD, essential hypertension, COVID-19, and liver disease. These issues contribute to lower quality of life, which manifest in the county's high rate of disabilities, high percentage of residents that report that poor physical or mental health kept them from doing usual activities on 14 or more of the past 30 days, and high percentage of residents who have been told they had a depressive disorder. The combination of low rates of providers and facilities and high rates of disease burden in addition to low income can create a lack of access to care that may lead to individuals avoiding or delaying seeking care and can lead to elevated rates of hospital discharges, avoidable hospitalizations, and avoidable ED visits, such as those seen in Bradford County. The county also reports much higher rates of mental health ED visits and, among children and seniors, higher rates of Baker Acts. Uptake of certain healthy behaviors throughout the community are encouraging, such as low rates of reported binge drinking, STDs, and drug overdose deaths, as well as high rates of childhood, influenza, and pneumonia immunizations. However, other health behavior indicators demand improvement, such as the high rates of tobacco use, overweight and obesity, and avoidable hospital discharges, as well as low rates of mammograms and clinical breast exams. Data also indicates multiple socioeconomic barriers to health and quality of life, including lower income relative to the state, higher poverty rates, racial and ethnic income disparities, and food insecurity. Health disparities and the underlying inequities require further research and consideration to understand the community's health problems and the extent to which these inequities contribute to them. As evidenced in this thorough and robust community health assessment process and historic commitment to community collaboration, these findings will inform and inspire a new cycle of community health improvement planning for Bradford County.

COMMUNITY THEMES AND STRENGTHS ASSESSMENT

Quantitative data from a vast array of secondary or administrative data sets can only describe part of a community's core health needs and health issues. A community's perspective of health and the healthcare experience are essential to fully understanding a community's health. The Community Themes and Strengths Assessment answers the questions: "How is the quality of life perceived in your community?", "What factors define a healthy community?", and "What are the most important health problems in your community?". This assessment results in a strong understanding of community issues, concerns, and perceptions about quality of life through the lens of community members and healthcare and social service providers.

The Bradford County Community Health Assessment process endeavored to ensure that the community at large contributed their observations, experiences, opinions, and expertise to the overall assessment and in particular to this phase of data collection. A community health survey was distributed and available to every adult Bradford County resident as well as adults who work or attend school in the county. Results from the community survey are provided below. The survey instrument is included in the appendices.

Community Health Surveys

Methodology

A community survey was developed to poll individuals about community health issues and the healthcare system from the perspective of Bradford County residents and those who work or go to school in the county. For the purposes of this assessment, a community member was defined as any person 18 years of age or older who resides, works, or goes to school in Bradford County. Responses from individuals who did not meet these criteria were not included in the data analysis. The survey included ten (10) core questions with additional items depending on responses, and nine (9) demographic items. The Qualtrics® web-based surveying platform was used to deliver the survey and collect responses. A web link and QR code made the survey accessible on any internet-enabled device, including smartphones. The survey was available in English and Spanish. Prior to deployment, the electronic survey was pre-tested for readability, functionality, and ease of use.

For the community survey, a convenience sampling approach (i.e., respondents self-select based on accessibility and willingness to participate) was utilized for collecting survey responses. The survey went live on February 3, 2023 and was available through March 20, 2023. Community partners widely distributed and promoted the surveys using email blasts, social media posts, press releases, flyers, and other print and electronic promotional materials. At the time the survey closed there were 126 complete, eligible surveys collected from Bradford County residents. All of the surveys were taken in English. The overall survey completion rate was calculated at 69.4 percent; note that surveys deemed ineligible due to non-residency or age were classified as complete because survey respondents answered all questions for which they qualified. The eligible, completed surveys from Bradford County residents were analyzed using descriptive analysis methods. The general demographic factors collected on respondents who completed surveys are presented in the table below. Tabulated results from survey items are presented in the following tables and figures.

Limitations

The limitations of this survey include the sampling method, the potential for self-reporting bias, and limited sample size. Due to the nature of convenience sampling, the following survey results cannot be considered representative of the Bradford County population. The demographic data below shows that females, non-Hispanics, and persons who identified their race as White were the most frequent survey respondents. There is also potential for self-reporting bias. Self-reporting bias may be present in any data that relies on the respondents to accurately report

outcomes. Respondents' answers have the potential to reflect their own biases or a desirable outcome, rather than reality. This type of bias is limited by careful wording of the questions and multiple questions on the same topics. Still, the data in this report should be complemented by other sources of data, including those reported in the 2023 Technical Appendix.

Community Survey Participant Profile

TABLE 8: DEMOGRAPHICS OF BRADFORD COUNTY COMMUNITY HEALTH SURVEY RESPONDENTS, 2023

Demographics	n = 126	
	Number	Percent
Age Group		
18-24	7	5.6
25-29	9	7.1
30-39	15	11.9
40-49	23	18.3
50-59	27	21.4
60-64	11	8.7
65-69	15	11.9
70-79	16	12.7
80 or older	1	0.8
Prefer not to answer	2	1.6
Gender Identity		
Man	27	21.4
Woman	97	77.0
Non-binary	1	0.8
Prefer not to answer	1	0.8
Other	0	0
Racial Identity		
American Indian/Alaskan Native	0	0
Asian	1	0.8
Black or African American	12	9.5
Native Hawaiian and Other Pacific Islander	0	0
Two or more races	2	1.6
White	104	82.5
Prefer not to answer	6	4.8
Other (1 – unspecified)	1	0.8
Ethnicity		
Not of Hispanic, Latino or Spanish origin	119	94.4

Demographics	n = 126	
	Number	Percent
Of Hispanic, Latino or Spanish origin	2	1.6
Prefer not to answer	5	4.0
Highest Level of Education Completed		
Elementary/Middle School	3	2.4
High school diploma or GED	25	19.8
Technical, community college, 2-yr college or Associate's degree	24	19.0
4-yr college/Bachelor's degree	23	18.3
Graduate/Advanced degree	30	23.8
Some college	15	11.9
Prefer not to answer	6	4.8
Other	0	0
Current Employment Status (may choose all that apply)		
Employed (full-time)	64	50.8
Employed (part-time)	10	7.9
Full-time student	1	0.8
Part-time student	5	4.0
Homemaker	6	4.8
Retired	29	23.0
Self-employed	10	7.9
Unemployed	3	2.3
Work two or more jobs	4	3.2
Disabled, unable to work	13	10.3
Prefer not to answer	0	0
Other	0	0
Methods of Healthcare Payment (may choose all that apply)		
Health Insurance offered through job or family member's job	65	51.6
Health insurance that you pay on your own	20	15.9
Medicaid	19	15.1
Medicare	39	31.0
Military coverage/Tricare or VA	5	4.0
Pay cash	10	7.9
Do not have health insurance	7	5.6
Other (1 each – Humana, Ambetter, 0.8 each)	2	1.6
Combined Annual Household Income		
Less than \$10,000	4	3.2

Demographics	n = 126	
	Number	Percent
\$10,000 - \$19,999	17	13.5
\$20,000 - \$29,999	7	5.6
\$30,000 - \$49,999	20	15.9
\$50,000 - \$74,999	16	12.7
\$75,000 - \$99,999	9	7.1
\$100,000 - \$124,999	15	11.9
\$125,000 - \$149,999	6	4.8
\$150,000 - \$174,999	4	3.2
\$175,000 - \$199,999	3	2.4
\$200,000 or more	9	7.1
Prefer not to answer	16	12.7
Zip Code of Residence, Place of Work or School in Bradford County		
32026 Raiford	1	0.8
32044 Hampton	8	6.3
32054 Lake Butler	2	1.6
32697 Worthington Springs	2	1.6
32058 Lawtey	9	7.1
32091 Starke	93	73.8
32622 Brooker	4	3.2
Other (not specified)	7	5.6

Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

Observations from Community Survey

Figures below summarize the responses to the overarching survey questions. In general, the top ten responses for each question are presented. Questions on the following topics are included in the analysis:

- Factors that most contribute to a healthy community
- Most important health problems to be addressed in the community
- Behaviors with the greatest negative impact on overall health
- Access to healthcare services
- Barriers to receiving dental, primary, and mental health care

Tables and figures show the percentages of respondents who completed the survey who indicated the given response for a question accompanied by a ranking, if appropriate. The number of surveys completed by Bradford County residents included in the analysis was 126. Small numbers of survey responses prevented the analysis by certain sub-categories such as race, ethnicity, and income.

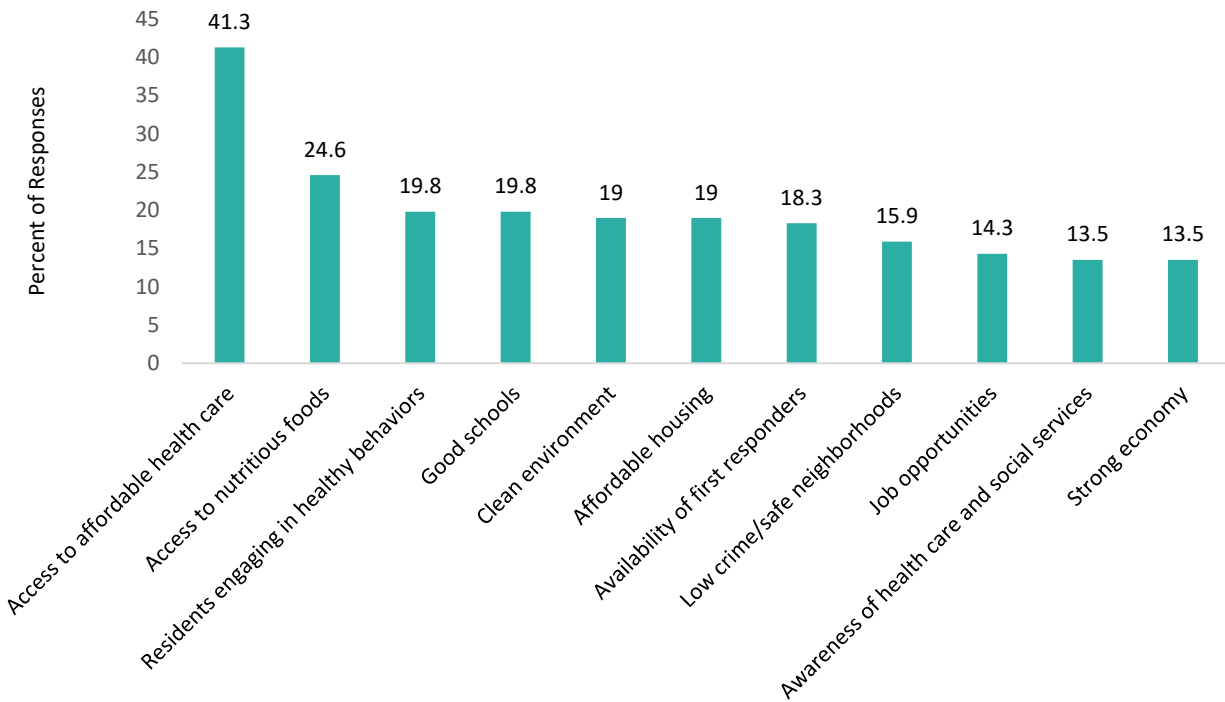
What do you think contributes most to a healthy community? Choose 3.

TABLE 9: MOST IMPORTANT FACTORS THAT CONTRIBUTE TO A HEALTHY COMMUNITY, BRADFORD COUNTY, RANKED BY PERCENT OF RESPONSES, 2023

Rank	Factors (Percent of Responses)
1	Access to health care including primary/family care, specialty care, dental, and mental health care (41.3 percent)
2	Access to convenient, affordable, and nutritious foods (24.6 percent)
3, 4 (tie)	Residents engaging in healthy behaviors (19.8 percent) Good schools (19.8 percent)
5, 6 (tie)	Clean environment (e.g., water, air) (19.0 percent) Affordable housing (19.0 percent)
7	Availability of first responders, law enforcement, fire/rescue/EMS, emergency preparedness services (18.3 percent)
8	Low crime/safe neighborhoods (15.9 percent)
9	Job opportunities for all levels of education (14.3 percent)
10, 11 (tie)	Awareness of health care and social services (13.5 percent) Strong economy (13.5 percent)
12, 13 (tie)	Availability of parks and recreational opportunities (11.9 percent) Affordable goods and services (11.9 percent)
14	Affordable utilities (9.5 percent)
15	Practice of religious or spiritual values (7.9 percent)
16, 17 (tie)	Good race/ethnic relations (7.1 percent) Good place to raise children (7.1 percent)
18	Choices of places of worship (6.3 percent)
19, 20 (tie)	Public transportation system (4.8 percent) Strong family ties (4.8 percent)
21	Low level of domestic violence (3.2 percent)
22, 23 (tie)	Low preventable death and disease rates (2.4 percent) Availability of arts and cultural events (2.4 percent)
24	Low level of child abuse (1.6 percent)
25	Low rates of infant and child deaths (0 percent)
	Other (0 percent)

Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

FIGURE 20: TOP 10 FACTORS THAT CONTRIBUTE MOST TO A HEALTHY COMMUNITY, BRADFORD COUNTY, BY PERCENT OF RESPONSES, 2023



Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

What are the THREE (3) most important health issues in your county? Choose THREE (3).

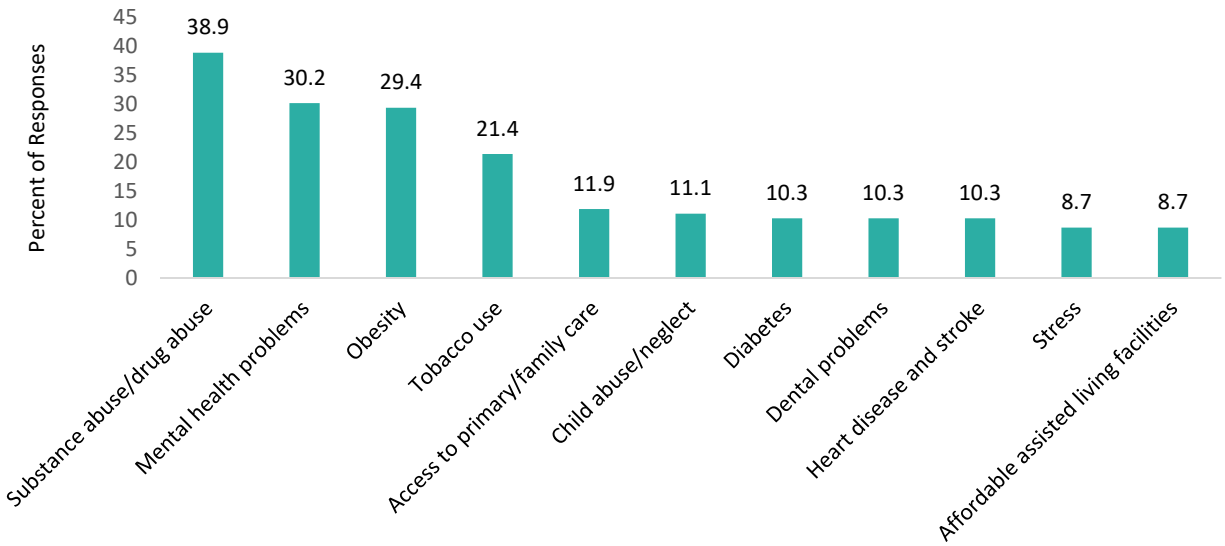
TABLE 10: MOST IMPORTANT HEALTH ISSUES TO BE ADDRESSED IN BRADFORD COUNTY, RANKED BY PERCENT OF RESPONSES, 2023

Rank	Health Issues (Percent of Responses)
1	Substance abuse/drug abuse (38.9 percent)
2	Mental health problems (30.2 percent)
3	Obesity (29.4 percent)
4	Tobacco use (includes e-cigarettes, smokeless tobacco) (21.4 percent)
5	Access to primary/family care (11. percent)
6	Child abuse/neglect (11.1 percent)
7, 8, 9 (tie)	Dental problems (10.3 percent)
	Heart disease and stroke (10.3 percent)
	Diabetes (10.3 percent)
10, 11 (tie)	Affordable assisted living facilities (8.7 percent)
	Stress (8.7 percent)

Rank	Health Issues (Percent of Responses)
12, 13, 14 (tie)	Elderly caregiving (7.9 percent)
	Homelessness (7.9 percent)
	Teenage pregnancy (7.9 percent)
15, 16, 17, 18 (tie)	Access to sufficient and nutritious food (7.1 percent)
	High blood pressure (7.1 percent)
	Access to long-term care (7.1 percent)
	Intellectual and Developmental Disabilities (including autism spectrum disorders) (7.1 percent)
19	Cancer (6.3 percent)
20, 21, 22, 23 (tie)	Motor vehicle crash injuries (5.6 percent)
	Respiratory/lung disease (5.6 percent)
	Age-related issues (e.g., arthritis, hearing loss) (5.6 percent)
	Exposure to excessive and/or negative media and advertising (5.6 percent)
24, 25, 26, 27 (tie)	Domestic violence (4.8 percent)
	Disability (4.8 percent)
	Dementia (4.8 percent)
	Vaccine-preventable diseases (e.g., flu, measles) (4.8 percent)
28	Suicide (3.2 percent)
29	Pollution (e.g., water, air, soil) (1.6 percent)
30, 31, 32 (tie)	Sexually transmitted diseases (STDs) (e.g., gonorrhea, chlamydia, hepatitis) (0.8 percent)
	Rape/sexual assault (0.8 percent)
	HIV/AIDS (0.8 percent)
33, 34, 35 (tie)	Infant death (0 percent)
	Firearm-related injuries (0 percent)
	Homicide (0 percent)
36	Other (0 percent)

Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

FIGURE 21: TOP 10 RANKED MOST IMPORTANT HEALTH ISSUES TO BE ADDRESSED IN BRADFORD COUNTY, BY PERCENT OF RESPONSES, 2023



Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

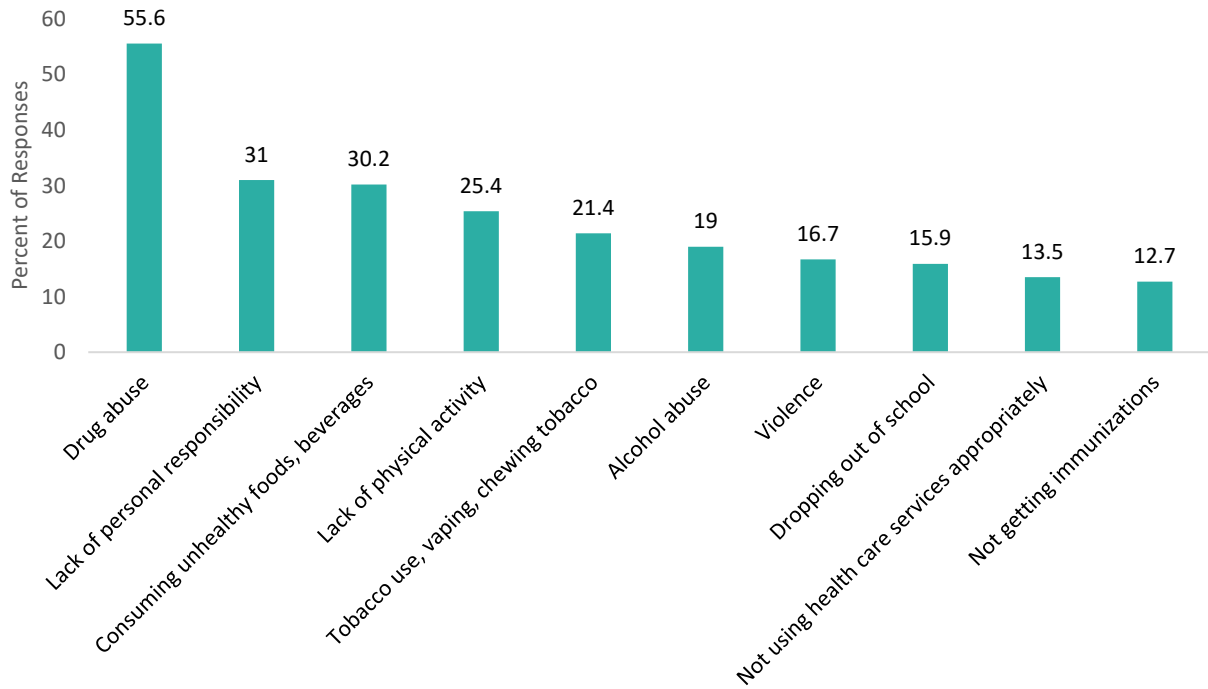
What has the greatest negative impact on the health of people in Bradford County? Choose THREE (3).

TABLE 11: BEHAVIORS WITH GREATEST NEGATIVE IMPACT ON OVERALL HEALTH, BRADFORD COUNTY, RANKED BY PERCENT OF RESPONSES, 2023

	Behaviors (Percent of Responses)
Rank	
1	Drug abuse (use of substances such as cocaine, methamphetamines, opioids, ecstasy, heroin, LSD, bath salts, etc.) (55.6 percent)
2	Lack of personal responsibility (31.0 percent)
3	Eating unhealthy foods/drinking sugar sweetened beverages (30.2 percent)
4	Lack of physical activity (25.4 percent)
5	Tobacco use, vaping, chewing tobacco (21.4 percent)
6	Alcohol abuse (19.0 percent)
7	Violence (16.7 percent)
8	Dropping out of school (15.9 percent)
9	Not using healthcare services appropriately (13.5 percent)
10	Not getting immunizations to prevent disease (e.g., flu shots) (12.7 percent)
11	Lack of stress management (9.5 percent)
12	Poor race/ethnic relations (8.7 percent)
13	Overeating (7.1 percent)
14	Distracted driving (such as texting while driving) (6.3 percent)
15,	Loneliness or isolation (5.6 percent)
16,	Not using birth control (5.6 percent)
17,	Unsafe sex (5.6 percent)
18	Unsecured firearms (5.6 percent)
(tie)	
19	Lack of sleep (2.4 percent)
20	Other (1 each – ignorance, lack of healthcare) (0.8 percent each, 1.6 percent total)
21	Starting prenatal care late in pregnancy (0.8 percent)
22	Not using seat belts/child safety seats (0 percent)

Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

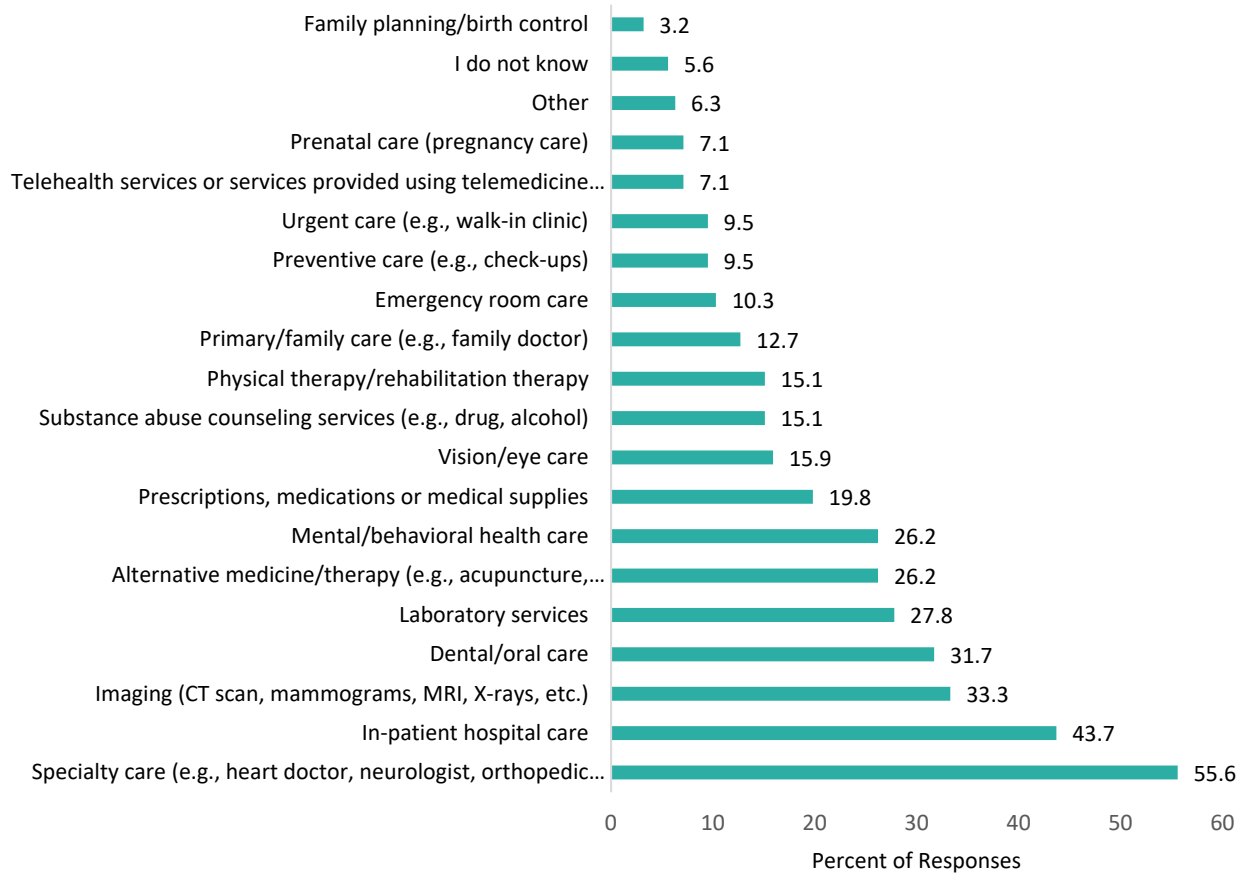
FIGURE 22: TOP 10 BEHAVIORS WITH GREATEST NEGATIVE IMPACT ON HEALTH, BRADFORD COUNTY, BY PERCENT OF RESPONSES, 2023



Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

Which healthcare services are difficult for you to obtain in Bradford County? Choose **ALL** that apply.

FIGURE 23: HEALTHCARE SERVICES THAT ARE DIFFICULT TO OBTAIN IN BRADFORD, BY PERCENT OF RESPONSES, 2023



Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023. Note: Other category responses: 2 – Quality healthcare (1.6 percent), 1 each – comprehensive care, military care, community hospital, services for persons with autism, walking trails, activities for children and families (0.8 percent each; 4.8 percent total) (6.3 total other)

During the past 12 months, was there a time you needed dental care, including checkups, but didn't get it? AND What were the reasons you could not get the dental care you needed during the past 12 months? Choose ALL that apply.

TABLE 12: DENTAL CARE RECEIVED AND REASONS CARE WAS NOT RECEIVED BY SURVEY RESPONDENT, BRADFORD COUNTY, BY PERCENT OF RESPONSES, 2023

Dental Care	Response
Received needed care or didn't need care (n=79)	62.7 percent
Did not receive needed care (n=47)	37.3 percent
Reasons Dental Care was Not Received (by Percent of Those Who Did Not Receive Care)	
Cost	72.3 percent
No appointments available or long waits for appointments	34.0 percent
No dentists available	34.0 percent
Service not covered by insurance or have no insurance	61.7 percent
Transportation, couldn't get there	12.8 percent
My responsibilities as a caregiver for another person (child or adult) kept me from getting the care I needed for myself	10.6 percent
Work-related issue (e.g., work schedule conflict, no paid leave, denied time off)	12.8 percent
Other (1 – not motivated to make appointment)	2.1 percent

Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

During the past 12 months, was there a time you needed to see a primary care/family doctor for health care, but couldn't? AND What were the reasons you could not get the primary/family care you needed during the past 12 months? Choose ALL that apply.

TABLE 13: PRIMARY/FAMILY CARE RECEIVED AND REASONS CARE WAS NOT RECEIVED BY SURVEY RESPONDENTS, BRADFORD COUNTY, BY PERCENT OF RESPONSES, 2023

Primary/Family Care	Response
Received needed care or didn't need care (n = 98)	77.8 percent
Did not receive needed care (n = 28)	22.2 percent
Reasons Primary/Family Care was Not Received (by Percent of Those Who Did Not Receive Care)	
Cost	46.4 percent
No appointments available or long waits for appointments	60.7 percent
No primary care providers (doctors, nurses) available	17.9 percent
Service not covered by insurance or have no insurance	32.1 percent
Transportation, couldn't get there	14.3 percent
My responsibilities as a caregiver for another person (child or adult) kept me from getting the care I needed for myself	14.3 percent
Work-related issue (e.g., work schedule conflict, no paid leave, denied time off)	14.3 percent
Other (3 -lack of quality providers) 3.6 percent each)	10.7 percent

Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

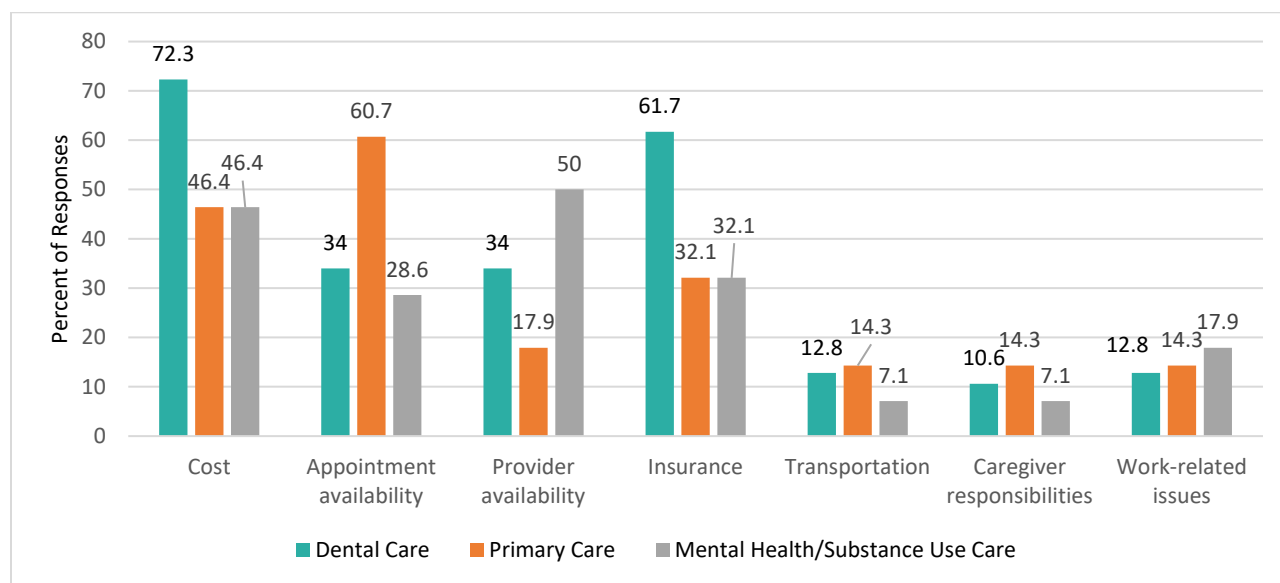
During the past 12 months, was there a time you needed to see a therapist or counselor for a mental health or substance use issue, but didn't? AND What prevented you from seeing a therapist or counselor for a mental health or substance use issue during the past 12 months? Choose ALL that apply.

TABLE 14: THERAPIST OR COUNSELOR FOR MENTAL HEALTH OR SUBSTANCE USE ISSUE SEEN AND REASONS CARE WAS NOT RECEIVED BY SURVEY RESPONDENT, BRADFORD COUNTY, BY PERCENT OF RESPONSES, 2022

Therapist or Counselor for Mental Health or Substance Use Issue	Response
Received needed care or didn't need care (n = 98)	77.8 percent
Did not receive needed care (n = 28)	22.2 percent
Reasons Mental Health or Substance Use Care was Not Received (by Percent of Those Who Did Not Receive Care)	
Cost	46.4 percent
No appointments available or long waits for appointments	60.7 percent
No mental health care providers or no substance use therapists or counselors available	50.0 percent
Service not covered by insurance or have no insurance	32.1 percent
Transportation, couldn't get there	7.1 percent
My responsibilities as a caregiver for another person (child or adult) kept me from getting the care I needed for myself	7.1 percent
Work-related issue (e.g., work schedule conflict, no paid leave, denied time off)	17.9 percent
Stigma associated with this issue and/or stigma associated with seeking care	17.9 percent
Telehealth issue (e.g., telehealth services not offered, lack of internet accessibility)	17.9 percent
Other (1 each – provider quality, do not want religious-based services) 3.6 percent each)	7.1 percent

Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

FIGURE 24: BARRIERS TO DENTAL, PRIMARY/FAMILY, AND MENTAL HEALTH/SUBSTANCE USE CARE EXPERIENCED BY SURVEY RESPONDENTS IN THE PAST 12 MONTHS, BRADFORD COUNTY, BY PERCENT OF RESPONSES, 2023



Source: Bradford County Community Health Survey, 2023. Prepared by WellFlorida Council, 2023.

Key Findings from Community Survey

Access to Primary, Dental, and Mental Health Care

The top factor that contributes to a healthy community, according to Bradford County residents who completed the 2023 survey, was access to health care, including primary care, specialty care, dental, and mental health care. Notable percentages of respondents reported that they had not received needed care in the last 12 months, including primary care (22.2 percent), dental care (37.3 percent), or mental health/substance use care (22.2 percent). Cost, insurance issues, and provider and appointment availability were often cited as barriers. When asked about specific services difficult to access in Bradford County, those most commonly mentioned were specialty care, in-patient hospital care, imaging, dental care, and laboratory services. Less difficult to access were family planning, prenatal care and telehealth services.

Mental Health and Substance Abuse Care

Concern about the community’s mental health and substance use emerged as a theme from the survey. Substance and drug abuse was ranked first among the most important health issues that need to be addressed in Bradford County. More than 38 percent of survey respondents selected it as a priority problem. Closely following as the second ranked most important issue was mental health problems, selected by 30.2 percent of survey respondents. Substance misuse is often linked with mental or behavioral health and access to mental health and substance use services frequently go hand-in-hand. Bradford County survey respondents ranked drug abuse as the first and alcohol abuse as the sixth ranked behaviors, respectively at 55.6 and 19.0 percent, with greatest negative impact on overall health. More than a quarter (26.2 percent) of survey respondents felt mental and behavioral healthcare services are the most difficult to obtain in Bradford County and another 15.1 percent indicated that substance abuse counseling is a service that is problematic to access. To further illustrate this theme, more than a fifth (22.2 percent) of Bradford County survey respondents said that in the past 12 months they did not receive needed care

from a therapist or counselor for a mental health or substance use issue. As reported by survey respondents, the most common barriers to mental health or substance use care were provider availability at 50.0 percent and cost at 46.4 percent.

Health Behaviors and Chronic Conditions

Bradford County survey respondents made clear their concerns about health behaviors and resulting health outcomes. As described above, substance, drug, and alcohol use are problematic. However, chronic disease-related outcomes behaviors surfaced among the most important health issues for Bradford County residents. Obesity was the third ranked most important health issue closely followed by tobacco use as the fourth ranked issue selected by 29.4 and 21.4 percent, respectively, of respondents. Also appearing among the top issues were diabetes and heart disease and stroke which tied as the seventh ranked problem (10.3 percent) along with dental problems. Bradford County survey respondents spotlighted behaviors with negative health impacts. A general lack of personal responsibility ranked second (31.0 percent), followed by eating unhealthy foods and drinking sugar-sweetened beverages (30.2 percent), tobacco use (21.4 percent), not using healthcare services appropriately (13.5 percent), and not getting immunizations to prevent disease (12.7). Healthy behaviors appeared as an aspirational goal for survey respondents. Residents engaging in healthy behaviors ranked as the third most important factor that contributes to a healthy community. Dental and oral health issues were also a concern because 37.3 percent of respondents did not get needed oral health care in the past year.

Social Determinants of Health

Bradford County survey respondents were clear in the value they placed on the essentials for a healthy, safe community. These highly valued factors relate to the social determinants of health. Among the top ranked most important factors were access to healthcare services (chosen by 41.3 percent of survey respondents), access to affordable, nutritious foods (24.6 percent), good schools (19.8 percent), clean environment (19.0 percent), affordable housing (19.0 percent), availability of first responders (18.3 percent), job opportunities (14.3 percent) and a strong economy (13.5 percent).

FORCES OF CHANGE ASSESSMENT

Methods

One of the three MAPP assessments in the community health assessment process is the Forces of Change Assessment. The Forces of Change Assessment focuses on answering these questions: “What is occurring or what might occur that affects the health of our community or the local public health system?” and “What specific threats or opportunities are generated by these occurrences?” The Bradford County Forces of Change Assessment aimed at identifying forces that are or will be influencing the health and quality of life of the community as well as the work of the community to improve health outcomes. These forces included:

- Trends – patterns over time, such as migration in and out of a community or a growing disillusionment with government.
- Factors – discrete elements, such as a community’s large ethnic population, an urban setting, or the jurisdiction’s proximity to a major waterway.
- Events – one-time occurrences, such as a hospital closure, a natural disaster, or the passage of new legislation.

These forces can be related to social, economic, environmental, technological, or political factors in the region, state, or United States that have an impact on the local community. Information collected during this assessment will be considered when identifying strategic issues.

The Bradford County Community Health Assessment Steering Committee convened a group of community leaders to participate in the Forces of Change Assessment on May 9, 2023. Prior to the Forces of Change discussion, WellFlorida Council presented preliminary data findings from the secondary and primary data reviews so that participants would be familiar with Bradford County demographics, health conditions and behaviors, healthcare resources, and the perspectives of community members and providers on issues related to health and quality of life. The group brainstormed possible forces that may hinder or help the community in its quest for improvement in community health outcomes. Brainstorming followed discussions of the threats and opportunities associated with the forces. The *Forces of Change for Bradford County* tables on the following pages summarize the forces of change identified for Bradford County, as well as possible associated opportunities and threats that may be considered in any Bradford County strategic planning or community health improvement planning process.

Please note: *The Forces of Change for Bradford County* table reflects qualitative opinion data collected during the Forces of Change Assessment. Comments and discussions are summarized in the table and accurately catalog comments from the facilitated discussion; however, these are not a reflection of the Florida Department of Health and cannot be attributed to one person, rather these are summaries of a group discussion in aggregate.

Forces Of Change for Bradford County - TRENDS

	TRENDS	THREATS POSED	OPPORTUNITIES CREATED
Social	Increase in Population	Stagnant tax bracket; individuals typically move to take advantage of low land and property taxes, so more residents with more needs but no increase in budget; higher burden on schools as families with children move in; increased need for senior services.	Increased potential for tax revenue.
Social/ Behavioral	Increasing Issues in Mental Health	Increased possibility for homelessness; increase in substance misuse; stigma related to seeking services in a small rural county.	Narcan program is currently making Narcan widely accessible, including in schools; utilize the large number of mental health providers available; free prevention education for substance abuse is available; telehealth may be easier to access in face of stigma; Meridian services provided at the Community Resource Hub.
Social/ Economic	Decrease in Specialty Care Services Offered at Hospital	Barrier to care; the presence of the still active hospital licensure may act as a barrier to attaining grants.	Grants to find new hospital; have HCA return to providing specialty care.
Economic	Increase in Construction	More crime; increased environmental issues.	Increase in septic tank permits; increasing population and businesses; new hotel open; more jobs.
	Increase in Businesses	Jobs may not be accessible to people with less education.	More jobs, increasing financial stability.

Source: Prepared by WellFlorida Council, 2023.

Forces Of Change for Bradford County - FACTORS

	FACTORS	THREATS POSED	OPPORTUNITIES CREATED
Social	Low Health Literacy	Use of ER for primary and dental care; unwillingness to seek mental health care; lack of Medicaid providers combined with a large Medicaid population, especially for pediatrics and adult dental care.	Prevention, outreach, and education, especially at the Community Resource Hub; finding innovative, new ways to get that information out, such as by putting resource guides in backpacks for students or giving resource guides to every title company.
	High Rates of Food Insecurity, Especially Among Children	Lack of food for children during weekends and summers; Suwannee River is no longer transporting seniors to congregate meal sites.	Backpack program in schools; health department doing blessing boxes with food; food pantries; Food for Kidz will be taking over the backpack program.
Social/ Behavioral	High Rates of Drug Misuse	High rates of hospitalizations, ED visits, and overdoses; child endangerment and neglect; strain on the education system; generational drug use.	Money is available in Bradford County to do programs with the Hanley Foundation.
	High Rates of Grandparents Caring for Kids	Fixed income makes it difficult to provide food and care; child abuse and neglect results in many grandparents being responsible for kids; may not apply for food stamps or assistance programs because they are not the legal guardians, or they are trying not to reflect poorly on parents.	Education to older generation, especially on new technology and new school system; providing and advertising summer programming; summer BreakSpot feeding program.
	Suffocation Deaths Among Infants	Increase in mental health issues, especially among immediate family, loss of life	Education on safe sleep; access to cribs and bassinets; Meridian provides priority to pre- and post-partum patients; Healthy Start can provide pack and play; engaging expectant mothers during prenatal care.
Social/ Economic	High Rates of Stressors Meeting the Basic Needs of Children	Negatively affects academic performance; can cause generational issues.	Mental health programs and funding; imposing impact taxes.
Economic	Lack of Affordable Housing for Current Population	Many new construction houses are being funded by people moving in; lack of local physical office for housing authority; already rented out all new low-income housing.	Recently built low-income housing has been successful in that all the units are already being rented out.

Source: Prepared by WellFlorida Council, 2023.

Forces Of Change for Bradford County - EVENTS

	EVENTS	THREATS POSED	OPPORTUNITIES CREATED
Social/ Economic	Lost Suwannee River Transportation for Senior Congregate Meal Site	Barrier to accessing sufficient, nutritious food for seniors.	Look for new transportation options and funding.
	Suwannee River Providing Medical Appointment Transportation for Free for Anyone Without a Vehicle	Environmental pollution; unable to bring children along with you for your appointment; mainly available for the disabled and elderly population; DOT is changing funding availability.	Provides access to care; create liaison position to help elderly population access transportation; Elder Options Shine program.
Social	New K-6 School Opening Fall 2023, While Two (2) Smaller, Older Schools Are Closing	Distance to new school could be a barrier to some.	Buses providing transportation for children; better for school budget; better technology; larger schools typically have more resources and programs; agencies and vendors are more likely to come in for one larger school than for multiple locations; more centralized services; using the closed Hampton elementary for sheriff's office training.
	Elementary Schools Being Shifted to Grades K-6, Middle Schools to 7-8	Teachers being reorganized and possibly being required to teach different grades than before.	Separating 6 th graders from 7 th and 8 th graders, some being 16-17 years old; 6 th graders able to come home and care for younger, school-aged siblings since they are leaving school at the same time.
	Charter School Opening in Brooker	Teacher reorganization.	The school will be locally available; opportunity for more technology; opportunity for community partnership since Brooker is relatively isolated; restores community/community center.
	Rezoning of School Districts	Parents may be unhappy with zoning changes for their school-aged children; challenges with applications for out-of-zone schools; homelessness; some may leave the county if there is no transportation or housing available for low-income individuals.	May impact where new houses may be built.
	Bradford Preschool Closed	Difficulty finding childcare.	There are plans to use the building for after school care.

Source: Prepared by WellFlorida Council, 2023.

INTERSECTING THEMES, STRATEGIC PRIORITY ISSUES, AND KEY CONSIDERATIONS



This section is divided into three parts. First, intersecting themes are summarized in order to identify some of the most important health needs and issues in Bradford County. The second section describes the strategic issue areas that were identified as part of the assessment process. These include some key considerations for community health improvement planning in general as well as specific structural recommendations regarding the community health improvement planning infrastructure in Bradford County. Third is a section dedicated to resources from major national databases of community health improvement best practices that will be critical information sources for identifying proven, effective programs and interventions that could be implemented in Bradford County.

Intersecting Themes

The intersecting themes, recurring issues, and major health needs in Bradford County as identified through the community health assessment process are listed below. The themes articulated below emerged from the three assessments conducted as part of Bradford County’s customized MAPP process. That process included the health status assessment carried out through a comprehensive secondary data review, the community themes and strengths assessment that generated primary survey data collected from the community at large to hear their opinions and perspectives on health issues, and a facilitated forces of change discussion with community partners to consider current and future influences on health, the healthcare and public health systems, and quality of life. These intersecting themes were considered in the identification and prioritization of potential strategic issues. For ease of understanding common themes and root causes, the key issues are grouped below into categories including social determinants of health, health status and health behaviors, health resources, and community infrastructure. Many of the key issues emerged as concerns across the intersecting theme areas shown below; however, each issue is only listed once.

Intersecting Themes

- Social Determinants of Health
 - ▶ Poverty, Particularly Among Children
 - ▶ Unemployment and Economics
 - ▶ Educational Achievement
 - ▶ Violence
 - ▶ Housing
- Access to Health Care (also a Social Determinant of Health)
 - ▶ Dental Care
 - ▶ Mental and Behavioral Health
 - ▶ Primary Care and Avoidable Conditions
 - ▶ Facilities and Services
- Health Outcomes

-
- ▶ Cancer
 - ▶ Heart Disease and Cardiovascular Problems (Stroke, Hypertension)
 - ▶ Chronic Lower Respiratory Disease (CLRD)
 - ▶ Diabetes
 - ▶ COVID-19
 - ▶ Suicide
 - ▶ Alzheimer’s Disease
 - ▶ Maternal and Infant Health
 - ▶ Overweight and Obesity
 - Health Behaviors
 - ▶ Substance/Drug Misuse
 - ▶ Alcohol Misuse
 - ▶ Poor Nutrition, Eating Habits, Overeating
 - ▶ Tobacco Use
 - Other Population and Environmental Factors
 - ▶ Life Expectancy
 - ▶ Increasing Population
 - ▶ Less Racial and Ethnic Diversity
 - ▶ Large Percentage of Population in Correctional Facilities

Strategic Priority Issue Areas

Bradford County Community Health Assessment Steering Committee members reviewed the data and findings from the entire community health assessment process at their May 22, 2023 meeting. The Steering Committee reviewed the findings of the previously mentioned assessments and confirmed that they accurately reflected the health status and health issues of Bradford County. In addition, the characteristics of strategic issues were introduced to assure a common understanding of their scope, scale, and purpose. The prioritization criteria included importance and urgency, impact, feasibility, and resource availability (see Table 30 below). In small workgroups of five (5) to six (6) people, Steering Committee members used a strategy grid, intersecting themes matrix, and several assessment data resources to discuss and agree upon their recommendations for strategic priority issues. The work groups’ selected issues were then reported out to the whole group. Through a facilitated consensus process, six (6) priority themes emerged. These included mental health and substance misuse – the only goal mentioned by all the workgroups, food insecurity, dental care, chronic diseases, health literacy, and heart disease. Facilitators checked for understanding and issue definition, queried about the goals of each focus, and confirmed supporting data. It was determined that heart disease and dental care, although important, stand-alone issues, could be considered objectives under the umbrella of chronic diseases. After considerable discussion and issue advocacy, the Steering condensed their identified themes into three (3) strategic priorities. The priorities

listed below move forward for consideration and operationalizing in the Community Health Improvement Plan (CHIP).

TABLE 15: CRITERIA FOR RANKING STRATEGIC PRIORITY ISSUES, BRADFORD COUNTY, 2023

Importance and Urgency	Impact	Feasibility	Resource Availability
<ul style="list-style-type: none"> • Issue severity • Burden to large or priority populations • Of great community concern • Focus on equity 	<ul style="list-style-type: none"> • Potential effectiveness • Cross cutting or targeted reach • Ability to demonstrate progress 	<ul style="list-style-type: none"> • Community capacity • Political will • Acceptability to the community 	<ul style="list-style-type: none"> • Financial costs • Staffing • Stakeholder support • Time

Source: Adapted from National Association of County and City Health Officials (N.D.). *Community Health Assessment and Improvement Planning*. Retrieved February 7, 2023, <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-4-identify-strategic-issues>

Strategic Priority Issue Areas Identified

- Mental Health and Substance Misuse
 - ▶ Access to services
 - ▶ Increase presence of and awareness of current resources
 - ▶ Use of homeless housing as transitional housing
 - ▶ Institute new community initiatives such as community gardens and volunteering with seniors
 - ▶ Youth vaping
- Food Insecurity
 - ▶ Meals on wheels
 - ▶ Blessing boxes
 - ▶ Expanding food giveaways and pantries
 - ▶ Backpack program
 - ▶ Community garden
- Chronic Disease
 - ▶ Dental care
 - Including access to nutritious foods
 - Extraction clinics
 - Decreasing avoidable ED visits
 - ▶ Heart Disease

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- Reducing obesity
 - Blood pressure screenings
 - Training first aid classes to high schoolers
 - Use of walking trails
- ▶ Education
 - ▶ Screenings
 - ▶ Hypertension
 - ▶ Obesity
 - ▶ Cancer

Thoughtful consideration was also given to issues that were ultimately not selected as priorities. There was strong advocacy for the necessity of improving health literacy, with the specific issues of transportation, food insecurity, and access garnering discussion. The compromise ultimately decided upon was that health literacy could be worked in as a strategy for any of the final priorities selected. Additionally, Steering Committee members discussed and acknowledged that many of the strategic priority issues have shared root causes, related contributing factors, and will be addressed by common strategies that will have the potential to address multiple issues simultaneously.

As part of the community health assessment process, a number of recommendations and considerations for planning and sustained, successful implementation emerged as a result of discussions among community partners. As Bradford County partners move ahead with community health improvement planning, it is important to bring these points forward. Included among these considerations are on-going efforts that Bradford County community partners strive to enhance, continuously improve, and measure their impact. These key considerations are listed below.

Key Considerations

- Promote a culture of community health as a system of many diverse partners, organizations, and individuals
- Foster a unifying community organizing principle and capacity building system around shared outcomes and measures of progress
- Educate on and increase awareness of current resource availability and the appropriate use of services and programs
- Enhance or create preventive programs, services and resources to address behaviors that lead to or exacerbate chronic conditions including mental and behavioral health problems and substance misuse
- Enhance or create initiatives, including policies, to more effectively manage chronic diseases and oral health
- Enhance or create initiatives and policies to address obesity and promote attainment of a healthy weight
- Create initiatives to increase the availability of primary, specialty, dental and mental health professionals and services
- Consider policy, environmental change, interventions, and programs to address root causes that include social determinants of health

-
- Expand health literacy for all Bradford County residents, recognizing this as a contributing factor to a number of health and quality of life issues

RESOURCES FOR COMMUNITY INTERVENTIONS: GENERAL APPROACHES AND SPECIFIC OPPORTUNITIES

Resource Databases

Prior to any design or prioritization of interventions to address critical health needs and issues in Bradford County, community partners ought to review existing databases of evidence-based and promising practices. These resources have been designed to catalog the best practices for addressing countless key community health issues and are a powerful tool in informing community initiatives. Each of these resources is designed differently, but at the core either provides a comprehensive and regularly updated list of promising and evidence-based practices or have an interface that allows partners to identify best practices based on the issue, type of intervention, or target population. In general, these databases should be consulted before intervention identification or implementation begins in the community. Presented below are five of the most frequently used and widely respected databases of practices for improving community health.

County Health Rankings & Roadmaps – University of Wisconsin Population Health Institute and Robert Wood Johnson Foundation

<https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health>

The Community Guide – U.S. Department of Health and Human Services, Community Prevention Services Task Force

<https://thecommunityguide.org/>

Healthy People 2030 Evidence-Based Resources – U.S. Department of Health and Human Services

<https://health.gov/healthypeople/tools-action/browse-evidence-based-resources>

Evidence-Based Practices (EBP) Web Guide – Substance Abuse and Mental Health Services Administration (SAMHSA), U.S. Department of Health and Human Services

<https://www.samhsa.gov/ebp-web-guide>

Community Tool Box – The University of Kansas KU Work Group for Community Health and Development

<http://ctb.ku.edu/en/databases-best-practices>

Resource and Intervention Quality Assessment

One key feature of each of these resources is the assessment of the quality of the evidence upon which these practices are deemed best practices. When reviewing practices at these sites, one must keep in mind the following qualifiers for the quality of and the type of evidence upon which the intervention is based:

Case-Control Study: A case-control study identifies all incident cases that develop the outcome of interest and compares their exposure history with the exposure history of controls sampled at random from everyone within the cohort who is still at risk for developing the outcome of interest.

Cohort Study: A cohort study is a clinical research study in which people who presently have a certain condition or receive a particular treatment are followed over time and compared with another group of people who are not affected by the condition. May or may not determine an evidence-based practice.

Cross-Sectional or Prevalence Study: A cross-sectional or prevalence study is a study that examines how often or how frequently a disease or condition occurs in a group of people. Prevalence is calculated by dividing the number of people who have the disease or condition by the total number of people in the group. May or may not determine an evidence-based practice.

Effective Practice: A program that has been scientifically evaluated and has quantitative measures of improvement; however, those measures are not statistically significant.

Evidence-Based: The study is of peer-review quality and presents statistically significant results in a scientific manner. The intervention may be categorized simply as “evidence-based” or as “low”, “moderate,” or “strong” depending on the strength of the statistical significance.

Evidence-Based (Low or Suggestive): While there are no systematic experimental or quasi-experimental evaluations, the evidence includes non-experimental or qualitative support for an association between the innovation and targeted healthcare outcomes or processes, or structures in the case of healthcare policy innovations.

Evidence-Based (Moderate): While there are no randomized, controlled experiments, the evidence includes at least one systematic evaluation of the impact of the innovation using a quasi-experimental design, which could include the non-random assignment of individuals to comparison groups, before-and-after comparisons in one group, and/or comparisons with a historical baseline or control. The results of the evaluation(s) show consistent direct or indirect evidence of the effectiveness of the innovation in improving targeted healthcare outcomes and/or processes, or structures in the case of healthcare policy innovations. However, the strength of the evidence is limited by the size, quality, or generalizability of the evaluations, and thus alternative explanations cannot be ruled out.

Evidence-Based (Strong): The evidence is based on one or more evaluations using experimental designs based on random allocation of individuals or groups of individuals (e.g., medical practices or hospital units) to comparison groups. The results of the evaluation(s) show consistent direct evidence of the effectiveness of the innovation in improving the targeted healthcare outcomes and/or processes, or structures in the case of healthcare policy innovations.

Evidence of Ineffectiveness: Strategies with this rating are not good investments. These strategies have been tested in many robust studies with consistently negative and sometimes harmful results.

Experimental Study: An experimental study is a type of evaluation that seeks to determine whether a program or intervention had the intended causal effect on program participants.

Expert Opinion: Strategies with this rating are recommended by credible, impartial experts but have limited research documenting effects; further research, often with stronger designs, is needed to confirm effects.

Individual Study: Scientific evaluation of the efficacy of an intervention in a single study.

Insufficient Evidence: Strategies with this rating have limited research documenting effects. These strategies need further research, often with stronger designs, to confirm effects.

Mixed Evidence: Strategies with this rating have been tested more than once and results are inconsistent or trend negative; further research is needed to confirm effects.

Nonsystematic Review: A non-systematic review is a critical assessment and evaluation of some but not all research studies that address a particular issue. Researchers do not use an organized method of locating, assembling, and evaluating a body of literature on a particular topic, possibly using a set of specific criteria. A non-systematic review typically includes a description of the findings of the collection of research studies. The non-systematic review may or may not include a quantitative pooling of data, called a meta-analysis.

Peer-Reviewed: A publication that contains original articles that have been written by scientists and evaluated for technical and scientific quality and correctness by other experts in the same field.

Pilot Study: A pilot study is a small-scale experiment or set of observations undertaken to decide how and whether to launch a full-scale project.

Practice-based Example: A practice-based example is an original investigation undertaken in order to gain new knowledge partly by means of practice and the outcomes of that practice.

Promising Practice/Good Idea: The program evaluation is limited to descriptive measures of success.

Randomized Control Trial: A randomized control trial is a controlled clinical trial that randomly (by chance) assigns participants to two or more groups. There are various methods to randomize study participants to their groups.

Scientifically Supported: Strategies with this rating are most likely to make a difference. These strategies have been tested in many robust studies with consistently positive results.

Some Evidence: Strategies with this rating are likely to work, but further research is needed to confirm effects. These strategies have been tested more than once and results trend positive overall.

Systematic Review: A systematic review is a critical assessment and evaluation of all research studies that address a particular issue. Researchers use an organized method of locating, assembling, and evaluating a body of literature on a particular topic using a set of specific criteria. A systematic review typically includes a description of the findings of the collection of research studies. The systematic review may or may not include a quantitative pooling of data, called a meta-analysis.

Systematic Review – Insufficient Evidence: The available studies do not provide sufficient evidence to determine if the intervention is, or is not, effective. This does NOT mean that the intervention does not work. It means that additional research is needed to determine whether or not the intervention is effective.

Systematic Review – Recommended: The systematic review of available studies provides strong or sufficient evidence that the intervention is effective. The categories of "strong" and "sufficient" evidence reflect the Task Force's degree of confidence that an intervention has beneficial effects. They do not directly relate to the expected magnitude of benefits. The categorization is based on several factors, such as study design, number of studies, and consistency of the effect across studies.

Systematic Review – Recommended Against: The systematic review of available studies provides strong or sufficient evidence that the intervention is harmful or not effective.

Resources for Community-Based Interventions

The following table presents best practices for some of the key health issues and needs in Bradford County and are worthy of consideration as community interventions. Some of these best practices may already be in place in Bradford County and only need enhancement or support, while others may represent new opportunities. This table should not be considered a comprehensive presentation of resources or potential interventions but should serve as an introduction to some of the successful practices and models in current use or that have been previously proven.

TABLE 16: RESOURCES FOR COMMUNITY-BASED INTERVENTIONS

Issue	Practice or Intervention	Effective-ness	Source
Barriers to Care	<p>Health insurance enrollment outreach & support</p> <p>Assist individuals whose employers do not offer affordable coverage, who are self-employed, or unemployed with health insurance needs; individuals may be uninsured or need assistance renewing coverage. Such programs can be offered by a variety of organizations, including the federal and state health insurance marketplaces, government agencies, schools, community-based or non-profit organizations, health care organizations, and religious congregations. Outreach efforts vary greatly and can include community health worker (CHW) outreach, other person-to-person outreach, mass media and social media campaigns, school-based efforts, case management, or efforts in health care settings. Outreach can occur at local events, via hotlines, online, or at fixed locations (e.g., community centers, non-profit offices, barbershops, etc.) and are often supported through grants from federal agencies or private foundations.</p>	Scientifically Supported	<p>https://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/strategies/health-insurance-enrollment-outreach-support</p>
Barriers to Care	<p>Patient Navigation Services Increase Cancer Screening and Advance Health Equity</p> <p>Cancer screenings save lives — however, barriers to getting screened, like cost or lack of access to screening services, exist. Patient navigation services can help lower those barriers. The Community Preventive Services Task Force (CPSTF) recommends patient services to help increase screening rates for breast, cervical, and colorectal cancer among historically disadvantaged racial and ethnic populations and people with lower incomes. The CPSTF’s recommendation is based on a systematic review of 34 studies.</p>	Systematic Review	<p>The Guide to Community Preventive Services CPSTF Recommends Patient Navigation Services to Increase Cancer Screening The Community Guide</p>

Issue	Practice or Intervention	Effectiveness	Source
Access to Care for the Homeless	Interventions to Improve Access to Primary Care for People Who Are Homeless: A Systematic Review	Systematic Review	https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4832090/
Chronic Disease – Hypertension	Weekly Home Monitoring and Pharmacist Feedback Improve Blood Pressure Control in Hypertensive Patients	Evidence-Based (Strong)	https://pubmed.ncbi.nlm.nih.gov/23821088/
Chronic Disease – Diabetes	Help Educate to Eliminate Diabetes (HEED) A culturally appropriate and community-based peer-led lifestyle intervention (Project HEED). These peer-led lifestyle interventions promoted and encouraged healthier life-style changes amongst the participants of the study by educating them in portion control, physical activities, and healthier and affordable food options.	Effective Practice	Healthy Communities Institute: http://cdc.thehcn.net/index.php?controller=index&module=PromisePractice&action=view&pid=3841
Dementia Care, including Alzheimer's	Healthy Brain Initiative Road Map 2018-2023 Charts a course for state and local public health agencies and their partners. The Road Map prepares all communities to act quickly and strategically by stimulating changes in policies, systems, and environments. Alignment of HBI Road Map actions with Essential Services of Public Health ensures that initiatives to address Alzheimer's can be incorporated easily and efficiently into existing public health initiatives.	Non-systematic Review	CDC Healthy Brain Initiative https://www.cdc.gov/aging/healthybrain/roadmap.htm
Dementia Care, including Alzheimer's	Therapeutic Interventions for People with Dementia – Cognitive Symptoms and Maintenance of Functioning	Systematic Review	https://www.ncbi.nlm.nih.gov/books/NBK55462/
Dementia Care, including Alzheimer's	Public Health Approach to Alzheimer's – How does public health address Alzheimer's? Taking a life-course perspective for people who may eventually develop dementia or who are living with dementia, there are three major opportunities for public health intervention: Risk Reduction, Early Detection, and Safety and Quality of Care. Employing these opportunities, public health can intervene to lessen the burden of Alzheimer's, just as public health has helped reduce the burden of heart disease, HIV/AIDS, and cancer.	Non-systematic Review	Alzheimer's Association https://www.alz.org/professionals/public-health/public-health-approach

Issue	Practice or Intervention	Effectiveness	Source
Dental Health	<p>Preventing Dental Caries: School-Based Dental Sealant Delivery Programs</p> <p>The Community Preventive Services Task Force recommends school-based sealant delivery programs based on strong evidence of effectiveness in preventing dental caries (tooth decay) among children. This recommendation is based on evidence that shows these programs increase the number of children who receive sealants at school, and that dental sealants result in a large reduction in tooth decay among school-aged children (5 to 16 years of age).</p>	Evidence-Based	<p>The Community Guide:</p> <p>Task Force Finding and Rationale Statement - Oral Health: Preventing Dental Caries, School-Based Dental Sealant Delivery Programs (thecommunityguide.org)</p>
Dental Health	<p>Preventing Dental Caries: Community Water Fluoridation</p> <p>The Community Preventive Services Task Force recommends community water fluoridation based on strong evidence of effectiveness in reducing dental caries across populations. Evidence shows the prevalence of caries is substantially lower in communities with CWF. In addition, there is no evidence that CWF results in severe dental fluorosis.</p>	Systematic Review	<p>The Community Guide:</p> <p>Cavities: Community Water Fluoridation The Community Guide</p>
Food Insecurity	<p>Food Insecurity – Healthy People 2030 Goal</p> <p>A summary of literature on Food Insecurity as a social determinant of health in the United States.</p>	Non-systematic Review	<p>Healthy People 2030:</p> <p>Food Insecurity - Healthy People 2030 health.gov</p>
Food Insecurity	<p>Interventions Addressing Food Insecurity in Health Care Settings: A Systematic Review</p> <p>Based on the recognition that food insecurity (FI) is associated with poor health across the life course, many US health systems are actively exploring ways to help patients access food resources. This review synthesizes findings from studies examining the effects of health care–based interventions designed to reduce FI.</p>	Systematic Review	<p>National Library of Medicine:</p> <p>Interventions Addressing Food Insecurity in Health Care Settings: A Systematic Review - PMC (nih.gov)</p>
Housing	<p>Medicaid Accountable Care Organizations: A Case Study with Hennepin Health</p> <p>As an example of a Health Care for the Homeless (HCH) program participating in an ACO, this case study highlights Hennepin Health, a system of care in Hennepin County, Minnesota providing integrated</p>	Case Study	<p>https://nhchc.org/wp-content/uploads/2019/08/aco-case-study-hennepin-health-final.pdf</p>

Issue	Practice or Intervention	Effective-ness	Source
	medical and social services to low-income Medicaid patients.		
Housing	<p>Supportive Housing for Returning Prisoners: Outcomes and Impacts of the Returning Home-Ohio Pilot Project</p> <p>This pilot project, developed jointly by the Ohio Department of Rehabilitation and Correction and the Corporation for Supportive Housing, was designed for disabled prisoners returning from state prison to five Ohio cities. A process, impact, and cost evaluation employing a quasi-experimental design with multiple data sources found that RHO participants were significantly less likely to be rearrested or reincarcerated within one year of release and significantly more likely to be delivered substance abuse and mental health services, relative to a comparison group.</p>	Experimental Study	<p>https://www.urban.org/research/publication/supportive-housing-returning-prisoners-outcomes-and-impacts-returning-home-ohio-pilot-project</p>
Infant Mortality and Maternal Child Health	<p>Nurse-Family Partnership – Providing babies with the best start in life</p> <p>Partners mothers with registered nurses from pregnancy through a child's second birthday, allowing nurses to deliver the support first-time moms need to have a healthy pregnancy, become knowledgeable and responsible parents, and provide their babies with the best possible start in life. The relationship between mother and nurse provides the foundation for strong families, and lives are forever changed—for the better.</p>	Evidence-based	<p>www.kingcounty.gov/nfp</p>
Infant Mortality and Maternal Child Health	<p>Psychosocial Interventions for Supporting Women to Stop Smoking in Pregnancy</p> <p>Smoking while pregnant increases the risk of complications during pregnancy and of the baby having a low birth weight. This systematic review aimed to assess the effectiveness of the various psychosocial interventions to support pregnant women to stop smoking. It identified 102 trials and assessed the effectiveness of the following types of interventions: counseling, health education, incentives, social support, structured support for physical activity, and feedback. Feedback interventions give pregnant women information about the health of their fetuses and the levels of tobacco byproducts in their bodies. Counseling,</p>	Systematic Review	<p>Cochrane Library of Systematic Reviews:</p> <p>https://www.cochranelibrary.com/cdsr/doi/10.1002/14651858.CD001055.pub5/full</p>

Issue	Practice or Intervention	Effective-ness	Source
	feedback, and financial incentives appear to reduce the number of women smoking in late pregnancy.		
Mental Health	Collaborative care for the management of depressive disorders is a multicomponent, healthcare system-level intervention that uses case managers to link primary care providers, patients, and mental health specialists. These mental health specialists provide clinical advice and decision support to primary care providers and case managers. These processes are frequently coordinated by technology-based resources such as electronic medical records, telephone contact, and provider reminder mechanisms.	Systematic Review	Healthy People 2030: Mental Health: Collaborative Care for the Management of Depressive Disorders - Healthy People 2030 health.gov
Mental Health	Interventions to Reduce Depression Among Older Adults: Home-Based Depression Care Management Depression care management at home for older adults with depression is recommended on the basis of strong evidence of effectiveness in improving short-term depression outcomes. Home-based depression care management involves active screening for depression, measurement-based outcomes, trained depression care managers, case management, patient education, and a supervising psychiatrist.	Systematic Review	Healthy People 2030: Mental Health: Interventions to Reduce Depression Among Older Adults - Home-Based Depression Care Management - Healthy People 2030 health.gov
Mental Health	School-Based Programs to Reduce Violence Universal school-based programs to reduce violence are designed to teach all students in a given school or grade about the problem of violence and its prevention or about one or more of the following topics or skills intended to reduce aggressive or violent behavior: emotional self-awareness, emotional control, self-esteem, positive social skills, social problem solving, conflict resolution, or teamwork. In this review, violence refers to both victimization and perpetration.	Systematic Review	The Community Guide: https://www.thecommunityguide.org/findings/violence-school-based-programs
Nutrition	Mind, Exercise, Nutrition...Do it! (MEND) Program The goal of MEND is to reduce global obesity levels by offering free healthy living programs through	Evidence-Based	SNAP-Ed Toolkit https://snapedtoolkit.org/interventions/programs/mind-

Issue	Practice or Intervention	Effective-ness	Source
	<p>communities and allowing families to learn about weight management. The MEND program focuses on educating children at an early age about healthy living and providing parents with solutions on how to promote good habits at home.</p>		<p>exercise-nutritiondo-it-mend-2/</p>
Nutrition	<p>Video Game Play</p> <p>This program utilized two videogames called “Escape from Diab” (Diab) and “Nanoswarm: Invasion from Inner Space” (Nano) to promote healthier behavior changes to reduce adverse health effects such as obesity and cardiovascular diseases among youth aged 10-12.</p>	Evidence-Based	<p>Healthy Communities Institute:</p> <p>http://cdc.thehcn.net/index.php?controller=index&module=PromisePractice&action=view&pid=3826</p>
Nutrition/ Physical Activity	<p>Community Coalition Supports Schools in Helping Students Increase Physical Activity and Make Better Food Choices</p> <p>HEALTHY (Healthy Eating Active Lifestyles Together Helping Youth) Armstrong, a community-based coalition in rural Armstrong County, PA, adopted elements of the national We Can! Ways to Enhance Children’s Activity & Nutrition program to help children improve their nutritional habits and get more physical activity. The coalition sponsors local marketing that promotes healthy behaviors, assists Armstrong School District elementary schools in providing students and parents with opportunities to learn about and engage in healthy behaviors, and hosts various community events that do the same.</p>	Evidence-Based (Moderate)	<p>https://www.naco.org/sites/default/files/documents/HC_Forum_KayOwen.pdf</p>
Nutrition/ Physical Activity	<p>County, City, and Community Agencies Support Childcare Centers and Parents in Improving Nutrition and Physical Activity Habits of Preschoolers</p> <p>Over a 2-year period, the Wayne County Health Department, the Partnership for Children of Wayne County, and the Goldsboro Parks and Recreation Department worked with several nonprofit groups to promote better nutrition and increased physical activity among preschoolers who attend eight local childcare centers. Key program components included refurbishing a local park and offering</p>	Evidence-Based (Moderate)	<p>https://chronicdisease.org/success-story/improving-childcare-nutrition-and-physical-activity-standards-in-michigan/</p>

Issue	Practice or Intervention	Effective-ness	Source
	group events there, training childcare center staff on healthy eating and exercise, and planting gardens at each center.		
Nutrition	<p>A community intervention reduces BMI z-score in children: Shape Up Somerville first year results</p> <p>The objective was to test the hypothesis that a community-based environmental change intervention could prevent weight gain in young children (7.6 +/- 1.0 years). A non-randomized controlled trial was conducted in three culturally diverse urban cities in Massachusetts. Somerville was the intervention community; two socio-demographically-matched cities were control communities. Children (n = 1178) in grades 1 to 3 attending public elementary schools participated in an intervention designed to bring the energy equation into balance by increasing physical activity options and availability of healthful foods within the before-, during-, after-school, home, and community environments. Many groups and individuals within the community (including children, parents, teachers, school food service providers, city departments, policy makers, healthcare providers, before- and after-school programs, restaurants, and the media) were engaged in the intervention.</p>	Evidence-Based	https://pubmed.ncbi.nlm.nih.gov/17495210/
Obesity	<p>Text4Diet: A Text Message-based Intervention for Weight Loss</p> <p>Text4Diet™ is a mobile phone-based intervention tool that addresses dietary, physical activity, and sedentary behaviors with the goal of promoting and sustaining weight loss.</p>	Evidence-Based	https://cdc.thehcn.net/promisepactice/index/view?pid=3490
Obesity	<p>Health Education to Reduce Obesity (HERO)</p> <p>The mobile program brings hands-on nutrition education, health screenings, fitness training, and healthy lifestyle promotion to local elementary schools in Jacksonville, Florida and the surrounding area.</p>	Promising Practice/ Good Idea	Healthy Communities Institute: http://cdc.thehcn.net/index.php?controller=index&module=PromisePractice&action=view&pid=4003

Issue	Practice or Intervention	Effective-ness	Source
Obesity	<p>Healthy Eating Lifestyle Program (HELP)</p> <p>Healthy Eating Lifestyle Program's (HELP) main goal was to help overweight children aged 5-12 years and their families adopt healthier eating habits and increase physical activity. The program intervened with children before they reach adolescence and focused on long-term lifestyle changes in order to prevent the most long-term morbidity.</p>	Effective Practice	<p>Healthy Communities Institute:</p> <p>http://cdc.thehcn.net/index.php?controller=index&module=PromisePractice&action=view&pid=3542</p>
Obesity	<p>Pounds Off Digitally (POD)</p> <p>Pounds Off Digitally offers weight loss intervention via a podcast (audio files for a portable music player or computer) and has the advantage of being user controlled, easily accessible to those with the internet, and mobile. Over the course of 12 weeks, overweight adults receive 24 episodes of a weight loss podcast based on social cognitive theory.</p>	Effective Practice	<p>Healthy Communities Institute:</p> <p>http://cdc.thehcn.net/index.php?controller=index&module=PromisePractice&action=view&pid=3209</p>
Obesity	<p>Obesity Prevention and Control: Behavioral Interventions to Reduce Screen Time</p> <p>Behavioral interventions aimed at reducing screen time are recommended for obesity prevention and control based on sufficient evidence of effectiveness for reducing measured screen time and improving weight-related outcomes. Screen time was reduced by 36.6 min/day (range: -26.4 min/day to -55.5 min/day) and a modest improvement in weight-related outcomes was observed when compared to controls. Most of the interventions evaluated were directed at children and adolescents. Behavioral interventions to reduce screen time (time spent watching TV, videotapes, or DVDs; playing video or computer games; and surfing the internet) can be single-component or multicomponent and often focus on changing screen time through classes aimed at improving children's or parents' knowledge, attitudes, or skills.</p>	Systematic Review	<p>The Community Guide:</p> <p>https://www.thecommunityguide.org/findings/obesity-behavioral-interventions-aim-reduce-recreational-sedentary-screen-time-among</p>
Physical Activity	<p>Built Environment Approaches Combining Transportation System Interventions with Land Use and Environmental Design</p>	Systematic Review	<p>Healthy People 2030:</p> <p>https://www.thecommunityguide.org/f</p>

Issue	Practice or Intervention	Effective-ness	Source
	<p>Built environment interventions to increase physical activity create or modify environmental characteristics in a community to make physical activity easier or more accessible. Coordinated approaches must combine new or enhanced elements of transportation systems with new or enhanced land use and environmental design features. Intervention approaches must be designed to enhance opportunities for active transportation, leisure-time physical activity, or both.</p>		<p>findings/physical-activity-built-environment-approaches</p>
<p>Physical Activity</p>	<p>Activity Bursts in the Classroom (ABC) Fitness Program</p> <p>Activity Bursts in the Classroom (ABC) Fitness Program is a classroom-based physical activity program for elementary school children. The program combines brief bursts of classroom-based activity with parental education and community involvement. Bursts of classroom activity aim to replace time spent by teachers calming down classrooms and improving concentration among students. Bursts of activity are conducted during downtime in the classroom, with a goal of 30 minutes of activity a day. Each activity burst has three components: warm up, core activity, and cool down. Warm up includes stretching or light aerobic activity, the core activity includes strength or aerobic activity, and the cool down consists of stretching or low-intensity activity. Teachers are given freedom to choose the activities appropriate for their classroom.</p>	<p>Evidence-Based</p>	<p>Healthy Communities Institute:</p> <p>http://cdc.thehcn.net/index.php?module=promisepractice&controller=index&action=view&pid=3616</p>
<p>Physical Activity and Greenways</p>	<p>Physical Activity: Park, Trail, and Greenway Infrastructure Interventions when Combined with Additional Interventions</p> <p>Safe, accessible outdoor spaces can help encourage people to get active. In this systematic review, the Community Preventive Services Task Force (CPSTF) found that infrastructure interventions to improve parks, trails, and greenways — if combined with other interventions — can increase the number of people engaging in moderate to vigorous physical activity</p>	<p>Systematic Review</p>	<p>The Community Guide</p> <p>Phys Activity: Park, Trail, Greenway multicomponent The Community Guide</p>

Issue	Practice or Intervention	Effectiveness	Source
Poverty	<p>Policies to Address Poverty in America</p> <p>Collective evidence on successful interventions that are designed to address specific aspects of poverty. The included proposals are put forward with the goal of making economic prosperity a more broadly shared promise for all who live in the United States.</p>	Evidence-Based	<p>The Hamilton Project:</p> <p>https://www.hamiltonproject.org/assets/legacy/files/downloads_and_links/policies_address_poverty_in_america_full_book.pdf</p>
Poverty	<p>Social Programs That Work: Employment and Welfare</p> <p>This site seeks to identify social interventions shown in rigorous studies to produce sizeable, sustained benefits to participants and/or society.</p>	Evidence-Based	<p>Coalition for Evidence-Based Policy:</p> <p>http://evidencebasedprograms.org/about/employment-and-welfare</p>
Rural Health	<p>What Works? Strategies to Improve Rural Health</p> <p>This report outlines key steps toward building healthy communities along with some specific policies and programs that can improve health in rural areas.</p>	Non-systematic Review	<p>https://www.countyhealthrankings.org/reports/what-works-strategies-improve-rural-health</p>
Substance Abuse	<p>Principles of Drug Addiction Treatment: A Research-Based Guide</p> <p>This section provides examples of treatment approaches and components that have an evidence base supporting their use. Each approach is designed to address certain aspects of drug addiction and its consequences for the individual, family, and society. Some of the approaches are intended to supplement or enhance existing treatment programs, and others are fairly comprehensive in and of themselves.</p>	Evidence-Based	<p>National Institute of Health:</p> <p>NIDA Notes National Institute on Drug Abuse (NIDA) (nih.gov)</p>
Substance Abuse	<p>Alcohol – Excessive Consumption: Electronic Screening and Brief Interventions (e-SBI)</p> <p>e-SBI to reduce excessive alcohol consumption uses electronic devices (e.g., computers, telephones, or mobile devices) to facilitate the delivery of key elements of traditional screening and brief intervention. With traditional screening and brief</p>	Systematic Review	<p>The Community Guide:</p> <p>https://www.thecommunityguide.org/findings/alcohol-excessive-consumption-</p>

Issue	Practice or Intervention	Effective-ness	Source
	intervention (SBI), providers assess patients' drinking patterns and offer those who screen positive for excessive drinking with a brief, face-to-face intervention that includes feedback about associated risks, changing drinking patterns, and referral to treatment if appropriate. At a minimum, e-SBI involves screening individuals for excessive drinking, and delivering a brief intervention, which provides personalized feedback about the risks and consequences of excessive drinking.		electronic-screening-and-brief-interventions-e-sbi
Substance Abuse	<p>Principles of Adolescent Substance Use Disorder Treatment: A Research-based Guide</p> <p>Examples of specific evidence-based approaches are described, including behavioral and family-based interventions as well as medications. Each approach is designed to address specific aspects of adolescent drug use and its consequences for the individual, family, and society.</p>	Evidence-Based	<p>National Institutes of Health, National Institute on Drug Abuse:</p> <p>Principles of Adolescent Substance Use Disorder Treatment: A Research-Based Guide SAMHSA</p>
Tobacco Use	<p>Cell Phone-based Tobacco Cessation Interventions</p> <p>Review of interventions that generally include cessation advice, motivational messages, or content to distract from cravings.</p>	Evidence-Based	<p>University of Wisconsin Population Health Institute, County Health Rankings:</p> <p>http://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/policies/cell-phone-based-tobacco-cessation-interventions</p>
Tobacco Use	<p>Mass Media Campaigns Against Tobacco Use</p> <p>Media campaigns use television, print, digital, social media, radio broadcasts, or other displays to share messages with large audiences. Tobacco-specific</p>	Evidence-Based	<p>University of Wisconsin Population Health Institute, County Health Rankings:</p>

Issue	Practice or Intervention	Effective-ness	Source
	<p>campaigns educate current and potential tobacco users about the dangers of tobacco.</p>		<p>http://www.countyhealthrankings.org/take-action-to-improve-health/what-works-for-health/policies/mass-media-campaigns-against-tobacco-use</p>
<p>Violence</p>	<p>Clinician Screening for Intimate Partner Violence</p> <p>The USPSTF recommends that clinicians screen for intimate partner violence (IPV) in women of reproductive age and provide or refer women who screen positive to ongoing support services.</p>	<p>Systematic Review</p>	<p>U.S. Preventive Services Task Force Recommendation: Intimate Partner Violence, Elder Abuse, and Abuse of Vulnerable Adults: Screening United States Preventive Services Taskforce (uspreventiveservicestaskforce.org)</p>
<p>Violence</p>	<p>Anti-Bullying Policies and Enumeration</p> <p>Anti-bullying laws and policies at the state and local levels are common components of current bullying prevention efforts. Every state has an anti-bullying law or policy. Many local school districts also establish anti-bullying policies.</p>	<p>Systematic Review</p>	<p>CDC, Adolescent and School Health</p> <p>Anti-Bullying Policies and Enumeration Adolescent and School Health CDC</p>

APPENDIX A – COMMUNITY HEALTH SURVEY

English 

Default Question Block

Dear Neighbor,

What are the most important health and healthcare issues in your community? The Florida Department of Health in Bradford County and Union County, in partnership with WellFlorida Council, the local health planning council, invite you to answer this Community Health Assessment survey. The survey will be available from February 3, 2023 through March 17, 2023. Community leaders will use your answers to take action towards a healthier community.

This survey has 10 core questions with some additional items depending on your answers. It should take about 10 minutes to finish the survey. Your answers cannot be used to identify you. Please answer the survey only once.

To be eligible to take this survey:


- You must be at least 18 years old and
- Reside or work or attend school in Bradford County or Union County

If you have questions about this survey or the survey process, you may contact Kori Spiropoulos, Associate Planner at WellFlorida Council via phone at 352-313-6500 ext. 8057 or via email at kspiropoulos@wellflorida.org.

The survey begins on the next page. Thank you for sharing your views about health with us!

Please respond to the statement below.

I'm not a robot



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Age Eligibility

What is your age?

- I am 18 years of age or older.
- I am 17 years of age or younger.

Residency

Do you live in Bradford or Union County?

- I live in Bradford County (You will be answering questions about Bradford County unless otherwise indicated in the question.)
- I live in Union County (You will be answering questions about Union County unless otherwise indicated in the questions.)

-
- I do NOT live in Bradford or Union

Do you work or attend school in Bradford or Union County?

- Yes, I work (physical office location) or attend school in Bradford County (You will be answering questions about Bradford County unless otherwise indicated in the question.)
- Yes, i work (physical office location) or attend school in Union County. (You will be answering questions about Union County unless otherwise indicated in the question.)
- No, I am not a Bradford or Union County resident nor do I work or attend school in those counties.

Community Health

What do you think contributes **most** to a **healthy community**? Choose **THREE (3)**.

- | | |
|--|---|
| <input type="checkbox"/> Strong family ties | <input type="checkbox"/> Good place to raise children |
| <input type="checkbox"/> Low level of domestic violence | <input type="checkbox"/> Practice of religious or spiritual values |
| <input type="checkbox"/> Low preventable death and disease rates | <input type="checkbox"/> Availability of first responders, law enforcement, fire/rescue/EMS, emergency preparedness services |
| <input type="checkbox"/> Strong economy | <input type="checkbox"/> Low rates of infant and child deaths |

- Availability of **parks and recreational opportunities**
 - Good **race/ethnic relations**
 - Residents engaging in **healthy behaviors**
 - Low** level of **child abuse**
 - Choices of **places of worship**
 - Good **schools**
 - Job opportunities** for all levels of education
 - Access to affordable **health care** including primary/family care and specialty care, dental care and mental health care
 - Access to convenient, affordable and nutritious **foods**
 - Affordable **utilities**
 - Clean environment** (for example, water and air)
 - Low crime/**safe** neighborhoods
 - Awareness of health care and social services**
 - Public **transportation** system
 - Availability of **arts and cultural events**
 - Affordable **goods and services**
 - Affordable **housing**
 - Other, please tell us
-

What has the **greatest negative** impact on the health of people in your county? Choose **THREE** (3).

- Not using birth control
- Not getting immunizations to prevent disease (e.g., flu shots)
- Not using health care services appropriately
- Eating unhealthy foods, drinking sugar-sweetened beverages

-
- | | |
|---|--|
| <input type="checkbox"/> Lack of personal responsibility | <input type="checkbox"/> Violence |
| <input type="checkbox"/> Lack of sleep | <input type="checkbox"/> Lack of stress management |
| <input type="checkbox"/> Loneliness or isolation | <input type="checkbox"/> Unsafe sex |
| <input type="checkbox"/> Dropping out of school | <input type="checkbox"/> Tobacco use, vaping, chewing tobacco |
| <input type="checkbox"/> Overeating | <input type="checkbox"/> Drug abuse (use of substances such as cocaine, methamphetamines, opioids, ecstasy, heroin, LSD, bath salts, etc.) |
| <input type="checkbox"/> | <input type="checkbox"/> Unsecured firearms |
| <input type="checkbox"/> Not using seat belts/child safety seats | <input type="checkbox"/> Poor race/ethnic relations |
| <input type="checkbox"/> Distracted driving (such as texting while driving) | <input type="checkbox"/> Alcohol abuse |
| <input type="checkbox"/> Starting prenatal care late in pregnancy | <input type="checkbox"/> Other, please tell us |
| <input type="checkbox"/> Lack of physical activity | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |

What are the **THREE (3) most important health issues** in your county? Choose **THREE (3)**.

- | | |
|--|--|
| <input type="checkbox"/> Access to sufficient and nutritious foods | <input type="checkbox"/> Infant death |
| <input type="checkbox"/> Suicide | <input type="checkbox"/> Mental health problems |
| <input type="checkbox"/> Respiratory/lung disease | <input type="checkbox"/> Disability |
| <input type="checkbox"/> Motor vehicle crash injuries | <input type="checkbox"/> Exposure to excessive and/or negative media and advertising |

-
- | | |
|---|---|
| <input type="checkbox"/> Access to long-term care | <input type="checkbox"/> Heart disease and stroke |
| <input type="checkbox"/> Vaccine preventable diseases (e.g., flu, measles) | <input type="checkbox"/> Child abuse/neglect |
| Intellectual and Developmental | Diabetes |
| <input type="checkbox"/> Disabilities (including autism spectrum disorders) | <input type="checkbox"/> |
| <input type="checkbox"/> Dementia | <input type="checkbox"/> Cancer |
| <input type="checkbox"/> Obesity | <input type="checkbox"/> Pollution (e.g., water, air, soil quality) |
| <input type="checkbox"/> Substance abuse/drug abuse | <input type="checkbox"/> Homelessness |
| <input type="checkbox"/> Domestic violence | <input type="checkbox"/> Firearm-related injuries |
| <input type="checkbox"/> Stress | <input type="checkbox"/> Age-related issues (e.g., arthritis, hearing loss) |
| <input type="checkbox"/> Access to primary/family care | <input type="checkbox"/> HIV/AIDS |
| <input type="checkbox"/> Rape/sexual assault | <input type="checkbox"/> Dental problems |
| <input type="checkbox"/> Homicide | <input type="checkbox"/> High blood pressure |
| <input type="checkbox"/> Tobacco use (includes e-cigarettes, smokeless tobacco use) | <input type="checkbox"/> Teenage pregnancy |
| Affordable assisted living facilities | Sexually transmitted diseases (STDs) |
| <input type="checkbox"/> | <input type="checkbox"/> (e.g., gonorrhea, chlamydia, hepatitis) |
| Elderly caregiving | Other, please tell us |
| <input type="checkbox"/> | <input type="checkbox"/> <input style="width: 300px; height: 30px;" type="text"/> |

Access to Services

Which **healthcare services are difficult for you to obtain** in Bradford or Union County? Choose **ALL** that apply.

- | | |
|---|--|
| <input type="checkbox"/> Vision/eye care | <input type="checkbox"/> In-patient hospital care |
| <input type="checkbox"/> Telehealth services or services provided using telemedicine technology | <input type="checkbox"/> Preventive care (e.g., check-ups) |
| <input type="checkbox"/> Family planning/birth control | <input type="checkbox"/> |
| <input type="checkbox"/> Primary/family care (e.g., family doctor) | <input type="checkbox"/> Mental/behavioral health care |
| <input type="checkbox"/> Emergency room care | <input type="checkbox"/> Specialty care (e.g., heart doctor, neurologist, orthopedic doctor) |
| <input type="checkbox"/> Prescriptions, medications or medical supplies | <input type="checkbox"/> Dental/oral care |
| <input type="checkbox"/> Substance abuse counseling services (e.g., drug, alcohol) | <input type="checkbox"/> Physical therapy/rehabilitation therapy |
| <input type="checkbox"/> Prenatal care (pregnancy care) | <input type="checkbox"/> Laboratory services |
| <input type="checkbox"/> Alternative medicine/therapy (e.g., acupuncture, naturopathy consult) | <input type="checkbox"/> Urgent care (e.g., walk-in clinic) |
| <input type="checkbox"/> Imaging (CT scan, mammograms, MRI, X-rays, etc.) | <input type="checkbox"/> Other, please tell us |
| | <input type="checkbox"/> <input type="text"/> |
| | <input type="checkbox"/> I do not know |

During the past 12 months, was there a time you needed **dental care**, including check-ups, but didn't get it?

- Yes

-
- No. I got the dental care I needed or I didn't need dental care.

What were the reasons you could not get the **dental care** you needed during the past 12 months? Choose ALL that apply.

- Cost
- No appointments available or long waits for appointments
- No dentists available
- Service not covered by insurance or have no insurance
- My responsibilities as a caregiver for another person (child or adult) kept me from getting the care I needed for myself.
- Transportation, couldn't get there
- Work-related issue (e.g., work schedule conflict, no paid leave, denied time off)
- Other, please tell us

During the past 12 months was there a time when you needed to see a **primary care/family care doctor** for health care but couldn't?

- Yes
- No. I got the health care I needed or didn't need care.

What were the reasons you could not get the **primary/family care** you needed during the past 12 months. Choose ALL that apply.

- Cost
- No appointments available or long waits for appointments
- No primary care providers (doctors, nurses) available
- Service not covered by insurance or have no insurance
- My responsibilities as a caregiver for another person (child or adult) kept me from getting the care I needed for myself
- Transportation, couldn't get there
- Work-related issue (e.g., work schedule conflict, no paid leave, denied time off)
- Other, please tell us

During the past 12 months, was there a time when you needed to see a **therapist or counselor for a mental health or substance use** issue, but didn't?

- Yes
- No. I did not need to see a therapist or counselor for a mental health or substance use issue or I got the care I needed.

What prevented you from seeing a **therapist or counselor for a mental health or substance use** issue during the past 12 months? Choose ALL that apply.

- Cost
- No appointments available or long waits for appointments
- No mental health care providers or no substance use therapists or counselors available
- Service not covered by insurance or have no insurance
- Stigma associated with this issue and/or stigma associated with seeking care
- Telehealth issue (e.g., telehealth service not offered, lack of internet accessibility)
- Transportation, couldn't get there
- My responsibilities as a caregiver for another person (child or adult) kept me from getting the care I needed for myself.
- Work-related issue (e.g., work schedule conflict, no paid leave, denied time off)
- Other, please tell us

Demographics

Please describe yourself by answering the following questions. This information is confidential and will not be shared. You will not be identified.

What is your age?

- 18-24
- 25-29
- 30-39
- 40-49
- 50-59
- 60-64
- 65-69
- 70-79
- 80 or older
- I prefer not to answer

Are you of Hispanic, Latino/a/x or Spanish origin?
Choose ONE.

- No, not of Hispanic, Latino or Spanish origin
- Yes, of Hispanic, Latino/a/x or Spanish origin
- I prefer not to answer

What racial group do you most identify with? Choose ONE.

- American Indian and Alaska Native
- Asian

-
- Black or African American
 - Native Hawaiian and Other Pacific Islander
 - Two or more races
 - White
 - I prefer not to answer
 - Other, please tell us

What is your gender identity?

- Man
- Woman
- Non-binary
- I prefer not to answer
- Other, please tell us

What is the highest level of school you have completed?

Choose ONE.

- Elementary/Middle School
- High School diploma or GED
- Technical, Community College, 2-year College or Associate's degree
- 4-year College/Bachelor's degree
- Graduate/Advanced degree

-
- Some college
 - I prefer not to answer
 - Other, please tell us

Which of the following best describes your current employment status? Choose ALL that apply.

- Employed (Full-time)
- Employed (Part-time)
- Full-time Student
- Part-time Student
- Homemaker
- Retired
- Self-employed
- Unemployed
- Work two or more jobs
- Disabled, unable to work
- I prefer not to answer
- Other, please tell us

How do you pay for health care? Choose ALL that apply.

- Health insurance offered from your job or a family member's job

-
- Health insurance that you pay on your own
 - Medicaid
 - Medicare
 - Military coverage/VA/TriCare
 - Pay cash
 - I do not have health insurance
 - Other, please tell us

What is the combined annual income of everyone living in your household? Choose ONE.

- Less than \$10,000
- \$10,000 - \$19,999
- \$20,000 - \$29,999
- \$30,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000 - \$124,999
- \$125,000 - \$149,999
- \$150,000 - \$174,999
- \$175,000 - \$199,999
- \$200,000 or more
- I prefer not to answer

What is the zip code of your residence in Bradford or Union County? If you do not live in Bradford or Union County, but you work in Bradford or Union, what is the zip code of where you work? If you do not live or work in Bradford or Union

County, but you attend school in Bradford or Union, what is the zip code for campus?

32044 Hampton

32058 Lawtey

32091 Starke

32622 Brooker

32026 Raiford

32054 Lake Butler

32697 Worthington Springs

Other, please specify

Open Ended

Is there anything else you'd like to tell us? Please provide your comments below.

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APPENDIX B – STEERING COMMITTEE MEMBERS

Name	Organization
Allison Green	Victim Services and Rape Crisis Center
Amie Oody	Florida Department of Health in Bradford/Union Counties
Ayana Archer	Meridian Behavioral Healthcare
Brad Bishop	North Florida Technical College
Brooke Lupinacci	Meridian Behavioral Healthcare
Carolyn Spooner	Bradford County Board of County Commissioners
Cathy Winfrey	Healthy Families Alachua, Columbia, Union, and Bradford
Dan Mann	Florida Department of Health in Bradford/Union Counties
Debbie Williams	Florida Department of Health in Bradford/Union Counties
Dewayne McBride	CareerSource North Central Florida
Erin Peterson	Healthy Start North Central Florida Coalition
Gordon Smith	Bradford County Sheriff’s Office
Iana Patterson	Florida Department of Health in Bradford/Union Counties
Jenna Hewett	Bradford Community Coalition
Jim Lyons	Florida Department of Health in Bradford/Union Counties
Jose Pagan	Florida Department of Health in Bradford/Union Counties
Kevin Towles	Center for Independent Living
Latanya Mitchell	Bradford County Library
Leslie Andrews	Elder Options
Lindsey Rozar	Hanley Foundation
Molly Sweet	Feeding Northeast Florida
Nicole Nichols	Meridian Behavioral Healthcare
Nijah Brown	Suwannee River Area Health Education Center
Pam Whittle	North Florida Regional Chamber of Commerce
Patricia Evans	Capital City Bank
Scott Kornegay	County Manager for Bradford County
Shannon Southam	Answers Resource Facility
Shelby Parmenter	Florida Department of Health in Bradford/Union Counties
Tracy Toms	Florida Department of Health in Bradford/Union Counties
Valeria Gorden	Meridian Behavioral Healthcare



2021-24



BRADFORD COUNTY

COMMUNITY HEALTH IMPROVEMENT PLAN

2021-2024, PUBLISHED JUNE 2021



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Executive Summary of the Bradford County Community Health Improvement Plan 2021-2024

BRADFORD COUNTY COMMUNITY HEALTH IMPROVEMENT PLAN (CHIP) STRATEGIC PRIORITIES AND GOALS

Strategic Priority: Access to Healthcare Services (AC)

- Goal AC1: Improve access to primary care services
- Goal AC2: Access to mental health care services
- Goal AC3: Enhance access to dental care and oral health services

Strategic Priority: Preventing and Managing Chronic Diseases and Conditions (CD)

- Goal CD1: Promote primary prevention of chronic diseases
- Goal CD2: Prevent and reduce tobacco and substance use and abuse among youth and adults
- Goal CD3: Reduce incidence and prevalence of sexually transmitted disease (STDs)

Strategic Priority: Maternal and Child Health (MCH)

- Goal MCH1: Promote healthy birth outcomes

In June 2020, the Florida Department of Health in Bradford County initiated a new community health assessment and health improvement planning cycle. Bradford County community partners once again employed the Mobilizing for Action through Planning and Partnerships (MAPP) framework to assure a comprehensive community health assessment would inform the development of the community health improvement plan (CHIP). Guided by community partners in the Bradford County Community Health Assessment Steering Committee, the MAPP process yielded a wealth of data (see companion documents, [2020 Bradford County Community Health Assessment](#) and [2020 Bradford County and Union County Community Health Assessment Technical Appendix](#)) that were used to identify strategic priorities for the coming three years of 2021-2024. The strategic priorities include:

ACCESS TO HEALTHCARE SERVICES Although access to health care does not necessarily prevent illness, early intervention and long-term management resources can help to maintain quality of life and minimize premature death and disability. Assessment findings pointed to barriers to both preventive services as well as healthcare resource access for Bradford County residents. Access to affordable healthcare including primary, specialty, dental and mental health care was rated as the most important factor for a healthy community by about 65 percent of community survey respondents (Table 8, 2020 Bradford County Community Health Assessment). Almost 19 percent of survey respondents said not using healthcare services appropriately was among the behaviors with the greatest negative impact on overall health in Bradford County. According to residents who took the community survey, about 22 percent did not get the primary care they needed in the past 12 months, about 32 percent did not get needed dental care, and about 13 percent did not get mental health or substance use care they needed (Tables 12, 15, 18, 2020 Bradford County Community Health Assessment). Emergency department (ED) visits for mental health reasons in Bradford County significantly exceeded state rates throughout 2015-2019. Estimates for 2019 predicted around 4,200 ED visits for mental health reasons in Bradford County, which translates to a rate of 147.6 per 1,000 population. This is more than twice the state rate of 62.6 per 1,000 population in the same time period. Subgroup analysis by age showed that rates of ED visits for mental health reasons were high among children aged 0-17 years (35.0 per 1,000 population) as well as adults aged 18 and older (174.8 per 1,000) compared to the state rates of 11.3 per 1,000 and 75.4 per 1,000, respectively (Table 80, Technical Appendix).

PREVENTING AND MANAGING CHRONIC DISEASES AND CONDITIONS Cultivating informed decision-making that results in healthy behaviors is among primary prevention efforts that aim to prevent illness and chronic conditions. The need for community-wide, coordinated, and collaborative efforts to address root causes of chronic diseases surfaced in the assessment. Secondary data point to higher than state rates of the leading causes of death for Bradford County residents from cancer and heart disease (Table 50-51, Technical Appendix). Data also point to differences between racial groups in mortality rates and disease patterns. For example, Blacks in Bradford County experienced consistently higher mortality rates from heart disease, stroke, and hypertension when compared to Whites (Tables 56-58, Technical Appendix). Bradford County community members ranked access to nutritious foods as the third most important factor for a healthy community with healthy behaviors ranked as seventh (Table 8, 2020 Bradford County Community Health Assessment). Results from the same community survey showed that four of the top ten (10) ranked health problems for Bradford County residents were related to the lack of healthy behaviors including obesity, access to sufficient and nutritious foods, tobacco use, and diabetes

(Table 10, 2020 Bradford County Community Health Assessment). Contributing factors of four (4) of the five (5) leading causes of death for Bradford County residents for 2015-2019 (i.e., Cancer, Heart Disease, Chronic Lower Respiratory Disease, and Stroke; Table 50-51, Technical Appendix) can be impacted by healthier behaviors and wiser health decisions.

MATERNAL AND CHILD HEALTH Protecting and improving infant health, along with maternal health outcomes, is an investment in the future. Such investments can impact future personal and community health challenges, health outcomes, and healthcare and social service system resource needs. Throughout the assessment process, concerns were raised for maternal and child health which encompassed infant mortality, prevention of child abuse and neglect, and issues related to sexual health. Assessment findings from the study of secondary data point to indicators of challenges for mothers and their infants and children in Bradford County. In 2015-2019 the infant mortality rate was 11.2 per 1,000 live births compared to the state rate of 6.1 per 1,000 (Table 91, Technical Appendix). Low numbers of births and population size present challenges in interpreting trends; however, any infant death indicates a tragic loss that may have been preventable. The rates of low birthweight births (LBW) to Bradford County mothers of all races (11.9 percent of total births) in 2015-2019 was higher than the state rate (8.7 percent) with disparities in rates among Bradford County mothers by race and ethnicity (Table 92, Technical Appendix). Trend and recent data (2015-2019) pointed to late entry into prenatal care as a continuing challenge with only 63.9 percent of births to Bradford County mothers of all races having had first trimester care compared to the state rate of 70.5 percent. Differences were also noted by race and ethnicity with births to Blacks in Bradford County having the lowest rate of early prenatal care at 58.0 percent compared to 65.4 percent for Whites and 67.5 percent for Hispanics (Table 93, Technical Appendix).

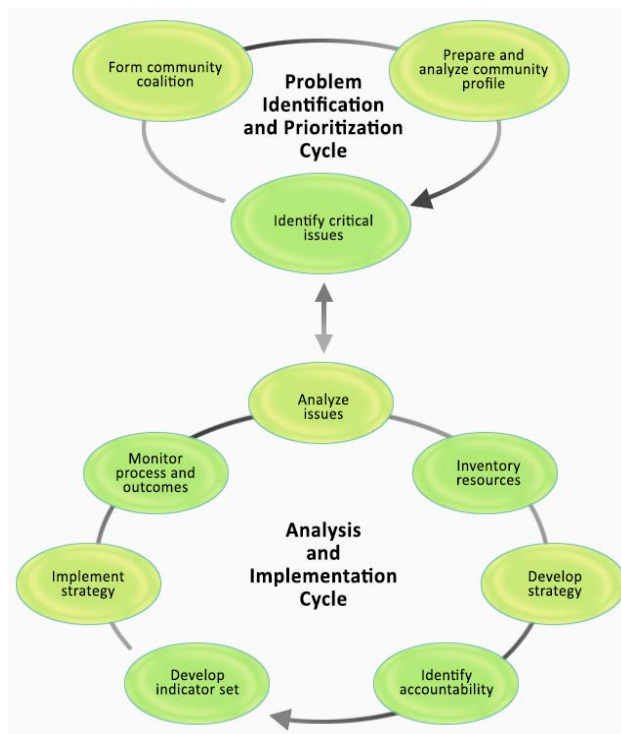
Poverty among children in Bradford County is a persistent issue with far-reaching consequences including access to healthcare services and poorer health outcomes. The 2018 poverty rate for children under the age of 18 living in poverty Bradford County was 26.0 percent which was notably higher than the state rate of 20.0 percent (Table 20, Technical Appendix). Community leaders who participated in focus groups and Bradford County residents who completed the community health survey expressed concerns for the health, safety and future of children and families. More than 16 percent of survey respondents ranked child abuse and neglect among the top five (5) health issues in Bradford County (Table 10, Community Health Assessment). Survey respondents included many conditions that create safe and healthful communities for children and families among the top ranked factors for a healthy community. Among those factors were access to affordable healthcare services (selected by 65.7 percent of survey respondents), good schools (32.6 percent), access to affordable and nutritious foods (30.3 percent), job opportunities (29.7 percent), safe neighborhoods with low crime rates (17.5 percent), and clean environment (12.6 percent; Table 8, Community Health Assessment).

Overview of Community Health Improvement Planning

COMMUNITY HEALTH NEEDS ASSESSMENT AND HEALTH IMPROVEMENT PLANNING

In the Institute of Medicine's (IOM) 1997 publication *Improving Health in the Community*, the community health improvement planning process was described as the required framework within which a community takes a comprehensive approach to improving health. That framework includes assessing the community's health status and needs, determining health resources and gaps, identifying health priorities, and developing and implementing strategies for action. Notably, in this comprehensive approach there are two cycles; that is, an assessment or problem identification and prioritization cycle followed by an implementation cycle. By 2000 the National Association of County and City Health Officials (NACCHO) in conjunction with the Centers for Disease Control and Prevention's (CDC) Public Health Practice Office had developed Mobilizing for Action through Planning and Partnerships (MAPP) as a strategic approach to community health improvement.

FIGURE 1: COMMUNITY HEALTH IMPROVEMENT PLANNING FRAMEWORK, IOM, 1997



Source: J.S. Durch, L.A. Bailey, and M.A. Stoto, eds. (1997) *Improving Health in the Community*, Washington, DC: National Academy Press. Retrieved: June 10, 2021, <https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/chip/main>

NACCHO and the CDC's vision for implementing MAPP remains today as "Communities achieving improved health and quality of life by mobilizing partnerships and taking strategic action."

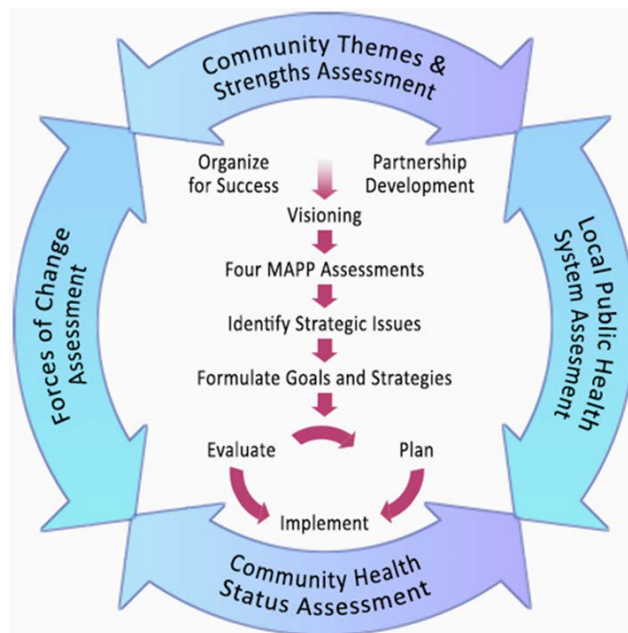
At the heart of the Bradford County MAPP process were the following core MAPP assessments:

- Community Health Status Assessment

- Community Themes and Strengths Assessment

The findings from these MAPP assessments informed the detection of common themes and issues in order to identify and prioritize the key community health needs. Prioritized strategic community health issues were documented and addressed in the MAPP action cycle phase to complete the comprehensive health improvement planning cycle.

FIGURE 2: MOBILIZING FOR PLANNING THROUGH PLANNING AND PARTNERSHIPS (MAPP)



Source: National Association of County and City Health Officials (N.D.). *Community Health Assessment and Improvement Planning*. Retrieved June 10, 2021, <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment>

The Public Health Accreditation Board (PHAB), the voluntary accrediting body for public health agencies in the United States, deems community health, community health assessment and health improvement planning as foundational functions and core to the mission of public health. Community health assessment is defined in the PHAB Standards and Measures as a tool “to learn about the community: the health of the population, contributing factors to higher health risks or poorer health outcomes of identified populations, and community resources available to improve the health status.” The community health improvement plan is described as a “long-term, systematic effort to address public health problems on the basis of the results of community health assessment activities and the community health improvement process.” Further, the community health improvement process “involves an ongoing collaborative, community-wide effort to identify, analyze and address health problems; assess applicable data; develop measurable health objectives and indicators; inventory community assets and resources; identify community perceptions; develop and implement coordinated strategies; identify accountable entities; and cultivate community ownership of the process.” Public Health Accreditation Board (December 2013). *PHAB Standards and Measures*. Retrieved June 10, 2021,

THE ROLE OF SOCIAL DETERMINANTS OF HEALTH AND HEALTH EQUITY IN COMMUNITY HEALTH IMPROVEMENT PLANNING

FIGURE 3: SOCIAL DETERMINANTS OF HEALTH (SDOH)



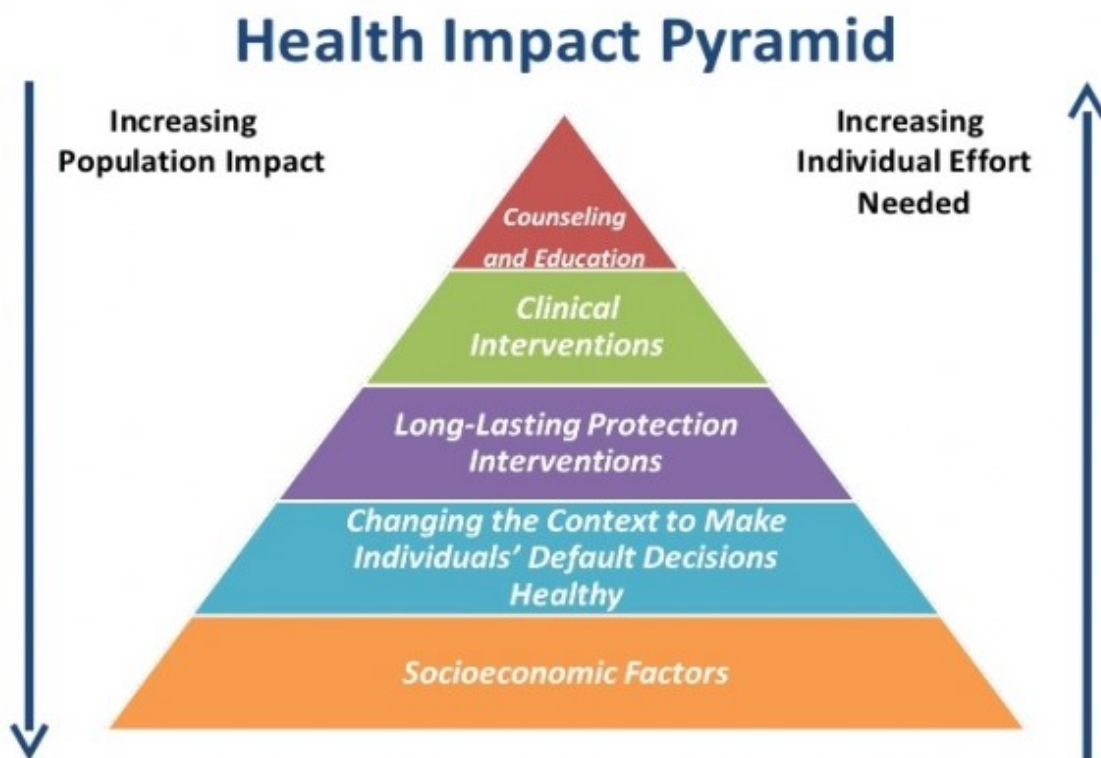
Source: Healthy People 2020: Social Determinants of Health,” Office of Disease Prevention and Health Promotion, Centers for Disease Control and Prevention. Retrieved June 10, 2021, <https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health>

According to the World Health Organization and depicted above by the Centers for Disease Control and Prevention (CDC), the social determinants of health (SDOH) include the “conditions in the environments in which people are born, live, learn, work, play and age that shape and affect a wide range of health, functioning, and quality of life outcomes and risks”. (About Social Determinants of Health,” World Health Organization, accessed June 10, 2021 https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1). The SDOH include factors such as socioeconomic status, education, neighborhood and physical environment, employment and social networks as well as access to health care. Addressing social determinants of health is important for improving health and reducing health disparities. Research suggests that health behaviors such as smoking and diet and exercise, are the most important determinants of premature death. There is growing recognition that social and economic factors shape individuals’ ability to engage in healthy behaviors. Evidence shows that stress negatively affects health across the lifespan and that environmental factors may have multi-generational impacts. Addressing

social determinants of health is not only important for improving overall health, but also for reducing health disparities that are often rooted in social and economic disadvantages.

The five-tier health impact pyramid depicts the potential impacts of different types of public health interventions. Efforts that address the SDOH are at the base of the pyramid, indicating their higher potential for positive impact. Interventions at the pyramid base tend to be effective because of their broad societal reach. CHIP interventions are targeted at all levels to attain the best and most sustainable health benefits.

FIGURE 4: HEALTH IMPACT PYRAMID



Source: Frieden, T.R. (2010). A framework for public health action: The health impact pyramid. *American Journal of Public Health*, 100(4):590-595. Retrieved June 10, 2021 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2836340/>

Bradford County Community Health Improvement Plan (CHIP) Process

METHODOLOGY

Development of the Bradford County CHIP is a continuation of the county's history and strong commitment to better understanding and addressing health issues through the community health assessment and health improvement planning process using a modified version of the MAPP framework. Community health assessment work began in June 2020 and concluded in June 2021 with intermittent pauses for pandemic response responsibilities. The four phases of MAPP that constituted the community health assessment process are briefly described below. Soon after finalizing the community health assessment, Bradford County partners launched into planning for the CHIP process and completed the final two MAPP phases that resulted in the CHIP and its ongoing implementation.

MAPP PHASE 1: ORGANIZING FOR SUCCESS AND PARTNERSHIP DEVELOPMENT

To assure a successful community health assessment and health improvement planning process, the Florida Department of Health in Bradford County engaged partners to plan a process that built upon existing relationships, used resources wisely, and demonstrated a commitment to making positive, collective impact on health and quality of life in Bradford County. A listing of the Bradford County Community Health Assessment Steering Committee members and their affiliations can be found in the [2020 Bradford County Community Health Assessment](#) report. Steering Committee members were routinely encouraged to invite additional community partners to participate in the process towards the goal of having a diverse and representative group at the helm of the assessment.

MAPP PHASE 2: VISIONING

At their kick-off meeting on June 11, 2020, the Bradford County Community Health Assessment Steering Committee members completed a visioning exercise to define health and the characteristics of a healthy Bradford County. Among the categories of characteristics and traits were healthcare system-related factors and attributes such as accessible healthcare services including mental health, dental and specialty care as well as communication networks that connect these services. The behavioral and environmental-related factors and attributes that define health and a healthy community included opportunities for improving health for the whole community, an atmosphere of trust and openness, and leaders who listen to the community. More detailed Visioning results are included in the Appendix. The word cloud below depicts terms that were frequently used to define health in Bradford County.

FIGURE 5: VISIONING WORD CLOUD, BRADFORD COUNTY, 2020



Source: Bradford County visioning exercise results, June 11, 2020, prepared using WordItOut by Enideo by WellFlorida Council, 2020

MAPP PHASE 3: TWO MAPP ASSESSMENTS

Each of the two assessments in the MAPP process gathered data to form a comprehensive picture of health status, health behaviors, and health resources and capacities in Bradford County. Key findings and highlights from each of the assessments are summarized below.

Community Themes and Strengths:

Through the community themes and strengths assessment, the opinions, perspectives and concerns of Bradford County residents were collected via a community survey. In addition, two focus groups were facilitated to have a more in-depth view of challenges and experiences related to healthcare service access.

Community Survey

The community themes and strengths assessment sought to better understand what is important to the community and barriers and obstacles to obtaining needed services. There were 175 completed community surveys from Bradford County residents included in the analysis. Although a convenience sampling method was used to collect survey data and results are not generalizable to the general population, the survey data provide insights into prevailing opinions on health issues, barriers to needed services, and available resources. Results showed that about 55 percent of community survey respondents rated the overall health of Bradford County residents as somewhat healthy. More than a third (36.6 percent) of community survey respondents felt that substance abuse was the most important health problem in Bradford County. This was followed closely by obesity (29.7 percent) and mental health problems (27.4 percent). Relatedly, substance abuse was by far ranked as the behavior with the greatest negative impact on health in Bradford County. Other highlights from the analysis are provided below. For detailed results, please refer to the [2020 Bradford County Community Health Assessment](#).

Top ranked health-related problems in Bradford County included: (shown are the percentages of survey respondents who selected the issue):

- Substance abuse/drug abuse (36.6 percent)
- Obesity (29.7 percent)
- Mental health problems (27.4 percent)
- Lack of access to sufficient and nutritious food (17.7 percent)
- Child abuse and neglect (16.5 percent)

Behaviors with the greatest negative impact in Bradford County included: (shown are the percentages of survey respondents who selected the behavior):

- Drug abuse (69.7 percent)
- Lack of personal responsibility (30.3 percent)
- Eating unhealthy food/drinking sugar sweetened beverages (29.7 percent)
- Alcohol abuse (23.4 percent)
- Not using healthcare services appropriately (18.9 percent)

Healthcare services that were rated as the most difficult to obtain included: (shown are the percentages of survey respondents who selected the service):

- Specialty care (38.9 percent)
- In-patient hospital care (33.7 percent)
- Imaging (such as CT scan, MRI) (32.6 percent)
- Alternative medicine/alternative therapy (30.3 percent)
- Urgent care (24.6 percent)

Barriers to accessing dental, primary and mental health care most commonly cited were:

- Cost
- Insurance issues
- Appointment availability

Impacts of the COVID-19 pandemic on health behaviors included: (shown are the percentages of survey respondents who reported the impact):

- Delayed getting healthcare services (48.6 percent)
- Increased alcohol use (9.7 percent)
- Increased tobacco use (4.6 percent)
- Decreased alcohol use (5.1 percent)

Focus Groups

Two focus groups were facilitated with the goal of a more in-depth understanding of the healthcare service environment from the perspectives of healthcare professionals and community leaders. Focus group participants included community leaders from both Bradford County and Union County who serve

both counties and/or the region. Three themes emerged from across the two focus groups. These included concerns about:

- Healthcare resources and barriers to access with particular concerns about
 - Specialty care, dental care for adults, and mental health and substance use care
 - High and rising costs
 - Low health literacy and complex healthcare system
- Health conditions and health behaviors with particular concerns about
 - Diabetes, cardiovascular illness, lung disease, Sexually Transmitted Diseases, and infant mortality
 - Negative health behaviors such as poor nutrition, tobacco and substance use
- Community attributes including
 - Populations of concern such as senior citizens and the working poor
 - Social norms including generational tobacco use, delay or avoidance of seeking healthcare
 - Leadership needs for modeling healthy behaviors and life choices, investments in resources to support healthy living, and more collaboration among partners

Community Health Status:

A comprehensive review of secondary data for Bradford County examined demographic and socioeconomic indicators, mortality and morbidity, healthcare access and utilization, and geographic and racial and ethnic disparities. The [2020 Bradford County Community Health Assessment](#) and [2020 Bradford County and Union County Community Health Assessment Technical Appendix](#) were developed as part of this assessment and serve as community resources for planning and decision making. The key findings that emerged from the overall community health status review are highlighted below.

Social Determinants of Health (SDOH)

As described earlier, the SDOH have been shown to have impacts on overall health. In addition, the SDOH can cause health disparities that are often rooted in social and economic disadvantages. Data show Bradford County has continuing challenges with SDOH-related issues as listed below (table references are from the *2020 Bradford County and Union County Community Health Assessment Technical Appendix* unless otherwise noted).

- **Poverty** [\$46,197 median household income, all races, Bradford County, \$50,883 Florida (Table 29, Technical Appendix); \$20,481 per capita income, all races Bradford County, \$30,197 Florida (Table 31, Technical Appendix); 49.0 percent Asset Limited, Income Constrained, Employed (ALICE) households Bradford County, 46.0 percent Florida, Table 28, Technical Appendix]
- **Barriers to education and job training** [3.4 dropout rate Bradford County, 3.4 Florida (Table 43, Technical Appendix); 61.7 percent high school diploma as the highest level of school completed

Bradford County, 49.0 percent Florida; 18.9 percent college degree as the highest level of school completed Bradford County, 39.0 percent Florida (Table 42, Technical Appendix)]

- **Lack of affordable housing** [19.5 percent in poverty all ages Bradford County, 13.7 percent Florida (2018, Table 20, Technical Appendix)]
- **Healthcare service access** [42.2 total physicians/100,000 Bradford County, 310.6/100,000 Florida; 21.4 dentists/100,000 Bradford County, 54.8/100,000 Florida (Tables 111, 152, Technical Appendix)]

Health Status

Disease and death rates are the most direct measures of health and well-being in a community. In Bradford County, as in Florida and the rest of the United States, premature disease and death are primarily attributable to chronic health issues. That is, medical conditions that develop throughout the life course and typically require careful management for prolonged periods of time. While Bradford County is similar to Florida in many health indicators, some differences exist. In Bradford County for 2015-2019, the age-adjusted death rates of the leading causes of death for all races that are higher than state rates include the four causes listed below (Table 60, Technical Appendix) as well as infant mortality for all races for which Bradford County exceeded the state rate for 2015-2019 (Table 91, Technical Appendix).

- **Heart Disease** (164.9/100,000 Bradford County, 148.6/100,000 Florida)
- **Cancer** (174.4/100,000 Bradford County, 146.2/100,000 Florida)
- **Chronic Lower Respiratory Disease** (64.1/100,000 Bradford County, 38.6/100,000 Florida)
- **Unintentional Injuries** (75.2/100,000 Bradford County, 53.5/100,000 Florida)
- **Infant Mortality** (11.2/1,000 live births all races Bradford County, 6.1/1,000 live births Florida)

Health Behaviors and Conditions that Contribute to Poor Health Outcomes

Health behavior data pointed to serious challenges facing Bradford County residents. The issues listed below require multi-faceted approaches to improve existing health problems with simultaneous primary prevention strategies to help ensure healthy futures for all segments of the population. The chronic conditions and behaviors that were considered as priority health issues include the following:

- **Mental health problems** [percentages of Bradford County adults exceeded the state rates for adults with depressive disorder, adults whose poor physical or mental health kept them from doing usual activities of daily living, and adults who said their overall health was fair or poor (Table 97, Technical Appendix)]
- **Tobacco use including e-cigarettes and smokeless tobacco products** [27.3 percent adults who are current smokers Bradford County, 5.5 percent Florida; 5.0 percent adults who are current e-cigarette users Bradford County, 4.7 percent Florida (Table 98, Technical Appendix)]
- **Dental and oral health issues** [54.0 percent adults who had seen a dentist in the past year Bradford County, 63.0 percent Florida; 62.2 percent adults who had a permanent tooth removed because of decay or gum disease Bradford County, 47.3 percent Florida (Table 98, Technical Appendix)]

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- **Overweight and obesity** [36.6 percent adults who are obese Bradford County, 27.4 Florida; 70.6 percent adults who are overweight or obese Bradford County, 63.2 percent Florida (Table 98, Technical Appendix)]
 - **Late entry into prenatal care** [63.7 percent births that received care in first trimester, all races Bradford County, 70.5 percent Florida (Table 93, Technical Appendix)]

Geographic, Racial and Ethnic Disparities and Health Inequities

Some health disparities and inequities were found in the course of Bradford County's community health assessment process and these preventable differences were given serious consideration and importance in CHIP discussions. Areas of particular concern include:

- **Poverty disparities by geography, gender, race and ethnicity** were evident. In 2018, Bradford County had a notably higher poverty rate, 19.4 percent, than the state average (13.7 percent). Among children under the age of 18, the poverty rate in Bradford County was 26.0 percent, significantly higher than the state rate of 20.0 percent. Trends over time showed that the poverty rates in Bradford County have been consistently high relative to the state (Table 20, Technical Appendix). Disparities in poverty were evident by geography, gender, and race and ethnicity. Lawtey (ZCTA 32058) had the highest poverty rate with 30.6 percent of individuals and 48.3 percent of children estimated to live in poverty (Table 21, Technical Appendix). Females and people of color were disproportionately impacted by poverty. From 2014-2018, 23.3 percent of females in the county were estimated to live in poverty compared to 17.2 percent of males. With respect to race, 33.0 percent of Black residents in Bradford County were estimated to live in poverty compared to 18.0 percent of White residents (Table 25, Technical Appendix). Similarly, 33.9 percent of Hispanic or Latino residents were estimated to live in poverty compared to 19.9 percent of non-Hispanic or non-Latinos (Table 25, Technical Appendix).
- **Data pointed to some racial and ethnic disparities in mortality rates** among Bradford County residents. Overall mortality rates were higher in Bradford County (831.5 deaths per 100,000) relative to the state of Florida as a whole (665.6 deaths per 100,000) (Table 53, Technical Appendix). Mortality from chronic lower respiratory disease (CLRD) was consistently high in Bradford County from 2015-2019 compared to state averages. In 2019, the age-adjusted death rate for CLRD in Bradford County was 64.3 deaths per 100,000 population compared to 36.1 per 100,000 in the state (Table 53, Technical Appendix). Rates of chronic liver disease and cirrhosis, which can be a consequence of chronic alcohol use disorder, were higher in Bradford County compared to the state. In 2018, Bradford County had 18.6 cases of alcoholic liver disease per 100,000 population of selected liver deaths. This is higher than the state rate of 12.0 per 100,000 in the same time period (Table 84, Technical Appendix). For other diseases among top causes of death, including cancer, heart disease, and diabetes, the death rates in Bradford County have climbed and surpassed the state rate in recent years (Table 53, Technical Appendix). When observing causes of mortality among the White versus Black population in Bradford County, different patterns of disease emerged. Liver disease and Alzheimer's disease were uniquely in the top ten (10) causes of death for the White population while for the Black population,

homicide, nephritis and septicemia were uniquely in the top ten (10) (Tables 50-51, Technical Appendix).

- **Infant and maternal health indicators point to disparities.** Overall mortality rates were higher in Bradford County (831.5 deaths per 100,000) relative to the state of Florida as a whole (665.6 deaths per 100,000) (Table 53, Technical Appendix). Mortality from chronic lower respiratory disease (CLRD) was consistently high in Bradford County from 2015-2019 compared to state averages. In 2019, the age-adjusted death rate for CLRD in Bradford County was 64.3 deaths per 100,000 population compared to 36.1 per 100,000 in the state (Table 53, Technical Appendix). Rates of chronic liver disease and cirrhosis, which can be a consequence of chronic alcohol use disorder, were higher in Bradford County compared to the state. In 2018, Bradford County had 18.6 cases of alcoholic liver disease per 100,000 population of selected liver deaths. This is higher than the state rate of 12.0 per 100,000 in the same time period (Table 84, Technical Appendix). For other diseases among top causes of death, including cancer, heart disease, and diabetes, the death rates in Bradford County have climbed and surpassed the state rate in recent years (Table 53, Technical Appendix).

Health Care Resources and Utilization

Although health insurance and access to health care do not necessarily prevent illness, early intervention and long-term management resources can help to maintain quality of life and minimize premature death and disability. Rural communities such as in Bradford County face many barriers in accessing healthcare services. Utilization and health professional shortage data illuminated the depth of access to care issues in Bradford County. The major issues related to healthcare resources, access and utilization fall into the groups listed below.

- **Inappropriate use of Emergency Departments** for routine primary, mental health, and dental care [rate of Emergency Department visits per 1,000 population for mental health reasons Bradford County residents, all ages at 147.6, 62.6 for Florida (Table 80, Technical Appendix); preventable Emergency Department visit rate per 1,000 for oral health reasons for Bradford County residents at 15.3, 6.1 for Florida (Table 113, Technical Appendix)]
- **Rising costs of health care and prescription drugs** [percent of hospital discharges by payor sources for Bradford County residents at 46.1 percent for Medicare, 19.1 percent Medicaid, 22.6 percent private insurance; for Florida 46.3 percent Medicare, 19.1 percent Medicaid, 22.5 percent private insurance (Table 116, Technical Appendix)]

MAPP PHASE 4: IDENTIFYING STRATEGIC ISSUES

An essential component of bridging the community health assessment with the development of a community health improvement plan includes identifying strategic issues, formulating goals and strategies and implementation. These steps are also referred to as MAPP phases four through six. On October 29, 2020, the Bradford County Health Assessment Steering Committee started the process to identify strategic priorities. Due to the ongoing pandemic, all meetings were conducted virtually. The process included the review of the community health status data, community themes and strengths findings from the community survey and focus groups. The Steering Committee discussed the

characteristics of strategic priorities to assure a common understanding of their scope, scale, and purpose. Prioritization criteria included issue importance, urgency, impact, feasibility and resource availability. Table 1 below lists the characteristics of each criterion. Following this meeting, a prioritization survey was distributed to Steering Committee members to generate a list of top priorities. Meetings planned for December and January were postponed so that pandemic response partners could focus on contact tracing, testing, and vaccination efforts. The group re-convened on April 13 to resume community health improvement planning. Using the prioritization survey results as a guide, all attendees participated in a facilitated consensus discussion to identify the final strategic priorities. In late April 2021, the Bradford County community partners transitioned from the assessment phase to the active community health improvement plan development phase of MAPP.

TABLE 1: CRITERIA FOR RANKING STRATEGIC PRIORITY ISSUES, BRADFORD COUNTY, 2020

Importance and Urgency	Impact	Feasibility	Resource Availability
<ul style="list-style-type: none"> • Issue severity • Burden to large or priority populations • Of great community concern • Focus on equity 	<ul style="list-style-type: none"> • Potential effectiveness • Cross cutting or targeted reach • Ability to demonstrate progress 	<ul style="list-style-type: none"> • Community capacity • Political will • Acceptability to the community 	<ul style="list-style-type: none"> • Financial costs • Staffing • Stakeholder support • Time

Source: Adapted from National Association of County and City Health Officials (N.D.). *Community Health Assessment and Improvement Planning*. Retrieved June 10, 2021, <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-4-identify-strategic-issues>

Strategic Priority Issue Areas Identified

- **Access to Healthcare Services**, including:
 - Primary care
 - Mental health care
 - Dental care
 - Reduction in financial and cultural barriers to services
- **Preventing and Managing Chronic Diseases and Conditions**, including:
 - Healthy nutrition
 - Primary prevention strategies
 - Reduction in tobacco and substance use
 - Sexual health and preventing Sexually Transmitted Diseases (STDs)
- **Maternal and Child Health**, including:
 - Prevention of child abuse and neglect
 - Early childhood health and wellness
 - Prenatal care for healthy birth outcomes

MAPP PHASE 5: FORMULATE GOALS AND STRATEGIES

The purpose of this phase is for community partners to develop goals, identify strategies and write measurable objectives for each of the strategic priority areas. At its April 13 meeting, the Bradford County CHIP Steering Committee took its first step in this work by organizing into workgroups by priority issue areas. Each group was tasked with creating goal statements, identifying strategies, setting objectives and building action plans for each goal area. Evidence-based and promising practices were researched, considered and included as appropriate. To ensure the ability to monitor and report on progress, all objectives include a timeframe, baseline and target performance measure, data source, and identification of a lead entity. Workgroup met virtually at least three more times in May and June.

MAPP PHASE 6: ACTION CYCLE

The action cycle includes implementation and evaluation as well as opportunities to incorporate continuous quality improvement strategies. The Bradford County CHIP action cycle is not only guided by the goals, strategies and objectives set through the MAPP process but the action plans developed for CHIP objectives. Progress, challenges, and accomplishments of the Bradford County CHIP will be monitored and tracked by semi-annual reporting to the Bradford CHIP Steering Committee and an annual CHIP review will be conducted. If appropriate, revisions to the CHIP and/or action plans will be made and documented.

BRADFORD COUNTY COMMUNITY HEALTH ASSESSMENT AND HEALTH IMPROVEMENT TIMELINE

April-May 2020	Organizational meetings, partner identification, timeline development
June 11, 2020	Community health assessment kick-off meeting, visioning
June-August 2020	Secondary data collection and analysis
June 23-August 14, 2020	Primary data collection via community survey
Sept-October, 2020	Focus groups conducted
October 29, 2020	Overview of secondary and primary data
November 2020	Prioritization survey distributed and results tabulated
December-March	CHIP activities paused for pandemic response
April 13, 2021	CHIP re-launch
May-June 2021	CHIP goal, strategy, objective and action planning workgroup meetings
Late June 2021	Core Team Review
June 30, 2021	2021-2024 Bradford County Community Health Improvement Plan published

Bradford County CHIP Goals, Strategies, Objectives and Related Resources

The Bradford County 2021-2024 CHIP focuses on three strategic priority areas. For each priority issue at least one goal has been set and will be addressed by a variety of strategies. Objectives provide the basis for performance and outcome tracking, measuring and reporting. Each goal area has its own action plan with activities, baseline and target data, accountability measures, and progress reporting mechanisms as well as background on related evidence-based strategies and programs, listing of proposed policy changes, and notations of health disparity and equity concerns. Goals and objectives are organized into two tiers. Tier 1 objectives will be implemented at the CHIP’s inauguration and work will be ongoing. Tier 2 objectives will be reviewed at the CHIP’s first annual review when decisions will be made on whether to incorporate the objectives, more fully develop the action plans and begin implementation. Please see the Appendix for the action plan template and the separate companion action plan compendium that will be updated regularly to reflect progress towards achieving objectives and goals.

Strategic Priority: Access to Healthcare Services (AC)
Goal AC1: Improve access to primary care services
AC1 Strategies: Reduction of barriers to primary care access, health education, health literacy improvement
Objective AC1.1: By December 31, 2023 Increase the percentage of Bradford County adults who had a medical check-up in the past year by 5 percent (Baseline: 80.0% (2016), Target: 84% (State rate 76.5, Data Source: BRFSS FLCHARTS)
Objective AC1.2: By December 31, 2023, decrease the percentage of Bradford County adults who could not see a doctor in the past year due to cost by 5% (Baseline: 15.4% (2016), Target: 14.7% (State rate 16.6%, Data Source: BRFSS FLCHARTS)
Objective AC1.3: By December 31, 2023 increase the percentage of Bradford County adults with good physical health for the past 30 days by 5% (Baseline: 84.3% (2016), Target: 88.5% (State rate 87.1%), Data Source: BRFSS, FLCHARTS)
Objective AC1.4: By June 30, 2024 the regional, community resource and referral guide is updated at least semi-annually (Baseline: no plan for regular updating, Target: 5 updates by end of CHIP, Data Source: Bradford CHIP report, DOH Bradford)
Goal AC2: Assure access to mental health services
AC2 Strategies: Reduction of barriers to mental health care, health education
Objective AC2.1: By June 30, 2023 Increase the number of provider organizations/agencies providing mental and behavioral health services using telehealth technologies by 5% (Baseline: TBD, Target +5%, Data Source Healthcare Advisory Committee)
Objective AC2.2: By June 30, 2024 implement full continuum of behavioral health services including crisis care, residential treatment, and inpatient services to augment outpatient care available to students in need of services (Baseline: not implemented, Target: services implemented, Data Source: Bradford County School Mental Health Allocation Plan Report)
Objective AC2.3: By December 31, 2022 Bradford County government will expand broadband internet services throughout the county (Baseline: No expansion, Target: Expanded service areas, Data Source: Board of County Commissioners meeting minutes)
Goal AC3: Enhance access to dental care and oral health services

AC3 Strategies: Reduction of barriers to dental and oral health care access, health education
Objective AC3.1: By June 30, 2023 increase the number of services performed in the school-based dental sealant program in Bradford County (Baseline: To be established, Target: baseline +5%, (State: 117,703 (2017-18), Data Source: Florida Department of Health, Public Health Dental Program)
Objective AC3.2: Improve Human Papilloma Virus (HPV) vaccination rate among Bradford County seventh (7 th) grade students (Baseline: 35% with 0 HPV vaccines; 33% with 1 HPV vaccine; 31% with 2 HPV vaccines, Target: 30% with 0 HPV vaccines; 34% with 1 HPV vaccine; 36% with 2 HPV vaccines) (64.1% Florida male and female teens age 13-17 with one or more HPV dose, 2018, CDC; HP 2030 Goal: 80%) Data Source: DOH, School Health Coordinator)
Resources: Suwannee River Area Health Education Center, Heart Health Plus Program, Healthiest Weight Program, Bradford County School District, Meridian Behavioral Healthcare, Board of County Commissioners, New River Health, ACORN Clinic, Florida Department of Bradford County Dental Program, Florida Department of Health Immunization Program, North Central Florida Cancer Control Collaborative, North Florida Regional Chamber of Commerce, Bradford County Library, New River Library Collaborative

Strategic Priority: Preventing and Managing Chronic Diseases and Conditions (CD)
Goal CD1: Promote primary prevention of chronic diseases
CD1 Strategies: Health education, access to primary and secondary preventive services, improve nutrition, reduce overweight and obesity, promote regular physical activity
Objective CD1.1: By December 31, 2023 reduce the percentage of Bradford County adults who are sedentary by 5% (Baseline: 29.8% (2016), Target: 28.3% (State rate 29.8%), Data Source: BRFSS FLCHARTS)
Objective CD1.2: By December 31, 2023 reduce the percentage of Bradford County adults who are obese by 5% (Baseline: 36.6% (2016), Target: 34.8% (State rate 27.4%), Data Source: BRFSS FLCHARTS)
Objective CD1.3: By December 31, 2023 decrease the percentage of Bradford County students (grades K, 1, 3, and 5) who are obese by 5% (Baseline: needs to be established, Target: reduction by 2% (State rate of obese middle and high schoolers: 14.4%), Data Source: School Health BMI Records, DOH School Health Nurse
Goal CD2: Prevent and reduce tobacco and substance use and abuse among youth and adults
CD2 Strategies: Health education, policy change, enforcement activities
Objective CD2.1: By December 31, 2023 decrease the percentage of Bradford County middle and high school students who are current smokers (smoked in the past 30 days) by 5% (Baseline: 4.5%, Target: 4.3% (State rate: 1.8%), Data Source: Florida Youth Tobacco Survey, FLCHARTS)
Objective CD2.2: By December 31, 2023 decrease the percentage of Bradford County youth (ages 11-17) who have ever tried cigarettes, cigars, smokeless, hookah, or electronic vaping by 5% (Baseline: 35.4% (2020), Target: 33.6% (State: 32.5%), Data Source: Florida Youth Tobacco Survey)
Objective CD2.3: By December 31, 2023 decrease the percent of Bradford County adults who are current smokers by 5% (Baseline: 27.0% (2016), Target: 25.6% (State rate 15.5%), Data Source: BRFSS FLCHARTS)
Objective CD2.4: By December 31, 2023 decrease the percentage of Bradford County high school students who report binge drinking by 5% (Baseline: 12.2% (2016), Target: 11.6% (State rate 10.9%), Data Source: Florida Youth Substance Abuse Survey, FLCHARTS)

Goal CD3: Reduce incidence and prevalence of Sexually Transmitted Diseases (STDs)
CD3 Strategies: Health education, access to primary and secondary prevention services
Objective CD3.1: By June 30, 2024 reduce the rate of bacterial STDs among Bradford County youth ages 15-19 by 5% (Baseline: 3,127.9/100,000 population (2017-19), Target: 2,971.5/100,000 (State rate 2,718.8), Data Source: FLCHARTS)
Objective CD3.2: By June 30, 2022 implement free HIV testing and outreach through WellFlorida Council’s HIP program (Baseline: new program, 0 outreach events, Target: 3 events, annually, Data Source: WellFlorida Council HIP Program Quarterly)
Objective CD3.3: By December 31, 2022 provide written recommendations (as a result of collaborative review) for enhancement of Bradford County’s sex education component of larger health education curriculum (Baseline: new action, Target: written recommendations developed and implemented, Data Source: Meeting minutes)
Objective CD3.4: By June 30, 2022 research and make written recommendations for teen-focused clinical services at DOH/New River (Baseline: new action, no recommendations exist, Target: written recommendations, Data Source: DOH Bradford)
Resources to Address Goals CD1, CD2, CD3: Bradford County School District, School Health Advisory Committee, Healthiest Weight Program, Heart Health Plus Program, Supplemental Nutrition Assistance Program Education (SNAP-Education), Florida Department of Health in Bradford County School Health Program, Suwannee River Area Health Education Center, CivCom, Hanley Foundation, tobacco enforcement program policies and partners, WellFlorida High Impact Prevention (HIP) HIV Program, New River Health, Florida Department of Health in Bradford County
Strategic Priority: Maternal and Child Health (MCH)
Goal MCH1: Promote healthy birth outcomes
MCH1 Strategies: Address prenatal care options and services, provide risk-appropriate prenatal, preconception and interception care, educate on safe sleep, healthy weight and nutrition, tobacco, alcohol and drug use
Objective MCH1.1: By December 31, 2023 reduce the rate of births to Bradford County mothers who smoked during pregnancy by 5% (Baseline: 16.4% of births (2017-19), Target: 15.6% (State rate 4.4), Data Source: FLCHARTS)
Objective MCH1.2: By December 31, 2023 increase the percentage of mothers who initiate breastfeeding by 5% (Baseline: 76.3% (2017-19), Target: 80.0% (State rate 86.1), Data Source: FLCHARTS)
Resources to Address Goal MCH1: Florida Department of Health in Bradford County Women, Infants and Children (WIC) Program, Healthy Start Coalition of North Central Florida, Suwannee River Area Health Education Center, Maternal, Infant and Early Childhood Home Visiting Program (MIECHV)

Bradford County CHIP Alignment with State and National Priorities

The strategic priorities, goals, strategies and objectives in the Bradford County CHIP align with several state and national initiatives. These include the Florida Department of Health’s State Health Improvement Plan for 2017-2021, Healthy People 2030, the U.S. Department of Health and Human Services (HHS) Surgeon General’s Office National Prevention Strategy 2017, and HHS Office of Minority Health National Stakeholder Strategy for Achieving Health Equity. These shared priorities present opportunities for collaboration and collective impact in improving health outcomes and quality of life for Bradford County residents.

<p>Bradford County CHIP Objectives</p>	<ul style="list-style-type: none"> • HP 2030 = Healthy People 2030 (bold = exact match of objectives) • Florida SHIP = Florida State Health Improvement Plan, 2017 – 2021 • NPS = National Prevention Strategy • NSS Health Equity: National Stakeholder Strategy for Achieving Healthy Equity
<p align="center">Strategic Priority: Access to Healthcare Services</p>	
<p>Goal AC1: Improve access to primary care services</p>	
<p>AC1 Strategies: Reduction of barriers to primary care access, health education, health literacy improvement</p> <p>Objective AC1.1: By December 31, 2023 increase the percentage of Bradford County adults who had a medical check-up in the past year by 5 percent (Baseline: 80.0% (2016), Target: 84% (State rate 76.5, Data Source: BRFSS FLCHARTS)</p>	<p>HP 2030: AHS-3, AHS-5, AHS-5.3, AHS-6 NPS: Clinical and Community Preventive Services NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>Objective AC1.2: By December 31, 2023, decrease the percentage of Bradford County adults who could not see a doctor in the past year due to cost by 5% (Baseline: 15.4% (2016), Target: 14.7% (State rate 16.6%, Data Source: BRFSS FLCHARTS)</p>	<p>HP 2030: AHS-3, AHS-5, AHS-5.3, AHS-6 NPS: Clinical and Community Preventive Services NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>Objective AC1.3: By December 31, 2023 increase the percentage of Bradford County adults with good physical health for the past 30 days by 5% (Baseline: 84.3% (2016), Target: 88.5% (State rate 87.1%), Data Source: BRFSS, FLCHARTS)</p>	<p>HP 2030: AHS-3, AHS-5, AHS-5.3, AHS-6 NPS: Clinical and Community Preventive Services NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>Objective AC1.4: By June 30, 2024 the regional, community resource and referral guide is updated at least semi-annually (Baseline: no plan for regular updating, Target: 5 updates by end of CHIP, Data Source: Bradford CHIP report, DOH Bradford)</p>	<p>HP 2030: AHS-1, AHS-5, AHS-6 Florida SHIP: HE2, HE3 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care NPS: Clinical and Community Preventive Services</p>

<p align="center">Bradford County CHIP Objectives</p>	<ul style="list-style-type: none"> • HP 2030 = Healthy People 2030 (bold = exact match of objectives) • Florida SHIP = Florida State Health Improvement Plan, 2017 – 2021 • NPS = National Prevention Strategy • NSS Health Equity: National Stakeholder Strategy for Achieving Healthy Equity
<p>Goal AC2: Assure access to mental health services</p>	
<p>AC2 Strategies: Reduction of barriers to mental health care, health education Objective AC2.1: By June 30, 2023 Increase the number of provider organizations/agencies providing mental and behavioral health services using telehealth technologies by 5% (Baseline: TBD, Target +5%, Data Source Healthcare Advisory Committee)</p>	<p>HP 2030: MHMD-11, MHMD-11.1, MHMC-11.2 Florida SHIP: BH1, BH3, BH4 NPS: Mental and Emotional Well-being, Preventing Drug Abuse and Excessive Alcohol Use</p>
<p>Objective AC2.2: By June 30, 2024 implement full continuum of behavioral health services including crisis care, residential treatment, and inpatient services to augment outpatient care available to students in need of services (Baseline: not implemented, Target: services implemented, Data Source: Bradford County School Mental Health Allocation Plan Report)</p>	<p>HP 2030: ECBP-2, ECBP-3 Florida SHIP: BH1, BH3, BH4 NPS: Mental and Emotional Well-being</p>
<p>Objective AC2.3: By December 31, 2022 Bradford County government will expand broadband internet services throughout the county (Baseline: No expansion, Target: Expanded service areas, Data Source: Board of County Commissioners meeting minutes)</p>	<p>HP 2030: AHS-R02 Florida SHIP: HE2, HE3 NSS Health Equity: Goal 2 Leadership, Strategy 6: Funding Priorities; Goal 3 Health System and Life Experience, Strategy 8: Access to Care, Strategy 13: Social and Economic Conditions</p>
<p>Goal AC3: Enhance access to dental care and oral health services</p>	
<p>AC3 Strategies: Reduction of barriers to dental and oral health care access, health education Objective AC3.1: By June 30, 2023 increase the number of services performed in the school-based dental sealant program in Bradford County (Baseline: To be established, Target: baseline +5%, (State: 117,703 (2017-18), Data Source: Florida Department of Health, Public Health Dental Program)</p>	<p>HP 2030: OH-01, OH-02, OH-10 Florida SHIP: HW1, HW2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care, Strategy 9: Children, Strategy 13: Social and Economic Conditions</p>
<p>Objective AC3.2: Improve Human Papilloma Virus (HPV) vaccination rate among Bradford County seventh (7th) grade students (Baseline: 35% with 0 HPV vaccines; 33% with 1 HPV vaccine; 31% with 2 HPV vaccines, Target: 30% with 0 HPV vaccines; 34% with 1 HPV vaccine; 36% with 2 HPV vaccines) (64.1% Florida male and female teens age 13-17 with one or more</p>	<p>Florida SHIP: IM1 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 9: Children, Strategy 11: Health Communications</p>

<p>Bradford County CHIP Objectives</p>	<ul style="list-style-type: none"> • HP 2030 = Healthy People 2030 (bold = exact match of objectives) • Florida SHIP = Florida State Health Improvement Plan, 2017 – 2021 • NPS = National Prevention Strategy • NSS Health Equity: National Stakeholder Strategy for Achieving Healthy Equity
<p>HPV dose, 2018, CDC; HP 2030 Goal: 80%) Data Source: DOH, School Health Coordinator)</p>	
<p>Strategic Priority: Preventing and Managing Chronic Disease and Conditions (CD)</p>	
<p>Goal CD1: Promote primary prevention of chronic diseases</p>	
<p>CD1 Strategies: Health education, access to primary and secondary preventive services, improve nutrition, reduce overweight and obesity, promote regular physical activity Objective CD1.1: By December 31, 2023 reduce the percentage of Bradford County adults who are sedentary by 5% (Baseline: 29.8% (2016), Target: 28.3% (State rate 29.8%), Data Source: BRFSS FLCHARTS)</p>	<p>HP 2030: ECBP-10, ECBP-8, HRQOL/WB-1 Florida SHIP: HW1, HW2 NPS: Active Living; Empowered People; Injury and Violence-Free Living</p>
<p>Objective CD1.2: By December 31, 2023 reduce the percentage of Bradford County adults who are obese by 5% (Baseline: 36.6% (2016), Target: 34.8% (State rate 27.4%), Data Source: BRFSS FLCHARTS)</p>	<p>HP 2030: ECBP-10, ECBP-8, NWS-8, NWS-9, NWS-14, NWS-15, NWS-16, NWS-17, NWS-18, NWS-19, NWS-20 Florida SHIP: HW1.1 NPS: Active Living; Empowered People</p>
<p>Objective CD1.3: By December 31, 2023 decrease the percentage of Bradford County students (grades K, 1, 3, and 5) who are obese by 5% (Baseline: needs to be established, Target: reduction by 2% (State rate of obese middle and high schoolers: 14.4%), Data Source: School Health BMI Records, DOH School Health Nurse</p>	<p>HP2030: NWS-04, PA09, PA12 Florida SHIP: HW1.1 NPS: Active Living; Empowered People</p>
<p>Goal CD2: Prevent and reduce tobacco and substance use and abuse among youth and adults</p>	
<p>CD2 Strategies: Health education, policy change, enforcement activities Objective CD2.1: By December 31, 2023 decrease the percentage of Bradford County middle and high school students who are current smokers (smoked in the past 30 days) by 5% (Baseline: 4.5%, Target: 4.3% (State rate: 1.8%), Data Source: Florida Youth Tobacco Survey, FLCHARTS)</p>	<p>HP 2030: TU-04, TU-05, TU-06, TU-10, TU-22 Florida SHIP: HW1, HW2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care, Strategy 9: Children, Strategy 13: Social and Economic Conditions</p>
<p>Objective CD2.2: By December 31, 2023 decrease the percentage of Bradford County youth (ages 11-17) who have ever tried cigarettes, cigars, smokeless, hookah, or electronic vaping by 5% (Baseline: 35.4% (2020),</p>	<p>HP 2030: TU-04, TU-05, TU-06, TU-10, TU-22 Florida SHIP: HW1, HW2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care,</p>

<p style="text-align: center;">Bradford County CHIP Objectives</p>	<ul style="list-style-type: none"> • HP 2030 = Healthy People 2030 (bold = exact match of objectives) • Florida SHIP = Florida State Health Improvement Plan, 2017 – 2021 • NPS = National Prevention Strategy • NSS Health Equity: National Stakeholder Strategy for Achieving Healthy Equity
<p>Target: 33.6% (State: 32.5%), Data Source: Florida Youth Tobacco Survey)</p>	<p>Strategy 9: Children, Strategy 13: Social and Economic Conditions</p>
<p>Objective CD2.3: By December 31, 2023 decrease the percent of Bradford County adults who are current smokers by 5% (Baseline: 27.0% (2016), Target: 25.6% (State rate 15.5%), Data Source: BRFSS FLCHARTS)</p>	<p>HP 2030: TU-01, TU-02, TU-03, TU-11, TU-14 Florida SHIP: HW1, HW2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>Objective CD2.4: By December 31, 2023 decrease the percentage of Bradford County high school students who report binge drinking by 5% (Baseline: 12.2% (2016), Target: 11.6% (State rate 10.9%), Data Source: Florida Youth Substance Abuse Survey, FLCHARTS)</p>	<p>HP2030: SU-04, SU-05, SU-06, SU-09 Florida SHIP: BH1 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care, Strategy 9: Children, Strategy 13: Social and Economic Conditions</p>
<p>Goal CD3: Reduce incidence and prevalence of Sexually Transmitted Diseases (STDs)</p>	
<p>CD3 Strategies: Health education, access to primary and secondary prevention services Objective CD3.1: By June 30, 2024 reduce the rate of bacterial STDs among Bradford County youth ages 15-19 by 5% (Baseline: 3,127.9/100,000 population (2017-19), Target: 2,971.5/100,000 (State rate 2,718.8), Data Source: FLCHARTS)</p>	<p>HP 2030: STI-03, STI-02, STI-06, STI-07 Florida SHIP: ID1, ID1.1, ID1.2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>Objective CD3.2: By June 30, 2022 implement free HIV testing and outreach through WellFlorida Council’s HIP program (Baseline: new program, 0 outreach events, Target: 3 events, annually, Data Source: WellFlorida Council HIP Program Quarterly</p>	<p>HP 2030: HIV-01 Florida SHIP: ID1, ID1.1, ID1.2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>Objective CD3.3: By December 31, 2022 provide written recommendations (as a result of collaborative review) for enhancement of Bradford County’s sex education component of larger health education curriculum (Baseline: new action, Target: written recommendations developed and implemented, Data Source: Meeting minutes)</p>	<p>HP 2030: FP-03, FP-04, FP-05, FP-06, FP-07, FP-08 Florida SHIP: MCH2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>Objective CD3.4: By June 30, 2022 research and make written recommendations for teen-focused clinical services at DOH/New River (Baseline: new action, no recommendations</p>	<p>HP 2030: FP-03, FP-04, FP-05, FP-06, FP-07, FP-08, FP-11 Florida SHIP: MCH2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>

<p style="text-align: center;">Bradford County CHIP Objectives</p>	<ul style="list-style-type: none"> • HP 2030 = Healthy People 2030 (bold = exact match of objectives) • Florida SHIP = Florida State Health Improvement Plan, 2017 – 2021 • NPS = National Prevention Strategy • NSS Health Equity: National Stakeholder Strategy for Achieving Healthy Equity
<p>exist, Target: written recommendations, Data Source: DOH Bradford)</p>	
Strategic Priority: Maternal and Child Health (MCH)	
<p>MCH1 Strategies: Address prenatal care options and services, provide risk-appropriate prenatal, preconception and interception care, educate on safe sleep, healthy weight and nutrition, tobacco, alcohol and drug use</p> <p>Objective MCH1.1: By December 31, 2023 reduce the rate of births to Union County mothers who smoked during pregnancy by 5% (Baseline: 15.1% of births (2017-19), Target: 14.3% (State rate 4.4), Data Source: FLCHARTS)</p>	<p>HP 2030: MICH-10, TU-15 Florida SHIP: MCH1, MCH1.2, CD1 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care</p>
<p>Objective MCH1.2: By December 31, 2023 increase the percentage of mothers who initiate breastfeeding by 5% (Baseline: 74.8% (2017-19), Target: 78.5% (State rate 86.1), Data Source: FLCHARTS)</p>	<p>HP 2030: MICH-15, MICH-16 Florida SHIP: MCH1, HW1.2 NSS Health Equity: Goal 3 Health System and Life Experience, Strategy 8: Access to Care, Strategy 13: Social and Economic Conditions</p>

Appendix

This Appendix includes the following sections:

- Bradford County Community Health Improvement Planning Steering Committee Members and Partner Organizations
- Bradford County Visioning Results
- Bradford County CHIP Implementation Action Plan Template

BRADFORD COUNTY COMMUNITY HEALTH IMPROVEMENT PLANNING (CHIP) STEERING COMMITTEE MEMBERS

- Joseph Benton, Executive Director, ACORN Clinic
- Ann-Marie Carroll, Suwannee River Area Health Education Center (SRAHEC)
- Cathy Cook, Systems Change Analyst, Suwannee River Area Health Education Center (SRAHEC)
- Michella Daniel, Hanley Foundation
- Patricia Evans, President Capital City Bank, Bradford-Clay Counties
- Dan Fox, L.C.S.W., Florida Department of Health Bradford and Union Counties
- Valeria Gorden, Director of Bradford and Union, Meridian Behavioral Healthcare
- Jenna Hewett, Executive Director, Bradford Community Coalition
- Amie Johns, Health Officer and Administrator, Florida Department of Health Bradford and Union Counties
- Kelsey Reddish Lewis, Human Services Program Specialist, SNAP-Ed, Florida Department of Health Bradford and Union Counties
- Dan Mann, Operations Manager, Florida Department of Health Bradford and Union Counties
- Candace Osteen, Tobacco Prevention Specialist, QuitDoc Foundation
- Shelby Parmenter, Certified Registered Dental Hygienist, Florida Department of Health Bradford and Union Counties
- Iana Patterson, Safe Communities
- Tracy Toms, Human Services Program Specialist, Diabetes Prevention Program, Florida Department of Health Bradford and Union Counties
- Pam Whittle, President/CEO North Florida Regional Chamber of Commerce
- Debbie Williams, Human Services Program Specialist, Heart Health Plus, Florida Department of Health Bradford and Union Counties

CHIP COMMUNITY PARTNER ORGANIZATIONS

- ACORN Clinic
- Bradford County Community Coalition
- Bradford County Health Advisory Group
- Bradford County Tobacco Free Partnership
- Hanley Foundation
- Meridian Behavioral Healthcare
- North Florida Regional Chamber of Commerce
- Starke Church of God by Faith
- Suwannee River Area Health Education Center

BRADFORD COUNTY VISIONING RESULTS

Characteristics of a Healthy Bradford County

Visioning Exercise – June 11, 2020

Healthcare System Factors and Attributes	Behavior and Environment-related Factors and Attributes
Access to health care services	Community-wide knowledge of existing services and resources
Access to mental health care services	Strong collaboration among agencies, partners, community members
Access to specialty care services	Wide outreach and in-person interactions
Access to dental care	Trust and openness
Communication networks	Leaders who listen to the community
Strong health advisory group with focus beyond health services to include education, employment, housing and other social issues	Opportunities for physical activity and improving overall health for the whole community

Source: Bradford County visioning exercise results, June 11, 2020, prepared using WordItOut by Enideo by WellFlorida Council, 2020

BRADFORD COUNTY CHIP IMPLEMENTATION ACTION PLAN TEMPLATE

Bradford County Community Health Improvement Plan (CHIP) Action Plan

Strategic Priority:					
Goal:					
Strategy:					
Objective:					
Data Source:					
Background on Strategy:					
<i>Source or Evidence-base:</i>					
<i>Policy Change</i> (yes/no):					
<i>Health equity or disparity to be addressed</i> (if applicable):					
Action Plan:					
Activity	Lead Person & Organization	Performance Measurement (Product, Deliverable, Result)	Resources Needed	Target Date	Status or Progress

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: 11/7/23

AGENDA ITEM Adopt new Animal Code Enforcement Items

DEPARTMENT: Bradford County Sheriff's Office

PURPOSE: Create a safer environment by holding citizens accountable

ASSOCIATED COST(S): 0

BUDGET LINE (G/L #):

Animal Control Fines

Impoundment

Reclaim fee 35.00.

5.00 per day

Subsequent impounds occurring within twelve (12) months are charged at double these rates.

Court Fee

1st. (\$50.00)

2nd (\$100.00)

3rd (\$150.00) for a third offense to be paid to the county animal control within seventy-two (72) hours in full satisfaction of the assessed penalty.

(\$500.00) maximum penalty

Admin Fee for Investigation \$200.00

Livestock

care of impounded animals the sum (\$50.00) for impoundment (\$10.00) a day for feed

advertising or posting notices of sale of impounded \$250.00.

recording of sale of impounded animals (\$10.00) for the first page (\$8.50) for each page thereafter

Civil infraction (interfere with animal control officer while on duty - \$50.00

Rabies control

\$60.00 for 10-day Quarantine

Animal waste

on public walks, recreation areas, beaches, or public property

1st - warning

2nd - \$15.00

3rd - \$ 30.00

- **Definitions.**

As used in this article, the following terms are defined below:

Abandon means to forsake or neglect or refuse to provide or perform the legal obligations for care and support of an animal by its owner, harbinger or agent.

Adequate food means food that is of sufficient quantity and nutritive value to maintain each animal in good health. The owner shall ensure that adequate food is accessible to each animal, and is provided in a clean and sanitary manner, is placed so as to minimize contamination by excrement and pests, and is provided at suitable intervals for the species, and condition of the animal, which is at least once daily except as prescribed by a veterinarian.

Adequate shelter means shelter that is suitable for the species, age, condition, size, and type of each animal, and provides adequate space for each animal, is safe and protects each animal from injury, weather elements (including severe weather"), adverse effects of heat or cold, physical suffering, and impairment of health. The owner shall ensure that the shelter is properly cleaned, enables each animal to be clean and dry, except when detrimental to the species, and for dogs and cats provides a solid surface and resting platform, pad, floor, mat or similar device that is large enough for the dog or cat to lie on in a normal manner and can be maintained in a sanitary manner. Examples of inadequate shelter include, but are not limited to, lean-tos, metal drums, wire or airline carrier crates, cardboard boxes, abandoned vehicles, or material that does not provide sufficient protection from the elements. The area shall be free of any accumulated waste or external parasites, so that the animal shall be free to walk or lay down without coming into contact with any such waste or parasites. Livestock are exempt from shelter requirements.

Adequate space means a space that allows an animal or livestock to easily sit, stand, lie down, turnabout and make other normal body movements in a comfortable position for an animal or livestock.

Adequate water means a clean, fresh, potable water of a drinkable temperature. Adequate water shall be provided in a suitable manner, in sufficient volume, and at suitable intervals, at all times to maintain normal hydration for the age, species, condition, size and type of each animal, except as prescribed by a veterinarian, and that the water is provided in a clean, durable receptacle, which is accessible to each animal and is placed so as to prevent contamination of the water by excrement and pests.

Animal shall be held to include every living dumb creature, which includes livestock.

Animal-at-large means any animal, excluding livestock, not under the restraint of a person capable of controlling the animal on/or off the premises of the owner. However, a hunting dog shall not be considered to be at large when he is found to be within a designated hunting area.

Animal control means the county animal care and control center.

Animal control officer means any person designated by the state or county government as a law enforcement officer who is qualified to perform animal control duties under the laws of this state.

Animal cruelty means any act or acts of neglect, torture, or torment that causes unjustifiable pain to or suffering of an animal.

Animal shelter means any facility operated by a county agency or its authorized agents, for the purpose of impounding animals under the authority of this article or state law for care, confinement, return to owner, adoption or euthanasia.

Designated hunting area means state designated wildlife management area or privately owned land designated for hunting.

Livestock means cattle, sheep, swine, horses, mules, goats, and any other domestic animal that can or may be used in the preparation of animal products.

Owner means any person, partnership, or corporation owning, keeping, or harboring one (1) or more animals. An animal shall be deemed to be harbored if it is fed or sheltered for three (3) consecutive days or more.

Responsible person means a person who cares for, looks after, and is responsible for property and animals in the absence of their owner. Such person may be found to have taken on the responsibility pursuant to direct agreement with the owner, or by imputation through their actions in providing adequate food, water, shelter, and otherwise caring for the subject animals.

Nuisance animal(s) refers to an animal or animals exhibiting behavior that: causes (or is about to cause) property damage, presents a threat to public safety, or. causes an annoyance within, under or upon a building.

Restraint means any animal secured by a leash or lead under the control of a responsible person and obedient to that person's commands, or within the real property limits of its owner. However, a hunting dog shall not be considered to be at large when he is found to be within a designated hunting area.

Vicious/dangerous animal means any animal that attacks, bites, or injures human beings or domesticated animals without adequate provocation, or which, because of temperament, conditioning, or training, has a known propensity to attack, bite, or injure human beings or domesticated animals, or, as defined pursuant to F.S. § 767.11 has aggressively bitten, attacked, or endangered or has inflicted severe injury on a human being on public or private property; has more than once severely injured or killed a domestic animal while off the owner's property; has been used primarily or in part for the purpose of dog fighting or is a dog trained for dog fighting; or has, when unprovoked, chased or approached a person upon the streets, sidewalks, or any public grounds in a menacing fashion or apparent attitude of attack, provided that such actions are attested to in a sworn statement by one (1) or more persons and dutifully investigated by the appropriate authority.

- **Nuisance Animal** the animal control officer, or police officer may issue to the known owner a notice of ordinance violation. Such notice shall impose upon the owner for a first offense a penalty of Twenty-five dollars (\$25.00), fifty dollars (\$50.00) for a second offense, and one hundred dollars (\$100.00) for a third offense to be paid to the county animal control within seventy-two (72) hours in full satisfaction of the assessed penalty. In the event that such penalty is not paid within the time period prescribed, a criminal warrant shall be initiated before a magistrate and upon conviction of a violation of this article, the owner shall be punished as provided the Civil citations and penalties of this article.

- **Restraint.**

- A) All animals shall be kept under restraint. However, a hunting dog shall not be considered to be at large when he is found to be under restraint while engaged in hunting.
- B) Each owner shall exercise proper care and control of his animals to prevent them from becoming a public nuisance.
- C) Every female dog or cat in heat shall be confined in a building or secure enclosure in such a manner that such female dog or cat cannot come into contact with another animal except for planned breeding.
- D) Every vicious animal shall be confined by the owner within a building or secure enclosure and shall be securely muzzled or caged whenever off the premises of the owner.

- **Impoundment and violation notice.**

Public nuisance animals shall be taken by the animal control officers and impounded in an animal shelter and there confined in a humane manner.

Impounded dogs, cats, shall be kept for not fewer than three (3) working days unless reclaimed by owner. Exceptions to the holding period shall be made at the discretion of the shelter manger or other appointed designee, or when the impounded animal is so severely injured, sick or diseased that euthanasia is a humane choice, per F.S § 828.05.

An owner reclaiming an impounded dog, cat shall pay a fee to animal control of thirty-five dollars (\$35.00) and five dollars (\$5.00) for each day or any part thereof the animal has been impounded. Subsequent impounds occurring within twelve (12) months are charged at double these rates.

Any animal not reclaimed by its owner within three (3) working days shall become the property of the Bradford County Animal Services and shall be placed for adoption within the animal service facility, a rescue group, or humanely euthanized.

In addition to, or in lieu of, impounding an animal-at-large, the animal control officer, or police officer may issue to the known owner a notice of ordinance violation. Such notice shall impose upon the owner for a first offense a penalty of fifty dollars (\$50.00), one hundred dollars (\$100.00) for a second offense, and one hundred fifty dollars (\$150.00) for a third offense to be paid to the county animal control within seventy-two (72) hours in full satisfaction of the assessed penalty. In the event that such penalty is not paid within the time period prescribed, a criminal warrant shall be initiated before a magistrate and upon conviction of a violation of this article, the owner shall be punished as provided Civil citations and penalties of this article.

The director of animal control and code enforcement or his/her designee shall keep complete and accurate records of the care, feeding, veterinary treatment, and disposition of all animals impounded at the animal control facility.

The animal control department shall keep all adoptable animals available for a minimum of Twenty-seven (27) days after the three (3) day quarantine period. On the (30) thirty day, if there is no adoption, foster or commitment in place the animal may be humanely disposed of at the discretion of the director, or Animal Service appointed personal

- **Dangerous dogs.**

A) The provisions of F.S §§ 767.10—767.16, or their successor, which apply to dangerous dogs, are hereby adopted by reference.

B) The purpose of this section is to implement the above statutes within the county by establishing hearing and appeal procedures pertaining to the classification of a dog as a dangerous dog and conforming to the statute.

1) Any dangerous dog investigation arising under the Florida Statutes shall be conducted by animal control. If animal control makes an initial determination that sufficient cause exists to classify the dog, that is the subject of the investigation, as a dangerous dog, then animal control shall provide to the owner of the dog a written notification of the sufficient cause finding by registered mail, certified hand delivery, or service in conformance with the provisions of F.S ch. 48, relating to service of process. Copies of F.S § 767.12 and this section shall be provided to the owner along with such written notification. The notification shall inform the owner that within a period of seven (7) calendar days immediately following the date of service thereof, the owner may file with animal control a written request for a hearing before the code enforcement board on the issue of whether a final determination classifying the dog as a dangerous dog should be made. The notification must inform the owner that the owner's failure to cause such a request to have been actually filed with the code enforcement board within such seven (7) day period shall be deemed a waiver of the owner's right to a hearing, and that animal control may proceed without delay in making a final determination classifying the dog as a dangerous dog based upon its initial determination. If the owner of the dog shall properly and timely request a hearing, animal control shall immediately schedule a hearing with the code enforcement board, to be conducted not more than twenty-one (21) calendar days and not sooner than five (5) days after receipt of the request from the owner.

Animal control shall serve written notice upon the owner regarding the date, time and place of hearing.

2) Following the conclusion of the hearing, the director of animal control and code enforcement may proceed without delay in making a final determination, on behalf of animal control, whether to classify the dog as a dangerous dog. Upon the making of any final determination classifying the dog as a dangerous dog by the code enforcement board, animal control shall promptly provide to the owner of the dog a written notification thereof by registered mail, certified hand delivery, or service in conformance with the provisions of F.S ch. 48, relating to service of process. Such notification must inform the owner of the owner's right to file a written request for a hearing in the county court to appeal the dangerous dog classification within ten (10) business days after receipt thereof and that, if the owner has custody of the dog, the owner must confine the dog in a securely fenced or enclosed area pending a resolution of the appeal.

3) Within ten (10) business days immediately following receipt from animal control of written notification of a final determination classifying a dog as a dangerous dog, the owner of the dog may file with the county court a written request for a hearing in the county court to appeal the dangerous dog classification. The owner must pay all applicable filing fees. The owner's failure to timely file such request shall be jurisdictional. For purposes of the appeal proceeding, the parties shall be the animal control department and the owner of the dog. Each party shall promptly serve upon the other copies of all documents filed with the court in connection with the appeal proceeding. Such service shall be certified as provided in the state rules of civil procedure and may be accomplished in any manner authorized under said rules. The county court shall promptly conduct a trial de novo on the issue whether the dog should be classified as a dangerous dog.

4) When it has been established that the animal has been classified as a dangerous dog, owners, at their own expense, are required to have such dog microchipped as recommended by the Florida Animal Control Association (FACA).

A) As an added form of identification, each dangerous dog shall be required to wear a large reflective identification tag using fluorescent coloring. The

word "dangerous" should be boldly imprinted on the tag to be clearly read from a safe distance. The telephone number should be included on this tag.

B) All dangerous dogs should be surgically sterilized at the owner's expense.

C) A proper enclosure to confine a Dangerous Dog. Such enclosure shall have secure sides and a secure top to prevent the dog(s) from escaping over, under, or through the structure and shall also provide protection from weather elements (including severe weather).

D) The posting of Dangerous dog/Beware of Dog signs clearly visible at all entry points that inform both children and adults of the presence of the Dangerous dog.

E) Certificates of registration to be renewed yearly

F) Rabies Certificate

- **Rabies control.**

A) Quarantine. Every animal which bites a person shall be promptly reported to animal control, and shall thereupon be securely quarantined at the direction of animal control for a period of ten (10) days. Animal shall not be released from such quarantine except by written permission of animal control. Any animal showing any signs of illness should be evaluated by a veterinarian, and if any signs suggestive of rabies are apparent the animal should be euthanized and the head shipped for testing. At the discretion of animal control, such quarantine may be on the premises of the owner, at the county animal shelter.

B) Owner is responsible for all associated costs related to quarantine and updated rabies proof. Upon demand by animal control, the owner shall surrender any animal which has bitten a human, or which is suspected as having been exposed to rabies. Upon submission of fee of Sixty dollars (\$60.00) for a 10-day quarantine, and a updated rabies certification at the owners choice of veterinarian within Bradford county.

C) Death while under quarantine. When an animal under quarantine has been diagnosed as being rabid, or suspected by a licensed veterinarian as being

rabid, or dies while under such observation, animal control shall immediately send the head of such animal to the appropriate health department for pathological examination and shall notify the proper public health officer of reports of human contacts, and the diagnosis made of the suspected animal.

D) Area quarantine. When a laboratory report, either preliminary or final, gives a positive diagnosis of rabies the health officer for the county may declare a certain area quarantined for a period of thirty (30) days, and upon invoking of such quarantine, no animal shall be permitted to be at large, except on a leash and accompanied by a responsible person, during such period of quarantine. During such quarantine, no animal may be taken or shipped from the county without written permission of animal control. During this quarantine period, and as long afterward as he/she decides it is necessary to prevent the spread of rabies, the local county health officer shall require all animals, three (3) months of age or older, to be vaccinated against rabies with a canine rabies vaccine approved by the biologics control section of the U.S. Department of Agriculture. The types of approved canine anti-rabies vaccine to be used and the recognized duration of immunity for each shall be established by the local health officer. All vaccinated animals shall be restricted (leashing or confinement on enclosed premises) for thirty (30) days after vaccination. During the quarantine period, the local health officer shall be empowered to provide for a program of mass immunization by the establishment of temporary emergency canine rabies vaccination clinics strategically located throughout the area of health jurisdiction.

No animal which has been impounded is allowed to be adopted by animal control during the period of rabies emergency quarantine, except by special authorization of the public health officer and animal control. Unvaccinated dogs, and cats exposed to a known rabid animal should be euthanized immediately.

E) Extension of quarantine. In the event there are additional positive cases of rabies occurring during the period of the quarantine, such period of quarantine may be extended for an additional two (2) months.

F) Violation of provisions. No person shall kill, or cause to be killed, any rabid animal; any animal suspected of having been exposed to rabies, or any animal which has bitten a human, in an attempt to defeat the purposes of this article, except as herein provided, nor remove same from the county without written permission from animal control.

G) Surrender of carcass. The carcass of any dead animal exposed to rabies shall, upon demand, be surrendered to animal control.

H) Disposition of infected animal. Animal control shall direct the disposition of any animal found to be infected with rabies.

I) Compliance required. No person shall fail or refuse to surrender any animal for quarantine or destruction as required herein when demand is made thereof by animal control.

- **Reports of bite case.**

It shall be the duty of every physician, or other practitioner to report to animal control the names and addresses of persons treated for bites inflicted by animals, together with such other information as will be helpful in rabies control.

- **Responsibilities of veterinarians.**

It shall be the duty of every licensed veterinarian to report to animal control his/her diagnosis of any animal observed by him/her as a rabies suspect.

- **Exceptions.**

Hospitals, clinics, and other premises operated by licensed veterinarians for the care and treatment of animals are exempt from the provisions of this article, except where such duties are expressly stated. The licensing and vaccination requirements of this article shall not apply to any animal belonging to a nonresident of the county and kept within the county for not longer than thirty (30) days, provided all such animals shall at all times while in the county be kept within a building, enclosure or vehicle, or be under restraint by the owner.

Investigation and enforcement.

For the purpose of discharging the duties imposed by this article and to enforce its provisions, any agent of animal control or any sworn officer of the sheriff's department shall have the authority, pursuant to F.S. ch. 828, to implement and administer the provisions of this article. The agent of animal control and sworn officer of the sheriff's department are authorized to conduct investigations and issue citations for violations of this article pursuant to F.S. ch. 828, and the provisions of this article.

Any agent of animal control may enter the premises where any animal is kept in a reportedly cruel or inhumane manner and demand to examine such animal and to take possession of such animal when, in his/her opinion, it requires humane treatment.

Interference with authorities.

It shall be a violation of this article to interfere with, hinder, or molest any animal control agent of the county in the performance of any duty of such agent, or seek to release any animal in custody of animal control, except as herein provided.

Animal care and animal cruelty.

- A) Each owner shall provide his/her animals or livestock with adequate food, water, care and treatment to include adequate shelter, veterinary care when needed to prevent suffering, and humane care and treatment.
- B) It is unlawful for any person to subject any animal to animal cruelty. No person shall beat, cruelly ill-treat, torment, overload, overwork, or otherwise abuse an animal or livestock, or cause, instigate, or permit any dogfight, cockfight, bullfight, or other combat between animals or livestock or between animals or livestock and humans.
- C) No owner of an animal shall abandon such animal.
- D) No person shall crop a dog's ears, dock a dog's tail, or declaw a cat except a licensed veterinarian.

- E) Any violation of F.S. § 828.12.
- F) Any violation of F.S. § 828.13.
- G) Any person who, as the operator of a motor vehicle, strikes a domestic animal shall stop at once and render such assistance as may be possible without risking personal safety and shall immediately report such injury or death to the animal's owner; in the event the owner cannot be ascertained and located, such operator shall at once report the accident to the appropriate law enforcement agency or to animal control.
- H) No person shall expose any known poisonous substance, whether mixed with food or not, with the intention to harm any animal excluding vermin.
- I) The unsupervised, unattended outdoor tethering of a dog or cat is prohibited except as provided herein:
 - (1) The owner or responsible person must be outside with the dog or cat. The dog or cat must be in visible range of the owner or responsible party.
 - (2) The tether must be attached to the dog or cat by a properly applied, buckle-type nylon or leather collar, or halter or harness, with a swivel hook, and configured so as to protect the animal from injury and death and prevent entanglement with other objects and/or animals. Welded metal chain link or logging chains and vehicle tow chains may not be used to tether an animal.
 - (3) The tether shall not be attached to a stationary object or trolley at a point or location that would allow the animal to extend the tether over a fence or other object or edge in such manner that could result in the strangulation of or injury to the animal.
 - (4) The foregoing provisions regarding tethering do not apply to dogs or cats participating in or attending an organized show, field trials, or sanctioned events.
 - (5) The animal, while restrained by tether, is able to access shelter to protect the animal from the weather, extreme temperatures and direct sunlight; and is able to access adequate water and adequate food.
 - (6) A tethered dog or cat must be at least six (6) months in age and free of illness and injury.
 - (7) The provisions of subsection (1) above, do not apply to dogs that are kept or used for a bona fide farm operation on lands classified as agricultural pursuant to F.S. § 193.461 [cf. §§ 163.3162(3)(a), and F.S. § 823.14(6); see definitions of "farm," "farm operation," and "farm product" at F.S. § 823.14(3)].

(8) Multiple dogs must be tethered separately. Dogs may not share running lines or be near enough to each other that they may become entangled.

(9) Tethering regulations only apply to dogs and/or cats.

(10) It shall be unlawful for any person to cause, procure or inflict cruelty to or upon animals, whether or not such cruelty results in severe injury or death. It shall be considered causing, procuring, and/or inflicting cruelty, if the following occurs: Carrying any animal in or upon any vehicle in an inhumane way so as not to provide for the protection, safety and comfort of the animal being carried in conformance with federal, state and county requirements including, but not limited to, an animal which is enclosed in a vehicle and showing signs of hyperthermia.

J) It shall be unlawful for the owner of an animal to allow the animal, to bark, meow, whine, howl, or to make other sounds common to its species, persistently or continuously for a period of thirty (30) minutes or longer when such animal is not contained within an enclosure sufficient to baffle loud noises and render them reasonably unobjectionable as evidenced by signed affidavits, provided by animal control, by not less than two (2) separate neighboring residences or audio/visual recording

(1) Hunting dogs, while under their owner's command and engaged in legal hunting activities or training procedures, shall be exempt from this section.

(2) Guardian dogs used for predator protection on farms defined in F.S. § 823.14(3), shall be exempt from this section.

Keeping of wild animals.

A) No person shall own, possess, or have custody on his/her premises any wild or vicious animal for display, training, or exhibition purposes, whether gratuitously or for a fee. This section shall not be construed to apply to AAZPA accredited facilities.

B) No person shall keep or permit to keep any wild or vicious animal as a pet.

C) Animal control shall have the power to release or order the release of any infant wild or vicious animal under temporary permit that is deemed capable of survival.

Confinement of livestock.

A) Running at large prohibited—Responsibility of owner

- 1) It shall be unlawful for livestock to run or roam at large within the county.
- 2) Every person owning or having the custody and control of livestock is prohibited from permitting and is hereby required to prevent them from running or roaming at large within the county.

B) Running at large prohibited—Impoundment fees.

1) It may be the duty of the animal control officer to impound any livestock found at large within the county. The animal control officer may make every effort to attempt notification of the owner and may work with the owner as to an alternate remedy other than impoundment.

2) Compensation to animal control for the impounding of livestock shall be as follows:

- A) For impounding each animal, the sum of Fifty dollars (\$50.00)
- B) For feed of impounded animals, the sum of ten dollars (\$10.00) per day per animal
- C) For advertising or posting notices of sale of impounded animals, the same as provided by law for advertising property for sale under process.
- D) Two Hundred dollar flat (\$200.00) admin fee

C) Notice of impounding—Unknown owner.

1) Within twenty-four (24) hours of impoundment, animal control may notify the owner via phone and may post the notice of impoundment on the owner's residence, structure or fence and may also notify the owner by certified mail, return receipt.

2) In case the owner or person in charge of said livestock be unknown to the impounder, then the notice to the owner, his agent, or person in charge, may be omitted, provided a notice, addressed to "all whom it may concern" containing a description of the animal impounded, and notifying all persons interested in the animal to redeem the animal within three (3)

days from and after the posting of the notice, shall be posted, on the county's website, the Bradford County Court house and at Animal control.

D) Failure of owner to redeem; notice and sale.

1) Unless the impounded animal is redeemed within three (3) days from notice to the owner, his agent, or the person in charge of the animal, or within three (3) days from the mailing or the posting of the notice, by paying to the impounder, or agent, all impoundment costs, the animal control officer shall give notice that he/she will sell the impounded animal at public auction for cash to the highest bidder at a given place, day, and time. The notice shall give the number and kind of animals to be sold, together with the name of the owner, if known.

2) That sale shall be held not less than five (5) nor more than ten (10) days from and after the publication or the posting of notice, as provided in paragraph (1) above. The notice may be served, either by publishing it one time in a newspaper of general circulation published in the county, or by posting it at three (3) conspicuous places in the county, one of which shall be at all the courthouse doors. The animal control officer at the place, day and time mentioned in the notice, shall sell the animal at public auction for cash, unless redeemed before the sale. Upon payment of the purchase price at the sale, the animal control officer will deliver to the purchaser a bill of sale for the animal, which fully vests title to the animal.

E) Disposition of unredeemed and unsold livestock. If there are no bidders for the animal at the auction, the caretaker has the option to take ownership of the animal in return for having provided feed and care.

F) Disposition of proceeds of sale—Payment of deficiency.

1) Any proceeds from the auction shall go to animal control to be disbursed for all fees and costs to the appropriate party.

2) If the amount realized from the auction is not sufficient to pay all fees and costs, the deficit shall be paid by the county from its fine and forfeiture fund.

G) Right to redeem. The owner of the animal shall have the right, at any time before the sale, to redeem the animal, by paying all impounding fees, keeping charges, advertising and other costs incurred.

H) Personal liability for damages; lien. The owner or person having the care, custody and control of any livestock at large within the county boundaries shall be personally liable to any and all persons damaged in person or property by the livestock, said damage to be recovered in the county court, having jurisdiction, and the person suffering the damage shall have a lien upon the animal subject, however, to all impounding costs and charges, to secure the payment of his damages.

I) Penalty. The owner, or person having the care, custody and control of, any animal who permits the animal to run at large within the county or who shall release the animal after being impounded, shall be guilty of a misdemeanor, and shall be punished as is provided for misdemeanors under the general laws of the state.

Animal waste.

The owner of every animal shall be responsible for the removal of any excreta deposited by his/her animal(s) on public walks, recreation areas, or public/private property other than the animal(s) owner's property. Any violation of this section shall result in a warning for a first offense, a fee of fifteen dollars (\$15.00) payable to animal control for the second offense, and thirty dollars (\$30.00) for each subsequent offense.

Enforcement.

It shall be a violation of this article to interfere with an animal control officer in the performance of his/her duties shall be a civil infraction of fifty dollars (\$50.00) payable to clerk of courts.

Records.

- A) It shall be the duty of animal control to keep, or cause to be kept, accurate and detailed records of the licensing, impounding and disposition of all animals coming into its custody.
- B) It shall be the duty of animal control to keep, or cause to be kept, accurate and detailed records of all bite cases reported to him/her, and his/her investigation of same. In addition, such animal bite wounds should be reported to the county health department.
- C) It shall be the duty of animal control to keep, or cause to be kept, accurate and detailed records of all monies belonging to the county. Such records shall be open to inspection at reasonable times by persons responsible for similar records of the county. An audit of the records of animal control shall be performed in the same manner as other county records are audited.

Adoption of dogs and cats.

A) Procedures.

1)The board of county commissioners shall adopt, by separate resolution, fees and procedures for the adoption of dogs and cats from the animal service department. Said fees and procedures shall be reviewed periodically by the board of county commissioners. The fees shall include an amount deemed adequate to assure the spay/neutering for the puppies and kittens.

2)The board of county commissioners shall provide an adoption contract to all persons wishing to adopt any dog or cat from animal service department, pursuant to the provisions of F.S § 823.15.

3) The adoption contract shall provide:

A) The county shall give to the adopter title, possession, and control of the dog(s) or cat(s) for so long as the adopter(s) complies with the terms of the contract.

B) The county would retain the right to regain title, possession, and control of the adopted animal(s) until a veterinarian certifies that the required vaccinations and surgical sterilization has been completed. The county shall pick-up animal(s) if this certification is not received. All

animals three (3) months or older must have a rabies vaccination. An animal vaccinated at three (3) months of age must be re-vaccinated at one (1) year of age. Animals vaccinated at four (4) months of age or older must be re-vaccinated one (1) year from that date.

C) The contract shall provide a provision for the exchange for animals in poor health or those that die of natural causes within a certain period of time.

D) The contract shall also provide a specific time limit within which the dog(s) or cat(s) shall be taken to a veterinarian for examination, vaccinations, and sterilization and vaccination.

E) The contract may also have other specific provisions and conditions, as approved by the board of county commissioners.

B) Reclaiming of an animal. The provisions as to spay/neutering shall not apply to animal owners who are reclaiming a lost animal and can provide the animal control officer or his designee with sufficient information to indicate ownership of the animal.

C) If an owner surrenders a previously adopted animal, then that owner will not be permitted to re-adopt unless the animal was sick, etc.

Civil citations and penalties.

An animal control officer is authorized to issue a citation to a person when the animal control officer has probable cause, based upon direct evidence, observation, or a sworn affidavit from a witness, to believe that the person has committed a civil infraction in violation of this chapter and the county court will hear the charge. An animal control officer based upon the individual circumstances and available facts (including any known history), prior to issuing a citation, may issue a warning citation containing an explanation of the circumstances and recommended corrective action and establishing a reasonable time period in which the person must correct the violation. If a warning citation is issued, the animal control officer will perform a follow-up investigation to determine whether the situation still exists.

Whenever possible, a citation issued by an animal control officer shall be hand delivered to the violator (or the violator's representative having custodial responsibilities at the location of the violation). If the animal control officer is unable to hand deliver the citation, the animal control department shall send a letter by certified mail to the violator. Failure to accept delivery of the certified letter shall be considered a willful refusal to sign for and accept issuance of the citation.

After issuing the citation, the issuing officer shall deposit the original and one (1) copy of the citation with the county court in and for the county.

A citation issued by an animal control officer shall contain:

- (1) The date and time of issuance.
- (2) The name and address of the person to whom the citation is issued.
- (3) The date and time the civil infraction was committed.
- (4) The facts constituting probable cause.
- (5) The ordinance code section violated.
- (6) The name and authority of the animal control officer.
- (7) The procedure for the person to follow for payment of the civil fine, to contest the citation or to appear in court as required.
- (8) The applicable civil fine if the person elects to contest the citation.
- (9) The applicable civil fine if the person elects not to contest the citation.
- (10) A conspicuous statement that if the person fails to pay the civil fine within the time allowed or fails to appear in county court to contest the citation, the person shall be deemed to have waived his/her right to contest the citation and that, in such case, judgment may be entered against the person for an amount up to the maximum civil fine.
- (11) A conspicuous statement that if the person is required to appear in court, he or she does not have the option of paying a fine in lieu of appearing in court.

Unless cited for a violation for which court appearance is mandatory, a person cited for a civil infraction shall, within ten (10) days of the date of receipt of the citation, either:

- (1) Pay the civil fine to the clerk of court; or
- (2) Obtain a court date from the officer of the clerk of the county court to appeal the citation.

If a person fails to pay the civil fine within the time prescribed in the citation or fails to obtain a court date, or having obtained a court date, fails to appear in court to contest the citation, the person shall be deemed to have waived the right to contest the citation. In such case, final judgment may be entered against the person in the maximum civil fine allowed, which shall be payable within sixty (60) days from the date of execution of the final judgment.

*****Persons cited for the following must appear in county court:

- (1) Violators of this section, resulting in the unprovoked biting, attacking or wounding of a person or domestic animal;
- (2) Violations of this section, resulting in the destruction or loss of personal property;
- (3) Second or subsequent violations the Animal care and animal cruelty of this article.
- (4) Violations resulting from the issuance of a third or subsequent citation to a person.

For citations involving the above listed mandatory court appearance violations, the citation shall specify that the court appearance is mandatory. If a person so cited fails to appear within the time prescribed in the citation to obtain a court date or having obtained a court date, fails to appear in court, a default final judgment may be entered against the person in the maximum civil fine payable within sixty (60) days from the date of execution of final judgment.

Per F.S. § 828.27, a violation of any provision of this article by any person will be considered a civil infraction with a maximum civil penalty not to exceed five hundred dollars (\$500.00).

Whenever a provision of this article does not establish a specific fine for failing to do any act or thing required or for doing any act or thing prohibited, in addition to court costs, the civil fine for such civil infraction, shall be not less than the amount designated in the fine schedule adopted by separate resolution of the board of county commissioners. Unless otherwise specifically provided in this article, each section and subsection is considered a separate violation.

Minimum penalties are hereby established considering the following:

- (1) The gravity of the violation.
- (2) The potential harm to the public.
- (3) The danger to the animal or other animals.
- (4) The potential adverse effect(s) on animals or people.
- (5) The previous violations.
- (6) The deterrent effect for future violations or violators.

A person who has committed a civil infraction, but does not contest the citation and pays the infraction in a timely manner, shall be assessed an uncontested fine amount as established by separate resolution of the board of county commissioners.

A civil penalty of less than the maximum civil penalty may be issued if the person who has committed the civil infraction does not contest the citation.

Any person who willfully refuses to sign and accept a citation issued by an officer shall be in violation of F.S. § 828.27(5) and this article and is guilty of a misdemeanor of the second degree punishable as provided in F.S. § 775.082 or F.S. § 775.083.

A two hundred dollar (\$200.00) admin fee will be charged and collected upon each civil fine imposed for each violation of this section, as authorized by F.S. § 828.27(4)(b). If the court adjudicates the violation as suspended or guilty with no fine, the surcharge shall still be charged and collected upon that violation, even if court costs are not assessed. The clerk of the court shall deposit the proceeds from such surcharge into a separate account for animal control and the funds shall be used only to pay the costs associated with training for animal control officers as required by state law.

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 7, 2023

AGENDA ITEM Professional Planning Services

DEPARTMENT: County Manager

PURPOSE: Two proposals for planning services have been received by the County Manager's office. The following two proposals are attached:

1. North Central Florida Regional Planning Council
2. CHW Inc



Serving Alachua
Bradford • Columbia
Dixie • Gilchrist • Hamilton
Lafayette • Levy • Madison
Suwannee • Taylor • Union Counties

2009 NW 67th Place, Gainesville, FL 32653-1603 • 352.955.2200

October 10, 2023

TO: Scott Kornegay, County Manager
FROM: Scott R. Koons, AICP, Executive Director
SUBJECT: Community Planning Services

The North Central Florida Regional Planning Council provides community planning services to north central Florida counties and cities pursuant to annual local government comprehensive planning assistance agreements. **The cost for the County for these services is \$13,000 annually.** Council staff services include the following items.

- Provide technical assistance interpretations of the County Comprehensive Plan;
- Provide technical assistance interpretations of the County Land Development Regulations;
- Prepare and process County Comprehensive Plan text amendments;
- Prepare and process Land Development Regulations text amendments;
- Process County Comprehensive Plan Future Land Use Plan Map amendments;
- Process County Land Development Regulations Official Zoning Atlas amendments;
- Prepare Planning and Zoning Board public hearing notices;
- Prepare Board of County Commissioners public hearing notices;
- Prepare Board of County Commissioners notices of enactment of ordinances;
- Draft Planning and Zoning Board resolutions subject to County Attorney legal form review;
- Draft Board of County Commissioners ordinances subject to County Attorney legal form review;
- Maintain geographic information system parcel-based Existing Land Use Map;
- Maintain geographic information system parcel-based Future Land Use Plan Map;
- Maintain geographic information system parcel-based Official Zoning Atlas;
- Maintain Future Land Use Plan Map Series;
- Prepare concurrency management assessments identifying capacity impacts to public facilities; and
- Prepare environmental site characteristics reports.

As part of an annual local government comprehensive planning agreement, Council staff assists the County with the completion of the statutorily required seven-year evaluation of the County Comprehensive Plan, pursuant to Section 163.3191, Florida Statutes, to identify any amendments to the County Comprehensive Plan to comply with changes in statutory requirements, prepare the comprehensive plan evaluation letter, and prepare and process the adoption of the evaluation-based comprehensive plan amendments at no additional cost.

In addition, as part of an annual local government comprehensive planning agreement, Council staff is available upon request to provide training for County staff and Board members at no additional cost.

xc: Randall Andrews, Zoning Director
Rich Komando, County Attorney

I:\lga contracts\2024\ncfrpc bradford county comprehensive planning services memorandum.docx

FISCAL YEAR 2024

LOCAL GOVERNMENT COMPREHENSIVE PLANNING SERVICES

AGREEMENT

BETWEEN THE

BOARD OF COUNTY COMMISSIONERS
OF BRADFORD COUNTY, FLORIDA

AND THE

NORTH CENTRAL FLORIDA REGIONAL PLANNING COUNCIL

This Agreement made and entered into this _____ day of _____ 2023, by and between the Board of County Commissioners of Bradford County, Florida, hereinafter referred to as the "Purchaser" and the North Central Florida Regional Planning Council, hereinafter referred to as the "Planning Council".

This AGREEMENT/CONTRACT IS ENTERED INTO BASED UPON THE FOLLOWING FACTS: The Purchaser desires to engage the Planning Council to render certain technical or professional services; and

The Planning Council possesses the qualifications and expertise to perform the services required.

NOW THEREFORE, THE PURCHASER AND THE PLANNING COUNCIL DO MUTUALLY AGREE AS FOLLOWS:

ARTICLE I - SCOPE OF SERVICES

The Planning Council agrees to provide services to the Purchaser in accordance with the terms and conditions set forth in Appendix A, Scope of Services, of this Agreement which is incorporated by reference herein and considered as an integral part of this Agreement.

ARTICLE II - COMPENSATION

The Planning Council shall be paid by the Purchaser a fixed fee of Thirteen Thousand Dollars and No Cents (\$13,000.00) for services provided in completing the Scope of Services described in Appendix A, which is incorporated herein by reference.

Payment to the Planning Council for services rendered in accordance with the Scope of Services as set forth in Appendix A, Scope of Services, of this Agreement, which is incorporated by reference herein and considered as an integral part of this Agreement, will become due within thirty (30) days following receipt by the Purchaser of a requisition of payment. Requisitions may be made on a monthly basis.

ARTICLE III - TIME COMPLETION

This Agreement shall begin on October 1, 2023 and shall end on September 30, 2024. Any allowable costs incurred by the Planning Council during the period covered by this Agreement in providing services in performing the work described in Appendix A, Scope of Services, of this Agreement, which is incorporated by reference herein and considered as an integral part of this Agreement are eligible expenses chargeable to the Purchaser. However, if this Agreement is not executed by all parties, the Purchaser shall not be liable for any such costs incurred by the Planning Council.

ARTICLE IV - TERMINATION WITHOUT CAUSE

Each party may terminate this Agreement without cause providing fifteen (15) days written notice to the other. Written notice shall be via U.S. Mail, first class mail, postage prepaid, by certified mail, return receipt requested. In such an event, all finished or unfinished documents and other materials prepared by the Planning Council pursuant to this Agreement shall become the property of the Purchaser. Upon termination as provided in this Article, the Planning Council shall be reimbursed for all of its actual costs incurred in providing services hereunder this Agreement as the same are defined in Article II of this Agreement.

ARTICLE V - DEFAULT AND TERMINATION

The failure of either party to comply with any provision of this Agreement shall place that party at default. Prior to terminating this Agreement, the nondefaulting party shall notify the defaulting party in writing. Written notice shall be via U.S. Mail, first class mail, postage prepaid, by certified mail, return receipt requested. The notification shall make specific reference to the provision which gave rise to the default. The defaulting party shall then be entitled to a period of ten (10) days in which to cure the default. In the event said default is not cured within the ten (10) day period, the Agreement may be terminated. The failure of either party to exercise this right shall not be considered a waiver of such right in the event of any further default or noncompliance. Upon default and termination as provided in this Article, the Planning Council shall be reimbursed for all of its actual costs incurred in providing services hereunder this Agreement as the same are defined in Article II of this Agreement and all finished or unfinished documents and other materials prepared by the Planning Council pursuant to this Agreement shall become the property of the Purchaser.

ARTICLE VI - NONDISCRIMINATION

In carrying out the work of this Agreement, the Planning Council shall not discriminate against any employee or applicant for employment because of race, creed, color, sex, national origin or handicapped status. The Planning Council shall take affirmative action to ensure that applicants are employed and that employees are treated during employment, without regard to their race, creed, color, sex, national origin or handicapped status. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Planning Council agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this non-discrimination clause. The Planning Council shall, in all solicitations or advertisements for employees placed by or on behalf of the Planning Council, state that it is an Equal Opportunity/Affirmative Action Employer. The Planning Council shall incorporate the foregoing requirement of this paragraph in all subcontracts for services covered by this Agreement.

ARTICLE VII - LIABILITY

The Planning Council hereby agrees to hold harmless the Purchaser, to the extent allowed and required by law, from all claims, demands, liabilities and suits of third persons or entities not a party to this Agreement arising out of, or due to any act, occurrence, or omission of the Planning Council, its subcontractors or agents, if any, that is related to the Planning Council's performance under this Agreement.

ARTICLE VIII - ASSIGNABILITY

The Planning Council shall not assign any interest in this Agreement and shall not transfer any interest in the same (whether by assignment or novation), without the prior consent of the Purchaser.

ARTICLE IX - REPRESENTATIVES FOR THE PARTIES

In all matters relating to the performance of this Agreement, the County Manager of the Purchaser shall represent and act for the Purchaser and the Executive Director of the Planning Council shall represent and act for the Planning Council.

ARTICLE X - VENUE AND JURISDICTION FOR LITIGATION BETWEEN THE PARTIES

This Agreement shall be construed according to the laws of the State of Florida. Venue shall be exclusively in Bradford County, Florida for all litigation between the parties and all issues litigated between the parties shall be litigated exclusively in a court of competent jurisdiction of Bradford County, Florida. If any provision hereof is in conflict with any applicable statute or rule, or is otherwise unenforceable, then such provision shall be deemed null and void to the extent of such conflict, and shall be deemed severable, but shall not invalidate any other provision of the Agreement.

ARTICLE XI - AMENDMENT OF AGREEMENT

The Planning Council and the Purchaser by mutual agreement may amend, extend, or modify this Agreement. Any such modification shall be mutually agreed upon by and between the Planning Council and Purchaser and shall be incorporated in a written amendment to this Agreement, duly signed by both parties.

ARTICLE XII - COMPLETE CONTRACT

This Agreement, including Appendix A, Scope of Services, of this Agreement, which is incorporated by reference herein and considered as an integral part of this Agreement, constitutes the entire contract between the parties, and any changes, amendments, or modifications hereof shall be void unless the same are reduced to writing and signed by the parties hereto.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their undersigned officials as duly authorized on the date first above written.

BOARD OF COUNTY COMMISSIONERS
OF BRADFORD COUNTY

Attest:

Seal

Denny Thompson
County Clerk

Diane Andrews
Chair

NORTH CENTRAL FLORIDA
REGIONAL PLANNING COUNCIL

Attest:

Seal

Scott R. Koons
Executive Director

Janice D. Mortimer
Chair

APPENDIX A
SCOPE OF SERVICES
FOR THE
FISCAL YEAR 2024
LOCAL GOVERNMENT COMPREHENSIVE PLANNING SERVICES AGREEMENT

The following services will be provided by the Planning Council to the Purchaser.

- I. General Technical Assistance - conducting research, answering questions and assisting with comprehensive plan and land development regulations interpretations; and
- II. Amendment Assistance - preparing public notices, draft ordinances, data and analysis and concurrency review for comprehensive plan text and map and land development regulations text and zoning map amendments.

October 26, 2023

Scott Kornegay, MPA
County Manager
945 North Temple Avenue
Starke, Florida 32091
scott_kornegay@bradfordcountyfl.gov

RE: Professional Planning Assistance Services
Bradford County Florida

Dear Scott

It was a pleasure meeting with you and your staff regarding the City's need for general Professional Land Planning Services. CHW is currently under a continuing services contract with Bradford County that allows us to provide professional services to the County including Professional Land Planning Services. As we discussed, Bradford County currently is a member of the North Florida Regional Planning Council and gets various services from the Council for an annual fee plus reimbursement on a task specific basis. This proposal is to provide you with general land planning support services based upon our current approved rates or for the flat fees indicated with no initial commitment/fee that you currently encounter with the NFRPC.

CHW will provide the following scope of services to include but not limited to General Planning Services:

1. General Technical Assistance

Tasks in this section may include but not be limited to:

- Conducting research, answering questions, and assisting with comprehensive plan and/or land development regulations interpretations;
- Respond to public inquiries related to Future Land Use and/or Zoning designations, permissible uses, and the Planning / Development Review processes; and
- Provide Annexation support services such as preparation of Annexation support materials, Urban Services Reports, and Commission agenda items.

The tasks outlined in this section will be provided at the **CHW 2024 hourly rates** provided as an attachment to this proposal. These services will only be provided when requested by the Bradford County Board of County Commissioners (BoCC), County Manager, or other authorized personnel.

2. Amendment Assistance

Tasks in this section shall include Comprehensive Plan Amendments and/or Rezoning initiated by the Board of County Commissioners, amendments required by State legislation, and/or privately initiated applications. Tasks shall include but not be limited to:

- Prepare staff reports for the requested applications, including:
 - GIS Mapping
 - Comprehensive Plan and LDR Consistency Analysis
 - Concurrency Management Calculations
 - Desktop Environmental Analysis
- Prepare public hearing notices;
- Prepare BoCC notices of enactment or ordinances;
- Prepare draft Planning and Zoning Board resolutions subject to County Attorney legal form review;
- Prepare draft BoCC Ordinances subject to County Attorney legal form review;
- Present applications at public hearings;

-
- Maintain County's GIS database reflecting changes to the Future Land Use Map and Official Zoning Atlas resulting from approved amendments and/or rezonings.

Tasks in this section shall be provided for a lump sum fee of **\$3,000 per Comprehensive Plan Amendment or Rezoning application to be reviewed or processed.**

3. Additional Services

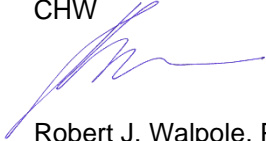
CHW is also available to provide additional professional planning services, such as:

- Community Visioning
- Special Area Master Plans
- Creation of new Future Land Use and/or Zoning Districts or Overlay Districts

Fees for these additional services will be determined based on an agreed upon scope of services for each requested task.

We trust this proposal meets with your approval and the Board of County Commissioners and we look forward to working alongside Bradford County staff as your Professional Land Planners.

Sincerely,
CHW



Robert J. Walpole, PE
CEO/ President

N:\2023\23-0775\Admin & Information\02_Proposal & Contracts\Client\Drafts\PROP 231026 Bradford County Development Review Services .01.docx

CHW 2024 Standard Rates

Effective July 1, 2023 – June 20, 2024



Civil Engineering Division	Rate
Director Engineering	\$ 225.00/hr.
Senior Project Manager	\$ 185.00/hr.
Project Manager/Professional Engineer	\$ 170.00/hr.
Project Engineer	\$ 135.00/hr.
Construction Engineering Inspections Division	Rate
Director Construction Services	\$ 225.00/hr.
Construction Project Manager	\$ 150.00/hr.
Senior Inspector/Supervisor	\$ 115.00/hr.
Inspector	\$ 105.00/hr.
Planning Division	Rate
Director Planning & G.I.S. Services	\$ 225.00/hr.
Senior Project Manager	\$ 185.00/hr.
Senior Planner	\$ 170.00/hr.
Land Planner	\$ 135.00/hr.
Design Division	Rate
Director Landscape Architecture	\$ 225.00/hr.
Senior Project Manager/Professional Landscape Architect	\$ 185.00/hr.
Project Manager/Professional Landscape Architect	\$ 170.00/hr.
Project Landscape Architect	\$ 135.00/hr.
Designer	\$ 120.00/hr.
Land Surveying Division	Rate
Director/Professional Surveyor & Mapper	\$ 225.00/hr.
Senior Project Manager	\$ 185.00/hr.
Professional Surveyor & Mapper	\$ 170.00/hr.
Chief of Surveys/Project Surveyor	\$ 135.00/hr.
2-Man Field Crew	\$ 166.00/hr.
3-Man Field Crew	\$ 210.00/hr.
GPS Field Operator/Robotics (1-man)	\$ 130.00/hr.
Field Technician	\$ 85.00/hr.
Ecological Division	Rate
Senior Ecologist	\$225.00/hr
Ecologist III	\$130.00/hr
Ecologist II	\$115.00/hr
Ecologist I	\$100.00/hr
All Divisions	Rate
Depositions/Expert Witness	\$500.00/hr.
Principals/Vice Presidents	\$275.00/hr.
Director of Marketing + Communications	\$200.00/hr.
Digital Communications Specialist	\$130.00/hr.
Graphic Designer	\$130.00/hr.
Senior CADD/GIS Designer	\$130.00/hr.
CADD Designer II/GIS Technician	\$120.00/hr.
CADD Designer I/GIS Technician	\$100.00/hr.
Project Coordinator	\$ 80.00/hr.
Project Interns	\$ 70.00/hr.
Project Assistant / Administrative Assistant	\$ 70.00/hr.

AGREEMENT FOR PROFESSIONAL SERVICES

CONSULTANT:

Causeaux, Hewett & Walpole, Inc.
11801 Research Dr.
Alachua, FL. 32615
Phone: (352) 331-1976
Email: walpole@chw-inc.com

CLIENT:

Bradford County BOCC
945 North Temple Avenue
Starke, Florida 32091
Phone:
Email: scott_kornegay@bradfordcountyfl.gov

CLIENT retains and authorizes **CONSULTANT** to perform the following services:

1) **SCOPE:** The specific scope of **CONSULTANT'S** services is as described by that letter proposal dated October 26, 2023, referencing Professional Planning Assistance Services ("Letter Proposal"), and upon execution by the parties, are incorporated by reference. Reference to this Agreement shall include all provisions of the Letter Proposal. In the event any of the terms or conditions of this Agreement require further interpretation, **CONSULTANT'S** reasonable good faith interpretation of these documents, including this Agreement and the Letter Proposal, shall be presumed correct.

CONSULTANT agrees to serve as the **CLIENT'S** professional consultant services to **CLIENT** on the Project described in the Letter Proposal during the performance of **CONSULTANT'S** professional services, but only to the extent described in the Letter Proposal.

2) **COMPENSATION:** **CONSULTANT** shall receive fees and reimbursement of costs as described in the Letter Proposal. When compensation is based on a cost-reimbursable basis, a service charge of 15 percent will be added to Direct Expenses. All sales, use, value added, business transfer, gross receipts, or other similar taxes, if any, shall be added to **CONSULTANT'S** compensation when invoicing **CLIENT**.

3) **OTHER TERMS:** Services to be performed under this Agreement shall be performed in accordance with the **STANDARD PROVISIONS** stated on the back of this form, and any attachments or schedules. This Agreement supersedes all prior agreements and understanding, and may only be changed by a writing executed by both parties.

Agreed to by **CLIENT:**

By: _____

Printed Name: _____

Title: _____

Date: _____

Agreed to by **Causeaux, Hewett & Walpole, Inc.:**

By: _____

Printed Name: Robert J. Walpole, P.E.

Title: President

Date: _____

Valid Signature for Entity Checked: _____

CHW Representative Initials & Date: _____

STANDARD PROVISIONS

A. Representation; Authorization to Proceed. CLIENT and the person signing individually jointly and severally represent and warrant: i) CLIENT is the owner of the property subject to the services to be performed by CONSULTANT; or ii) CLIENT has written authority on behalf of the owner of the property to contract as described in this AGREEMENT and CONSULTANT is authorized to proceed with the professional services described herein. CLIENT shall furnish proof of ownership or authority upon request of CONSULTANT, and the CLIENT and individual signing shall indemnify CONSULTANT and hold CONSULTANT harmless for any and all claims arising from the failure of CLIENT to own or have authority hereunder. CONSULTANT shall have a lien on all real property for services rendered in connection with this Agreement, including reasonable attorney's fees and costs incurred in collection.

B. Per Diem Rates. CONSULTANT's Per Diem Rates, when stated as basis of compensation, are those hourly rates charged for work performed on the Project by CONSULTANT's employees for the indicated classifications. These rates are subject to annual adjustments and include all allowances for salary, overheads, and fees, but do not include allowances for Direct Expenses.

C. Direct Expenses. CONSULTANT's Direct Expenses are those necessary costs and charges incurred for the services to be performed under this Agreement including, but not limited to, the direct costs of transportation, meals and lodging, mail, subcontracts and outside services, materials, supplies, and equipment.

D. Opinions. CONSULTANT may provide to CLIENT opinions and other economic information based on CONSULTANT's experience and judgment. Nonetheless, CONSULTANT has no control over market conditions, bidding procedures and other variables, and any opinions or evaluations are made by CONSULTANT in good faith only, and shall not constitute any type of warranty as to accuracy. CONSULTANT specifically represents that bids, construction costs and other economic forecasts often differ, and are only probable estimates.

E. Standard of Care. The Standard of Care applicable to CONSULTANT's services shall be the degree of skill and diligence normally employed by professional engineers, surveyors, planners or consultants performing the same or similar services at the time CONSULTANT's professional services are performed. CONSULTANT may also rely on actions, opinions and other information provided by others involved in the Project as CONSULTANT performs its professional services. CLIENT shall timely place at CONSULTANT's disposal any and all tests, surveys and other information that may affect the professional services to be provided herein, and shall provide prompt written notice to CONSULTANT whenever CLIENT observes or otherwise becomes aware of any defect or other matter that may affect CONSULTANT's ability to provide professional services. In the event CONSULTANT reasonably believes an action is required or of need in order for CONSULTANT to timely complete CONSULTANT's professional services under this Agreement, and such action may not be timely completed, CLIENT hereby authorizes and empowers CONSULTANT to take such action, if, and only if, CONSULTANT desires and is able to do so, and CONSULTANT shall bill for the professional services rendered as an additional professional service.

F. Termination. This AGREEMENT may be terminated by either party without cause on 30 days written notice. Additionally, if CONSULTANT reasonably determines it is unable to perform its services due to the action or inaction of CLIENT or its agents, CONSULTANT may terminate for cause upon five days notice to CLIENT. In the event of termination other than for cause, CONSULTANT shall be entitled to be paid for services rendered, and if this Agreement is on a fixed or similar type of compensation arrangement, then CONSULTANT shall be entitled to its reasonable estimate of the compensation arrangement. In the event of termination for cause, CONSULTANT shall be paid in full for all professional services contracted for herein, plus any costs associated with termination, including, but not limited to, reassignment of personnel, subcontract termination costs, and related close-out costs.

G. Payments. Periodic invoices will be submitted by CONSULTANT for services provided under this AGREEMENT. In the event of a fixed fee for any service, the invoice submitted shall represent a reasonable billing installment only. Invoices are due and payable on receipt. Interest at a rate of 1-1/2 percent per month, or the maximum rate permitted by law (if less), shall be charged on all past-due amounts starting 30 days after the date of the invoice. Payment shall first be credited to interest, and then to principal. In the event of a good faith dispute as to the invoice amount, only that portion so disputed shall be withheld from payment, and the undisputed portion shall be paid. No interest shall accrue on any contested portion of the invoice until sixty days after disputed. CONSULTANT is given, as a result of the professional services rendered, all general, possessory or retaining liens, and all special or charging liens, known to the common law, or prescribed by statute, on the project and property, and shall be entitled to reasonable attorney fees and costs incurred in collection.

H. Limitation of Liability. To the maximum extent permitted by law, notwithstanding any other provision herein (including the Letter Proposal), CONSULTANT's liability for CLIENT's damages for any cause or combination of causes, including, but not limited to, in tort, strict liability, statutory liability, warranty, contract, or otherwise, shall, in the aggregate, not exceed the compensation received by CONSULTANT under this AGREEMENT. Nonetheless, the limitations described under this paragraph shall not apply to

willful, wanton or reckless misconduct or gross negligence of CONSULTANT. **PURSUANT TO FLORIDA STATUTES SECTION 558.0035, AN INDIVIDUAL EMPLOYEE OR AGENT OF DESIGN PROFESSIONAL MAY NOT BE HELD INDIVIDUALLY LIABLE FOR NEGLIGENCE ARISING OUT OR RELATED TO THIS AGREEMENT AND THE SERVICES PROVIDED.**

I. Severability and Survival. If any of the provisions contained in this AGREEMENT are held illegal, invalid, or unenforceable, the enforceability of all remaining provisions shall not be impaired thereby. Additionally, the limitation of liability, indemnities, and any other express representations described in this Agreement shall survive termination of this AGREEMENT.

J. Hazardous Substances. CLIENT shall indemnify and hold harmless CONSULTANT from any and all claims, damages, losses and costs, including attorney's fees, arising out of or relating to the presence of hazardous substances or contaminants in connection with this Agreement, unless said hazardous substance or contaminant relates solely to acts by CONSULTANT.

K. Interpretation. The laws of the State of Florida shall govern the validity of this AGREEMENT, its interpretation and performance, and any other claims related to it, including that the appropriate state court in Alachua County, Florida, shall be the sole proper and convenience venue for any legal proceedings arising out of or related to this Agreement and the transactions contemplated by this Agreement. Each party waives any defense, whether asserted by motion or pleadings to a jury trial, and that Alachua County, Florida, is an improper or inconvenience venue. This Agreement shall be construed under and governed by the laws of Florida. For purposes of this Agreement, CONSULTANT shall include any of its employees, agents, officers, directors, owners, affiliated organizations, and subcontractors.

L. No Third Party Beneficiaries. This AGREEMENT gives no rights or benefits to anyone other than CLIENT and CONSULTANT, and has no third party beneficiaries.

M. Complete Agreement. This is the complete understanding and agreement between the parties associated with the matters contained herein, and supersedes all other agreements between the parties. No waiver or modification of this Agreement, or of any covenant, condition, or limitation herein contained shall be valid unless in writing and duly executed by the party to be charged therewith. No evidence of any waiver or modification shall be offered or received in evidence of any proceeding or litigation between the parties arising out of or affecting this Agreement or the rights or obligations of the parties hereunder, unless such waiver or modification is in writing and duly executed as aforesaid. Further, the parties agree that the provisions of this section may not be waived except as herein set forth.

N. Materials and Samples. Any items, materials, samples, or substances taken by CONSULTANT for testing, analysis, or other evaluation shall be returned within 60 days of completion of the professional services provided by CONSULTANT, unless otherwise agreed. CLIENT recognizes and agrees that CONSULTANT is acting as a bailee, and at no time assumes title to said items, materials, samples, or substances.

O. Successors & Assigns. The parties binds themselves and their partners, successors, executors, administrators, and assigns to the other party of this Agreement and to the partners, successors, executors, administrators, and assigns of the other party, in respect to all covenants of this agreement. Neither party shall assign, sublet, or transfer its interest in this Agreement without the express written consent of the other party. Nothing shall be construed as creating any personal liability on the part of any officer or agent of any public body that may be party to this agreement, nor shall it be construed as giving any rights or benefits to anyone other than the parties to this agreement.

P. Other. _____

October 26, 2023

Scott Kornegay, MPA
County Manager
945 North Temple Avenue
Starke, Florida 32091
scott_kornegay@bradfordcountyfl.gov

RE: Professional Land Planning Services – Development Review
Bradford County Florida

Dear Scott

It was a pleasure meeting with you and your staff regarding the City's need for general Development Review Services. CHW is currently under a continuing services contract with Bradford County that allows us to provide professional services to the County including Development Review Services. As we discussed, Bradford County is currently a member of the North Florida Regional Planning Council and gets various services from the Council for an annual fee plus reimbursement on a task specific basis. This proposal is to provide you with Development Review services based upon our current approved rates or for the flat fees indicated with no initial commitment/fee that you currently encounter with the NFRPC.

CHW will provide the following scope of services to include but not limited to General Planning Services:

- 1. Development Review:** CHW staff will provide planning and engineering reviews of all development review applications, present the items as staff to the planning and zoning/commission and assist Bradford County staff with the agenda and advertising for all items;

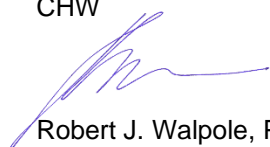
Development Review is proposed to be invoiced as follows:

Commercial Review (0-2 acres)	\$ 1,000.00 per review
Commercial Review (2.1- 5 acres)	\$ 2,000.00 per review
Commercial Review (> 5 acres)	\$ 2,000.00 plus \$100 per acre over 5 acres.
Subdivision Review	\$ 1,000 plus \$10 per lot.

All other services will be based on a scope of work that is developed between the County and CHW for each specific task and will be based on our standard hourly rates in our existing contract.

We trust this proposal meets with your approval and the Board of County Commissioners and we look forward to working alongside Bradford County staff as your Professional Land Planners.

Sincerely,
CHW



Robert J. Walpole, PE
CEO/ President

AGREEMENT FOR PROFESSIONAL SERVICES

CONSULTANT:

Causeaux, Hewett & Walpole, Inc.
11801 Research Dr.
Alachua, FL. 32615
Phone: (352) 331-1976
Email: walpole@chw-inc.com

CLIENT:

Bradford County BOCC
945 North Temple Avenue
Starke, Florida 32091
Phone:
Email: scott_kornegay@bradfordcountyfl.gov

CLIENT retains and authorizes **CONSULTANT** to perform the following services:

1) **SCOPE:** The specific scope of **CONSULTANT'S** services is as described by that letter proposal dated October 26, 2023, referencing Professional Land Planning Services - Development Review ("Letter Proposal"), and upon execution by the parties, are incorporated by reference. Reference to this Agreement shall include all provisions of the Letter Proposal. In the event any of the terms or conditions of this Agreement require further interpretation, **CONSULTANT'S** reasonable good faith interpretation of these documents, including this Agreement and the Letter Proposal, shall be presumed correct.

CONSULTANT agrees to serve as the **CLIENT'S** professional consultant services to **CLIENT** on the Project described in the Letter Proposal during the performance of **CONSULTANT'S** professional services, but only to the extent described in the Letter Proposal.

2) **COMPENSATION:** **CONSULTANT** shall receive fees and reimbursement of costs as described in the Letter Proposal. When compensation is based on a cost-reimbursable basis, a service charge of 15 percent will be added to Direct Expenses. All sales, use, value added, business transfer, gross receipts, or other similar taxes, if any, shall be added to **CONSULTANT'S** compensation when invoicing **CLIENT**.

3) **OTHER TERMS:** Services to be performed under this Agreement shall be performed in accordance with the **STANDARD PROVISIONS** stated on the back of this form, and any attachments or schedules. This Agreement supersedes all prior agreements and understanding, and may only be changed by a writing executed by both parties.

Agreed to by **CLIENT:**

By: _____

Printed Name: _____

Title: _____

Date: _____

Agreed to by **Causeaux, Hewett & Walpole, Inc.:**

By: _____

Printed Name: Robert J. Walpole, P.E.

Title: President

Date: _____

Valid Signature for Entity Checked: _____

CHW Representative Initials & Date: _____

STANDARD PROVISIONS

A. Representation; Authorization to Proceed. CLIENT and the person signing individually jointly and severally represent and warrant: i) CLIENT is the owner of the property subject to the services to be performed by CONSULTANT; or ii) CLIENT has written authority on behalf of the owner of the property to contract as described in this AGREEMENT and CONSULTANT is authorized to proceed with the professional services described herein. CLIENT shall furnish proof of ownership or authority upon request of CONSULTANT, and the CLIENT and individual signing shall indemnify CONSULTANT and hold CONSULTANT harmless for any and all claims arising from the failure of CLIENT to own or have authority hereunder. CONSULTANT shall have a lien on all real property for services rendered in connection with this Agreement, including reasonable attorney's fees and costs incurred in collection.

B. Per Diem Rates. CONSULTANT's Per Diem Rates, when stated as basis of compensation, are those hourly rates charged for work performed on the Project by CONSULTANT's employees for the indicated classifications. These rates are subject to annual adjustments and include all allowances for salary, overheads, and fees, but do not include allowances for Direct Expenses.

C. Direct Expenses. CONSULTANT's Direct Expenses are those necessary costs and charges incurred for the services to be performed under this Agreement including, but not limited to, the direct costs of transportation, meals and lodging, mail, subcontracts and outside services, materials, supplies, and equipment.

D. Opinions. CONSULTANT may provide to CLIENT opinions and other economic information based on CONSULTANT's experience and judgment. Nonetheless, CONSULTANT has no control over market conditions, bidding procedures and other variables, and any opinions or evaluations are made by CONSULTANT in good faith only, and shall not constitute any type of warranty as to accuracy. CONSULTANT specifically represents that bids, construction costs and other economic forecasts often differ, and are only probable estimates.

E. Standard of Care. The Standard of Care applicable to CONSULTANT's services shall be the degree of skill and diligence normally employed by professional engineers, surveyors, planners or consultants performing the same or similar services at the time CONSULTANT's professional services are performed. CONSULTANT may also rely on actions, opinions and other information provided by others involved in the Project as CONSULTANT performs its professional services. CLIENT shall timely place at CONSULTANT's disposal any and all tests, surveys and other information that may affect the professional services to be provided herein, and shall provide prompt written notice to CONSULTANT whenever CLIENT observes or otherwise becomes aware of any defect or other matter that may affect CONSULTANT's ability to provide professional services. In the event CONSULTANT reasonably believes an action is required or of need in order for CONSULTANT to timely complete CONSULTANT's professional services under this Agreement, and such action may not be timely completed, CLIENT hereby authorizes and empowers CONSULTANT to take such action, if, and only if, CONSULTANT desires and is able to do so, and CONSULTANT shall bill for the professional services rendered as an additional professional service.

F. Termination. This AGREEMENT may be terminated by either party without cause on 30 days written notice. Additionally, if CONSULTANT reasonably determines it is unable to perform its services due to the action or inaction of CLIENT or its agents, CONSULTANT may terminate for cause upon five days notice to CLIENT. In the event of termination other than for cause, CONSULTANT shall be entitled to be paid for services rendered, and if this Agreement is on a fixed or similar type of compensation arrangement, then CONSULTANT shall be entitled to its reasonable estimate of the compensation arrangement. In the event of termination for cause, CONSULTANT shall be paid in full for all professional services contracted for herein, plus any costs associated with termination, including, but not limited to, reassignment of personnel, subcontract termination costs, and related close-out costs.

G. Payments. Periodic invoices will be submitted by CONSULTANT for services provided under this AGREEMENT. In the event of a fixed fee for any service, the invoice submitted shall represent a reasonable billing installment only. Invoices are due and payable on receipt. Interest at a rate of 1-1/2 percent per month, or the maximum rate permitted by law (if less), shall be charged on all past-due amounts starting 30 days after the date of the invoice. Payment shall first be credited to interest, and then to principal. In the event of a good faith dispute as to the invoice amount, only that portion so disputed shall be withheld from payment, and the undisputed portion shall be paid. No interest shall accrue on any contested portion of the invoice until sixty days after disputed. CONSULTANT is given, as a result of the professional services rendered, all general, possessory or retaining liens, and all special or charging liens, known to the common law, or prescribed by statute, on the project and property, and shall be entitled to reasonable attorney fees and costs incurred in collection.

H. Limitation of Liability. To the maximum extent permitted by law, notwithstanding any other provision herein (including the Letter Proposal), CONSULTANT's liability for CLIENT's damages for any cause or combination of causes, including, but not limited to, in tort, strict liability, statutory liability, warranty, contract, or otherwise, shall, in the aggregate, not exceed the compensation received by CONSULTANT under this AGREEMENT. Nonetheless, the limitations described under this paragraph shall not apply to

willful, wanton or reckless misconduct or gross negligence of CONSULTANT. **PURSUANT TO FLORIDA STATUTES SECTION 558.0035, AN INDIVIDUAL EMPLOYEE OR AGENT OF DESIGN PROFESSIONAL MAY NOT BE HELD INDIVIDUALLY LIABLE FOR NEGLIGENCE ARISING OUT OR RELATED TO THIS AGREEMENT AND THE SERVICES PROVIDED.**

I. Severability and Survival. If any of the provisions contained in this AGREEMENT are held illegal, invalid, or unenforceable, the enforceability of all remaining provisions shall not be impaired thereby. Additionally, the limitation of liability, indemnities, and any other express representations described in this Agreement shall survive termination of this AGREEMENT.

J. Hazardous Substances. CLIENT shall indemnify and hold harmless CONSULTANT from any and all claims, damages, losses and costs, including attorney's fees, arising out of or relating to the presence of hazardous substances or contaminants in connection with this Agreement, unless said hazardous substance or contaminant relates solely to acts by CONSULTANT.

K. Interpretation. The laws of the State of Florida shall govern the validity of this AGREEMENT, its interpretation and performance, and any other claims related to it, including: that the appropriate state court in Alachua County, Florida, shall be the sole proper and convenience venue for any legal proceedings arising out of or related to this Agreement and the transactions contemplated by this Agreement. Each party waives any defense, whether asserted by motion or pleadings to a jury trial, and that Alachua County, Florida, is an improper or inconvenience venue. This Agreement shall be construed under and governed by the laws of Florida. For purposes of this Agreement, CONSULTANT shall include any of its employees, agents, officers, directors, owners, affiliated organizations, and subcontractors.

L. No Third Party Beneficiaries. This AGREEMENT gives no rights or benefits to anyone other than CLIENT and CONSULTANT, and has no third party beneficiaries.

M. Complete Agreement. This is the complete understanding and agreement between the parties associated with the matters contained herein, and supersedes all other agreements between the parties. No waiver or modification of this Agreement, or of any covenant, condition, or limitation herein contained shall be valid unless in writing and duly executed by the party to be charged therewith. No evidence of any waiver or modification shall be offered or received in evidence of any proceeding or litigation between the parties arising out of or affecting this Agreement or the rights or obligations of the parties hereunder, unless such waiver or modification is in writing and duly executed as aforesaid. Further, the parties agree that the provisions of this section may not be waived except as herein set forth.

N. Materials and Samples. Any items, materials, samples, or substances taken by CONSULTANT for testing, analysis, or other evaluation shall be returned within 60 days of completion of the professional services provided by CONSULTANT, unless otherwise agreed. CLIENT recognizes and agrees that CONSULTANT is acting as a bailee, and at no time assumes title to said items, materials, samples, or substances.

O. Successors & Assigns. The parties binds themselves and their partners, successors, executors, administrators, and assigns to the other party of this Agreement and to the partners, successors, executors, administrators, and assigns of the other party, in respect to all covenants of this agreement. Neither party shall assign, sublet, or transfer its interest in this Agreement without the express written consent of the other party. Nothing shall be construed as creating any personal liability on the part of any officer or agent of any public body that may be party to this agreement, nor shall it be construed as giving any rights or benefits to anyone other than the parties to this agreement.

P. Other. _____

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE:

November 7, 2023

AGENDA ITEM

Presentation/Discussion of Draft Committee Member Oversight List for Calendar Year 2024

DEPARTMENT:

DISCUSSION ONLY, NO ACTION REQUIRED

Based on discussions from the board, staff will prepare a final committee member oversight list for calendar year 2024 for adoption during the next scheduled board meeting.

1. CareerSource – Dual County Workforce Development Council

Background: Alachua County and Bradford County comprise a workforce development area for the North Central Florida Workforce Development Association (NCFWDA) under the Workforce Innovation and Opportunity Act of 2014, United States Public Law 113-128 (WIOA.) The workforce board provides businesses in the region with a well-trained workforce and to improve employability for the workers in North Florida, to promote individual economic self-sufficiency and to meet the changing demands of the labor market.

- Members: Chairman of the Board
- Meeting Day(s): Once a month, usually a Tuesday or Thursday
- Meeting Time(s): Afternoon, usually 1PM
- Meeting Location(s): Telephonically. In-person meetings are in Gainesville but allow telephonic participation as well.

Comm. Spooner	Comm. Thompson	Comm. Dougherty	Comm. Riddick	Comm. Andrews

2. Bradford County Tourist Development Council (TDC)

Background: The TDC is comprised of nine members appointed by the Bradford County Board of County Commissioners. Funding for Tourist Development Council programs is provided by a “bed tax” paid by the overnight visitors to Bradford County established by Ordinance 92-2.

- Members: Chairman of the Board of County Commissioners shall be Ex Officio Chairman of the Council.
- Meeting Day(s): Third Thursday of the month.
- Meeting Time(s): 12:00 PM
- Meeting Location(s): North Florida Regional Chamber of Commerce.

Comm. Spooner	Comm. Thompson	Comm. Dougherty	Comm. Riddick	Comm. Andrews

3. North Florida Economic Development Partnership

Background: North Florida Economic Development Partnership is a public/private 501c(6) entity dedicated to facilitating economic development activity through high quality job growth and capital investment in North Florida.

Members: 1 Active Member and 1 Alternate Member

Meeting Day(s): Quarterly on a Thursday

Meeting Time(s): Varies, usually in the morning.

Meeting Location(s): Alternates between member counties.

Comm. Spooner	Comm. Thompson	Comm. Dougherty	Comm. Riddick	Comm. Andrews

4. New River Library Cooperative

Background: New River Public Library Cooperative provides supporting library service in Baker, Bradford, and Union Counties in Florida. The New River Public Library Cooperative was established on May 24, 1996, through an interlocal agreement between Bradford, Baker, and Union Counties.

Members: 2 Active Members and 1 Alternate Member

Meeting Day(s): Quarterly

Meeting Time(s): 4:30 PM

Meeting Location(s): New River Landfill

Note: Historically, a Commissioner appointed to the New River Library Cooperative would be appointed to the New River Solid Waste Association.

Comm. Spooner	Comm. Thompson	Comm. Dougherty	Comm. Riddick	Comm. Andrews

5. New River Solid Waste Association

Background: New River Solid Waste Association is a publicly owned waste facility formed as an association of three member counties. NRSWA serves the citizens of Baker, Bradford, and Union Counties in Florida and accepts contracted waste from out-of-region locations.

Members: 2 Active Members and 1 Alternate Members

Meeting Day(s): Second Tuesday of Every Month

Meeting Time(s): 5:00 PM

Meeting Location(s): New River Landfill.

Note: Historically, a Commissioner appointed to the New River Library Cooperative would be appointed to the New River Solid Waste Association.

Comm. Spooner	Comm. Thompson	Comm. Dougherty	Comm. Riddick	Comm. Andrews

6. Santa Fe Advisory Committee

Background: The Andrews Center Advisory Committee collaborates with center staff to provide guidance in aligning educational programs at the center with the needs of the local community. The committee makes recommendations and provides key information, programs, our students, and community-wide organizations. The committee meets twice per academic year, once during the fall semester and once during the spring semester.

Members: 1 Active Member

Meeting Day(s): Twice per academic year; One time each semester.

Meeting Time(s): 12:00 PM

Meeting Location(s): Telephonically. In-person meetings are held in the Santa Fe Boardroom

7. Small County Coalition

Background: The Small County Coalition is a non-partisan statewide alliance of county commissions in Florida's small and rural counties. The Small County Coalition's primary mission is to help Florida's small and rural counties address legislative issues from a small/rural perspective and work effectively with state agencies leadership.

Members: 1 Active Member and 1 Alternate

Meeting Day(s): Varies

Meeting Time(s): Varies

Meeting Location(s): Varies

Comm. Spooner	Comm. Thompson	Comm. Dougherty	Comm. Riddick	Comm. Andrews

8. North Central Florida Regional Planning Council (NCFRPC)

Background: The Council, in partnership with economic development organizations and local governments, promotes regional strategies, partnerships and solutions to strengthen the economic competitiveness and quality of life of member counties in the north central Florida Region. The Council administers a variety of state and federal programs for north central Florida including Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Madison, Suwannee, Taylor, and Union Counties.

Members: 1 Active Member and 1 Alternate Member

Meeting Day(s): Third Thursday of Every Month

Meeting Time(s): 12:00 PM

Meeting Location(s): Telephonically. In-person meetings are held in Gainesville.

Comm. Spooner	Comm. Thompson	Comm. Dougherty	Comm. Riddick	Comm. Andrews

**9. North Central Florida Regional Planning Council (NCFRPC) –
Transportation Disadvantaged Program**

Background: The goal of the Transportation Disadvantaged Program is to effectively coordinate funds and activities to provide older adults, persons with disabilities, and persons with low-income access to employment, health care, education, and other life sustaining activities.

Members: 1 Active Member and 1 Alternate Member

Meeting Day(s): Quarterly on a Thursday

Meeting Time(s): 9:30 AM

Meeting Location(s): Telephonically. Starke Watson Center

Note: The Transportation Disadvantage Board is a subcommittee of the NCFRPC. Historically, a Commissioner appointed to the NCFRPC Board would also serve on this board.

Comm. Spooner	Comm. Thompson	Comm. Dougherty	Comm. Riddick	Comm. Andrews

**10. North Central Florida Regional Planning Council (NCFRPC) –
The Original Florida Tourism Task Force**

Background: The Original Florida Tourism Task Force is headquartered in Gainesville in the offices of the North Central Florida Regional Planning Council. The Council supports the Natural North Florida region by providing staffing services to the Original Florida Tourism Task Force. The Task Force seeks to promote the natural, historic, and cultural attractions of member counties to increase the number of visitors.

Members: 2 Active Members (Could be someone other than a County Commissioner)

Meeting Day(s): Third Thursday of Every Month

Meeting Time(s): 10:00 AM

Meeting Location(s): Telephonically. In-person meetings alternate between participating counties.

Comm. Spooner	Comm. Thompson	Comm. Dougherty	Comm. Riddick	Comm. Andrews

BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE:

November 7, 2023

AGENDA ITEM

Presentation/Discussion of board meeting dates for calendar year 2024.

PURPOSE:

DISCUSSION ONLY. NO ACTION REQUIRED
Discussion of the 2024 BoCC meeting dates. Direct staff of any changes that need to be made. Staff will prepare a final schedule for approval at the next scheduled board meeting.

Board of County Commissioners of Bradford County, Florida
2024 Meeting Dates

January 2, 2023	Tuesday	9:30 AM
January 18, 2023	Thursday	6:30 PM
February 6, 2023	Tuesday	9:30 AM
February 15, 2023	Thursday	6:30 PM
March 5, 2023	Tuesday	9:30 AM
March 21, 2023	Thursday	6:30 PM
April 2, 2023	Tuesday	9:30 AM
April 18, 2023	Thursday	6:30 PM
May 7, 2023	Tuesday	9:30 AM
May 16, 2023	Thursday	6:30 PM
June 4, 2023	Tuesday	9:30 AM
June 20, 2023	Thursday	6:30 PM
July 2, 2023	Tuesday	9:30 AM
July 18, 2023	Thursday	6:30 PM
August 6, 2023	Tuesday	9:30 AM
August 22, 2023	Thursday	6:30 PM
September 3, 2023	Tuesday	9:30 AM
September 19, 2023	Thursday	6:30 PM
October 1, 2023	Tuesday	9:30 AM
October 17, 2023	Thursday	6:30 PM
November 5, 2023	Tuesday	9:30 AM
November 21, 2023	Thursday	6:30 PM
December 3, 2023	Tuesday	9:30 AM
December 19, 2023	Thursday	6:30 PM

2024

Meeting Dates

Proposed Holidays

January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
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February

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March

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May

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August

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September

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November

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December

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BOARD OF COUNTY COMMISSIONERS OF BRADFORD COUNTY, FLORIDA

AGENDA ITEM INFORMATION SHEET

DATE: November 7, 2023

AGENDA ITEM Discussion of Draft 2024 Holiday Schedule

PURPOSE: **DISCUSSION ONLY. NO ACTION REQUIRED**
Discussion of the 2024 Holiday Schedule. Direct staff of any changes that need to be made. Staff will prepare a final schedule for approval at the next scheduled board meeting.

- Board policy declares that board employees will receive eleven (11) official paid holidays.
- Holidays falling on Saturday are observed on the preceding Friday.
- Holidays falling on Sunday are observed on the following Monday.
- The court system is closed the day before Independence Day. As such, the clerk's office may close on this day since we must stay open, or be available, when the court system is open.

HOLIDAY SCHEDULE – CALENDAR YEAR 2024

No.	Holiday	Day	Date	Courts	BoCC	Clerk
1	New Years (Observed)	Monday	January 1, 2024	X	X	X
2	Martin Luther King Day	Monday	January 15, 2024	X	X	X
3	Good Friday	Friday	March 29, 2024	X	X	X
4	Memorial Day	Monday	May 27, 2024	X	X	X
5	Independence Day	Thursday	July 4, 2024	X	X	X
	<i>Day after Independence Day</i>	<i>Friday</i>	<i>July 5, 2024</i>	X	<i>n/a</i>	<i>n/a</i>
6	Labor Day	Monday	September 2, 2024	X	X	X
	<i>Rosh Hashanah</i>	<i>Thursday</i>	<i>October 3, 2024</i>	X	<i>n/a</i>	<i>n/a</i>
7	Veterans Day	Monday	November 11, 2024	X	X	X
8	Thanksgiving Day	Thursday	November 28, 2024	X	X	X
9	Day after Thanksgiving	Friday	November 29, 2024	X	X	X
10	Christmas Eve	Tuesday	December 24, 2024	X	X	X
11	Christmas Day	Wednesday	December 25, 2024	X	X	X

Included for informational purposes:

- The Eighth Judicial Circuit Court “courts” schedule is included for information purposes only.
- The Office of the Clerk of Court must remain open when the courts are open, unless approved by the Chief Judge to close.
- Per board personnel policy:
 - The board declares 11 official paid holidays (as noted above).
 - Holidays falling on Saturday are observed on the preceding Friday.
 - Holidays falling on Sunday are observed on the following Monday.

Board approved BoCC holiday schedule:

Chair Signature

2024

 Meeting Dates

 Proposed Holidays

January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
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February

Sun	Mon	Tue	Wed	Thu	Fri	Sat
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March

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April

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May

Sun	Mon	Tue	Wed	Thu	Fri	Sat
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June

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July

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August

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September

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October

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November

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December

Sun	Mon	Tue	Wed	Thu	Fri	Sat
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Eighth Judicial Circuit of Florida

Alachua, Baker, Bradford, Gilchrist, Levy, Union Counties

Chambers of
Mark W. Moseley
Chief Judge

Alachua County Courthouse
Family and Civil Justice Center
201 E. University Avenue
Gainesville, Florida 32601
(352) 374-3642

Joy Cummings
Judicial Assistant
cummingsj@circuit8.org

MEMORANDUM

TO: All Eighth Judicial Circuit Judges, Judicial Assistants, and Court Staff
Brian Kramer, State Attorney
Stacy Scott, Public Defender
Candice Brower, Office of Regional Counsel
All Eighth Judicial Circuit Clerks of Court
All Eighth Judicial Circuit Sheriffs

FROM: Mark W. Moseley, Chief Judge

DATE: August 7, 2023

RE: Eighth Judicial Circuit 2024 Holidays

The following holidays will be observed by the Eighth Judicial Circuit for calendar year 2024:

New Year's Day	Monday, January 1, 2024
Martin Luther King, Jr. Birthday	Monday, January 15, 2024
Good Friday	Friday, March 29, 2024*
Memorial Day	Monday, May 27, 2024
Independence Day	Thursday, July 4, 2024
Day after Independence Day	Friday, July 5, 2024**
Labor Day	Monday, September 2, 2024
Rosh Hashanah	Thursday, October 3, 2024*
Veteran's Day (Observed)	Monday, November 11, 2024
Thanksgiving Day	Thursday, November 28, 2024
Friday after Thanksgiving	Friday, November 29, 2024
Christmas Eve	Tuesday, December 24, 2024**
Christmas Day	Wednesday, December 25, 2024

Included for informational purposes only (falls in 5th week in December, 2024):

New Year's Day 2025	Wednesday, January 1, 2025
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*Rosh Hashanah and Good Friday designated by Chief Judge Moseley, SCR Personnel Regulations.

**Additional discretionary holidays chosen by Chief Judge Moseley, SCR Personnel Regulations (to be revised to allow Chief Judges to designate two discretionary holidays).