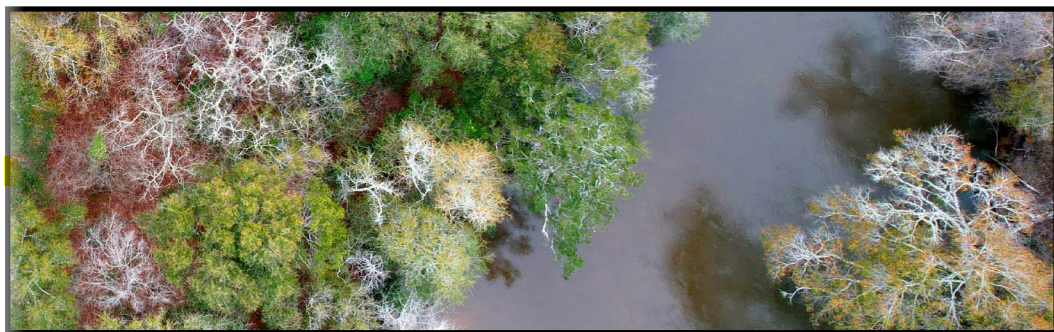
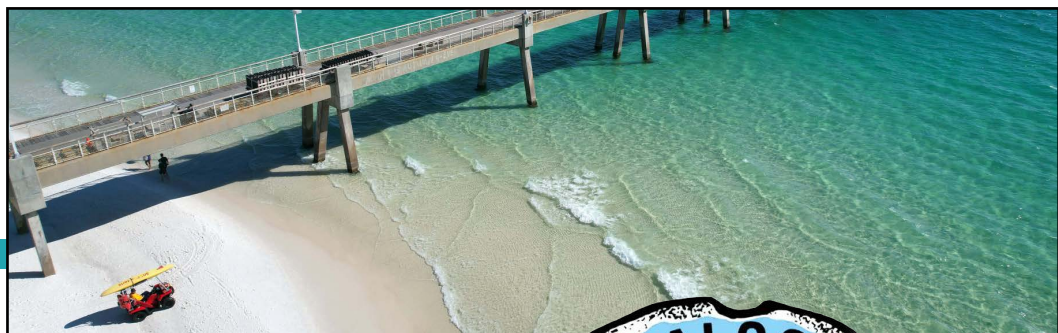


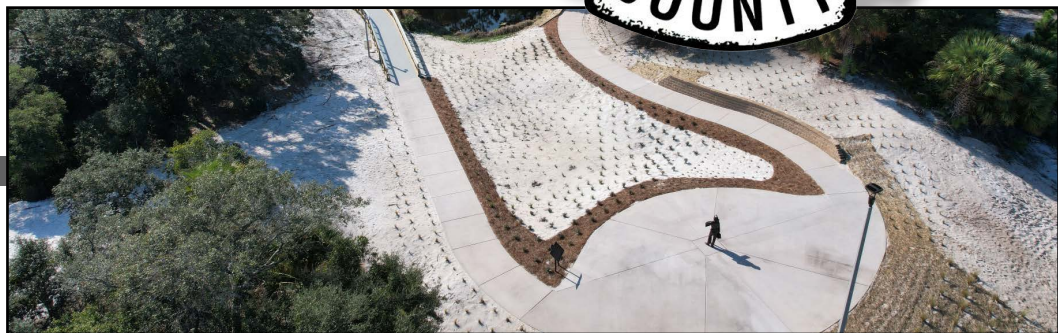
# ANNUAL



# REPORT



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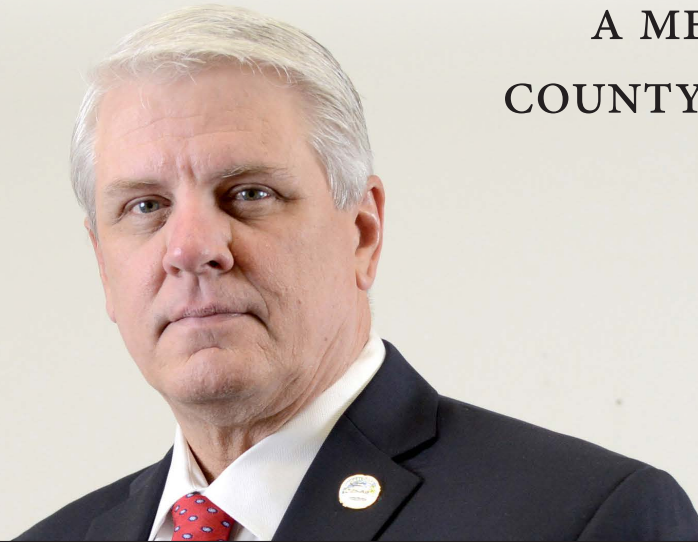


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## A MESSAGE FROM THE COUNTY ADMINISTRATOR



Emerging from two years of mitigating the risks of Covid-19, the County's wellbeing and economy are experiencing substantial growth. Although we are in a season of unprecedented revenue increases, our team has and will continue to anticipate and address economic challenges that may arise.

From a public safety perspective, our team has shifted toward recruiting and retention campaigns for EMS, Beach Safety and Correctional Officers, including the launch of the Corrections Cadet Program, amid staffing shortages. The safety of our citizens is paramount; therefore, a beach warning flag text-alert system was launched. Additionally, a waterway rental safety ordinance with the addition of a code enforcement officer dedicated to waterway rental safety compliance, was approved.

From an economic standpoint, the average cost of a gallon of gasoline in Florida is \$3.83, significantly higher than the same period last year, \$2.82 per gallon. For existing homes and new home sales, the median home cost is \$370k, an increase of 27% over last year. A lower percentage (8%) of homes have sold when compared to the same period last year, however over 40% of homes sold were over the asking price.

The increased property values have increased the County's ad valorem tax revenue.

With Board leadership and dedicated employees, the County managed to develop a plan of expenditures for the County's \$40 Million allocation of American Rescue Plan Act (ARPA) funds, which included an allocation of \$14.5 million for Broadband Investments.

The County's population has grown from 180,822 in 2010 to 213,255 in 2021, an increase of 18%. Nationally, new job growth fluctuates monthly. The data indicates that Okaloosa County's unemployment rate is 1.9% compared to the State at 3.0% and the United States at 3.6%. Additionally, the County obtained Job Growth Grant Funds to develop infrastructure improvements at the Shoal River Ranch Giga-site and met the job growth metric required as part of the Southwest Bypass project Triumph Gulf Coast Grant.

Due to growth and livability, we continue to invest in infrastructure resources and resiliency improvements, including the dirt-to-paved road stabilization program, roadway capacity and stormwater improvements.

Other notable infrastructure improvements

include the planning stages of a northeast county regional wastewater facility.

Construction of the Southwest Crestview Bypass continues to exceed expectations and its completion will lead to direct economic impacts of the transportation system; decreased travel times and congestion, increased travel capacity and economic expansion with the availability of more land.

We have seen additions to facilities and parks across the county. As planning for the Women Veteran Monuments commenced FY 21, the installation and grand opening came to fruition at Veterans Park on Veteran's Day 2021. The one-of-a-kind park honors women who have made significant contributions to the U.S. military. Additionally, the County entered into an amended Interlocal Agreement with the City of Destin to purchase \$14 million of Gulf-front property and hosted a ribbon cutting ceremony to celebrate the completion of the Okaloosa Island Boat Basin and ADA accessible kayak launch.

Among other projects, we will begin construction of a brand-new South Okaloosa County Agriculture Extension Facility in the coming year.

Tourism works for Okaloosa County; therefore,

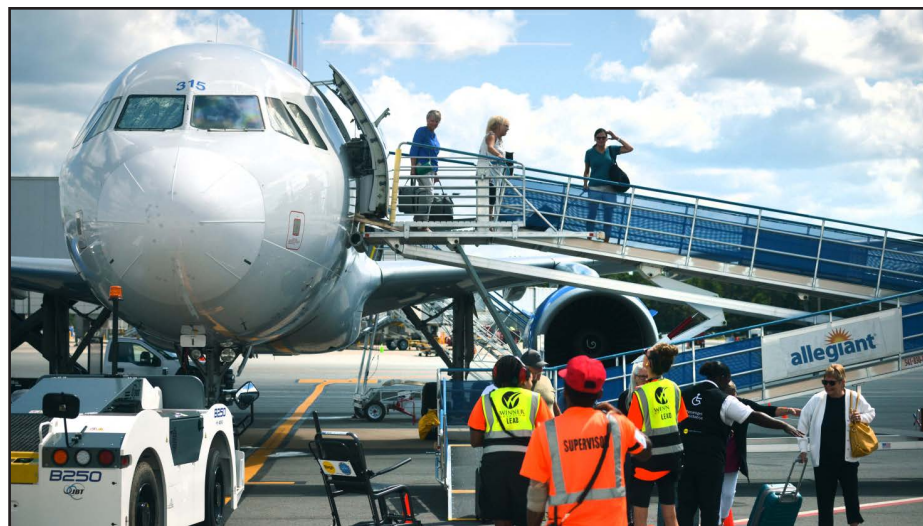
voters have elected a county-wide expanded tourist development district. Tourism reached record levels with 7.5 million visitors in 2021 over the previous annual average of 5 million. Tourism spend increased by 30% to \$736 million.

Okaloosa County's three airports have another significant impact on the local economy. Destin-Fort Walton Beach Airport (VPS) is a joint-use facility established on Eglin Air Force Base in 1957. This valuable relationship with Eglin assists our military with convenient, affordable air travel, thereby benefitting residents as well. With the recent addition of Southwest Airlines, the airport flies direct to more than 50 cities. The Bob Sikes Airport in Crestview and the Destin Executive Airport are equally diverse, with Crestview rising as a hub of industry, accommodating aerospace industrial applications from across the globe. Bob Sikes Airport serves as the Hsu Foundation's Aviation Center for Excellence supporting the next generation of STEM education innovators. The Destin-Fort Walton Beach Airport's growth has continued to soar with the recent opening of a new terminal for Allegiant flights, part of an \$11.4 million expansion to include concourse projects, baggage claims and lobby expansions which will positively impact the ease of access and economic growth. Additionally, VPS announced Sun Country Airlines new service, booking now for April 2023.

The innovative design, future growth enhancements and overall technology of these facilities and projects are setting a new standard for economic excellence. The five elected Okaloosa County Commissioners are dedicated to connecting our communities and providing essential services, public safety, and quality of life for the county's 213,255 citizens and future generations.

This success and growth are tempered by rising fuel costs; national supply shortages that have increased the cost of operating supplies, capital equipment and construction costs; and difficulty of hiring employees. With increases in the federal interest rates, continued inflation and threats of a recession, Okaloosa County continues our conservative budgeting practices and is prepared to meet unexpected financial challenges in the coming year.

**- John Hofstad**



# COUNTY LEADERSHIP



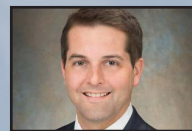
Paul Mixon  
District 1



Carolyn Ketchel  
District 2



Nathan Boyles  
District 3  
(Vice Chairman)



Trey Goodwin  
District 4



Mel Ponder  
District 5  
(Chairman)



Administrator  
John Hofstad



County Attorney  
Lynn Hoshihara



Deputy  
Craig Coffey



Deputy  
Sheila Fitzgerald



Airports



Corrections



Facility &  
Parks Maintenance



Public Safety



Public Works



Tourism Development



Transit



Water & Sewer



Public  
Information



Executive  
Assistant



Extension Services



Human Resources



Library Cooperative



Risk Management



Growth Management



Information Technology



Management and Budget



Veteran Services



# ABOUT OKALOOSA

Established in 1915



**213,255**

Population

**MEDIAN HOUSEHOLD  
INCOME**

**\$68,739**

**POPULATION WITH  
COLLEGE DEGREE**

**42.95%**

**36.5**

Median Age

**110,092**

Labor Force



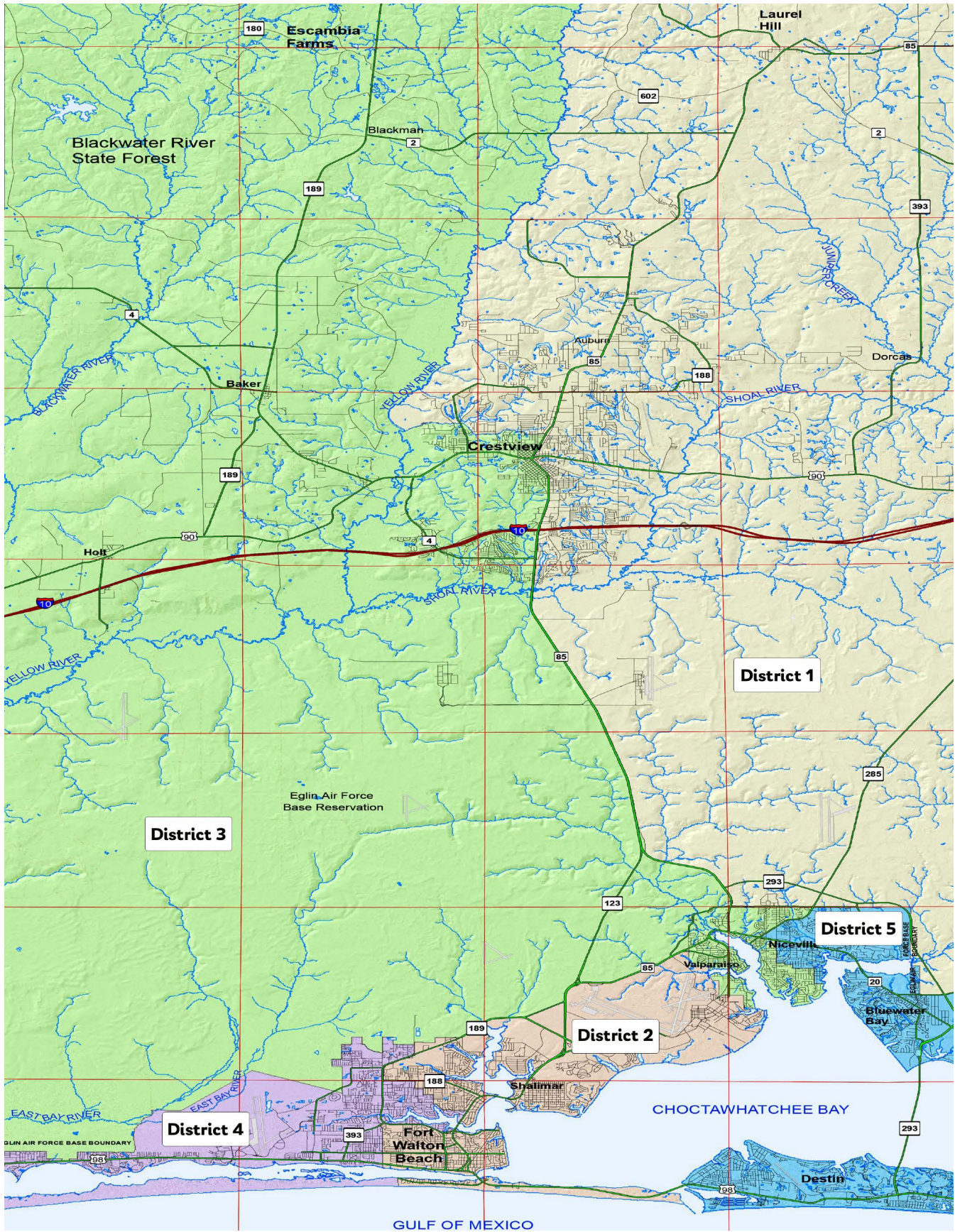
**1,082**

Area ( Square Miles)

**OKALOOSA COUNTY IS  
DIVIDED INTO 5 SINGLE  
DISTRICTS**



**COUNTY SEAT:**  
**CRESTVIEW**



TOTAL POPULATION:

213,255

DISTRICT 1  
PAUL MIXON

DISTRICT 2  
CAROLYN KETCHEL

DISTRICT 3  
NATHAN BOYLES

DISTRICT 4  
TREY GOODWIN

DISTRICT 5  
MEL PONDER



## SURVEY RESULTS

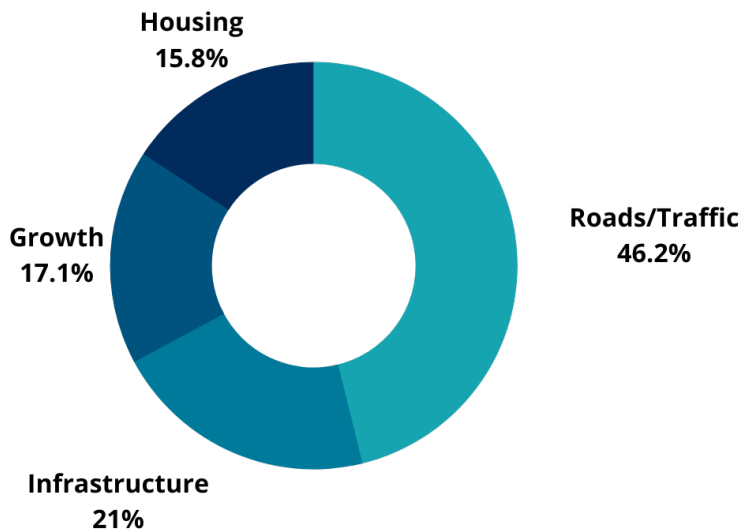
# 2022 Communications Survey & Results

The 2022 Annual Communications Survey consisted of a random sampling of 830 respondents. The 18-question survey guides us into a direction of sharing meaningful and transparent content through media channels and platforms most relevant to the residents of Okaloosa County. Additionally, the survey gives us an idea of specific interests, general knowledge and opinions of the respondents.



**APPROVAL:**  
61% of respondents approve of the job Okaloosa County Government is doing.

### WHAT IS THE BIGGEST CHALLENGE OKALOOSA COUNTY FACES TODAY?



Most additional comments included suggestions for roadways including: litter control, maintenance, traffic lights and congestion.

### TOP 5 PURPOSES PEOPLE VISIT MYOKALOOSA.COM

1

TO FIND INFORMATION ON BEACHES AND PARKS



TO WATCH COUNTY BOARD MEETINGS

2

3

HURRICANE PREPAREDNESS RESOURCES

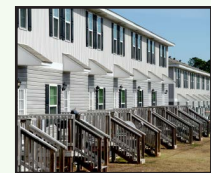


TO LEARN MORE ABOUT ENVIRONMENTAL RESOURCES (solid waste, recycling, leave no trace, mosquito control)

4

5

TO LEARN ABOUT ZONING, PLANNING OR BUILDING PERMITS.



\*OUR SURVEY HAD IMMEDIATE IMPACT FOR SOME RESIDENTS.\*

- 48% of respondents had already signed up for weather alerts at alertokaloosa.com – 129 residents signed up BECAUSE of the survey.
- 21% had already signed up for daily beach warning flag updates – 70 more residents signed up BECAUSE of the survey.



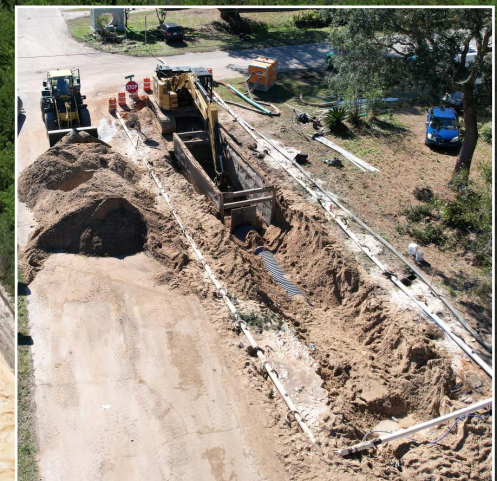
# Half-Cent Sales Tax Fund

Revenue collected in 2022  
\$20,098,708.55

Fund balance  
\$41,542,171.90

There are 10 total surtax projects that have been completed and another 24 that are in planning or construction phases, including the Northwest Crestview Bypass and continued dirt road stabilization.

Revenue in this fund has exceeded expectations and the surtax committee is continuing to bring much needed improvements to the citizens of Okaloosa County.



## BOARD OF COUNTY COMMISSIONERS

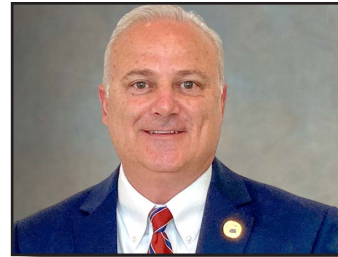
The Okaloosa County Board of County Commissioners continues working to ensure our county is prepared for the future by providing leadership instilled in fiscal responsibility, ethics and providing necessary infrastructure improvements.

The Board creates value for citizens by supporting services such as recycling, environmental services, water & sewer, traffic and public transportation. Because of their leadership, departments including Public Works, Airports and Tourist Development saw innovations.

Additionally, projects supporting infrastructure, libraries, extension services and park expansions saw progress.

The goal of the Board is to formulate public policy to meet the community's needs while providing effective and efficient government. Commissioners also consider, evaluate and make wise decisions on county business while maintaining the delivery of public services to the highest level possible and capitalizing on alternative revenue generation with the lowest possible tax burden to the citizens.

The next fiscal year will build upon the successes from 2022 while creating new opportunities for Okaloosa residents to live and work.



Mel Ponder (Chairman)  
District 5

Commissioner Mel Ponder is a leader committed to conservative values who was born in Ocala, Florida. He was elected in the November 2020 general election and will serve a term from 2020-2024.

He is a family man, a man of faith, a small business owner, Mayor of Destin from 2014 to 2016, and a member of the Florida House of Representatives from 2016 to 2020. Commissioner Ponder graduated from Florida State University with a Bachelor's Degree in Finance. He is married to his wife Mona since 1991 and they have three children.

During his tenure in the State House of Representatives, Commissioner Ponder served as the Chair of the Children, Families and Seniors Subcommittee, Vice-Chair of the Higher Education Appropriations Subcommittee, and as a Deputy Majority House Whip. He was instrumental in the passage of laws concerning military education and licensure, veterans' alternative treatment options, veterans' treatment court, VisitFlorida/tourism, child welfare, mental healthcare, and religious freedom.

He is committed to leading the County with sound decision-making and fiscal responsibility. He continues to serve under the values – Family, Faith, Freedom, & Forward!

Commissioner Ponder is the owner of Business Empowered, a workplace ministry and is the Government Affairs Director with the Emerald Coast Association of Realtors.

In addition to his political and business work – he is heavily involved in non-profits and outreach to the community. He helped institute the Destin Week of Blessings which is an annual event that unites pastors and churches in the Destin area.



Nathan Boyles (Vice Chairman)  
District 3

Commissioner Nathan Boyles grew up in North Okaloosa County. He received a Bachelor's Degree in Civil Engineering with an emphasis in environmental engineering from Florida State University. After his graduation, he earned his Law Degree from FSU College of Law.

Nathan and his wife Crystal have two children, their son Beau and daughter Quinn. They call Holt, in the center of District Three, home. Nathan and Crystal believe small business is the backbone of our economy and it helps to form the foundation of our community. They proudly own and operate several local businesses which support local jobs and empower the local community.

First elected in 2012, Nathan previously served as Chair and Vice-Chair of the County Commission and has served or does serve on a number of boards for governmental, business and civic organizations. These organizations include the Okaloosa Library Cooperative, Northwest Florida Regional Planning Council, Crestview Rotary Club, Crestview Area Chamber of Commerce, Main Street Crestview Association, Crestview Historical Preservation Board, Northwest Florida Regional Transportation Organization, CCB Community Bank Florida Advisory Board and Crestview Community Redevelopment Agency Board.

Nathan previously chaired the Okaloosa Walton Transportation Planning Organization which is responsible for long-range transportation planning in Okaloosa and Walton Counties. In this role he worked to prioritize funding for critical transportation infrastructure projects for Okaloosa County, including expanding State Road 85 to six lanes, constructing the Crestview bypass, creating an additional Interstate interchange on I-10, and implementing the "around the mound" solution in downtown Fort Walton Beach and the Destin cross-town connector.



Paul Mixon  
District 1

Commissioner Paul Mixon is the County Commissioner for District 1 – which covers the northeastern quadrant of Okaloosa County. Commissioner Mixon was elected to the office after winning the Republican primary on August 18th, 2020.

Commissioner Mixon took his seat on the commission on November 17th, 2020 for a four-year term. Outside of his duties as a commissioner, Commissioner Mixon is a Pastor at Central Baptist Church in Crestview.

He believes that Okaloosa County deserves a government that is responsive, ethical, and committed to protecting quality of life. Commissioner Mixon grew up in Shalimar and is a longtime resident of Okaloosa County. He is a graduate of Choctawhatchee High School. In addition to his years at Choctaw, Mixon furthered his education by completing an Associate of Applied Science in Criminal Justice from Northwest Florida State College and a Bachelor's Degree in Christian Ministry from the Leavell College of New Orleans Baptist Theological Seminary.

Mixon has served in sworn Law Enforcement in Okaloosa County in various roles with the Sheriff's Office and the Crestview Police Department from 2004 to 2020. During his time at the Sheriff's Office, he was awarded the life-saving medal by the Sheriff and graduated from Homeland Security Training Center.

His top priorities include supporting and nurturing an economic recovery from the pandemic, providing effective law enforcement and public safety, seeking funding for crucial highway projects, and ensuring transparency and ethical standards in County government.



Carolyn Ketchel  
District 2

Commissioner Carolyn Ketchel is Commissioner for District Two, which includes Shalimar, Okaloosa Island and parts of unincorporated Fort Walton Beach.

She has been a resident of Okaloosa County for over 30 years, and brings a comprehensive background in Federal, State and local experience, with an emphasis on social services policy and administration which spans decades. She was named the Social Worker of the Year for the State of Florida in 2015 by the National Association of Social Workers. She was awarded the 2020 Presidential Advocacy Award by the Florida Association of Counties for her tireless work advocating for the citizens of Okaloosa County in unison with community leaders, and created the Mental Health Diversion Program.

While in Washington D.C., she served on the White House Conference on Families under President Carter, and the Commission to Reform Social Security under President Reagan. She was recognized for her work on Social Security by President Reagan. Carolyn worked in the United States Congress as a Subcommittee Director for the powerful Ways and Means Committee.

Carolyn holds a Master's Degree in Social Work in Administration, Social Policy and Clinical Counseling. During her years as a social worker, she worked on the macro-level, assisting to pass legislation on Social Security, child welfare and foster care. She served on Congressman Jeff Miller's district staff and as Senator Don Gaetz's legislative director.

Carolyn is married to Circuit Judge Terry Ketchel. They have two sons, a daughter-in-law and three granddaughters.

Commissioner Ketchel serves as liaison to the following community and county committees: Destin-Fort Walton Beach Airport, Okaloosa Walton Transportation Planning Organization (OWTPO), County Transit, Tri County Community Partnership Initiative (Eglin), Military Relations (Eglin Main), Transportation Disadvantaged Coordinating Board Okaloosa Transit Cooperative, Okaloosa County Aviation Board ECRC (formerly West Florida Regional Planning Council), DSI/TECMEN, Tourist Development Council.



Trey Goodwin  
District 4

Robert A. "Trey" Goodwin III is an Okaloosa native who attended local schools and graduated from Choctawhatchee High School.

He earned his bachelor's degree in Building Construction from The University of Florida in 2001, and his Juris Doctor degree from the Florida State University School of Law in 2005.

Trey founded the law firm Goodwin Law Group, and represents clients in the areas of real estate, construction, estate planning, and probate law. Trey also gained significant experience in public service leadership as a member of the Fort Walton Beach City Council (2011 – 2014), and as County Commissioner for District 4 since November 2014.

Trey lives in Fort Walton Beach with his wife, Krystle and their children, daughter Alexia and son Robert.

Commissioner Goodwin is the liaison officer for the following departments and community organizations: Water and Sewer, Value Adjustment Board (VAB), First Judicial Circuit, Board of Trustees of Law Library, Tax Collector, DSI (Defense Support Initiatives), Supervisor of Elections, TECMEN (Technology Coast Manufacturing and Engineering Network), Military Relations (Hurlburt) and Walton/Okaloosa/Santa Rosa Regional Utility Authority (RUA).

Additionally, Commissioner Goodwin is a personal watercraft safety advocate starting conversations with the community and seeking solutions for the safety of our waterways.

## COUNTY ADMINISTRATION

The County Administrator serves as the administrative head of the county and, with the exception of the County Attorney, is responsible for the administration and operations of all departments under the direction of the Board of County Commissioners.

The County Administrator is funded within the General Fund. Supporting revenue of the General Fund are ad valorem taxes, communications service tax, local business tax, permits and fees, state shared revenue, charges for services, judgments and fines, miscellaneous revenue and transfers from other funds.

The goal of the County Administrator is to ensure that Okaloosa County government is a superior, efficient and cost-effective organization designed to provide quality programs, services and facilities consistent with the goals and objectives of the community. The department also seeks to increase engagement with customers and citizens through a variety of media outlets.



Craig Coffey



Sheila Fitzgerald





SCAN FOR MORE  
ACCOMPLISHMENTS

- Facilitated the application and award process of \$1.5 million in ARPA funding for area non-profits.
- Began the process of acquiring radio tower sites throughout the County for upgrades the County's Emergency Communications System.
- Successfully rebid the contracts for state lobbying and financial auditing contracts.
- Presented and engaged with County departments and the Board on Legislative Priorities resulting in approval of the Board's top priority projects.
- Continued close coordination with the Economic Development Council in the on-going efforts to attract new industry and manufacturing business interests in Okaloosa County at Shoal River Ranch.
- Established a general fund balance and reserve policy and continued direction of the County's financial management efforts that saw General Fund Reserves increase from \$20 million in FY2020 to over \$28 million today.
- Facilitated the roll out of GPS devices on all county operated vehicles.
- Amended the lease with the Baker Area Recreation Association to provide for county maintenance of the facility.
- Initiated a classification and compensation study as one strategy for ensuring that county wages are competitive and to assist with recruitment and retention efforts.

## COUNTY ATTORNEY



The mission of the County Attorney's Office is to provide quality legal services to the Board of County Commissioners, County Administration, County departments, and various advisory boards and committees in a timely and efficient manner. Nabors, Giblin & Nickerson is a full-service law firm that concentrates its practice on representation of local governments on a statewide basis. NGN has been providing legal services to Okaloosa County for over 30 years.



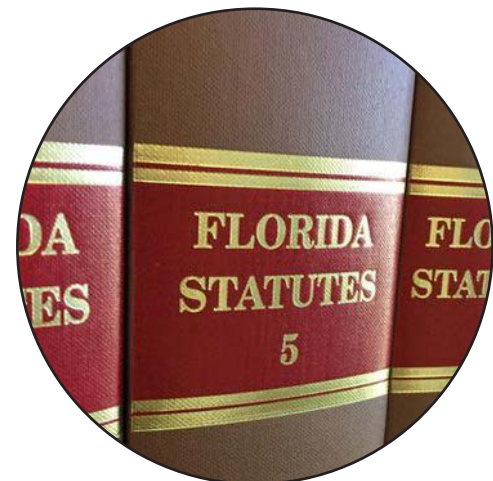
LYNN HOSHIHARA | COUNTY ATTORNEY

County Attorney Lynn Hoshihara began representing Okaloosa County on various matters when she joined the law firm Neighbors, Giblin & Nickerson in 2012. She served as Deputy County Attorney from 2014 – 2019 and has served as the primary County attorney for three years with the firm. Hoshihara and her team work within the law on the subjects of contracts, employment, litigation, finance, land use, utilities as well as other matters facing the County.



KERRY PARSONS | DEPUTY COUNTY ATTORNEY

Deputy County Attorney since 2015, Kerry Parsons represents the Tourist Development Council, Planning Commission, Board of Adjustment, Code Enforcement Board and the Competency Boards.



## PUBLIC INFORMATION



April Sarver  
Public Information Officer

Under the direction of the County Administrator, the purpose of Okaloosa County Public Information is to unify the messaging to citizens from County government, operational departments, County services and to engage in thoughtful two-way conversations, ultimately earning public trust by providing a reliable source of information in day-to-day activities and in crisis situations.

Our Mission is to inform the public across multimedia platforms, in the most relevant platform per message and per audience. We reinforce positive community relations through maintaining media relationships, maximizing networking opportunities, strategizing with community partners and optimizing digital platforms online via the County website and on social media platforms.



### TOP 2022 PUBLIC INFORMATION INITIATIVES

#### ENHANCED MEDIA RELATIONS

Authored and distributed 31 press releases FY2022. Created new as well as maintained existing relationships with the media through timely and professional interactions on a day-to-day basis. The County was featured in 874 news stories across TV, Radio, Online, Print and Social news platforms. Pitched stories, drafted remarks and arranged media interviews with elected officials and county leadership. Served as media point of contact for ribbon cuttings including Concourse C at VPS and the Boat Basin on Okaloosa Island. Additionally, performed media relations at Sheriff Larry Gilbert dedication of EOC.

#### DROVE SOCIAL MEDIA ENGAGEMENT

39,900 Followers on Facebook, up from 34,800 previous year. Facebook reach FY2022 was 1.4 million. While down slightly from previous year of 1.7 million, we generated 53% more profile visits year-over-year with 174,834. 55.7k engaged with our video content (up 28% from previous year) 1.1M viewed for more than 3 seconds (up 16% from previous year) Our audience across all social media platforms includes 106,317 people, up 13,817 from previous year. Platforms include Facebook, Twitter, LinkedIn, Instagram, YouTube and Nextdoor.







#### OPTIMIZED DIGITAL AND WEBSITE CONTENT

Activated the emergency response page multiple times with vast content to keep Okaloosa County safe during an active spring weather season. Continued to maintain the Leave No Trace Website for engaging the community on green initiatives. Refreshed the Women Veteran Monuments website. Developed the nonprofit funding website, refreshed alertokaloosa.com and worked with multiple departments to assist with content management.

#### COVERED AND DISCOVERED COMMUNITY RELATIONS OPPORTUNITIES

Created informative video and photo packages promoting county departments, leadership moments and status of projects including deep dives into department responsibilities, accomplishments, public safety awareness, employee spotlights, project status updates, recruiting and special events. Additionally, through recommendations by the Recycling Advisory Council and the Board of County Commissioners, we onboarded the County's first Environmental Resource Coordinator who will lead public education and outreach for the County's recycling program and will launch the County's 'Keep Okaloosa Beautiful' affiliation.

#### SCALE AND ENHANCE PIO OFFICE PUBLICATIONS

Revamped the look and feel of the annual report. The 2021 Annual Report featured enhanced organization, engaging content, local and relevant imagery and an elevated style. We distributed 800



printed and tracked 600 downloads of the 2022 hurricane guide. Additionally, created a standard template for efficient future productions. The Flashback Podcast launched in September 2021. The 15 episodes, revolving around Okaloosa County History generated over 3,100 downloads. The public information office re-launched the county newsletter halfway through the fiscal year, distributing 7 editions meant to recognize and keep county employees informed.

## COUNTY DEPARTMENTS/DIVISIONS



Okaloosa County has over 1,000 employees that are committed to serving the community where they also live. In many cases these departments contain divisions for more specialized work. The following pages detail the responsibilities and major achievements of Okaloosa County departments and divisions.

## AIRPORTS



Tracy Stage  
Airports Director

### DESTIN-FORT WALTON BEACH AIRPORT (VPS)

Destin-Fort Walton Beach Airport operates and maintains a 130-acre facility with a 184,000-square-foot, recently expanded, terminal building and satellite concourse to provide scheduled airline service to over 2,100,000 (est.) passengers annually through four airlines. Seven rental car companies and other concessions provide services to an additional 1,000,000 visitors.

Destin-Fort Walton Beach Airport generates revenue from concession agreements, parking fees, landing fees and terminal rents. Passenger Facility Charges (PFC) associated with airline tickets and Customer Facility Charges (CFC) associated with rental car agreements provide revenue for specific projects.

### DESTIN EXECUTIVE AIRPORT (DTS)

DTS consists of the operation and maintenance of the general aviation airport in Destin which provides excellent accessibility to coastal communities and resorts. Revenues are derived from leases and fees charged through business operations based at the airport. With over 83,000 annual flight operations of private and corporate aircraft, and approximately 395 acres DTS serves a variety of travelers via two fixed base operators.

Destin Executive Airport generates revenue from hangar and land leases and

a percentage of gross sales by the Fixed Base Operators.

### BOB SIKES AIRPORT (CEW)

CEW consists of the operation and maintenance of the Bob Sikes general aviation airport near Crestview. CEW serves as the region's logistical base providing a home to several aerospace manufacturing and modification companies. With over 1,080 acres and an ILS-equipped 8,000-foot runway, the facility accommodates over 45,000 aircraft operations annually.

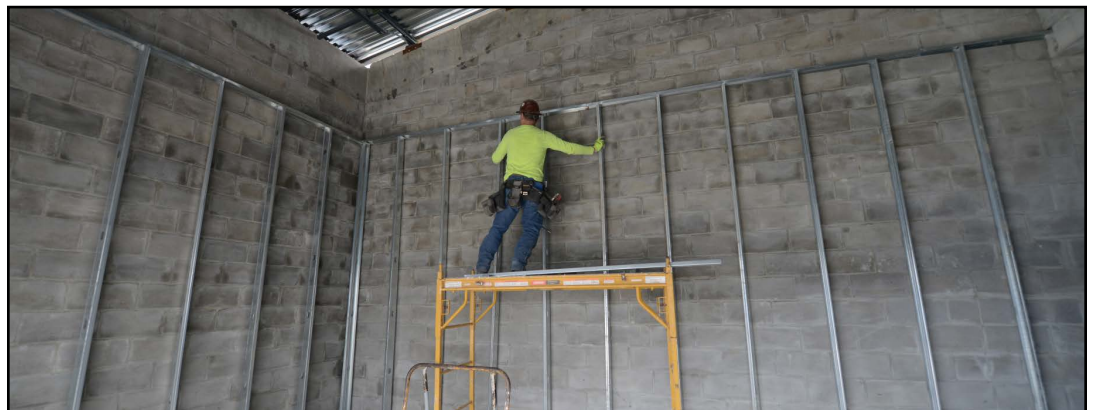
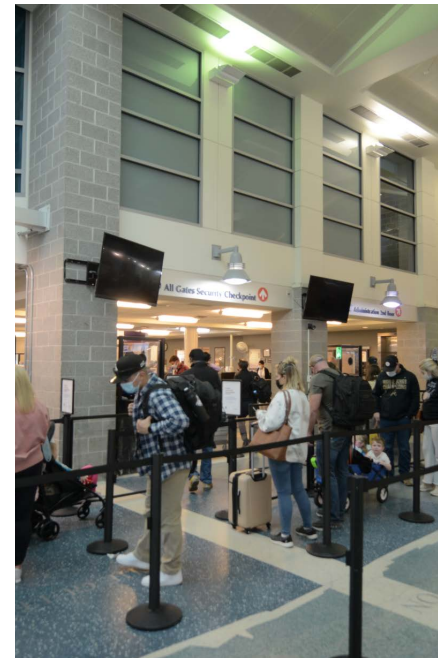
An adjoining County industrial park is also home to several non-aviation-related companies and forms a designated Enterprise Zone for future development opportunities. Bob Sikes Airport revenue comes from fuel flowage fees, land and building leases and percentage of gross sales by the Fixed Base Operator as well as other land and building (hangar) leases.





SCAN FOR MORE  
ACCOMPLISHMENTS

- VPS Achieved Global Biorisk Advisory Council Star Accreditation, developed and implemented an Infectious Disease and Pandemic Plan, VPS Recovery Plan, and Air Service Recovery Plan.
- Received awards totaling over \$24M in recovery relief funding through the FAA, due to strong financial position.
- Gained service with Southwest Airlines in May 2021, the nation's largest domestic carrier.
- Decreased the remaining system debt and escrowed funds for full redemption of bonds in October 2023, resulting in a debt-free three-airport system.
- Baggage Handling and Terminal Expansion Project, approximately \$18M, completed.
- New Concourse C project funded by Allegiant Air was completed.
- Added third position in the Air Traffic Control Tower at Destin Executive Airport (DTS)
- Completed repairs and painting on County owned Block 8 hangars at DTS



## CORRECTIONS



Nolan Weeks

### Chief Correctional Officer

The Okaloosa County Department of Corrections ensures public safety by providing a legal, ethical, moral, safe and professional correctional system. The Department of Corrections will meet future public safety challenges by utilizing a system-thinking approach toward improving the efficacy of correctional operations, fostering continued cooperation among members of the Criminal Justice Community, leveraging available technologies, and implementing best professional practices.

The Department of Corrections is committed to public safety and the continued success of our law enforcement, correctional, judicial, and community partners through excellence, integrity, and innovation.

Officers ensure that inmates are available for court and that the sentencing requirements imposed by the court are satisfied. Primary services include admission, classification, detention, transportation, and release of inmates, and the management of inmate records. All programs, privileges and services, such as meals, clothing, recreation, visitation, library and healthcare, and mental healthcare, are provided to the inmate population under the Florida Model Jail Standards (FMJS), Florida Corrections Accreditation Commission (FCAC) and National Commission on Correctional Healthcare Standards (NCCHC).



### JAIL STATS:

- Admitted 7,836 inmates
- Detained a daily average of 675 inmates without major incident, riot, disturbance, or escapes.
- Conducted 5,698 virtual court hearings.
- Released 94 inmates to I.C.E.
- Collected over \$342,218.59 in fees for services. Received over \$229,883.52 for royalties, commissions, and other payments in kind.
- Provided over 105,720 hours of inmate labor for in-house services (food service, janitorial, laundry, etc.)
- Obtained 236 Birth Certificates for inmates.
- Obtained 38 Social Security Cards for inmates.



SCAN FOR MORE  
ACCOMPLISHMENTS

- Implemented new food services contract with Trinity to provide meals to the inmate population in accordance with applicable standards.
- Managed National School Lunch Program grant netting \$250.10 in revenue.
- Obtained 100% compliance on the annual Florida Model Jail Standards and Medical Inspection.
- Maintained accreditation through the National Commission on Correctional Healthcare (NCCHC).
- Maintained accreditation through the Florida Corrections Accreditation Commission (FCAC).
- Planned and executed the second annual “Food Truck Frenzy” to honor National Correctional Officer Week and National Nurses Week, while also providing a platform for the exposure of local vendors in the spirit of community involvement.
- Enhanced Field Training Officer (FTO) program.

## HUMAN RESOURCES



Interim  
Director of Human Resources

In support of County departments, the Human Resources Department provides technical and consultation services in the areas of: regulatory compliance; policy development, revision, and enforcement; recruitment; separations; employee relations; employee recognition; performance management; job classification; compensation; employee communications; training and development; payroll and leave management; Human Resources Information Systems (HRIS); public records requests; and employee records.

### KEY OBJECTIVES INCLUDE

1. Recommend staffing strategies and initiatives that align with organizational objectives to include efforts for attracting and retaining a well-qualified, high-performing, and diverse workforce.
2. Provide technical and advisory



assistance to managers within the organization regarding staffing and employee relations issues.

3. Maintain organizational compliance with employment laws and county policies.
4. Provide quality administration of Human Resource functions.

The mission of the Human Resources Department is to provide outstanding customer service to citizens and employees of Okaloosa County while developing programs, policies and procedures that enhance organizational effectiveness, ensure quality recruitment, retention, training and development of employees, and, provide practical, effective solutions to workplace challenges.



SCAN FOR MORE  
ACCOMPLISHMENTS

- Compensation strategies to reduce turnover and aide in recruitment
- Coordinated and executed two job fairs with successful on-the-spot hiring opportunities
- Modifications to the classification structure reducing active job classifications by 10%
- Collective bargaining agreement negotiation for wages and benefits
- Revised and reinstated Training Zone curriculum for leadership training
- First responder bonus payment coordination
- Initiated the hiring process for over 560 new hires
- Received and reviewed over 4500 applications for over 330 different job requisitions
- Created, revised and/or reclassified over 360 job descriptions to better align with department functions and objectives



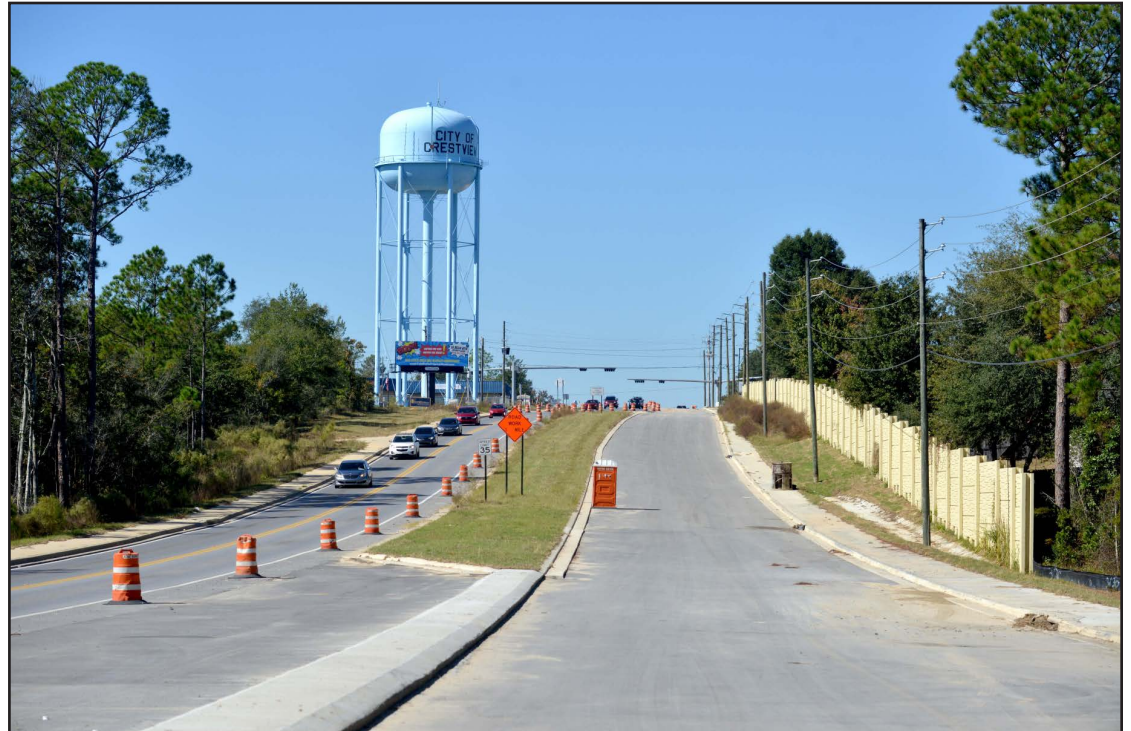
## PUBLIC WORKS



Jason Autrey  
Director of Public Works

The mission of the Public Works Department is to provide infrastructure and quality of life-related services to residents and visitors of Okaloosa County. The Public Works Department accomplishes this mission through its four divisions: Engineering, Roads, Fleet, and Administrative Services. Subsidiary sections that provide support include Traffic Operations, Environmental Services, Surveying, and Supply.

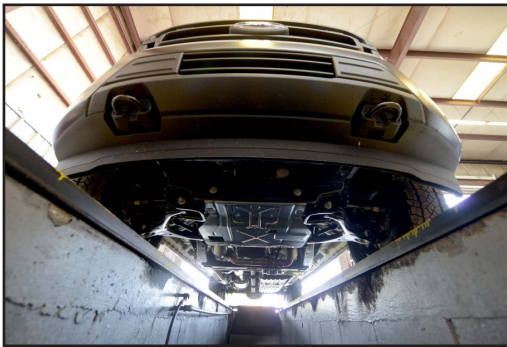
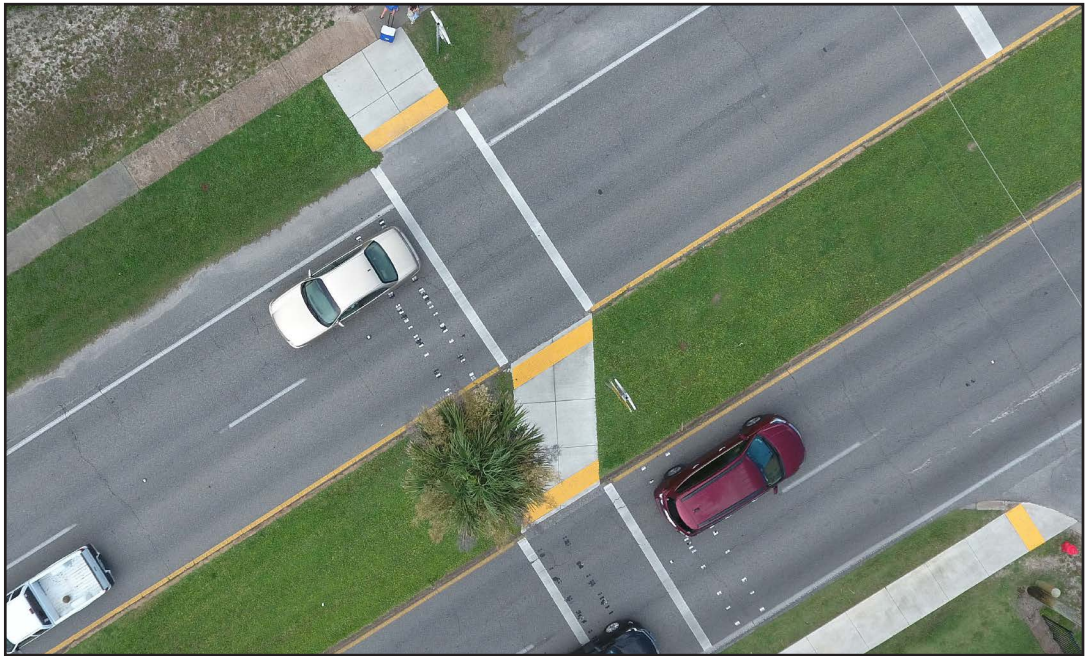
The Public Works Department operates with efficiency in mind; honing in on projects with the greatest impact while maintaining fiscal responsibility. Challenges presented to the department are met with a commitment to excellence and professionalism. Opportunities for success come with the implementation of innovative, yet sound, solutions and a statement of pride in the quality of work.





SCAN FOR MORE  
ACCOMPLISHMENTS

- Began construction of the SW Crestview Bypass and East-West Connector – continued widening of PJ Adams Parkway
- Completed Surtax Projects:
  - Sheriff's Office Training Facility
  - Commons Drive Signal and Sidewalk Improvements
  - Standish Court / LaFitte Crescent
  - Stormwater System Rehabilitation Project
  - Meigs Drive Stormwater Improvements
- Dirt Road Stabilization of 35 miles of roads
- Completed construction of the Okaloosa Island Boat Basin
- Mosquito Adulticide application over 494,000 acres; 1,600-person hours; traveling over 17,000 miles.
- Fleet: Completed 4256 shop work orders; of these work orders 909 were Preventive Maintenance (PM) (21%).
- Citizen Request for Services - 896 Complaints received. 896 Complaints Investigated.
- Managed Contracts for the collection and disposal of municipal solid waste covering 34,500 homes.
- Provided curbside recycling service to approximately 34,500 homes
- Collected and disposed of 175,000 tons of garbage.
- Collected 9,000 tons of recyclables through residential service and another 51,373 tons through private/municipal recycling efforts (includes 14,022 tons of yard waste).
- Disposed of 10,000 waste tires.
- Collected and processed over a million pounds of Household Hazardous Waste (HHW).





## EXTENSION SERVICES



Ronnie Cowan

Director of Extension Services

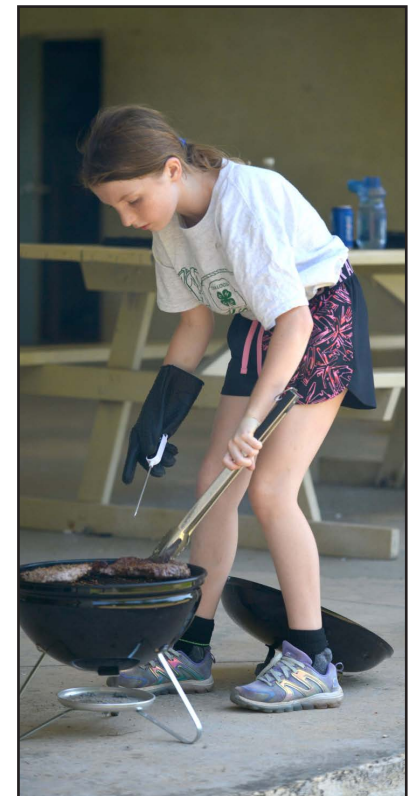
Okaloosa County UF/IFAS Extension Service develops and delivers research-based educational programs, workshops, newsletters and publications in the areas of agriculture/small farms, family and consumer sciences, horticulture, natural resources, marine science and 4-H youth development. The nationwide informal educational network links experts and resources at the federal, state and local levels.

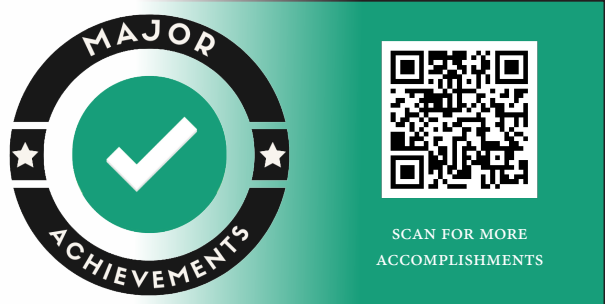
Local citizen advisory committees provide guidance and recommendations for programming based on local community needs. Programs in Agriculture/Small Farms/Natural Resources focus on agriculture profitability and the sustainable use of environmental resources for larger commercial operations as well as those smaller farms with more limited available resources.

Family and Consumer Sciences programming involves food, nutrition, health, food safety, family finance, community prosperity and housing. Homeowner and Commercial Horticulture programs include training of volunteer Master Gardeners and the development of Best Management Practices. With increased urbanization and growth, come increased pressures on our coastal ecosystems. Balancing population needs while conserving our natural resources is one of the major goals of Okaloosa County's Sea Grant and Natural Resources Extension program.



4-H Youth Development programs develop life skills, youth leadership, character and good citizenship. Projects and programs focus on a wide array of youth interests.





- The Agriculture Extension Program reached 3,216 clients through on-farm consultations, phone calls, group meetings, emails and office visit this past year.
- The Family and Consumer Sciences (FCS) agent aided 135 families or individuals with preparing and filing their 2021 taxes at no cost.
- In collaboration with the Marine Science Agent, the Commercial Horticulture Agent trained 12 AmeriCorps Volunteers through the Master Naturalist program. These volunteers utilized the newly acquired interpretative skills in their Grasses in Classes and
- The Sea Grant Agent was awarded \$44,999 in grant support for a Florida Sea Grant HARVEST intern, a Florida A&M University aquaponics demonstration system and for funding the Niceville High school NaGISA science program supporting workforce development training in marine science.
- 221 soil samples were tested for Okaloosa County residents during 2021.
- 71 Master Gardener Volunteers provided 4400 hours of volunteer service.
- Okaloosa County 4-H Clubs increased their volunteer membership from 6 to 73 adults.
- Okaloosa County 4-H youth membership increased nearly 30% during 2021.
- Nearly \$25,000 in grants to support 4-H Club Work was secured during 2021.
- 12 Scholarships for Military families were secured during 2021.
- 4-H community clubs increased from 5 to 16 clubs during 2021.
- Numerous 4-H Awards won in 2021



## FACILITY AND PARKS MAINTENANCE



Butch Hendrick

Director of Facility and Parks Maintenance

The Facility and Parks Maintenance Department serves the citizens of Okaloosa County by constructing, expanding, remodeling, repairing, and maintaining the various county-owned and leased facilities, and by providing custodial and groundskeeping services as directed by the Board of County Commissioners and the County Administrator.

The Facility and Parks Maintenance Department provides services to:

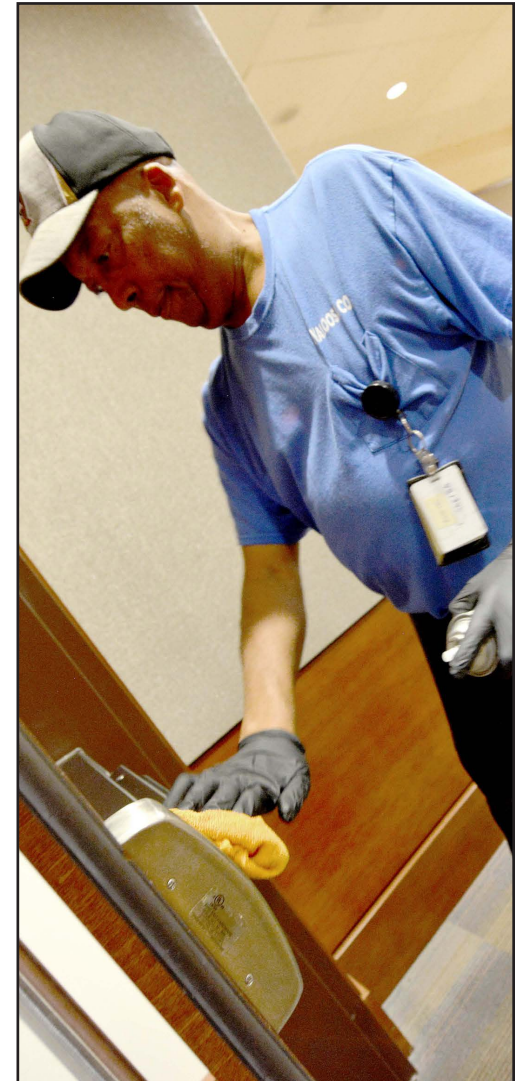
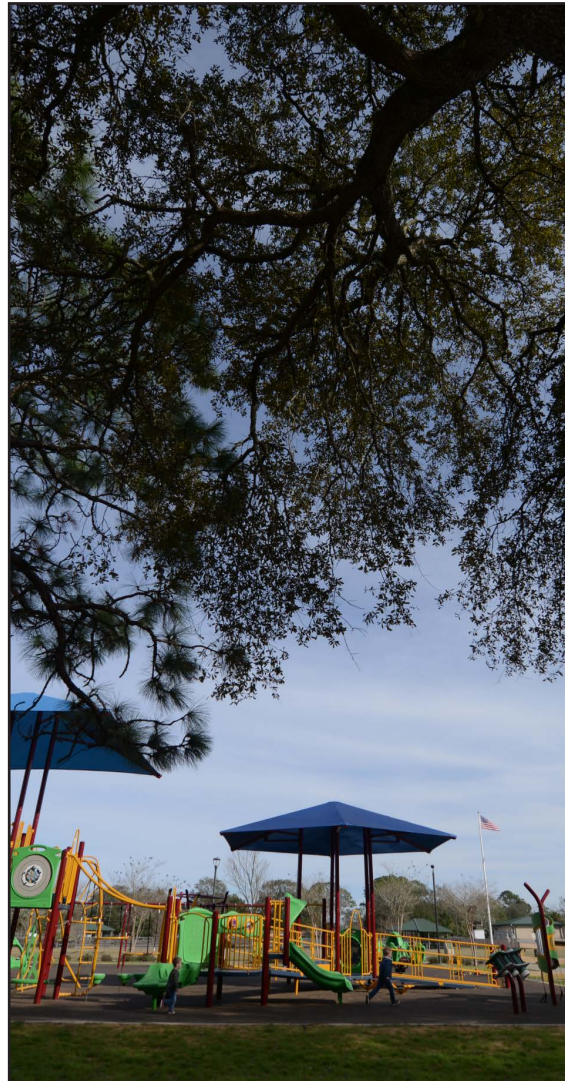
- The Board of County Commissioners
- All County Departments under the BCC including
- All County Airports
- All County Parks
- All County Constitutional Officers
- And other facilities as directed by the BCC and the County Administrator

Facility and Parks Maintenance employs a staff of highly skilled professional supervisors, trades and crafts personnel, custodians and groundskeepers, and supply and administrative personnel. In addition to responding to daily requests for services, personnel responds 24/7 to emergency service request situations that involve matters of public safety and the destruction or imminent degradation of the facilities.





- Don & Susan Stillwell Park – New Play-ground Structure and Surfacing
- Sylvania Heights – 4 New Basketball Goals
- Cotton Bridge Park – Parking Lot Resurfacing
- James Lee Park – Landscaping & Irrigation Improvements
- Baker Ball Park – LED Lighting Upgrades / Erosion Stabilization
- Beach Accessway No. 1 – Reroof Pavilions & Restrooms
- Little Marler Park – Reroof Pavilion
- Meigs Park – Shoreline Stabilization
- Port Dixie Ball Fields – LED Lighting & Fencing Upgrades
- Brackin Building – Reroof
- Brackin Building - Install (8) HVAC Units, Split System & Package Unit Replacements
- South State Attorney – Water & Sewer Bldg Remodel (3 Floors)
- North State Attorney – Reroof and Re-place carpet
- County Jail Server Room – Construction & Electrical Upgrades
- North Fleet – Office & Interior Remodel
- FM/Parks North – Office & Interior Remodel
- Brackin Building – Old Bank Drive-Thru Demo
- South Courthouse Annex – Install 3-way Valve Air Handlers
- Welcome Center – Office & Interior Remodel



## GROWTH MANAGEMENT



Elliot Kampert  
Director of Growth Management

The Department of Growth Management provides a broad range of development and regulatory services to both the citizens and the development community. With offices in Ft. Walton Beach and Crestview, Growth Management provides services in five primary areas of responsibility mandated by federal, state and local codes and ordinances.

These are: the implementation of the adopted Okaloosa County Comprehensive Plan, the Land Development Code and the National Flood Insurance Program, the plan review, permitting and inspection of construction activities in the unincorporated county and the municipalities of Cinco Bayou, Shalimar, and Mary Esther.

Additionally, we provide for the enforcement of local codes and ordinances relating to growth and land use development, as well as the administration of the Neighborhood Stabilization and State Housing Initiative Partnership affordable housing programs.

The Department of Growth Management supports the County Administrator and Board of County Commissioners and several citizen and technical advisory boards, namely; the Planning Commission, the Board of Adjustment, the Code Enforcement Board, the County Contractor



Licensing Boards (Construction, Electrical, Mechanical, Plumbing, Construction Board of Adjustments and Appeals) and the Fire Code Advisory Board.

The Department of Growth Management is organized into three Divisions: Planning, Building Inspections, and Code Enforcement. Additionally, an Administrative Staff oversees required daily administrative duties.

### ADMINISTRATIVE SECTION

The Administrative Section consists of the Growth Management Department Director, Elliot Kampert, the Planning Manager, Randy Woodruff, and the Chief Building Official Purl Adams, with support staff located in both the north and south offices.

### PLANNING DIVISION

The Planning Division has the lead responsibility for the implementation of the County's Comprehensive Plan, the Land Development Code, the National Flood Insurance Program, the flood insurance Community Rating System, and the Hazard Mitigation Grant Program.

### BUILDING DIVISION

The Building Division is made up of three sections: Permitting and Licensing, Construction Plans Review, and Inspections. The staff of the Building Inspection Division provides direct staff support to the Code Enforcement Board, the Fire Code Advisory Board, and the County Contractor Licensing Boards (Construction, Electrical, Mechanical, Plumbing, Construction Board of Adjustments and Appeals).

The Inspection Section also provides permitting and inspection services to the municipalities of Mary Esther, Cinco Bayou, and Shalimar.

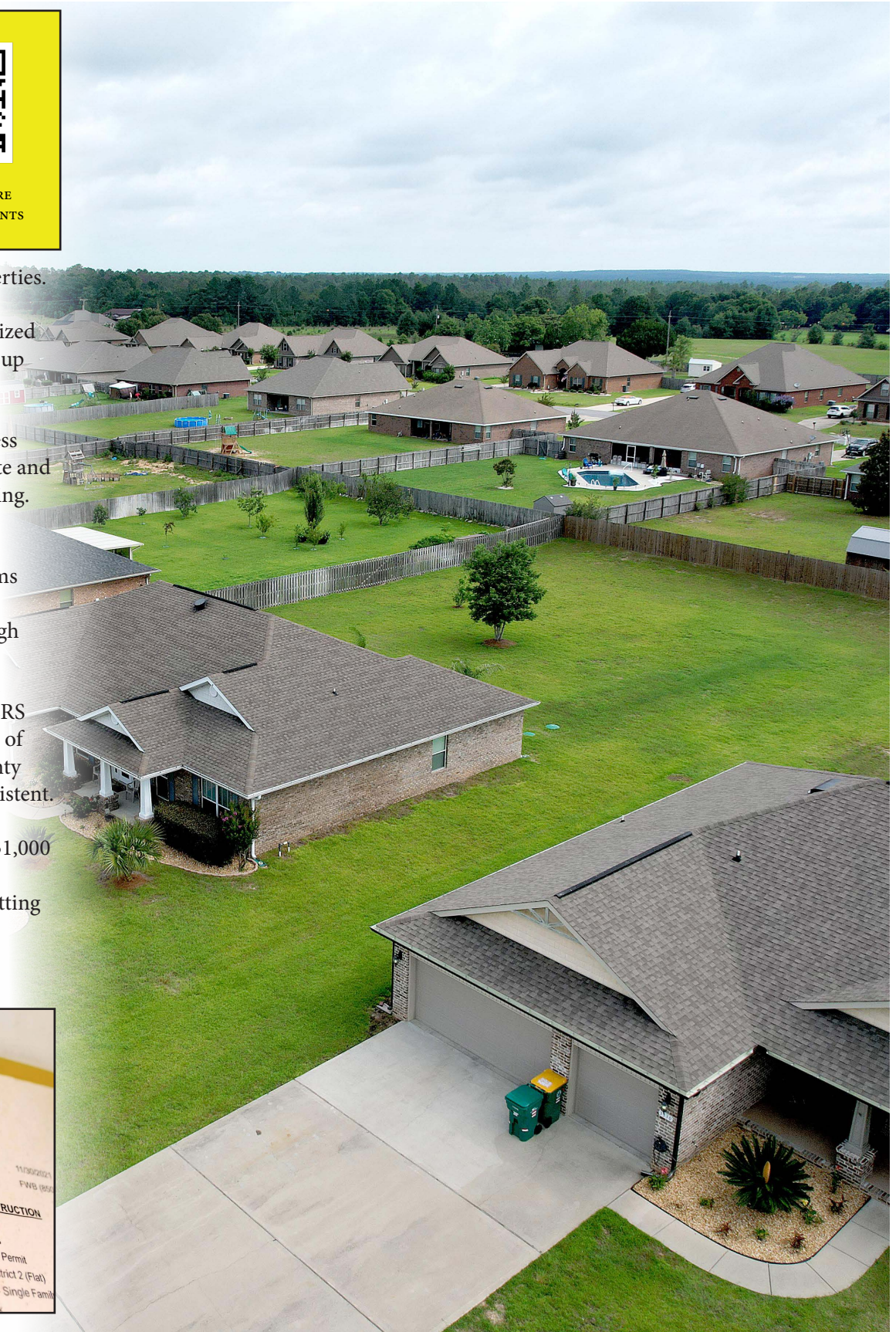
### CODE ENFORCEMENT

The Code Enforcement Division operates from offices in both Fort Walton Beach and Crestview, and enforces not only the regulatory aspects of the County's Land Development Code, but also serves as the regulatory arm of the County's contractor licensing program as well as junk, nuisance vehicle, noise and other complaints.



SCAN FOR MORE  
ACCOMPLISHMENTS

- Successfully placed code liens on 7 properties.
- Partnered with Waste Management to expedite clean-up of 893 illegal/unauthorized dumping and tagged curb-side bulk pick-up issues Continued proactive enforcement activities and addressed 92 cases.
- Partnered with the Department of Business and Professional Regulations to investigate and prosecute 3 cases of Unlicensed Contracting.
- Addressed 27 Abandoned Vehicles and 3 Abandoned Vessels.
- Provided 38,043.57 in restitution to victims (\$33,940.32 & \$4,102.65).
- Returned \$92,575 to General Fund through Code Search Requests.
- Successfully coordinated CRS/Floodplain management review retaining County's CRS rating of 5, continuing the 25% reduction of flood insurance premiums Updated County floodplain management regulations consistent.
- Processed in excess of 15,000 building permit applications and conducted over 31,000 inspections.
- Initiated installation of new online permitting system.



## INFORMATION TECHNOLOGY



Dan Sambenedetto  
Director of Information Technology

The Information Technology (IT) Department operates through four main divisions: Geographic Information Systems (GIS), Systems and Networks (SAN), Applications and Administration (APP) and Telecommunications (Telecom).

The Department's mission is to provide continually improving technology and data in a secure, reliable, integrated, cost-effective, and efficient way to enhance the effectiveness of county government.

The goal of IT is to innovatively implement on-demand technology and data for critical government services to improve the quality of life for the citizens of our county.

The management of technology and data in a coherent, organized County-wide effort is necessary to ensure limited money, resources, and time are wisely allocated and efficiently utilized to provide effective, efficient government in Okaloosa County.

Additionally, the Information Technology Department provides a reliable and cost-effective telecommunications infrastructure and manages the County's fiber-optic/telecommunications network as a mission-critical utility.



- Completed the 2021 Commissioner Redistricting process on time.
- Completed the triennial (every 3 years) Okaloosa County ortho and oblique aerial photography project.
- Created a public web page to survey internet broadband experiences and usage within the county.
- Took over the responsibility of maintaining the Transit Department's (EC) Rider website.
- Created an interactive StoryMap application for the Women's Veterans Memorial Park web page.
- Created interactive fiber optic related maps and services to assist in the county's broadband expansion efforts.
- Created a road closure list and interactive GIS map, fully integrated with our PS WebEOC

application to display road closures and delays on the main county website for public consumption.

- Supported data conversion and work flow configuration for Growth Management's new permit and inspection system.
- Fortified north and south datacenters with diverse internet pipe and hardware to increase reliability; transactional data replication to secure data integrity; consolidation of hardware and software to provide efficient and cost-effective technology improvements.
- Supported the Airport's expansion from project plan reviews and technology assessments through system implementations for Concourse C, baggage handling areas, and more.
- Extended the county's wireless presence by providing Patron Wi-Fi access via BCC network wireless access points resulting in expanded coverage and cost savings.

## LIBRARY COOPERATIVE



Vicky Stever

Coordinator of the Public Library Cooperative

The Okaloosa County Public Library Cooperative is a partnership between the cities of Crestview, Destin, Fort Walton Beach, Niceville, Mary Esther, Valparaiso, and Okaloosa County to provide no-fee library services for all county residents. OCPLC is an independent, inter-governmental agency governed by a board of seven appointed members.

The Okaloosa County Public Library Cooperative (OCPLC) empowers the community through education, creation and exploration.

### Essential Community Services

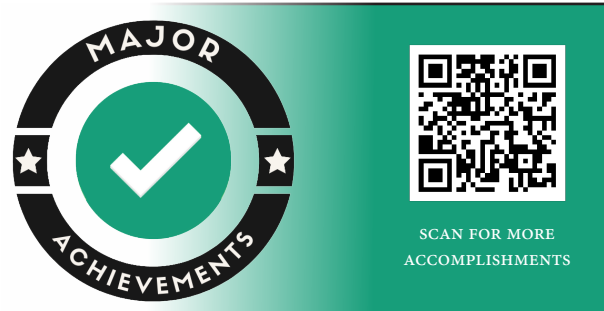
Mobile career center, job fairs, career counseling, income tax preparation, voter and social services registration, Career Online High School, homework assistance and tutoring.

### Collaborative Spaces

Meeting rooms, study spaces, classes and cultural events for all ages and community conversations.

### Access to Technology and Research

Computers, free wireless access, digital media creation labs, technology instruction, research assistance, group classes, STEM exploration activities, online courses, downloadable eBooks and eAudiobooks.



- Administered a \$50K ARPA grant secured by Fort Walton Beach Library, to enrich the digital library service to county residents. Grant purchases added 1,714 downloadable items in subject areas that support academic courses, the arts and lifelong learning.
- Revitalized the web presence of the Cooperative with a newly designed, customer-focused website.
- Incorporated mobile responsive design to address the growing number of customers
- Facilitated tuition scholarships for 19 new adult students into Career Online High School, and managed a high of 28 enrolled Okaloosa residents. Hosted a memorable in-person graduation ceremony for 8 persons who achieved their diplomas in 2020/2021.

accessing the library site through smartphones. Introduced an app for the Cooperative's catalog and customer interface.





## PUBLIC SAFETY



Patrick Maddox  
Director of Public Safety

The Okaloosa County Department of Public Safety consists of Emergency Management, Beach Safety and Emergency Medical Services (EMS) Divisions. The Department remains focused around the clock to keep our community of residents and visitors protected from hazards and harm from the South Okaloosa County beaches to the tree lines, waterfront parks and roadways of Central and North Okaloosa. The department protects the health, safety and welfare of our community with pride and professionalism.

### EMERGENCY MANAGEMENT DIVISION

The Division maintains the County Emergency Operations Center, which is a unique facility that provides a central command location for County emergency response and recovery efforts before, during, and after emergencies and disasters. The Emergency Operations Center (EOC) operates under the National Incident Management System/Incident Command System/Emergency Support Function.

There are 21 individual Emergency Support Functions; each function oversees a critical service the county must continue to provide to its citizens, visitors, and businesses. The Emergency Support Functions are arranged into sections, which comply with National Incident Management System/ Incident Command



System requirements. The Division assists with the logistics of disaster response and recovery operations with all branches of government to ensure missions and resources are managed efficiently.

Emergency Management identifies potential threats and designs a long-term plan to prevent damages to individuals and property. Mitigation activities include public outreach through the Alert Okaloosa warning system; shelter retrofits as funding becomes available, increasing shelter space available by working with other governmental agencies through new construction, and actively addressing mitigation issues through the Okaloosa County Local Mitigation Strategy Committee and identifying mitigation projects and funding opportunities to the committee.

Emergency Management identifies potential threats and designs a long-term plan to prevent damages to individuals and property. Mitigation activities include public outreach through the Alert Okaloosa warning system; shelter retrofits as funding becomes available, increasing shelter space available by working with other governmental agencies through new construction, and actively addressing mitigation issues through the Okaloosa County Local

Mitigation Strategy Committee and identifying mitigation projects and funding opportunities to the committee.

### BEACH SAFETY

The Beach Lifeguard Program provides year-round lifeguard protection, preventative oversight, and heavy surf and rip current rescue services on the beaches and waterways of Okaloosa County, in accordance with Okaloosa County Parks and Recreation Ordinance No. 08-06.

Division personnel raise and maintain the universal flag warning and signage system on Okaloosa County Beaches in coordination with the Florida Department of Environmental Protection's Beach Flag Warning Program, as set forth in Section 380.276 F.S.S.



Beach Safety provides public education information to the citizens and visitors of Okaloosa County on the hazards that exist in the aquatic and marine environment. Lifeguards make presentations and provide safety briefings to civic organizations, military organizations, church groups, and others. Posters, information cards and pamphlets, and videos are printed and distributed to local schools and universities during safety presentations conducted by senior lifeguard staff members.

The Swift Water and Flood Rescue program focuses on early warning, evacuation, and rescue of victims and potential victims of rising floodwaters resulting from severe weather events in Okaloosa County. Team members provide technical rescue services in shore-based, boat-based, and in-water situations, as well as special situations around dams, vehicles, and high-angle areas. The team is also deployable on a regional scale and can be mobilized to respond to disasters in surrounding counties on short notice.

#### **EMERGENCY MEDICAL SERVICES DIVISION**

The EMS Division operates 12 Advanced Life Support (ALS) and Basic Life Support ambulances stationed throughout Okaloosa County that respond to emergency calls and transport patients to appropriate medical facilities.





SCAN FOR MORE  
ACCOMPLISHMENTS

#### EMERGENCY MANAGEMENT

- Updated the County's Mass Care Plans based on lessons learned during the COVID-19 Public Health Emergency.
- Updated the County's Emergency Fuel plan based on lessons learned from the Keystone Pipeline.
- Cyber Attack- added previously "assumed" partners to documentation for mission inclusion.
- Hired an Emergency Planner to focus on County plans maintenance, review of Adult Living.
- Facility plans and grant compliance. This position is now posted again for reasons beyond control.
- Responded to, assisted with or monitored over 100 incidents ranging from Weather and Hazardous Materials spills to wildfires and fuel supply issues.
- Completed upgrade of all desktop and laptop computers within the Emergency Operations Center.
- Secured funding to equip the Backup EOC location at the County Extension Office with a generator and build a storage facility on the campus of NWFSC.

#### BEACH SAFETY

- Over 820,000 documented preventative actions (up 265,289 from FY22).
- 34 rip current and heavy surf rescues with no drowning fatalities on guarded beaches.
- 48 reports of lost children on the beach. All were found and returned to their families.
- 157 medical calls.
- "Buddy on the Beach" prevention program reached over 5,000 visiting youth.

- Beach Wheelchair program for disabled guests- avg 400 deliveries annually.
- Public education and Junior Lifeguard program with over 50 participants.

#### EMERGENCY MEDICAL SERVICES

- 33,500 requests for assistance/28,000 billable transports.
- Awarded the American Heart Association's Mission Lifeline: Gold Plus Award for Excellence in out-of-hospital cardiac care.
- In-field Return of Spontaneous Circulation (ROSC) rates of 28% for cardiac arrest patients.
- Participant in Helping Emergency

Responders Obtain Support (HEROS) Narcan Program; grant funding for Narcan usage

- Maintained 12 county-wide ALS/BLS ambulances
- Response Time- 9m urban, 15m rural required by accreditation standards. We average 7.5 urban, 12.5m rural, of which we are very proud.
- Continued partnering with DOH for Co-Vid 19 outbreaks and any system changes.
- CAAS Re-accreditation: PERFECT SCORE and commendation for excellence.



## RISK MANAGEMENT

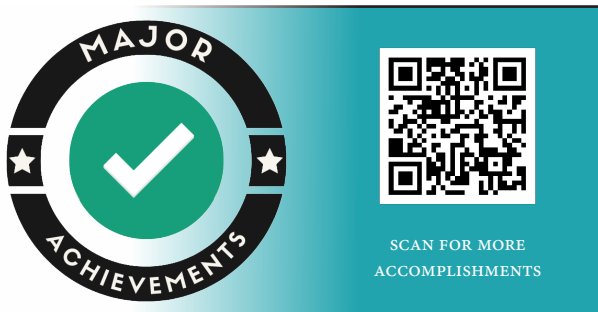
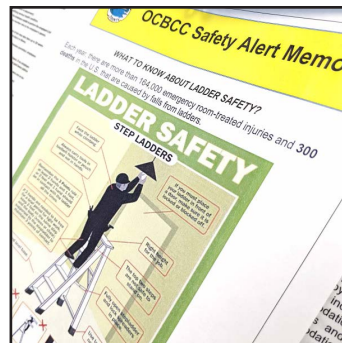
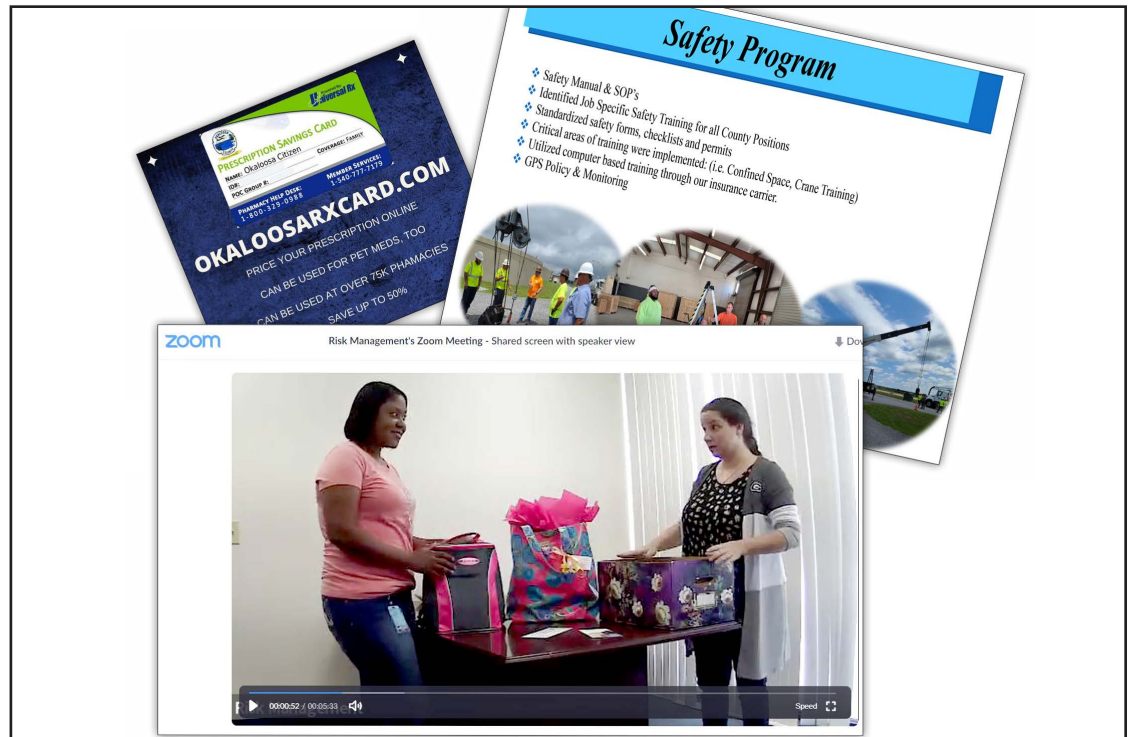


Kelly Bird  
Risk Manager

The Risk Management Department is responsible for the safety of employees, the conservation of physical and financial assets of the Board of County Commissioners, Clerk of Court, the Tax Collector, the Property Appraiser, and the Supervisor of Elections.

Major activities include administration of the self-insurance fund; including general liability, workers' compensation, auto and property insurance, the employee benefits program, contract review, public record request, safety program, and claims management. In addition, the department serves as the coordinator of the Americans with Disabilities Act (ADA) for the County.

The goal is to provide professional support in areas of employee health, wellness and safety while protecting County assets through aggressive workers' compensation, property, auto, and general liability claims management.



- Implemented a new online Benefits enrollment platform for Open Enrollment, Onboarding and Life changing events.
- Identified job-specific safety training for all county positions and implemented a computer-based training (CBT) system for new employee onboarding.
- Provided on-site confined space permit and crane safety training for employees.
- Transferred all employee benefit files to electronic format.

## TRANSIT



Tyrone Parker  
Division Manager

The Transit Division, operating under Coordinated Transportation, serves as the Community Transportation Coordinator as required by Section 427.011 of the Florida Statutes and manages more than \$8.7 Million in State and Federal Grants Funds through which both paratransit and fixed-route services are provided.

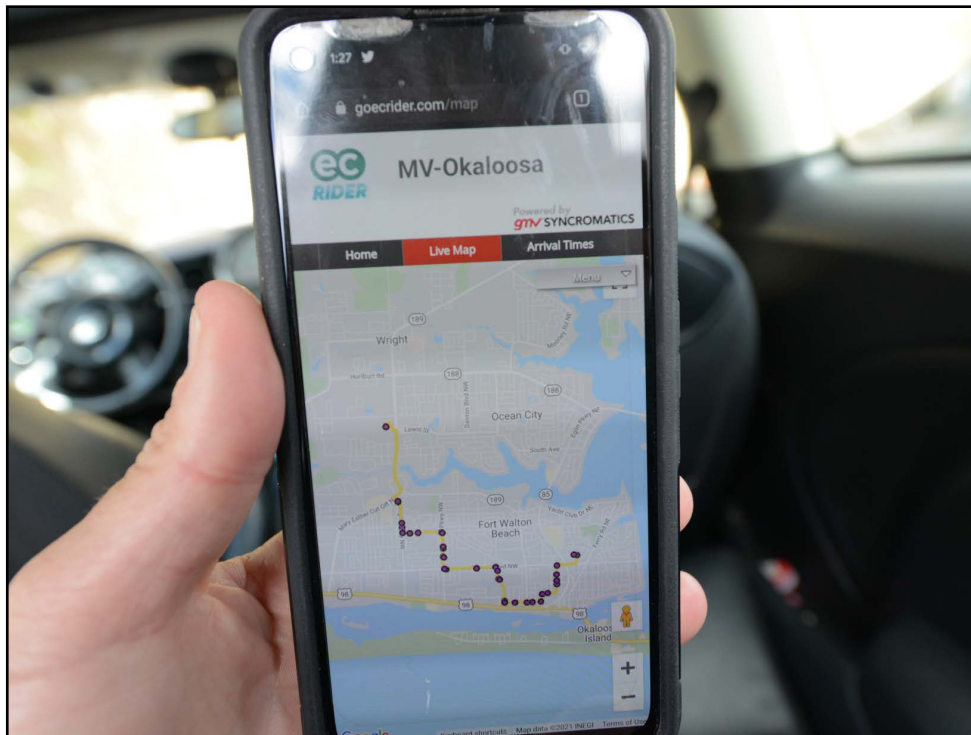
The Division is funded with General Funds with salary supported by State and Federal grants. Revenue for transit operations is obtained through fare collections, contracted services, and transit advertising. Funding for transit operations is subsidized by the Federal Transit Administration, Florida Department of Transportation, Florida Commission for the Transportation Trust Fund, Medicaid, and matching local dollars.



The goal of the Transit and Grants Section is to maximize the procurement and use of state, federal and other grants in order to:

- Provide the most affordable public transportation to citizens of Okaloosa County through the most economical offering fixed route and paratransit services.
- Transition eligible paratransit users from demand response service to fixed-route service and operation.
- Reduce General Fund contribution allocated to public transportation.
- Supplement County funds used for infrastructure.
- Provide grant administration assistance to other County Departments and Agencies.





SCAN FOR MORE  
ACCOMPLISHMENTS

- Okaloosa County Transit - EC RIDER and its Transportation Management Contractor (MV Transportation) continued to comply and enforce safety protocols and procedures, along with revisions to requirements for Bus Operators, Passengers, and Customers for Transit Operations, as it relates to fixed route and paratransit services during the COVID-19 Pandemic and Delta Variant.
- Okaloosa County Transit Fleet Maintenance operates at full staffing levels, as forecasted in approved and adopted FY2022 Budget.
- Okaloosa County Transit – EC RIDER partners and coordinates efforts with Okaloosa County’s IT Department for inclusion in an IT Project to install security cameras, control door access, and property security gate for entrance and exiting of Transit Facility & Property.
- Okaloosa County Transit – EC RIDER is assigned and acquires (5) five transfer vehicles from (FDOT) Florida Department of Transportation.
- Provided over 53,000 fixed route passenger trips and over 40,800 in paratransit/door-to-door passenger trips, while resuming 100% loading on transit vehicles throughout Okaloosa County Service Area.

## TOURISM DEVELOPMENT



Jennifer Adams  
Director of Tourism Development

The Tourist Development Department saw another record year in the number of visitors to Destin-Fort Walton Beach.

The Department is funded by Tourism Development Revenue, also known as 'Bed Taxes' and are funded solely by visitors staying in overnight lodging accommodations.

Unlike a sales tax, which is levied on a variety of goods and services, the tourist development 5% tax is collected from the visitor by short-term rental providers only such as hoteliers, vacation rental management companies, campgrounds, and even self-managed properties listed through online booking agents such as Vrbo and Airbnb. Overnight guests remit their tourism tax, in addition to sales tax on their accommodations.

Beaches and parks maintenance and improvements are funded by the 1st cent of the Tourist Development Tax on short-term rentals. Projects include maintenance, restoration, and improvements of beaches and beach facilities; maintenance and improvements of waterfront parks within the taxing district; and support for an artificial reef program and ecotourism opportunities. Lifeguard, public safety, and public facilities capital improvement are funded by the 2nd cent of the Tourist Development Tax on short-term rentals.

The Convention Center is funded by the 3rd cent of the Tourist Development Tax on short-term rentals, as

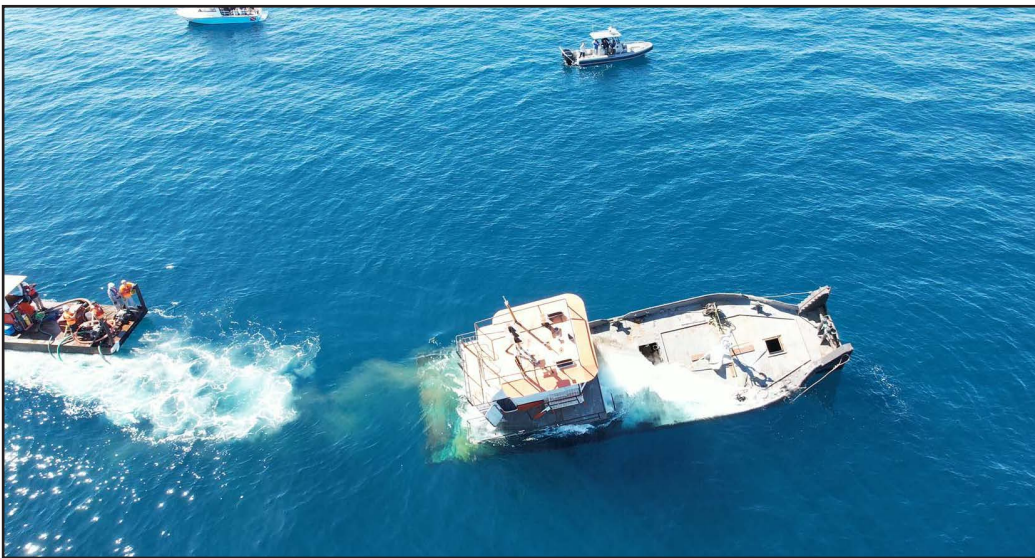


well as by revenues generated by functions held at the convention center. The Destin-Fort Walton Beach Convention Center (DFWBCC) provides professional services, unique food and beverage, and a safe, clean and well-maintained facility for meetings, conventions, trade shows, public entertainment and special events activities.

Marketing is funded by the 4th and 5th cents of the Tourist Development Tax on short-term rentals.

Goals include:

- Promote Destin-Fort Walton Beach as the place that gets kids outside on the water to give their adventurous side room to grow and change perception with branding and promotion.
- Create a more personal, connected experience for visitors and local families through destination stewardship initiatives.
- Be a shared community asset for both the tourism industry and local residents.
- Protect and enhance natural resources.



SCAN FOR MORE  
ACCOMPLISHMENTS

- Completed stage 2.5 pilot of Adventure Pack program under Destination Stewardship, focusing on improving the customer booking experience, as well as increasing pack redemption rates.
- Participated in media missions to the United Kingdom and New York.
- Executed grassroots efforts to educate and attract new partners from the expanded taxing district
- Branded trash receptacles along the public beaches.
- Launched beach flag safety opt-in text system garnering over 5000 subscribers.
- Permitted and completed 3-miles of sand fencing and dune vegetation planting on Okaloosa Island, grant and TDC funded.
- Re-deployed two Fish Aggregating Devices Buoys 60-80 miles offshore. These redeployments were due to mooring line failure from potential shrimp trawl impact.
- Deployed seven vessels as artificial reefs. Also deployed 1,000 tons of secondary use concrete donated by
- Eglin AFB, Destin Water Users and other local partners to create a single 'rubble pile' artificial reef site.
- Continued work on Veterans Park project in collaboration with Parks/Facilities Maintenance.
- Awarded \$1.5million grant from NFWF and another \$1.5million from RESTORE for this project.



## VETERAN SERVICES



Beatrice Love-Moore  
Director of Veteran Services

The Department of Veteran Services was created by the Board of County Commissioners to assist Okaloosa County Veterans, their dependents and survivors in accessing and obtaining federal, state, local benefits with professional and courteous service which will improve their quality of life.

Veteran citizens and their survivors require a high level of individual hands-on care by the County Veteran Service Officers and Veterans' Counselors who act as an advocate in order to locate and access federal resources that are based on complex and ever-changing policies and procedures.

The primary focus of the Division of Veterans Affairs is to ensure the needs of our community Veterans and their survivors are addressed and they are honored for their service to our country. Key objectives include:

1. To effectively and efficiently respond to all client requests.
2. Serve all veterans/dependents including shut-ins, assisted care facilities, incarcerated & homeless veterans.
3. To maintain an acceptable dollar return to the County from claims submitted for Federal and State benefits.
4. Maintain client support and ensure critical needs are met



SCAN FOR MORE  
ACCOMPLISHMENTS

- Successfully assisted Surviving Spouse in pursuing claim for benefits after Veteran's death in 2018. She currently receives a monthly benefit of \$1437, with a retro-payment of over \$80,000. Her income before this grant was \$750 in Social Security benefits.
- Interviewed and assisted 33 Veterans at the Inaugural Veterans Resource Fair.
- Effectively assisted Veteran in opposing the DVA's proposal to reduce benefits from 100% to 70%.
- Maintained required County Veterans Service Officer/Counselor accreditations administered by the Florida State Statute Department of Veterans Affairs (FDVA) as set forth by Florida State Statute 292.11.



## WATER & SEWER



Jeff Litrell  
Director of Water & Sewer

Okaloosa County's Water and Sewer Department is a professional, community organization providing the customers of Okaloosa County an ample and affordable supply of clean, safe drinking water, with a commitment to collecting and disposing of domestic waste in a manner that protects the environmental future of our county. The department services tens of thousands of residents, most living south of Eglin Air Force Base.

This department is an enterprise fund and receives revenue through monthly customer billings, capacity expansion charges and related ancillary charges for use of both the Water and Sewer systems within the Okaloosa County Water and Sewer service area. The fund's customer base is currently in excess of 40,500 water service and 37,200 sewer service connections including both residential and commercial.

Maintaining 24/7 standby coverage, the department is responsible for protecting public health through the provision of sanitary sewers for wastewater collection (lift stations), treatment plants, and effluent disposal. Additionally, it is responsible for protecting the environment by preventing the introduction of pathogens and excess nutrients into the ground and surface waters.



Water & Sewer maintains, repairs and monitors:

- 524 MILES OF WATER DISTRIBUTION MAINS
- 225 MILES OF WATER SERVICE LINES
- 443 MILES OF SEWER MAINS
- 114 MILES OF SEWER SERVICE LINES
- 2,489 FIRE HYDRANTS
- 5,595 MANHOLES



## DRINKING WATER

GALLONS  
PRODUCED:  
3,000,000,000

NUMBER OF WELLS: 21

NUMBER OF TANKS: 20



- Performed in excess of 4,000 wastewater sample tests.
- Tested in excess of 456 water samples from monitoring wells.
- Completed in excess of 2,000 tests in both Bacteriology and Quality on County drinking water samples.
- Provided all required reports to DEP, EPA, and NW Florida Water Management District.
- Performed numerous testing on an as needed basis.
- Continued to provide multiple options for payment of utility bills; including free online and phone payments using a credit/debit card or bank account information.
- Maintain an extremely low level of bad debt writeoffs (less than 1% of revenue).
- Continued to streamline inventory custody and controls, including a rolling weekly cycle count procedure for all locations including water & sewer service vehicles.
- Increase use of bar code system for inventory tracking.
- Replaced 4,000+ first-generation digital water meters, which allowed OCWS to stay up to date on the latest meter reading software.
- Installed 68 automatic shut-off water meters.
- Maintained 24/7 standby coverage on all program components, lift stations, and water wells.
- Transported biosolids from all 3 wastewater reclamation facilities (WRFs) off site to be used as fertilizer.
- Operated and maintained compliance with FDEP permits on all 3 WRFs.
- Maintained 155 lift stations in our collection system.
- Maintained approximately 180 acres of RIBs for effluent disposal at the Arbennie Pritchett WRF.

- Maintenance of pretreatment program for industrial users.
- Operated and maintained a State Certified Lab at the Arbennie Pritchett WRF.
- Maintain 63 stationary, towable & portable generator sets.
- Provided electronic/mechanical support on 21 potable water wells and 20 tanks.
- Operations staff provides 24/7 customer service, monitors alarms & notifications for entire water & wastewater system.
- Installed 40+ new backflows devices at lift stations to help stay in compliance with FDEP.
- Set and GPS'd over 300+ new water meters for new construction builds.
- Gravity Sewer Rehab (construction) – install cured-in-place pipe on vitrified

- clay sewers, install liners on aging manholes.
- Generators – ordered 18 new generators for better resiliency during and after storms.
- Okaloosa County/Niceville/Eglin Reclaimed Water Project (construction) – following execution of an
- Interlocal Agreement with the City of Niceville for wholesale reclaimed water and a utility easement with Eglin AFB, construction began on the 11-mile pipeline and is approximately 60% complete.
- PJ Adams Pkwy Water Main Relocation (construction) – installed a water transmission main to replace the existing main.



# OFFICE OF MANAGEMENT AND BUDGET



Faye Douglas

Director of Office of Management and Budget

The office of Management and Budget (OMB) is a department which reviews all financial matters managed by the County.

The department is split into three divisions:

- The Office of Management and Budget
- The Grants Division
- The Purchasing Department

## OFFICE OF MANAGEMENT AND BUDGET

The Office of Management and Budget is the function of the County government that enables all departments to function. It helps departments compile their annual budget for review and approval by the County administrator.

## GRANTS

The Grants Division allows taxpayers to pay less in local taxes by winning awards for needed County projects. The division's team members work with precision and in an exacting manner to ensure every grant is accurate. They assist in writing grants specific to each department in coordination with department heads.

## PURCHASING

The Purchasing Division ensures that Okaloosa County employees are equipped with items necessary for them to complete their job in an efficient manner. The division handles all requisitions, contracts and bidding solicitations.

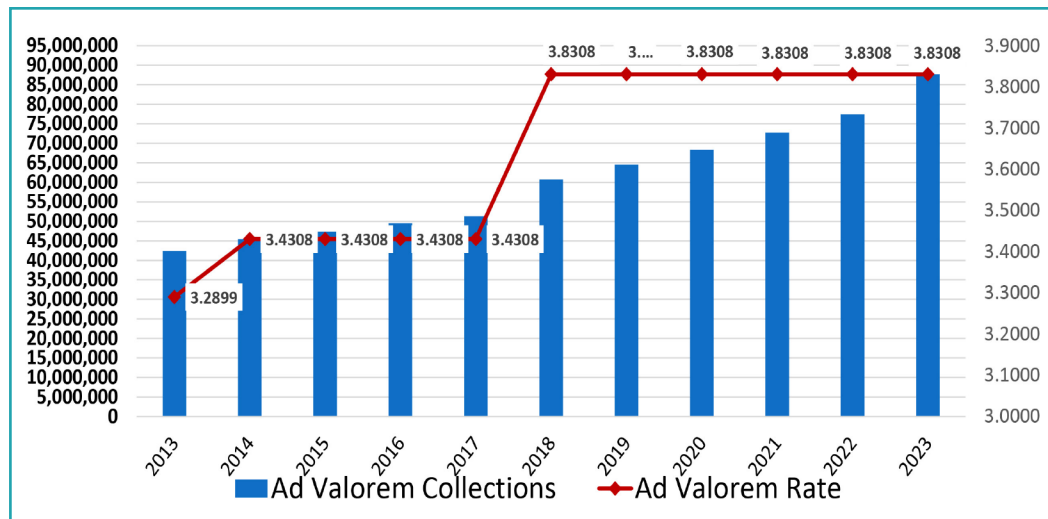


## FY 2023 BUDGET AT-A-GLANCE

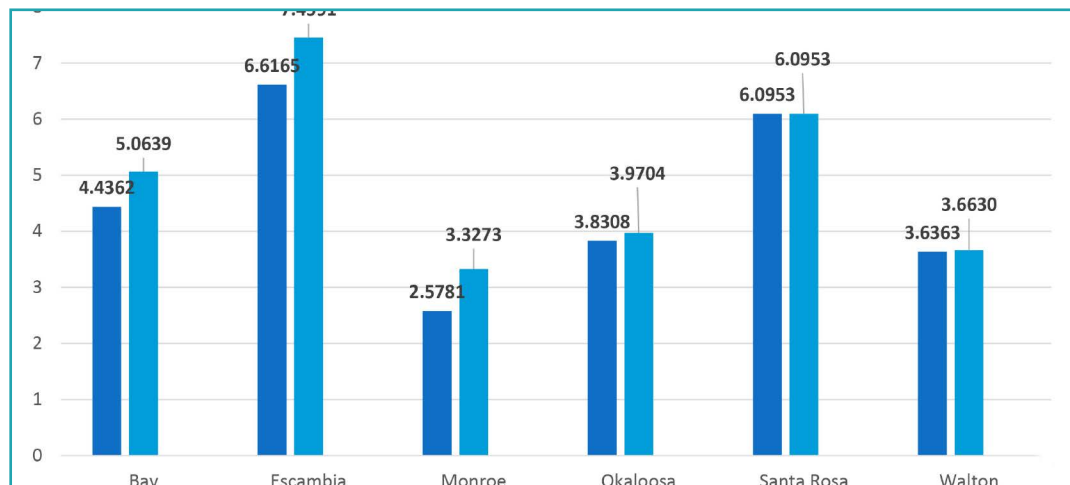
\*\*\* For complete budget information  
visit [MyOkaloosa.com](http://MyOkaloosa.com)\*\*\*

# TOTAL BUDGET (FY 2023): \$561,367,758

## Ad Valorem Collections and Rate History



## Countywide Aggregate Millage Comparison



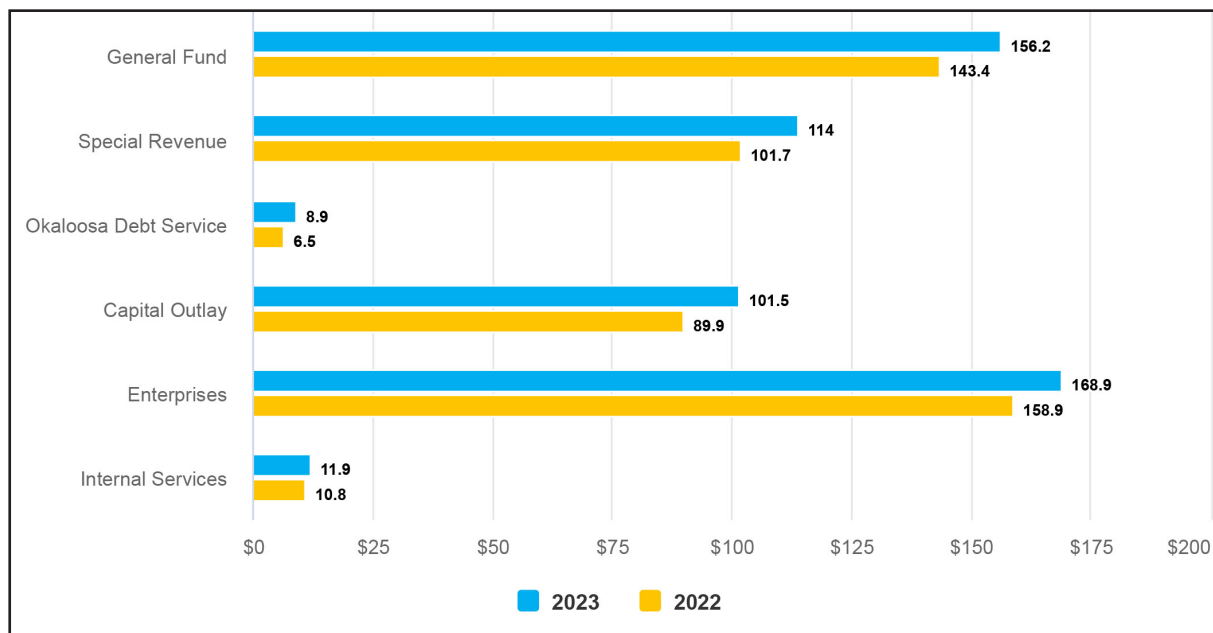
# General Fund Cost Drivers

| Category                     | 2022 Budget  | 2023 Budget  | Difference  |
|------------------------------|--------------|--------------|-------------|
| Personnel Costs              | \$26,134,333 | \$28,221,307 | \$2,086,974 |
| Operating Costs              | \$22,707,754 | \$24,911,681 | \$2,203,927 |
| Capital Costs                | \$1,249,866  | \$1,451,848  | \$201,982   |
| General Services - CRA's     | \$3,239,082  | \$3,877,436  | \$638,354   |
| Library Cooperative Payments | \$540,179    | \$567,188    | \$27,009    |
| Aid to Others                | \$247,500    | \$250,000    | \$2,500     |
| Constitutionals              | \$63,189,486 | \$67,232,002 | \$4,042,516 |

TOTAL NUMBER OF BUDGETED FULL-TIME EMPLOYEES (FY 2023):

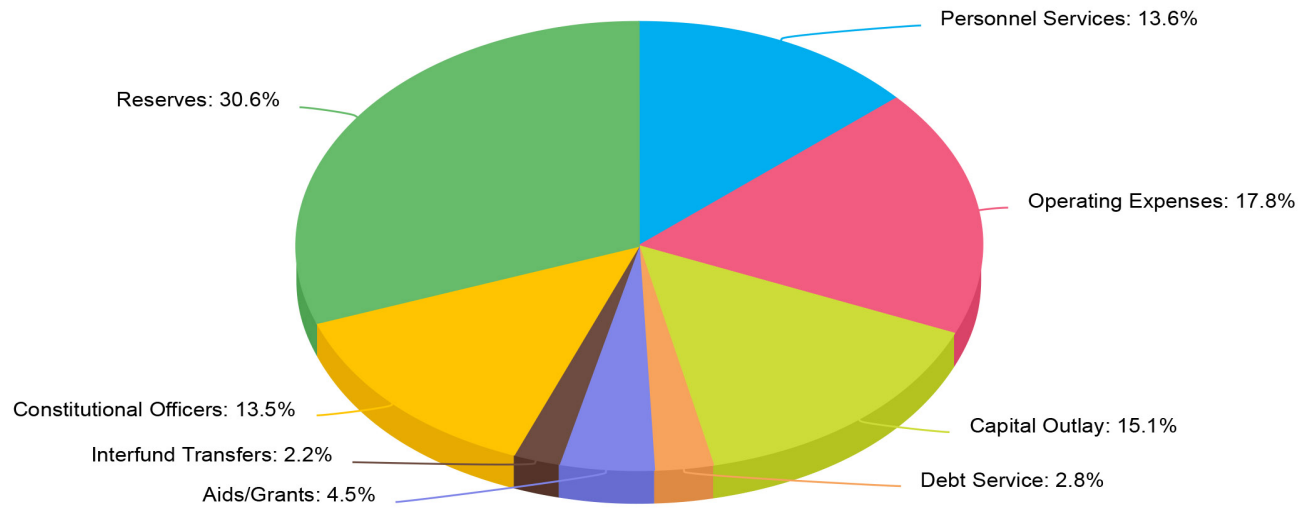
**1,008**

## FY22 vs. FY23 Total Budget



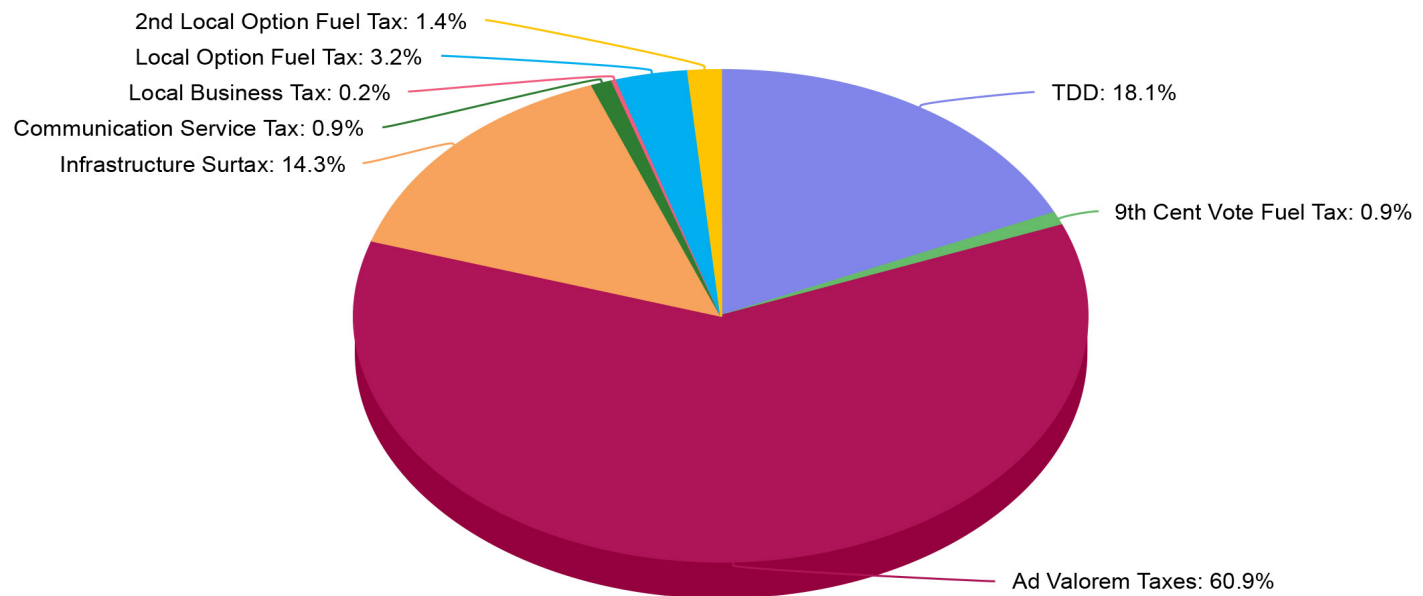
## Expenditures by Activity

\$561,367,758






## Taxes




\$149,017,971







# BUDGET COMPARISON (By Department) FISCAL YEARS 2022-23

| Board of County Commissioners   |                    | FY 2022       | FY 2023       | CHANGE |
|---|--------------------|---------------|---------------|--------|
|  | PERSONNEL          | \$ 883,822.00 | \$ 925,998.00 | 4.77%  |
|  | OPERATING EXPENSES | \$ 68,964.00  | \$ 68,626.00  | -0.49% |
|  | TOTAL              | \$ 952,786.00 | \$ 994,624.00 | 4.39%  |

EMPLOYEES: 8

| County Administrator  |                    | FY 2022         | FY 2023         | CHANGE |
|---|--------------------|-----------------|-----------------|--------|
|  | PERSONNEL          | \$ 948,051.00   | \$ 1,028,856.00 | 8.52%  |
|  | OPERATING EXPENSES | \$ 82,788.00    | \$ 85,748.00    | 3.58%  |
|  | TOTAL              | \$ 1,030,839.00 | \$ 1,114,604.00 | 8.13%  |






EMPLOYEES: 7

| Agriculture Extension   |                    | FY 2022       | FY 2023       | CHANGE |
|---|--------------------|---------------|---------------|--------|
|    | PERSONNEL          | \$ 401,854.00 | \$ 445,872.00 | 10.95% |
|    | OPERATING EXPENSES | \$ 58,408.00  | \$ 58,577.00  | 0.29%  |
|   | CAPITAL OUTLAY     | \$ 8,000.00   | \$ 8,000.00   | 0%     |
|  | TOTAL              | \$ 468,262.00 | \$ 512,449.00 | 9.44%  |






EMPLOYEES: 10

| Airports  |                    | FY 2022          | FY 2023          | CHANGE  |
|---|--------------------|------------------|------------------|---------|
|    | PERSONNEL          | \$ 3,049,527.00  | \$ 3,400,262.00  | 11.50%  |
|    | OPERATING EXPENSES | \$ 9,573,940.00  | \$ 11,454,573.00 | 19.64%  |
|   | CAPITAL OUTLAY     | \$ 4,647,218.00  | \$ 8,534,000.00  | 83.64%  |
|  | DEBT SERVICE       | \$ 748,760.00    | \$ 760,158.00    | 1.52%   |
|  | OTHER USES         | \$ 31,212,577.00 | \$ 26,943,519.00 | -13.68% |
|  | TOTAL              | \$ 49,232,022.00 | \$ 51,092,512.00 | 3.78%   |

EMPLOYEES: 49




| Corrections   |                    | FY 2022          | FY 2023         | CHANGE  |
|---|--------------------|------------------|-----------------|---------|
|  | PERSONNEL          | \$ 11,697,595.00 | \$ 12,179,960   | 4.12%   |
|  | OPERATING EXPENSES | \$ 6,540,393.00  | \$ 7,274,454.00 | 11.22%  |
|  | CAPITAL OUTLAY     | \$ 136,700.00    | \$ 204,000.00   | 49.23%  |
|  | OTHER USES         | \$ 1,043,487     | \$ 849,078      | -18.63% |
|  | TOTAL              | \$ 19,418,175.00 | \$ 20,507,492   | 5.61%   |

EMPLOYEES: 142





| Growth Management   |                    | FY 2022         | FY 2023         | CHANGE |
|---|--------------------|-----------------|-----------------|--------|
|  | PERSONNEL          | \$ 3,091,925.00 | \$ 3,406,178.00 | 10%    |
|  | OPERATING EXPENSES | \$ 914,765.00   | \$ 1,009,181.00 | 10.3%  |
|  | CAPITAL OUTLAY     | \$ 105,000.00   | \$ 116,000.00   | 10.4%  |
|  | OTHER USES         | \$ 1,753,200.00 | \$ 1,753,200.00 | 0%     |
|  | TOTAL              | \$ 5,864,890.00 | \$ 6,284,559.00 | 7.1%   |

EMPLOYEES: 37







| Human Resources   |                    | FY 2022       | FY 2023         | CHANGE |
|---|--------------------|---------------|-----------------|--------|
|  | PERSONNEL          | \$812,396.00  | \$980,129.00    | 20.65% |
|  | OPERATING EXPENSES | \$ 75,535.00  | \$ 102,660.00   | 35.91% |
|  | TOTAL              | \$ 887,931.00 | \$ 1,114,789.00 | 25.55% |




EMPLOYEES: 10

| Information Technology   |                    | FY 2022         | FY 2023         | CHANGE |
|--|--------------------|-----------------|-----------------|--------|
|  | PERSONNEL          | \$ 2,437,335.00 | \$ 2,835,967.00 | 16.36% |
|  | OPERATING EXPENSES | \$ 1,039,977.00 | \$ 1,386,881.00 | 33.36% |
|  | CAPITAL OUTLAY     | \$ 378,400.00   | \$ 689,000.00   | 82.08% |
|  | TOTAL              | \$ 3,855,712.00 | \$ 4,911,848.00 | 27.39% |







EMPLOYEES: 30.5

| Library Cooperative   |                    | FY 2022       | FY 2023       | CHANGE |
|---|--------------------|---------------|---------------|--------|
|    | PERSONNEL          | \$ 108,926.00 | \$ 115,824.00 | 6.33%  |
|    | OPERATING EXPENSES | \$ 208,328.00 | \$ 205,390.00 | -1.41% |
|   | GRANTS & AIDS      | \$ 540,179.00 | \$ 567,188.00 | 5%     |
|  | TOTAL              | \$ 857,433.00 | \$ 888,402.00 | 3.61%  |







EMPLOYEES: 1

| Office of Management and Budget   |                    | FY 2022         | FY 2023         | CHANGE |
|---|--------------------|-----------------|-----------------|--------|
|   | PERSONNEL          | \$ 1,123,207.00 | \$ 1,242,333.00 | 10.61% |
|   | OPERATING EXPENSES | \$ 121,503.00   | \$ 116,091.00   | -4.45% |
|  | TOTAL              | \$ 1,244,710.00 | \$ 1,358,424.00 | 9.14%  |






EMPLOYEES: 14.5

| Facility Maintenance & Parks  |                    | FY 2022         | FY 2023         | CHANGE  |
|---|--------------------|-----------------|-----------------|---------|
|  | PERSONNEL          | \$ 5,079,033.00 | \$ 5,717,580.00 | 12.57%  |
|  | OPERATING EXPENSES | \$3,332,061.00  | \$ 3,816,580.00 | 14.54%  |
|  | CAPITAL OUTLAY     | \$1,004,660.00  | \$ 880,468.00   | -12.36% |
|  | GRANTS & AIDS      | \$30,000.00     | \$30,000.00     | 0%      |
|  | OTHER USES         | \$274,865.00    | \$156,840.00    | -42.94% |
|  | TOTAL              | \$9,720,619.00  | \$10,601,468.00 | 9.06%   |





EMPLOYEES: 82

| Public Safety  |                    | FY 2022         | FY 2023         | CHANGE |
|--|--------------------|-----------------|-----------------|--------|
|  | PERSONNEL          | \$9,313,245.00  | \$10,929,587.00 | 17.36% |
|  | OPERATING EXPENSES | \$2,641,477.00  | \$2,950,726.00  | 11.71% |
|  | CAPITAL OUTLAY     | \$345,680.00    | \$605,000.00    | 75.02% |
|  | GRANTS & AIDS      | \$85,500.00     | \$85,500.00     | 0%     |
|  | OTHER USES         | \$0             | \$1,428,909.00  | N/A    |
|  | TOTAL              | \$12,385,902.00 | \$15,999,722.00 | 29.18% |







EMPLOYEES: 189

| Public Works  |                    | FY 2022         | FY 2023         | CHANGE  |
|---|--------------------|-----------------|-----------------|---------|
|  | PERSONNEL          | \$11,472,178.00 | \$12,428,205.00 | 8.33%   |
|  | OPERATING EXPENSES | \$17,238,582.00 | \$22,160,145.00 | 28.55%  |
|  | CAPITAL OUTLAY     | \$886,512.00    | \$575,795.00    | -35.05% |
|  | OTHER USES         | \$3,766,153.00  | \$5,241,588.00  | 39.18%  |
|  | TOTAL              | \$33,363,425.00 | \$40,405,733.00 | 21.11%  |




EMPLOYEES: 117

| Risk Management   |                    | FY 2022     | FY 2023     | CHANGE  |
|---|--------------------|-------------|-------------|---------|
|  | PERSONNEL          | \$2,537,741 | \$2,856,605 | 12.56%  |
|  | OPERATING EXPENSES | \$2,775,522 | \$2,873,217 | 3.52%   |
|  | OTHER USES         | \$415,801   | \$47,766    | -88.51% |
|  | TOTAL              | \$5,729,064 | \$5,777,588 | 0.85%   |




EMPLOYEES: 6

| Tourist Development   |                    | FY 2022          | FY 2023          | CHANGE  |
|---|--------------------|------------------|------------------|---------|
|    | PERSONNEL          | \$ 3,241,910.00  | \$ 3,766,862.00  | 16.19%  |
|    | OPERATING EXPENSES | \$14,874,956.00  | \$16,039,985.00  | 7.83%   |
|    | CAPITAL OUTLAY     | \$ 9,015,797.00  | \$ 6,393,418.00  | -29.09% |
|  | GRANTS & AIDS      | \$ 7,932,850.00  | \$19,000,480.00  | 139.52% |
|  | OTHER USES         | \$ 36,659,087.00 | \$ 35,808,662.00 | -2.32%  |
|  | TOTAL              | \$ 71,724,600.00 | \$ 81,009,407.00 | 12.95%  |







EMPLOYEES: 53

| Transit   |                    | FY 2022      | FY 2023      | CHANGE  |
|---|--------------------|--------------|--------------|---------|
|  | PERSONNEL          | \$16,923.00  | \$17,481.00  | 3.30%   |
|  | OPERATING EXPENSES | \$ 74,612.00 | \$104,497.00 | 40.05%  |
|  | TOTAL              | \$ 87,016.00 | \$ 87,016.00 | (0.00%) |

EMPLOYEES: 9

| Veteran Services  |                    | FY 2022       | FY 2023       | CHANGE |
|---|--------------------|---------------|---------------|--------|
|  | PERSONNEL          | \$ 258,147.00 | \$ 265,472.00 | 2.84%  |
|  | OPERATING EXPENSES | \$ 12,826.00  | \$ 13,746.00  | 7.17%  |
|  | TOTAL              | \$ 270,973.00 | \$ 279,218.00 | 3.04%  |

EMPLOYEES: 4

| Water & Sewer   |                    | FY 2022          | FY 2023          | CHANGE  |
|---|--------------------|------------------|------------------|---------|
|  | PERSONNEL          | \$10,981,872.00  | \$11,914,747.00  | 8.49%   |
|  | OPERATING EXPENSES | \$11,644,407.00  | \$13,549,530.00  | 16.36%  |
|  | CAPITAL OUTLAY     | \$ 21,424,700.00 | \$15,705,436.00  | -26.69% |
|  | DEBT SERVICE       | \$ 6,357,127.00  | \$ 6,349,377.00  | -0.12%  |
|  | OTHER USES         | \$ 29,667,829.00 | \$ 31,719,510.00 | 6.92%   |
|  | TOTAL              | \$ 80,075,935.00 | \$ 79,238,600.00 | -1.05%  |

EMPLOYEES: 140





PRODUCED BY

## OKALOOSA COUNTY PUBLIC INFORMATION

OCPIO@MYOKALOOSA.COM



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