



2004 Annual Report
NORTHEAST FLORIDA REGIONAL COUNCIL
"Bringing communities together."

Agency Profile & Mission

The Northeast Florida Regional Council (NEFRC) is a regional government agency serving seven counties—Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns—and their 27 municipalities. Formed in 1977 by an interlocal agreement pursuant to Florida Statutes, Chapter 163, it is one of 11 regional planning councils statewide.

The NEFRC is governed by a 35-member Board, two-thirds elected officials and one-third gubernatorial appointees.

It provides a wide scope of services and programs including strategic planning, Development of Regional Impact reviews, economic development, human services, regional transportation, natural resources, affordable housing, emergency preparedness, and technical assistance.

The Northeast Florida Regional Council is committed to continuing its regional initiatives in support of shared visions, values and goals.



Our Mission is to provide visionary leadership and coordination between counties and governmental agencies to preserve and enhance the quality of Northeast Florida's natural, man-made, economic and social environment.

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What a pleasure it has been to serve as President of the Northeast Florida Regional Council over the past year. The Council continues to embrace its mission of providing leadership among our seven counties across the state as a whole, while seeking to enhance the quality of life within the communities in which we work.

It's clear that regionalism is at an all-time high and we are committed to building a strong, cohesive network of regional support through this Council. We continue to provide technical assistance for our counties as well as for other regional governing boards and are recognized locally, statewide and nationally for our work in the areas of maternal and child healthcare and emergency preparedness.

The 2004 hurricane season brought with it unprecedented weather-related devastation as we felt the impact on our member counties as well as the rest of our state. Yet, the Council sought out the opportunity to be more than just an observer; we did more than just watch from a distance. We got involved. We helped meet needs. We truly embraced the concept of "bringing communities together."

Fledgling organizations such as the Wildlife Rescue Coalition of Northeast Florida, Inc. and the North Florida Procurement Association, Chapter NIGP prospered under the guidance of the Council and built strength to operate as their own independent entities. Likewise, we sought continued opportunities to serve as intelligence gatherers and to add value to our communities and constituents.

This annual report provides an excellent opportunity to celebrate the meaningful activities and successes of the past year, but more importantly, it serves as a reminder of what we must still accomplish. Looking forward, I see an even larger emphasis on regionalism as we plan for the future. As Henry Ford said, "Coming together is a beginning. Keeping together is progress. Working together is success." I am confident that by working together, under the capable leadership of the Honorable Blair Kanbar, the Council will continue to make a difference in Northeast Florida and beyond.



The Honorable Jerry Holland
Northeast Florida Regional Council
President, 2003 - 2004



Growth Management

Through the planning process, the Council works with state and local governments to manage land use and development. The Council works with local governments in meeting the technical requirements of Chapter 163, FS, reviewing Comprehensive Plans and reviewing Developments of Regional Impact (DRIs).

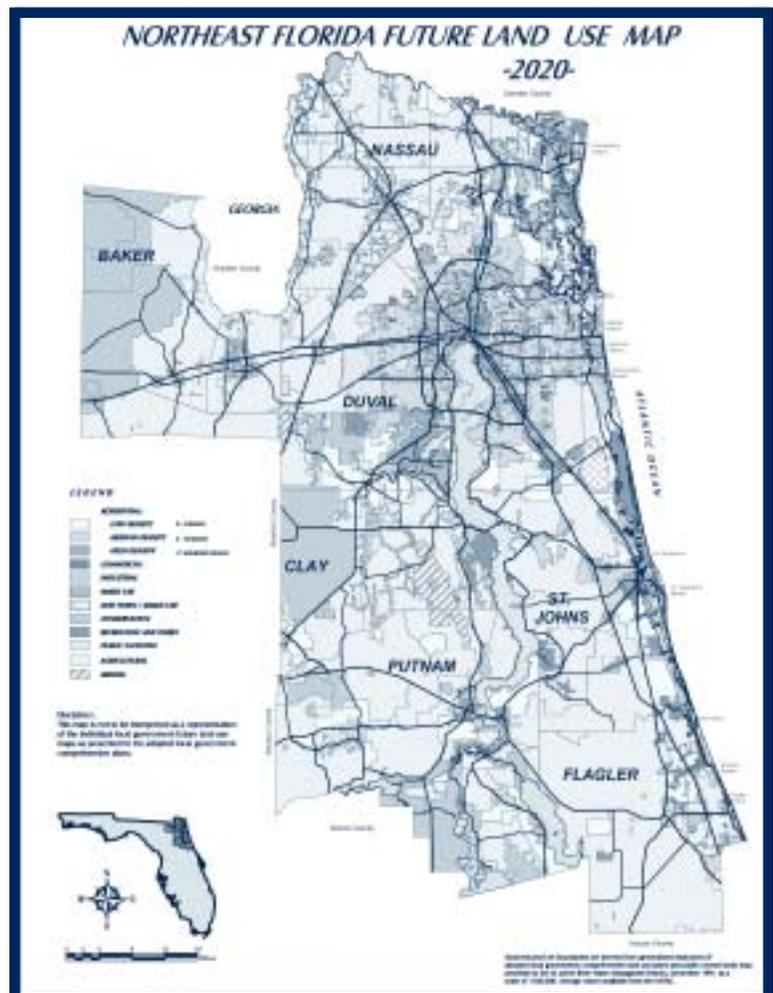
Local Comprehensive Plans

The Council is responsible for reviewing local and county comprehensive plans per Florida Statute Chapter 163. Transmitted amendments are reviewed to determine if there are adverse impacts to regional resources or extra-jurisdictional impacts, with a recommendation submitted to the Department of Community Affairs. Adopted amendments are also reviewed for a determination of consistency with the Strategic Regional Policy Plan and the State Comprehensive Plan.

A total of 119 comprehensive plan amendments were reviewed during the 2003-2004 fiscal year. The Council reviewed 71 small scale amendments, 27 transmitted amendments, and 21 adopted amendments. These included transmitted and adopted semi-annual amendments as well as amendments based on Developments of Regional Impact (DRIs) which are not subject to the semi-annual amendment time frames.

Comprehensive plan technical assistance activities included:

- Town of Beverly Beach – assisted the Town with planning staff functions, including the review of comprehensive plan amendments and site plan review, and a stipulated settlement agreement for plan amendment found Not in Compliance by the State.
- Baker County – offered planning staff support to the County for review of plan amendments.
- City of Flagler Beach – provided assistance for the review of proposed land use amendments and annexation of lands.
- City of Atlantic Beach – assisted with the Evaluation and Appraisal Reports (EAR) based amendments and assisted the City with the adoption of those amendments .
- Town of Marineland – helped the Town revise the plan to reflect input from an extensive visioning process.
- Town of Welaka – assisted the Town in preparing amendments to the Comprehensive Plan.



Technical Assistance

In its role as a Planning Agency, the Council offers technical assistance to its member governments. Some examples of the assistance provided during the last year include:

- Commenced a Baker County Rural Initiatives Study, which will assist the County in development of an alternate future plan.
- Assisted the St. Mary's River Management Committee in addressing regulatory conflicts on the River.
- Conducted an inventory of Northeast Florida municipality and county Level of Service requirements for recreation and open spaces.
- Facilitated a review of height restrictions in the City of Jacksonville Beach in the face of a citizen's referendum to change the City Charter regarding height limitations.
- Contracted with the Southwest Florida Regional Planning Council to complete a Sea Level Rise Project for four coastal counties. This project analyzed the Regional Future Land Use within areas projected to be inundated during sea level rise.
- Utilized the Regional Economic Modeling, Inc. (REMI) Policy Insight® model for various projects within each of our seven member counties.

Developments of Regional Impact

The Council is charged by the State in Section 380.06, F.S., with the review of large projects for their regional impact. The developments, called Developments of Regional Impact (DRI), are defined in Section 380.06(1), Florida Statutes as "any development which, because of its character, magnitude, or location, would have a substantial effect upon the health, safety or welfare of citizens of more than one county."

During 2003-2004, the Council issued recommendation reports on the following DRI projects:

- RiverTown - RiverTown is a proposed multi-use DRI located along State Road 16 in Duval County. The RiverTown DRI plan approved by the Council, with a number of 1,000 dwelling units; 300,000 square feet of retail/service; 100,000 square feet of light industrial.
- West Palm Coast - The West Palm Coast DRI is a proposed multi-use development along U.S. 1 in the City of Palm Beach. The plan approved by the Council includes 3,600 dwelling units; 1,600,000 square feet of retail; 800,000 square feet of light industrial.
- Twin Creeks - DRI review commenced on a new project in northern St. Johns County called Twin Creeks. The plan for Twin Creeks, under review, consists of 1,000,000 square feet of retail; 300,000 square feet of office; 2,000,000 square feet of office/retail rooms.
- In addition to review of new DRIs, staff reviewed changes to a number of existing DRIs including the Crossing at Fleming Island (Clay County), Bartram Park (Jacksonville), and the Consolidated Downtown DRI (Jacksonville).



Photo: John M. Fletcher/The Times-Union

Ed Lehman, assistant director of planning and director of growth management, is surrounded by growth plans and reviews from land use projects and DRIs.

Healthy Start Coalition of Northeast Florida, Inc.

The Northeast Florida Healthy Start Coalition, Inc. is an affiliate of the Northeast Florida Regional Council who provides turnkey services to the Coalition. This community-based organization of individuals and agencies is committed to improving the health of mothers and babies in Baker, Clay, Duval, Nassau and St. Johns Counties. The coalition was created in March, 1992 as part of a statewide initiative to focus attention and resources on Florida's maternal and child health needs.



2003-04 Healthy Start Agencies, Funding & Participants

County/Agency	2003-04 Budget	Participants	
		Pregnant Women	Infants
Baker County Health Department	\$141,789	222	81
Clay County Health Department	\$300,375	453	228
Duval County Health Department	\$2,387,223	4,629*	1,995*
Shands Jacksonville	\$151,147		
Healthy Mothers, Healthy Babies of NE FL	\$86,760		
The Bridge of NE FL	\$44,826		
River Region Human Services-Azalea	\$40,000		
Nassau County Health Department	\$171,145	259	148
St. Johns County Health Department	\$253,610	359	247
Northeast Florida Healthy Start Coalition, Inc.	\$188,145		
TOTAL	\$3,765,020	5,922	2,699

**Includes all pregnant women and infants served by all Healthy Start agencies in the county.*

The Azalea Project

The Azalea Project is a prevention program that focuses on families affected by substance abuse. The program links these families with treatment and on-going support services and integrates substance abuse and HIV prevention activities for women of childbearing age and their children. The Azalea Project has served more than 350 women and 40 youth since its inception in 1999. In 2004, it celebrated the success of its first graduating class in 2004. Thirteen women completed the 18-month program that includes individual support, risk reduction activities and group education for substance-affected families.

Keynote speaker, Duval County Judge Pauline Drayton-Harris congratulated graduates on their accomplishments and success in making positive changes in their lives. Graduations are slated to be held quarterly by the project to celebrate the success of the women who complete the program.

The Azalea Project is implemented by the Northeast Florida Healthy Start Coalition in partnership with River Region Human Services, Gateway Community Services, the Minority AIDS Coalition, the Bridge of Northeast Florida and the Duval County Health Department-Healthy Start program. Staff is co-located at a community site in a neighborhood known for drugs, prostitution and crime.

Funding for the project is provided by the federal Center for Substance Abuse Prevention (CSAP). The project was recognized by the Florida Department of Health in 2004 as a best practice model for serving women of childbearing age who are abusing drugs and at-risk for acquiring HIV.



Members of the first Azalea Project Graduating Class



Carol Brady

National MCH Epidemiology Awards

The Coalition for Excellence in Maternal Child Health (MCH) Epidemiology and the 15 nation health organizations that sponsor the National MCH Epidemiology Awards selected Carol Brady, Executive Director of Northeast Florida Healthy Start Coalition as the recipient of the 2004 Effective Practice Award at the Local Level.

The primary purpose of the awards program is to recognize and promote excellence in MCH epidemiology research, practice and leadership. Among many contenders for the award, Brady's work and contributions stood out above her peers and clearly reflected, according to the award selection committee, the intent and purpose of the program and the impact her contributions have made to the health of women, children and families.

Magnolia Project

The Magnolia Project, a federally-funded Healthy Start Initiative that addresses disparities in birth outcomes in an at-risk community in Northwest Jacksonville, began offering Centering Pregnancy, an innovative model of prenatal care that integrates extensive health education and group support with the standard prenatal exam in 2004. It features self-care, facilitated discussion and peer-to-peer support. The model is currently used in public and private medical practices, teaching hospitals and community health centers throughout the country. The approach has been linked to improvements in birth outcomes, including increased birth weight.

Staff also began exploring alternative approaches to providing prenatal care following focus groups held as part of the Friendly AccessSM Initiative. The primary goal of Friendly AccessSM is to change the culture of maternal and child health care delivery systems in ways that improve consumer access, utilization, satisfaction and outcomes. Project participants requested increased interaction with care providers, as well as opportunities to interact with other pregnant women. The project sponsored a statewide Centering Pregnancy training last Spring and began implementation of group prenatal care in Fall 2004.

The project was also recognized by the federal Maternal and Child Health Bureau for results of a customer service survey conducted by national program evaluators. Dr. Peter van Dyke, associate administrator for the Bureau, congratulated the project for achieving "among the highest (scores) ever recorded in customer satisfaction surveys conducted" by the agency.

MomCare

More than 7,000 pregnant women received health insurance and assistance in obtaining prenatal care in 2004 through MomCare, a special counseling and education program funded by Medicaid.

Women enroll in MomCare by completing and mailing a simple, one-page application. Eligible women usually receive health insurance coverage in less than two weeks. MomCare advisors at the Coalition provide assistance in finding a prenatal care provider and other services needed. A MomCare advisor contacts each participant to review her benefits and prenatal care options. Participants receive help in completing the Healthy Start screen and enrolling in WIC.

The MomCare advisor checks on the woman during her pregnancy to make sure she is keeping her prenatal care appointments and is receiving services. Staff also works with new mothers after delivery to ensure they and their babies receive appropriate follow-up care.

Prenatal and Infant Screening

The Coalition and Jacksonville Children's Commission launched a joint effort to promote Healthy Start screening of pregnant women and newborns in 2004. The two agencies will pool funding for special outreach staff who will visit prenatal care providers and hospitals to support increased participant screening. Outreach staff will also promote awareness about services provided by the Healthy Start and Healthy Families programs.

About half of pregnant women and 70 percent of newborns were screened by providers during 2004. Healthy Start prenatal and infant screening results are used to identify pregnant women and new families who could benefit from Healthy Start and Healthy Families services.

Healthy Start Service Delivery Plan

A year-long effort to assess maternal and child health needs and develop strategies to address them was initiated by the Coalition in 2004. A special Ad Hoc Planning Committee met monthly during the year to update data on birth outcomes and related maternal and child health indicators that form the basis of the region's Healthy Start Service Delivery Plan. The group is also working with staff from the Northeast Florida Regional Council to geographically pinpoint specific risk factors associated with low birth weight in the five-county area utilizing the Council's Geographic Information System.

The plan, a key Coalition responsibility mandated in the state Healthy Start legislation, is intended to guide funding decisions and related activities over the next three years. Committee members include Healthy Start consumers, providers and other representatives with expertise in health planning, analysis and program development.



Vitamin Settlement

The Northeast Florida Healthy Start Coalition was one of more than 260 public and private agencies in Florida that shared a \$15.5 million vitamin company settlement. The Coalition received \$60,000 to support and promote breastfeeding among at-risk women delivering at Shands Jacksonville. The funding will be used to provide special discharge packs and community support after the women leave the hospital. Funding from the settlement was earmarked for the improvement of health and nutrition. Pictured above at the presentation of the check are (from left to right): Jacksonville Mayor John Peyton; Dr. Jeffery Goldhagen, Duval County Health Department Director; Lori Pratner, Senior Director of Women's Programs at Shands Jacksonville; Carol Brady, Executive Director of the Northeast Florida Healthy Start Coalition and Florida Attorney General Charlie Crist.

State Housing Initiatives Partnership

The Council is involved in meeting affordable housing needs through its administration of the State Housing Initiatives Partnership (SHIP) programs for Nassau and Putnam counties, as well as three weatherization programs for Nassau County. The programs assist very low-, low-, and moderate-income households.

Through these programs, the Council has helped bring affordable housing funds of more than \$5 million to Putnam and nearly \$2 million to Nassau at no direct cost to the counties. These funds, in turn, have leveraged over \$17 million for Putnam and nearly \$13 million for Nassau from other private/public sources.



One of the homes that benefited from affordable housing funds through the SHIP Program.



Putnam County SHIP received \$1,010,824 during the state SHIP fiscal year 2003-2004 (July-June). The total includes \$582,688 from the Florida Housing Finance Corporation, \$43,692 in program income from the county's Loan Trust Fund, and \$384,444 in recaptured funds.

Projects completed or obligated during this period total 60 units, including 19 home purchases and 31 emergency repairs and 10 rehabilitations. Since its inception in 1992 through June 2004, Putnam SHIP has assisted 686 households.



The Council administers four housing programs for Nassau County: SHIP and Weatherization Programs which addresses energy assistance or emergency repairs.

Nassau County SHIP received \$697,499 during the SHIP fiscal year 2003-2004 (July-June). The total includes \$503,919 from the Florida Housing Finance Corporation; \$162,691 in program income; \$27,488 in program interest and \$3,401 in carryover from the previous year.

The combined housing programs assisted 21 households—four with down payment assistance and six with emergency repairs. Additional assistance was provided to 10 households as part of the Nassau County Community Development Block Grant Program; and one with transitional housing. Since its inception in 1992 through June 2004, Nassau SHIP has assisted 535 households.

Through the Council's Business Development Corporation (BDC), Nassau County provides a mortgage instrument by which low-interest SHIP loans are collected (approximately \$713,885 to date) and recycled into the county's SHIP program, ensuring ongoing funding for home purchases and dwelling unit improvements. BDC closed 15 SHIP loans during its fiscal year (ending June 30, 2004) for a total of \$215,000, bringing its portfolio to 132 loans.

SHIP 1992 - 2004

PUTNAM COUNTY

Total Households assisted: 686

Total Funding: \$5,937,593

Leveraged Funds: \$17,032,501

NASSAU COUNTY

Total Households assisted: 535

Total Funding: \$1,864,194

Leveraged Funds: \$12,956,504

BUSINESS DEVELOPMENT CORPORATION OF NORTHEAST FLORIDA INC.

The Business Development Corporation (BDC) of Northeast Florida, Inc. provides for the Council's main economic initiative. As a Certified Development Company for the U.S. Small Business Administration's (SBA) 504 Loan Program, BDC continues to impact the region's economic development and growth through its small business loan program.

In November of 2004, the SBA changed regulations to allow all Certified Development Companies within the state be permitted to provide statewide access and service to the small business community financing under the 504 program.

Though now statewide, BDC continues its concentration of the 504 lending efforts to those businesses located through out the seven counties originally served by the corporation and to those located in the three counties that the Council later added to BDC for the Certified Development Company program.

The 504 program remains the SBA's only national economic development program with a primary goal of job creation by the business assisted by the program.

During the 2003-2004 fiscal year, the Council continued efforts to obtain a designation for the Northeast Florida region as an Economic Development District "EDD" through its Economic Development Committee.

The Council, with economic development interests throughout the region, completed the Comprehensive Economic Development Strategy (CEDS) for Northeast Florida. The CEDS was submitted as the preliminary step in seeking the designation for the region as an Economic Development District "EDD" from the US Department of Commerce - Economic Development Administration (EDA). If this designation is granted, an increase in job creation will occur in addition to economic development throughout local and regional levels. With the issuance of the EDD classification the Council through the Economic Development Committee will be providing technical assistance to the region's local governments and fostering additional cooperation among the communities in the region. The Council will also supply the ability for its member local governments to obtain EDA grants.

BDC Servicing Portfolio (79 loans)

Loans closed, funded, and being serviced as of September 30, 2004

County	# of Projects	Total Project	Property Taxes Estimate
Baker	2	\$2,396,000	\$33,805
Clay	6	\$4,497,289	\$75,091
Duval	12	\$13,489,431	\$298,459
Flagler	6	\$5,622,409	\$98,004
Lake	3	\$4,107,000	\$66,473
Nassau	10	\$12,755,050	\$224,391
Putnam	7	\$3,555,274	\$71,115
St. Johns	21	\$30,008,382	\$590,754
Volusia	12	\$17,953,000	\$326,707
TOTAL	79	\$94,383,835	\$1,784,799



Highlights 2003-2004

16 - economic development [504] loans totaling \$10,688,000
79 - active loans for portfolio servicing

Ranking 18th in Federal Region IV and 97th in the Nation



Since its inception in August 1994, BDC has provided value added services to the businesses located within the member counties of the Council. This is done through the job creation and job retention generated by the 504 program. BDC's efforts have resulted in a positive return on the Council's initial and ongoing investment in providing for a positive impact on the region's economic prosperity through the support of the 504-loan program. As of fiscal year end (September 30, 2004) BDC had received SBA approval for 157 loans with project costs in excess of \$191 million. In addition, more than 1,725 jobs were either created and/or retained in the financing of these projects.

At the end of the 2004 fiscal year, BDC serviced for the SBA a total of 80 active loans. This amount includes only those loans which have been closed, funded and are currently paying under the terms of the SBA's approval.

The corporation has an additional 22 SBA 504-loan approvals totaling \$24,005,062 either under construction or on an interim loan basis awaiting 504-loan closing. Job retention/creation for the 22 loans totaled 528 positions.

Disaster Relief Assistance

In 2004 the BDC participated in a unique disaster bridge loan program in Putnam County.

With money provided by Florida's Office of Tourism, Trade, and Economic Development (OTTED) the BDC underwrote over \$100,000 in funds provided for clients affected by Hurricane Jeanne.

With SBA disaster lending expertise through staff members, the BDC was able to participate with the State to underwrite funds, and advise on SBA disaster lending to current clients and any prospective clients needing funding and assistance through the application process.



The BDC was able to provide disaster relief to home owners and renters effected by the 2004 hurricane season.

The SBA also offers assistance to home owners and renters to repair or replace disaster damages to real estate or personal property owned by each victim.

Emergency Preparedness

The Council has always considered the safety and well-being of the residents of Florida to be of utmost importance. Following the catastrophic events of September 11, 2001, the focus on became even more diligent and more intense. Council staff is well informed, dedicated, and does an outstanding job communicating with other state and federal agencies responsible for coordinating emergency response. It has been said that relentless preparation develops a culture of responsibility and awareness. That goal remains the centerpiece of the Council emergency preparedness efforts.

2004 Terrorism Exercise

The effectiveness of the Council staff's role in the 2003 Regional Domestic Security Task Force (RDSTF) terrorism exercise contributed significantly to its success. Therefore when the second event of its type was slated for the spring of 2004, the NEFRC's assistance in the planning and organization of the exercises was requested, this time at a statewide level.

As part of "Protect Freedom II" the second large-scale terrorism exercise that was conducted by the task force,



Part of the staging of a terrorism attack at Jacksonville International Airport.

the Northeast Florida region was the scene of multiple disaster drills at various locations on May 10 - 11. These drills were to test coordination and communication among federal, state and local agencies when dealing with terrorist attacks.

The two biggest tests were conducted at Jacksonville International Airport and the Coast Guard base in Mayport. Other smaller drills were held in Fernandina Beach, Ocala, Gainesville and at Jacksonville Naval Air Station.

In all, 12 counties throughout Northeast and North Central Florida either hosted a terrorist drill or contributed emergency crews to the effort.

Protect Freedom II reportedly drew on the efforts of 2,400 people at 42 sites in 12 counties according to Jeff Alexander, the Council's Director of Planning Program and the Overall Exercise Director for the terrorism drills. Participating agencies included the FBI, the Joint Domestic Security Task Force and a myriad of local emergency responders.



Emergency response personnel reacted to the "actors" who played the role of victims in the exercises.

With the importance of transferring information and intelligence as the centerpiece of the organization efforts, the planning staff of the NEFRC took on a much larger responsibility in the 2004 exercise. Under the leadership of the Council, the planning committee produced a well-planned and coordinated exercise that was conducted with extensive participation from State and area law enforcement, emergency management, fire/rescue, hazardous materials, and emergency medical services agencies.

Statewide Effort

Part of the planning included the NEFRC's establishment of a "cooperative program" with other Regional Councils throughout the state. This enabled each Council to leverage its own resources and expertise to more seamlessly accomplish the exercise objectives. The NEFRC took a leadership role in administrative and organization issues, offering a template for success of future exercises.

The 2004 exercises were measurably more successful than the previous year's according to its evaluators. While it is the hope that the task force will never have to be activated in a real-life crisis in the Northeast Florida region, the NEFRC is pleased to play a role in the accomplishment of greatly improving the readiness to protect the citizens of Florida from the threat of terrorism.



Jeff Alexander, Exercise Director, responds to the media regarding specifics of the 2004 terrorism drills as St. County Sheriff Neil Perry (right) observes.

Local Emergency Planning Committee

The District IV Local Emergency Planning Committee (LEPC) is a state-appointed committee staffed by the Council. The committee is charged with facilitating regional hazardous materials (HAZMAT) emergency response and compliance with hazardous materials reporting laws under the Emergency Planning Community Right-To-Know Act (EPCRA).



The District IV LEPC serves as a public repository for annual inventory reports submitted by facilities in the region that store hazardous materials and chemicals on site, and assists companies in complying with the law.

Hazardous Materials Exercise 2004

2004 was an exercise year for the LEPC. Through the cooperation of Nassau County and the City of Fernandina Beach, the group conducted a test of the emergency response systems under a hazardous materials release scenario on May 11, 2004, at the Nassau County Courthouse complex and the Emergency Operations Center (EOC). This was a full-scale exercise, simulating an intentional release of 250 gallons of hazardous chemicals.

The scenario included actors posing as terrorists stealing empty barrels and filling them with a deadly chemical substance. The barrels were then emptied into a retention pond and thus affecting the environment and possibly contaminating food and/or water products in the area. Nassau County Fire Rescue and Fernandina Beach HazMat Team members arrived on-site and treated victims and performed analyses in the vicinity of the dump site. The exercise was coordinated from the Nassau County EOC.

This exercise was coordinated with the 2004 Regional Domestic Security Task Force Region 3 exercise. The scenario from the LEPC exercise was incorporated into the overall task force Regional scenario and was conducted in real time along with the RDSTF exercise.

LEPC Planning Project 2004

2004 was also a planning project year for the LEPC. The Committee is required to engage in a planning project and this year a "Facility Hazards Analyses Summary" was selected to better define the hazardous materials information available in the District. This project was an intensive summary of all reporting facility submissions of applicable information on chemicals, contact information and vulnerability zone information. A separate summary was created for each county with the LEPC's boundaries. Each summary was a cross-referenced two-part loose-leaf booklet, in a chart format, for Section 302 facilities within each county. A section 302 facility is one that stores Extremely Hazardous Substances (EHS) above the Threshold Planning Quantity (TPQ). The thresholds are different for every hazardous substance.

Disaster Relief Efforts

2004 was a historical, record-breaking year for hurricanes in Florida. The state suffered the impacting effects of five storms within one season. Hurricane season lasts from June 1 - November 30 each year and has never before produced such a volume of storms.

Regional Council staffers responded to these disasters in member counties and through out the whole state. In an effort to meet the immediate needs of those who were affected most severely by the damage of Hurricanes Bonnie, Charley, Frances, Gene and Ivan, staff was responsible for regional evacuation coordination for Baker, Clay, Flagler and Nassau counties, 24-hours a day for nearly a week. In addition, they also provided assistance to Putnam County and the Tampa Bay area.

In addition, staff was responsible for the coordinated effort from all emergency preparedness staff done in the Duval County Emergency Operations Center.

2004 Thomas Yatabe Award

Nancy Freeman, Emergency Management Director of Nassau County, was the 2004 recipient of the Thomas Yatabe Award of Outstanding Achievement. This award is presented by the State Emergency Response Commission (SERC), Department of Community Affairs, Division of Emergency Management. Ms. Freeman was nominated by the District IV LEPC.

Ms. Freeman has served as the Director of Emergency Management for Nassau County since 2003. She has participated as a dedicated volunteer to the LEPC supporting conferences and training in hazardous materials in northeast Florida. She was recognized for actively finding ways of increasing public awareness of the program and its requirements while providing a comprehensive regional effort in compliance and education.

Ms. Freeman represents the Department of Emergency Management for Nassau County and has supported the Northeast regional community tirelessly.



Pictured from left to right: Ray Ashton, LEPC District 4 Chairman & St. Johns County Emergency Management Director; Nancy Freeman, Nassau County Emergency Management Director; Eve Rainey, Chief of the Bureau of Compliance Planning and Support, Florida Division of Emergency Management; and Thaddeus Cohen, Secretary, Department of Community Affairs



Transportation Disadvantaged

The Council serves as the Designated Official Planning Agency for the Transportation Disadvantaged (TD) Program in six of the region's seven counties—Baker, Clay, Flagler, Nassau, Putnam, and St. Johns—where it is estimated more than 40,000 transportation disadvantaged persons reside.

The statewide program provides transportation services to individuals “who because of physical or mental disability, income status, or age are unable to transport themselves or to purchase transportation and are therefore, dependent upon others to obtain access to health care, employment, education, shopping, social activities, or other life-sustaining activities.” (Ch. 427, F.S.)

As the official planning agency, the Council is responsible for: 1) recommending local community transportation coordinators to the Florida Commission for the Transportation Disadvantaged, which oversees the statewide program; 2) performing annual quality assurance evaluations of the local coordinators, and; 3) appointing and staffing local coordinating boards that monitor and provide advice and direction to the local coordinators on a quarterly basis.

Programmatic highlights of TD's 2003-2004 program year included:

Statewide Awards and Recognition:

In 2003-2004, the region's Transportation Disadvantaged programs were once again given statewide recognition for their outstanding service to the residents of Northeast Florida. In July of 2004, Ms. Rosalind Young, a paratransit van driver from the Clay County Council on Aging (CCCOA), received the “Driver of the Year” award from the Florida Commission for the Transportation Disadvantaged. Ms. Young was selected from over a dozen nominees from around the state for her compassionate interaction with her riders and outstanding work ethic within the organization.

The Commission also honored Mr. Marc Wichman of the Jacksonville office of the Department of Children and Family Services with the 2004 “William Bell Lifetime Achievement Award” for his long-term service to the TD Local Coordinating Boards in Baker, Clay, Duval, Nassau and St. Johns Counties. During his 14-year tenure on these Boards, Mr. Wichman served numerous terms as Vice-Chair, in addition to heading a variety of committees that addressed issues ranging from passenger grievances to system performance evaluations.

In addition to the 2004 award winners, both the Clay County Council on Aging and the Northeast Florida Regional Council were selected as nominees for the “Rural Community Transportation Coordinator of the Year” and the “Designated Planning Agency of the Year” respectively, for continuing efforts to improve the delivery of TD services throughout the region. The 2004 awards and nominations marked the sixth straight year that rural TD programs in the region received statewide recognition for the exceptional quality of services provided to Transportation Disadvantaged citizens in Northeast Florida.



Rosalind Young, a paratransit van driver from the Clay County Council on Aging, received the “Driver of the Year” award from the Florida Commission for the Transportation Disadvantaged.

Statewide Program Changes:

The summer of 2004 saw one of the biggest changes to the statewide provision of TD services since the inception of the Transportation Disadvantaged Trust Fund in 1989. In September, the Commission for Transportation Disadvantaged (CTD) signed a contract with the Agency for Health Care Administration (AHCA) to administer the agency's \$68 million Medicaid Non-Emergency Transportation (NET) program. The NET program, which provides transportation services to Medicaid clients around the state, is the largest single agency purchaser of transportation services in the Northeast Florida TD program and had been routinely criticized for its inability to implement a variety of cost-saving policies and procedures. This agreement marked the end of nearly two years of negotiations to allow the CTD to oversee the implementation of the program. Furthermore, the new contract formalized several recommendations made in a 2004 University of Florida study that noted that such an arrangement had the potential to reduce costs and improve delivery of services to clients by building on the established coordinated TD system in the state.

Local Service Provider Changes:

In March of 2004, the Flagler County Board of County Commissioners took over daily operation of the Transportation Disadvantaged program in Flagler County from a former non-profit organization, Flagler Senior Services, Inc. (FSS).

This absorption of the TD program occurred as a larger overall merger of the entire FSS organization under the umbrella of Flagler County government in order to provide a stable financial base and continue to provide services in the fast growing county. Council staff provided many hours of both programmatic and procedural technical assistance to Flagler County staff throughout the process and ensured a seamless transition among various State funding agencies.

Upon assuming control of the TD program, the County Commission, with assistance from Council staff, performed a nationwide search for a new professional transit director to lead the department. The Commission also invested heavily in upgrades to important capital equipment and significantly increased the wage and benefit package paid to the transit system's support staff and drivers. In less than six months, these changes resulted in a much more stable and dedicated workforce, increased staff productivity, reduced overall service complaints and increased fiscal responsibility.



Passengers of the Flagler County Transportation System

Federal Earmarks for Transportation and Transit Service:

In 2003-2004, the TD programs in Flagler, Putnam and St. Johns Counties received a significant helping hand from Congress in the form of several federal "earmarks" for transit-related projects. Congressman John Mica, whose district includes all, or portions of, these three Northeast Florida counties, was instrumental in obtaining over \$2 million in federal transportation funds to be utilized for the purchase of new vehicles, transit software, fleet maintenance facilities and other service upgrades.

Also in 2004, the St. Johns County Board of County Commissioners officially began the application process for additional federal transit funding for the County based upon the St. Augustine area's formal urbanized designation in the 2000 Census. The acquisition of these newly available funds will be used to augment and eventually expand the "Sunshine Bus" flex-route service that is currently provided by the St. Johns County Council on Aging.

Transportation Technical Assistance

In 2003-2004, the Council performed 12 traffic studies for developers to meet their concurrency review requirements pursuant to our on-going contract with Clay County. In addition, the Council reviewed nine traffic studies prepared by consultants, pursuant to that same contract. In September, the NEFRC entered into contract with Nassau County to review major traffic concurrency studies, and reviewed two additional studies during the 2003-04 fiscal year.

St. Johns American Heritage River / St. Johns River Alliance

The Council continues to support the efforts of the St. Johns River American Heritage River Initiative. The St. Johns River was officially designated an American Heritage River on July 30, 1998, in recognition of its ecological, historic, economic and cultural significance. The St. Johns River Alliance, a public/private partnership, officially obtained not-for-profit designation during 2004.



During the past year, the Council sponsored an outside facilitator to assist the Alliance in developing its strategic future and set the stage to accomplish its vision and mission. The results of this effort included identifying the basic critical steps and a timeframe for completion to meet the goals of the organization. The first thing that was identified was to hire an Executive Director for the River Alliance who would be responsible for overseeing the activities of the Alliance and its committees.

In the spring of 2004, the St. Johns River Alliance hosted the two day American Heritage River Initiative National Meeting. The meeting brought together representatives from all the designated American Rivers in the country to share experiences and practices. It provided an opportunity for the St. Johns River Alliance to showcase the St. Johns River and progress made to protect the valuable state resource.

Southern Passages: the Atlantic Heritage Coast

Southern Passages is a three state partnership between the public sector and private sector, cultural and heritage advocates, and other stakeholders to stimulate economic development opportunities through increased tourism.

During 2004, Southern Passages received formal 501(c)-3, Not-For-Profit designation. Over the past year this effort has enhanced the ability to communicate information between the various stakeholders. A number of marketing pieces are in the development stages including a tri-state brochure and redesign of the Southern Passages Web site. The three state coordinating boards have been meeting to develop individual state efforts to support the entire Southern Passages effort.



2004 marked a successful transition for the Wildlife Rescue Coalition of Northeast Florida, Inc. The previous year, Council staff began facilitating meetings for regional wildlife rescuers, rehabilitators and activists as this fledgling organization was forming.

The corporation evolved as a result of the growing interest with the region to help meet the needs of abandoned, displaced, injured or otherwise distressed wildlife.

The Council played a critical part in preparing the Coalition to manage its own resources and serve as an independent entity. While the Council offices are still utilized for bi-monthly meetings, the Coalition is now fully and independently functioning and growing.

The next major goal of the Coalition is to acquire a site for a regional wildlife care center.

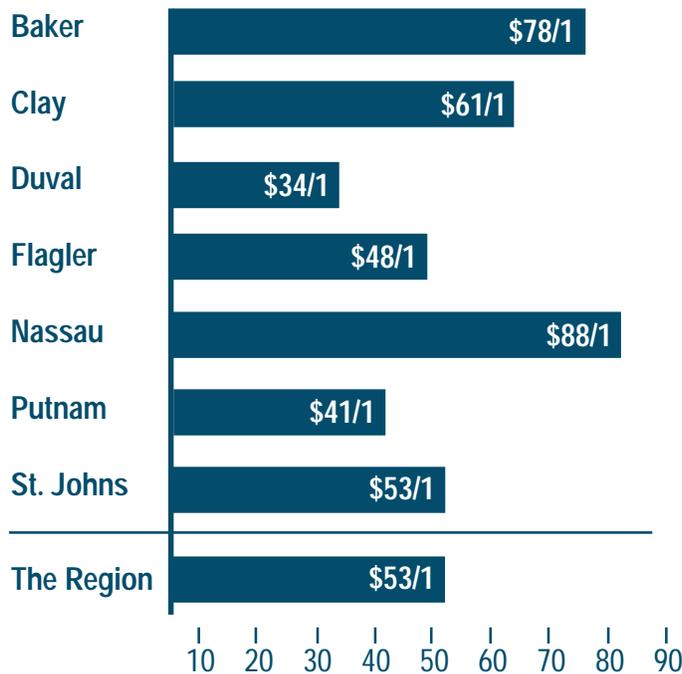
Return on Investment

Among the tangible benefits reaped by member governments was a \$53/1 return on their county contributions. Following is a breakdown of selected services for the Council's seven-county region:

- Yielded a \$26,218,828 direct/indirect return on investment for contributions of \$496,278 by member counties, a 53/1 ratio.
- Supported economic development with small business loans totaling \$12,173,710 through the Business Development Corporation, adding new jobs and more than \$2,818,181 in new ad valorem taxes.
- Provided \$4,105,199 in contract monies to member county agencies and organizations for maternal/infant health care.
- Approved for funding consideration \$766,196,198 in federal/state/local government and private monies for 144 regional programs and projects.



Counties Return on Investment



Staff to Local & Regional Governing Boards

In addition to its own board, the Council lends its expertise to the following 14 boards or committees by providing staffing and other services:

- Business Development Corporation of Northeast Florida, Inc.
- Northeast Florida Healthy Start Coalition, Inc.
- Northeast Florida Local Emergency Planning Committee
- Six Transportation Disadvantaged Coordinating Boards (Baker, Clay, Flagler, Nassau, Putnam, and St. Johns counties)
- Northeast Florida KidCare Oversight Committee
- Nassau County Local Housing Partnership
- Putnam County Affordable Housing Committee
- North Florida Procurement Association, Chapter NIGP, Inc.
- Wildlife Rescue Coalition of Northeast Florida, Inc.

Data Management

Data Management and Statistical Services is a multifaceted component of the Council that serves both internal and external programs. Services include - but are not limited to - database development; data management; statistical analysis; economic analysis and program evaluation.

In 2004, the Department of Data Management and Statistical Services continued to provide full-service data management for Jacksonville Children's Commission's Healthy Families Jacksonville program. Services include database entry, data administration, and statistical reporting. In addition, a major project was completed to improve data-entry operations. A customized document management system was designed, constructed, and implemented. The new system, along with its associated workflow process, provides computerized scanning of data-entry forms as well as paperless filing.



Document management systems can be customized for anyone needing to reduce, or eliminate, large volumes of paper movement and storage. Human service providers, nonprofits, counties, and municipalities may be especially interested in a new service: "PaperFree - Customized Document Management Systems" from the Northeast Florida Regional Council.

The Council also continued its relationship with the Florida Department of Children and Families. The Council hosts and supports a Web site that contains a database for the Neighborhood Partnership for the Protection of Children.

Information Services

As Northeast Florida's official Census Data Center, the Council is an invaluable resource for economic, demographic, social, and development data in both statistical and Geographic Information Systems (GIS) form. The Council has access to data from the University of Florida and various state agencies. Staff responds to numerous information requests from local citizens, member governments, media, and other organizations. The Council maintains a planning library open to the public.

Statistical Services

The Department of Data Management and Statistical Services worked with the Nonprofit Center of Jacksonville and the Jacksonville Kid's Coalition to develop Children's Quality-of-Life Indicators using data related to children's issues. The statistics, compiled for zip codes and legislative districts, were used in several advocacy meetings conducted by the Jacksonville Kid's Coalition for state legislators.

The Department also began a major statistical study for the Northeast Florida Healthy Start Coalition. The goal of the study is to identify statistically significant risk factors that are associated with low birth weights in Northeast Florida. Reducing low birth weights and infant mortality are principal goals of the Healthy Start Coalition.

Economic Impact Analysis

The Council continues to provide economic impact assessment utilizing the Regional Economic Modeling, Inc. (REMI) Policy Insight® model designed specifically for Northeast Florida. This service provides economic development practitioners and local governments a method to assess the economic and demographic impacts of proposed projects and policy initiatives. The information provided in these assessments were utilized by local governments to make decisions on possible incentive packages for new and/or existing projects as well as providing background data to support various state and federal economic development grants for local economic development initiatives.

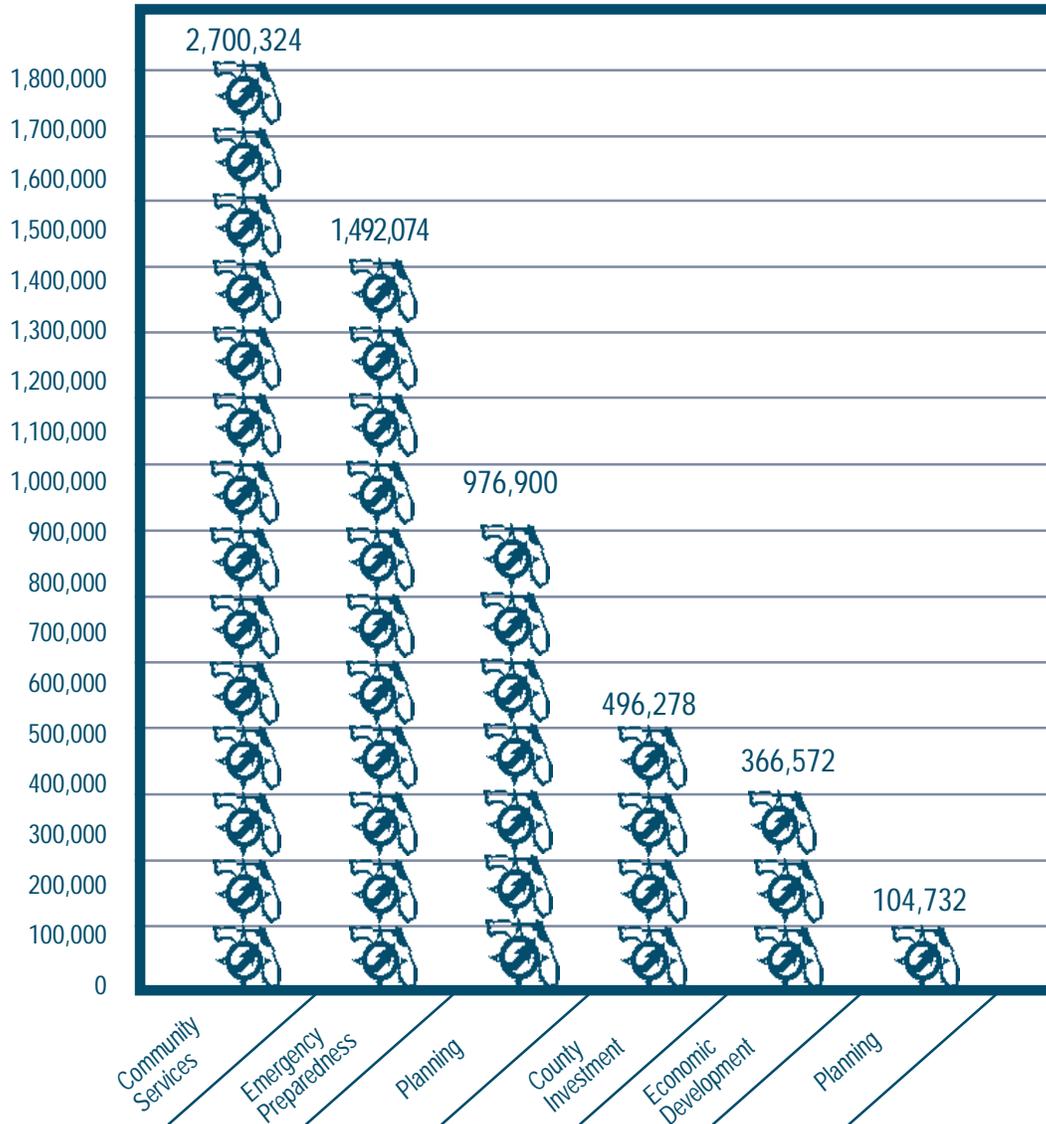
Geographic Information Systems

In an effort to utilize all the technology at its disposal, the Council has taken greater steps towards its use of a Geographic Information System (GIS). Through this computer software system spatial information (eg. maps) can be captured, stored, analyzed, displayed and retrieved.

In the past fiscal year, the Council became host to the Northeast Florida GIS User Group which serves more than 180 members of industry professionals that gather quarterly to share best practices and discuss matters of interest to the community as they relate to geographic information reporting.

Operating Revenue Sources 2003-2004
\$6,136,880

(Excludes Direct Client Services of \$4,105,198.92)



The Council maintained a stable financial position during the year ending September 30, 2004. The firm of Cornelius, Schou, Leone and Matteson conducted the annual audit and issued an unqualified opinion.

As of the end of this fiscal year, the Council's leasable space is fully occupied with a total of four tenants: Project SOS; Healthy Mothers, Healthy Babies Coalition of North Florida, Inc.; Barnabas International, Inc.; and the Early Learning Coalition of Duval.



Regional Leadership Awards

In 2001, the Council began the tradition of hosting a reception for elected officials and friends to enjoy an evening of good food, fellowship and conversation which fosters the growing sense of regionalism and regional cooperation that exists in Northeast Florida.

For a second year, the reception was coupled with Council's Regional Leadership Awards Ceremony. The Awards Program was designed to recognize Regional Excellence in a variety of critical arenas essential to positioning our Regional Community as a model of cooperation and coordination. The outstanding nominations submitted this year truly reflected the diversity of programs and projects, the quality of these efforts and the leadership demonstrated by the nominees.

Secretary Thaddeus Cohen, Secretary of the Department of Community Affairs, kicked off the event which was held at the St. Johns County Convention Center at the World Golf Village, with a keynote address.

The awards were presented by 2004-05 Council President Blair Kanbar. The awards and their recipients were as follows:

1) **Regional Award for Excellence in Public Safety**, presented to *The Flagler/Volusia County Joint Fire Station*; accepted by Flagler County Commissioners James Darby (left) and James O'Connell.

2) **Regional Award for Excellence in Economic Development/Tourism**, presented to *Mr. Wes Larson*.

3) **Regional Award for Excellence in Transportation**, presented to *St. Augustine Road / I-95 Interchange*; accepted by Jeannie Fewell and Doug Miller (left).

4) **Regional Award for Excellence in Education**, presented to *Fred R. Shultz*; accepted by Bill Basford.

5a) **Regional Award for Excellence in Environmental Stewardship**, presented to *Commissioner Christy Fitzgerald*, accepted by Thad Crowe; and

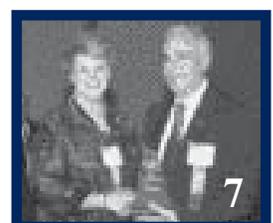
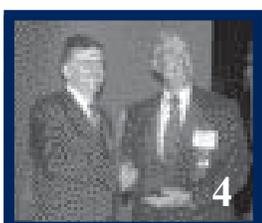
5b) presented to *The St. Johns County Greenway, Blueway & Trails Master Plan*, accepted by Vickie Renna.

6) **Regional Award for Excellence in Affordable Housing**, presented to *Lisa Drudi*.

7) **Regional Quality of Life Award**, presented to *Micah's Place*; accepted by *Anne Coonrod*.

8) **Regional Award for Excellence in Planning and Growth Management**, presented to the *National Scenic Highway A1A Scenic Corridor Overlay*; accepted by Flagler County Commissioners James Darby (left) and James O'Connell.

The Harry Waldron Regional Leadership Award, which remains the anchor of the awards program was presented to Jerry Mallot, pictured right.



The Region

The Northeast Florida Regional Planning Council, formed in 1977, serves Regional District 4, comprised of seven counties (Baker, Clay, Duval, Flagler, Nassau, Putnam, and St. Johns) and 27 municipalities.

The region's land area covers 4,428 square miles and the population surpasses 1.2 million. Forty-three percent of the region is dedicated to agriculture, two percent to industry and commercial use, and 13 percent is otherwise urbanized.

The region is characterized by an abundance of natural resources and a diversity of habitats. Its central feature is the lower St. Johns River. With 140 miles of coastline and five barrier islands boasting some of the state's most magnificent, pristine beaches, the region is truly "Florida's First Coast."

Jacksonville is the major urban center, with a good mix of industrial manufacturing, transportation, financial services, health care, and military employment. Land-wise, it is the largest city in the U.S.

Surrounding counties are more rural in nature, relying on agriculture and service components, and a limited industrial base often focused on a single sector. They are, however, increasing in their rate of urbanization and beginning to develop more economic diversity.



DUVAL COUNTY
County Seat: Jacksonville
Population: 812,321*
Area (sq. miles): 774
Other Incorporated Communities: Atlantic Beach, Baldwin, Jacksonville Beach, Neptune Beach
Established: 1822
Named for: William Pope DuVal, first territorial governor of Florida



FLAGLER COUNTY
County Seat: Bunnell
Area (sq. miles): 485
Population: 62,696*
Other Incorporated Communities: Beverly Beach, Flagler Beach, Marineland, Palm Coast
Established: 1917
Named for: Henry Flagler, developer of the Florida East Coast Railroad



NASSAU COUNTY
County Seat: Fernandina Beach
Area (sq. miles): 652
Population: 61,632*
Other Incorporated Communities: Callahan, Hilliard
Established: 1824
Named for: Nassau Sound



BAKER COUNTY
County Seat: Macclenny
Population: 23,435*
Area (sq. miles): 585
Other Incorporated Communi- ties: Glen St. Mary
Established: 1861
Named for: James McNair Baker, Confederate States senator and Florida judge



PUTNAM COUNTY
County Seat: Palatka
Area: 722
Population: 71,775*
Other Incorporated Communities: Crescent City, Interlachen, Pomona Park, Welaka
Established: 1849
Named for: Benjamin Alexander Putnam (1801-69), lawyer, soldier, judge, state legislator, first president of the Florida Historical Society



CLAY COUNTY
County Seat: Green Cove Springs
Population: 156,995*
Area (sq. miles): 601
Other Incorporated Communi- ties: Keystone Heights, Orange Park, Penney Farms
Established: 1858
Named for: Kentuckian Henry Clay, Secretary of State under John Quincy Adams



ST. JOHNS COUNTY
County Seat: St. Augustine, oldest permanent settlement in U.S.
Area (sq. miles): 609
Population: 142,949*
Other Incorporated Communities: Hastings, St. Augustine Beach
Established: 1821
Named for: St. Johns River

Board of Directors

All members who served during any portion of the fiscal year (October 1, 2003, through September 30, 2004) and who were appointed by the end of 2004 are listed. Board members as of December 31, 2004, are listed with an asterisk.

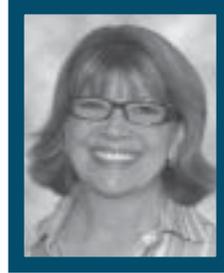
2003 - 2004 OFFICERS



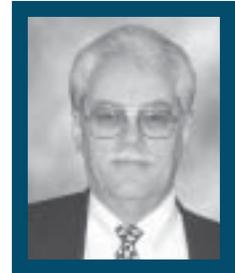
The Honorable Jerry Holland
Duval County
President



The Honorable Blair Kanbar
Flagler County
First Vice President



The Honorable Karen Stern
St. Johns County
Second Vice President



Mr. Hugh D. Fish, Jr.
Baker County
Secretary/Treasurer

BAKER COUNTY

Ms. Ginger Barber*
County Commission Representative

Hon. Julie Combs*
Baker County Commission Chair

Mr. Hugh D. Fish, Jr.*
Municipal Representative

Mr. Charles "Chuck" Prachar*
Gubernatorial Appointee

CLAY COUNTY

Mr. Bill Basford*
County Commission Representative

Hon. George Bush
Clay County Commissioner

Ms. Deidra O. Franklin*
Gubernatorial Appointee

Hon. Archie L. Green
Mayor of Keystone Heights

Mr. Keith Jones*
City of Keystone Heights Councilman

Hon. Glenn Lassiter*
Clay County Commissioner

Hon. Carol Vallencourt*
Gubernatorial Appointee

DUVAL COUNTY

Ms. Mary Louise Dungey*
Gubernatorial Appointee

Ms. Rea Fleckenstein*
Gubernatorial Appointee

Hon. Reggie Fullwood
City of Jacksonville Councilman

Hon. Jerry Holland*
Jacksonville City Councilman

Hon. Mia Jones*
Jacksonville City Councilwoman

Hon. Mitch Kinsey
Jacksonville Beach Councilman

Hon. Paul Parsons*
City of Atlantic Beach Commissioner

FLAGLER COUNTY

Hon. Ralph Carter*
City of Palm Coast Councilman

Hon. George Hanns
Flagler County Commissioner

Hon. Blair R. Kanbar*
Flagler County Commissioner

Hon. Joann B. King*
City of Bunnell Mayor

Mr. Robert "Bob" Sgroi*
Gubernatorial Appointee

NASSAU COUNTY

Hon. Ansley Acree*
Nassau County Commissioner

Hon. Marianne Marshall
Nassau County Commissioner

Hon. Vickie Samus*
Nassau County Commissioner

Mr. Robert "Bob" Spaeth*
Gubernatorial Appointee

Hon. Ken Walker
City of Fernandina Beach Commissioner

Hon. Patricia Webb*
Town of Hilliard Councilwoman

PUTNAM COUNTY

Mr. Chip Laibl*
Gubernatorial Appointee

Hon. Mary Lawson-Brown*
City of Palatka Vice-Mayor

Hon. Linda D. Myers*
Putnam County Commissioner

Hon. Brad Purcell*
Putnam County Commissioner

ST. JOHNS COUNTY

Ms. Clare G. Berry*
Gubernatorial Appointee

Hon. Albert Holmberg
City of St. Augustine Commissioner

Hon. Bruce Maguire*
St. Johns County Commissioner

Mr. Harry Maxwell*
Gubernatorial Appointee

Hon. Karen Stern*
St. Johns County Commissioner

EX-OFFICIO NON-VOTING MEMBERS

Ms. Linda Burnette*
St. Johns River Water Management District

Mr. David Byrd
Florida Department of Transportation

Mr. Bill Green*
Florida Department of Environmental Protection

Mr. C.W. Larson, II (Wes)*
Enterprise Florida, Inc.

Mr. Larry Parks*
Florida Department of Transportation

Mr. Mario Taylor
Florida Department of Environmental Protection

Council Staff

Brian D. Teeple, AICP, Executive Director

Ed Lehman, Assistant Executive Director – Planning; Director of Growth Management

Carol Brady, Assistant Executive Director – Human Services; Director of Northeast Florida Healthy Start Coalition, Inc.

Barbara Rovedo, Assistant Executive Director – Operations

Jeffrey Alexander, Director of Planning Programs

Mike Brown, Director of Special Projects

Steve Gutos, Director of Human Services Outreach/KidCare Coordinator

Michael Hadden, Director of Public Relations

Steven Mahaven, Director of the Business Development Corporation, Inc.

Planning & Growth Management

Debbie Balevre, *Housing Program Coordinator*

Kathryn Boer, *Regional Planner*

Keith Joiner, *GIS Specialist*

Stephen Jones, AICP, *Senior Regional Planner*

Sheri Kelsey, *Housing Program Coordinator*

Tobin Lilly, *Assistant Planner*

Amanda Loach, *Regional Planner*

Jeanie Palmer, *Secretary*

Maurice Postal, *Regional Planner*

Amanda Smith, *Senior Regional Planner*

Business Development

Diane Green, *Credit Analyst*

Steve Hale, *Credit Analyst*

Dana Hammontree, *Portfolio Servicing Specialist*

Beverly Pringle, *Business Development Officer*

Human Services & Outreach

Rhonda Baker, *Magnolia Project Director*

Janet Boyer, *MomCare Advisor*

Reginald Bythewood, *KidCare Outreach Specialist*

Ruth Carter, *Hold Out the Lifeline Administrative Assistant*

Madeline Chaney, *MomCare Advisor*

Dawn Clarke, *Healthy Start Associate Executive Director*

Jenetha Denmark, *Magnolia Project Outreach Specialist*

Beverly Fitzpatrick, *KidCare Outreach Specialist*

Terri Gibson, *MomCare Advisor*

Janice Hawkins, *Magnolia Project Community Development*

Faye Johnson, *Azalea Project Coordinator*

Ellene Jones, *Hold Out the Lifeline Administrative Assistant*

Laurie Lee, R.N., *Healthy Start FIMR Abstractor*

Thelisa Miller, *MomCare Advisor*

Suzanne Morrow, *Jacksonville Friendly AccessSM Coordinator*

Chelsea Reeves, *Magnolia Project Outreach Specialist*

Karen Smithson, *Hold Out the Lifeline Coordinator*

Abbie Ware, *Outreach Specialist*

Mavis Youngblood, *Secretary*

Operations

Chris Bono, *Information Systems Specialist*

Walter Bowman, *Manager, Statistical Services*

Lee Brown, *Operations Manager*

Rachel Carter, *Accountant*

Peggy Conrad, *Secretary*

Gwenda Crier, *Receptionist*

Danielle Deverson, *Data Entry Clerk*

Brent Marley, *Building Maintenance*

Paul Newman, *Desktop Support*

Shirley Orberg, *Agency Clerk*

Wei Li Qian, *Accountant*

Donna Starling, *Fiscal Manager*

Public Relations

Michael Calhoun, *Graphic Artist*





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