



ANNUAL REPORT 2024



Jackson County, Fl.
BOARD OF COUNTY COMMISSIONERS

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COMMISSIONERS

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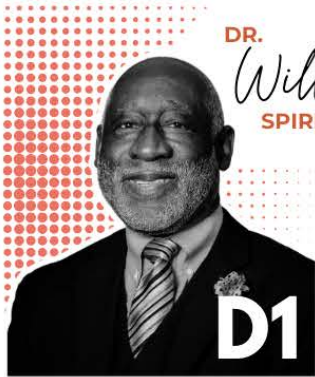
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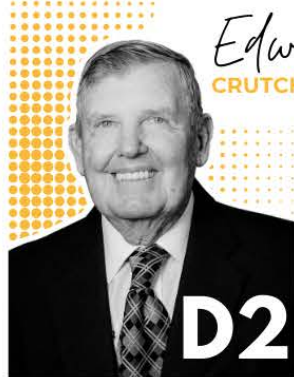


MEET THE Commissioners



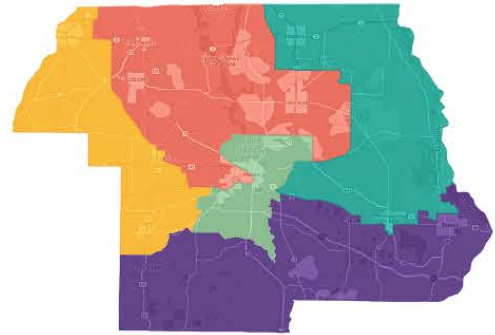
DR. Willie SPIRES

D1



Edward CRUTCHFIELD

D2



Paul DONOFRO JR

D3



Donnie BRANCH

D4



Jamey WESTBROOK

CHAIRMAN

D5

Jackson County is governed by five elected Commissioners, each representing one of five geographic county districts, balanced by number of residents.

BOARD MEETINGS ARE ADVERTISED, OPEN TO THE PUBLIC, AND STREAMED LIVE.

Jackson County's government is designed to be accessible and responsive. The Board serves as the legislative and policy-making body, overseeing budget decisions for county departments and some constitutional officers. Every two years, the Board selects a chairman to preside over meetings, sign legal documents, and appoint commissioners to committees.



2864 MADISON ST.
MARIANNA, FL. 32446



JACKSON COUNTY BOARD
OF COUNTY COMMISSIONERS



JACKSONCOUNTYFL.GOV



The Board recognized outgoing Commissioners Alex McKinnie (District 1) and Jim Peacock (District 5) for their dedicated service to Jackson County. Commissioner McKinnie served 4 impactful years, while Commissioner Peacock contributed 8 years of leadership.

The Board extends a heartfelt thanks for their commitment to making Jackson County a better place to live, work, and grow, embodying the County's vision: *For Jackson, For Future, For You.*

MESSAGE FROM THE *Administrator*

Dear Commissioners,

I am so pleased to submit the 2023/2024 Annual Report. Our team has done an exceptional job over the last year as we continue to turn the “idea” of **FOR Jackson FOR Future FOR You** into a reality. I have stepped back in amazement as I have seen this concept come to life. Not only in the way our team interacts with the public, but how they interact with all of you and one another.



When we set out on the journey of **FOR**, it seemed impossible. While we have not arrived yet, I can see the evidence of a well beaten path coming into focus. The sentiment of **FOR** is shining through with things such as Citizen’s Academy, increased social media interactions, and our culture becoming more defined from within the organization.

You all have accomplished so much over this past year! Your leadership has led so many initiatives that will be detailed within. I am particularly proud of your decision to purchase Great Oaks. I am anxious to see it’s completion in next year’s report! Your leadership of the continued development of Endeavor, with the partnership with Chrome, is also of note. I am excited to see the continued development of the museum, convention center, and the industrial area. Of course, the housing development on Endeavor has the potential to jumpstart that exit in a meaningful way.

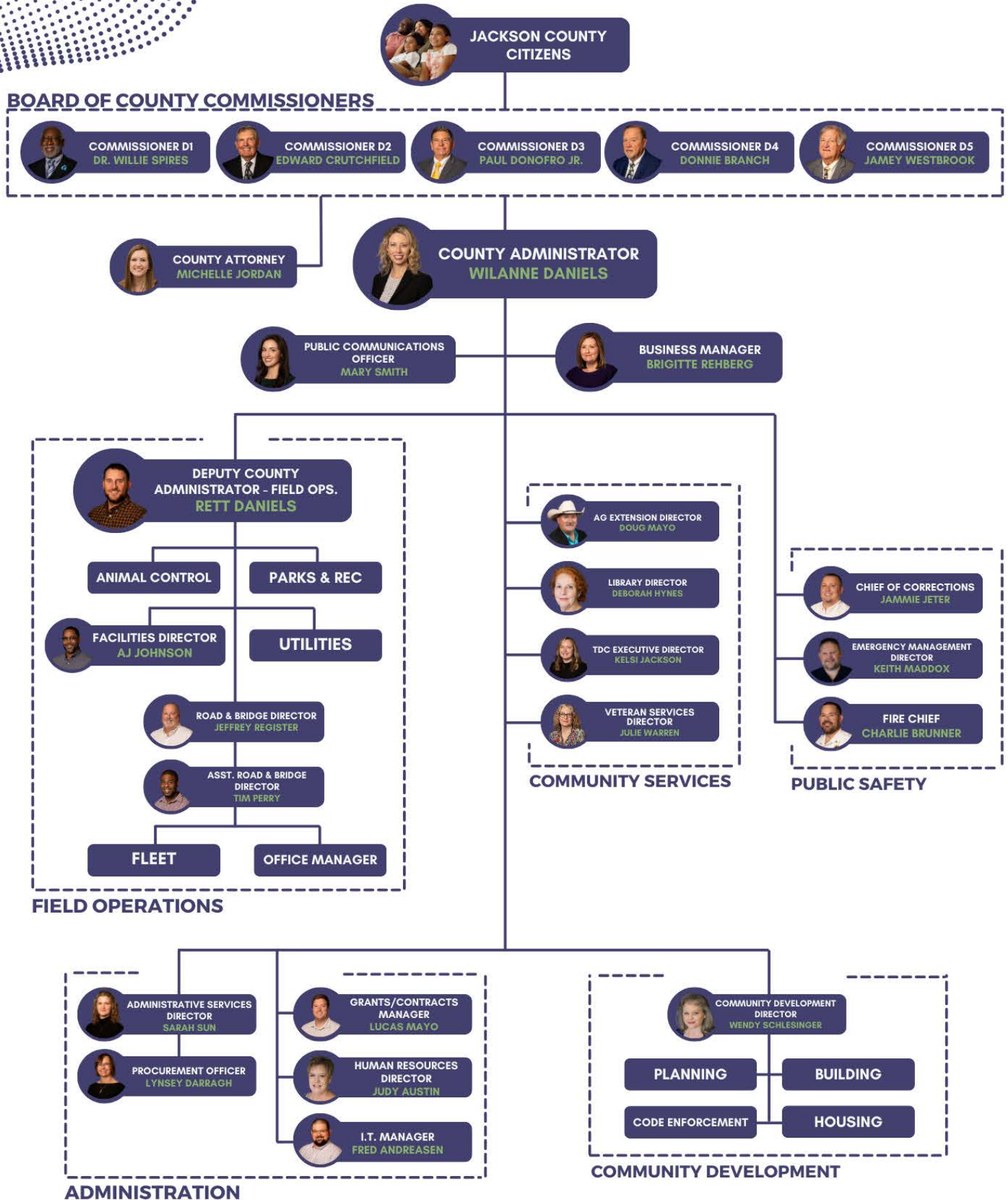
Thank you all for being willing to join our culture and make your own intentional contributions along the way.



“Our team has done an exceptional job over the last year as we continue to turn the “idea” of FOR Jackson FOR Future FOR You into a reality. I have stepped back in amazement as I have seen this concept come to life. Not only in the way our team interacts with the public, but how they interact with all of you and one another.”

Wilannette Daniels

Jackson County ORGANIZATION CHART



ADMINISTRATIVE Services



Sarah Sun

ADMINISTRATIVE SERVICES
DIRECTOR

“

Every **SUCCESSFUL** project is a step toward making Jackson County a **BETTER, STRONGER,** and more **RESILIENT** community.

”



One of the biggest challenges for Administrative Services this year was starting the Corrections Re-Roofing Project. When the bids were received, the lowest bid was over \$1 million dollars more than we had in grant funding. We were able to overcome this hurdle and award the project. After such a long wait, the jail is finally getting a new roof!

Endeavor

PAVING THE WAY FOR POOSER ROAD - A CATALYST FOR INDUSTRY

This year, Jackson County made further progress in paving the way for the Endeavor Property to become an economic and community hub, thanks to critical investments and a clear vision for the future.



Received Governor's Job Growth Grant for \$4.68 Million for Paving & Infrastructure to Pooser Road



Received HMGP Grant for a portion of Pooser Road to address drainage issues.



JCBOCC awarded approximately 320 acres to Rausch Coleman Homes for the development of affordable housing

20
25

AS WE GO INTO THE NEW YEAR, WE AIM TO STRENGTHEN COLLABORATION ACROSS BOCC DEPARTMENTS, STREAMLINING COUNTY PROJECTS AND PROCESSES FOR GREATER EFFICIENCY.



GRANTS

The Administrative Services Team is responsible for managing approximately \$18 million dollars in grant funds. Below are the highlights of the type of grants we are managing.



DPT.	GRANT AGENCY	PROJECT TITLE	AMOUNT
ADMIN	Florida Commerce	Pooser Road Job Growth Grant	\$4,680,059
ADMIN	Florida Dept. of Environmental Protection (FDEP)	Vulnerability Assessment	\$368,400
ADMIN	Florida Commerce	Safe Room for JCSO	\$4,795,365
ADMIN	Florida Commerce	Madison's Restaurant HR Grant	\$415,688
ADMIN	Department of State	Cultural Facilities/ Endeavor Museum	\$500,000
ADMIN	Florida Commerce	Convention Center	\$1,500,000
ADMIN	Florida Commerce	Project JAWS	\$3,375,600
EM. MNG.	Florida Department of Emergency Management	Emergency Preparedness and Assistance Grant	\$105,806
EM. MNG.	Florida Department of Emergency Management	Emergency Preparedness and Assistance Grant	\$50,158
PARKS	FDEP	Cypress Park	\$200,000
JCCF	Florida Dept. of Law Enforcement (FDLE)	Law Enforcement Salary Assistance	\$803,294
RECYCLING	FDEP	Small County Consolidated Solid Waste Mgt.	\$93,750
R&B	FEMA/FDEM	Pooser Road Drainage	\$775,805
R&B	Florida Commerce Match	Pooser Road Drainage	\$244,768
R&B	FDEP	Shangri La	\$1,028,116

TOTAL GRANT AMOUNT AWARDED TO JACKSON COUNTY \$18,936,809

PROCUREMENT Office



Lynsey Darragh

PROCUREMENT OFFICER

“ Effective procurement in County Government ensures that public funds are used wisely, **PROMOTING TRANSPARENCY, ACCOUNTABILITY,** and the **EFFICIENT DELIVERY** of services to the community. ”

ACHIEVEMENTS



Implemented a WEX Fuel Card Agreement, ensuring employee compliance with policies/procedures, streamlining receipt submissions, and reducing end-of-month processing time from 3 hours to 1.5 hours. Special thanks to Jaliyah Godwin-Williams for her key role in this success!

+ NOTABLE PROJECTS

Endeavor Convention Center	Rodeo Arena Equipment	Helipad in Sneads	Pooser Road Affordable Housing Development
Jackson Hospital HVAC Upgrades	New Jail Roof	Shangri La Land Clearing	TDC Strategic Plan

FACILITATED
57 procurement projects
including 16 ROAD IMPROVEMENT projects

CODED/PROCESSED OVER
1,400 invoices **FOR PAYMENT**

GOALS FOR 2025

CHALLENGE	SOLUTION
PROCUREMENT IS ESPECIALLY CHALLENGING IN THE FACE OF THE RISING COSTS OF INFLATION.	REFINING PROJECT SCOPES TO KEEP INITIATIVES MOVING FORWARD. COLLABORATE WITH DEDICATED GRANTS/CONTRACTS MANAGER, LUCAS MAYO, TO SECURE ADDITIONAL FUNDING, ENSURING PROJECTS COULD PROCEED SMOOTHLY.

- Keep projects on budget and high-value with competitive bidding.
- Renovate Great Oaks and secure a Concessionaire for management.
- Revitalize the AG Center with a new facility manager.
- Launch a streamlined electronic invoicing system with Finance for end-to-end purchase order efficiency.
- Finalize Pooser Road bidding to support new housing growth.

“

The *front office* is **ALWAYS** *FOR Jackson* and *FOR Future*, but we are especially *FOR YOU* . . . our citizens and staff, who make Jackson County the best place to live and work.

”



Brigitte Rehberg

BUSINESS
MANAGER



Enhancing *FRONT OFFICE* operations

This fiscal year provided *valuable* learning opportunities for our front office team as we deepened our understanding of existing procedures to *drive* meaningful improvements. Our ongoing *commitment* is to ensure every interaction with citizens and staff is **PROFESSIONAL, COURTEOUS, and EFFICIENT.**



Leadership Growth



This year, the front office team demonstrated remarkable leadership growth. Business Manager Brigitte Rehberg completed the Chamber of Commerce's Leadership Jackson Program, enhancing her skills to better serve Jackson County. Administrative Assistant Jaliyah Godwin-Williams graduated from Citizens Academy and attended the 2024 Global Leadership Summit, deepening her understanding of local government and leadership principles. Their commitment to personal and professional development reflects their dedication to fostering leadership and enhancing service to our community.

STATS



452 PET VOUCHERS ISSUED



36 BOCC AGENDAS CREATED



36+ MERCHANDISE SOLD



600+ CITIZEN EMAILS - RESPONDED TO PROMPTLY

20 25

ONE OF OUR KEY GOALS FOR 2025 IS TO REVAMP AND MODERNIZE OUR LOBBY TO CREATE A WELCOMING AND ENGAGING SPACE THAT REFLECTS OUR COMMITMENT TO OUR CITIZENS. WE WANT EVERYONE WHO VISITS TO FEEL THAT WE ARE **FOR THEM**, ENSURING THEIR EXPERIENCE IS POSITIVE FROM THE MOMENT THEY WALK THROUGH OUR DOORS.



HUMAN Resources



Judy Austin

HUMAN RESOURCES DIRECTOR

“

The *Mission* of the Human Resources Department is to collaborate with county leaders to effectively meet the personnel needs of our employees as well as external customers. To accomplish this, the department develops and administers programs and services that support the **success** of the county's mission and contribute to the achievement of Jackson County goals.

”

Statistics



With help from our student worker, Dillon Shelton from Next Step Academy, we're 95% finished converting 50 years of paper files to digital!

Sponsored our first Tree of Lights Celebration of Life for Christmas 2023. The Tree of Lights is in memory of employees and their immediate family members. We recognized 16 employees and 36 family members.



Processed over 200 seasonal Poll Workers for the Supervisor of Elections for the 2024 Elections.

CHALLENGE



HR managed the complex task of processing over 200 seasonal employees for the Supervisor of Elections, a crucial need during the 2024 election cycle. Additionally, high employee turnover presented challenges, such as decreased productivity, increased recruitment and onboarding costs, and lower employee morale, impacting overall efficiency and straining resources.

SOLUTION

HR provided comprehensive support from recruitment to retirement, promoting a positive work culture with a focus on professional development, work-life balance, and diversity, while also ensuring compliance and managing costs through competitive pay and benefits. To address high turnover in certain departments, HR ensured thoroughly vetting candidates, developing targeted training programs, and ensuring supervisors communicate expectations and address concerns effectively.

2025

IN 2025, HR AIMS TO AUTOMATE PUBLIC RECORDS REQUESTS, ENABLING REAL-TIME ONLINE SUBMISSIONS AND TRACKING. THIS WILL STREAMLINE THE PROCESS, REDUCE COUNTY LIABILITY, AND ENHANCE SERVICE QUALITY FOR OUR CITIZENS. ADDITIONALLY, HR WILL FINALIZE COMPREHENSIVE UPDATES TO THE PERSONNEL POLICIES AND PROCEDURES, ESTABLISHING A STRONGER AND MORE EFFICIENT FOUNDATION FOR OUR WORKFORCE.



INFORMATION Technology

“

The IT Department continues to **SERVE** an **EVER GROWING** number of departments and personnel. As we transition into the next year, we hope to assist all of them in their goals of making Jackson County a better place to live.

”



Fred Andreassen

INFORMATION TECHNOLOGY
DIRECTOR



STRENGTHENING SECURITY ONE PROJECT AT A TIME

THIS YEAR, IT SHIFTED FOCUS FROM LARGE-SCALE PROJECTS TO MULTIPLE TARGETED INITIATIVES, FORTIFYING OUR SYSTEMS AGAINST EVOLVING CYBER THREATS.



CHALLENGE SOLUTION

CYBERSECURITY CONTINUES TO BE ONE OF THE LARGEST CHALLENGES

THIS YEAR SAW MORE STAFF AT ALL LEVELS ATTEND CYBER SECURITY TRAINING



GOALS 2025

OUTFIT NEW CONVENTION CENTER FOR WIFI AND NETWORKING

ENHANCE DIGITAL AMENITIES (WIFI, SCREENS, AUDIO) AT VARIOUS COUNTY FACILITIES TO BETTER CONNECT STAFF AND THE PUBLIC THAT USE THOSE FACILITIES

ENHANCE CYBERSECURITY THROUGH NEW AND INNOVATIVE TECHNOLOGIES AND HANDS-ON TRAINING FOR ALL STAFF



IT Technician
LEE TREADWELL

FRED ANDREASEN
IT Director

COMMUNITY Development



Wendy Schlesinger

COMMUNITY DEVELOPMENT DIRECTOR



In **Community Development** we are here to serve the residents of the county with their development needs.

The department's motto is: *Mapping the past - Building the present - Planning for the future.* The county's core value is: *For Jackson - For Future - For You*

Our past teaches us how to build the present and plan for the future. What we do now, in the present, helps lay the groundwork for Jackson, for future, for you!



KEY ACHIEVEMENTS



BUILDING SERVICES

Building Services managed a surge in building permits and inspections, collecting over \$522,000 in fees this year—an increase of \$112,000 from the previous fiscal year.



COMMUNITY RATING SYSTEM (CRS)

The Planning Department and Building Services successfully maintained a class 7 ISO rating under FEMA's Community Rating System, securing a 15% flood insurance discount for Jackson County residents.



ENHANCEMENT OF THE CODE ENFORCEMENT DIVISION

This year, we added a Code Enforcement Officer and implemented the Special Magistrate Hearing process, enhancing our efforts to achieve compliance and clean up the County



HOUSING GRANTS

The Hurricane Housing Recovery Program's second disbursement funded projects like the Endeavor Forward Autism Cottage refurbishment and the Thomas Pines Rental Development. The first disbursement closeout helped over 63 families with demolition, reconstruction, purchase assistance, and rehabilitation needs.

CHALLENGE	SOLUTION
TURNOVER WITH CONTRACTED HOUSING PROGRAM ADMINISTRATOR	IMPLEMENTING GUIDANCE FOR NEW STAFF TO LEARN COUNTY HOUSING
LACK OF PUBLIC AWARENESS ON DEVELOPMENT REGULATIONS	IMPROVE PUBLIC AWARENESS AND EDUCATION PRIOR TO CONSTRUCTION
CONTROVERSIAL CHANGES TO CODE OF ORDINANCES ON HOUSING IN A DISTRICT	UPDATED THE CODE AND WORKED WITH THE PUBLIC TO FIND EQUITABLE SOLUTIONS



GOALS FOR 2025

Obtain approval from Florida Commerce on proposed 10-Year Comp Plan update and adopt final plan

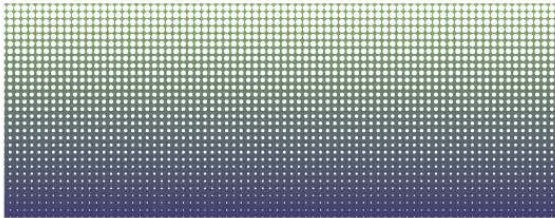
Update the iWorQ database to receive online building permits and to notify contractors on inspection results.

Closeout the 2nd disbursement of \$2.2 million dollars for the Hurricane Housing Recovery Program and administer the Housing program more efficiently.

BUILDING RESILIENCE: HHRP IMPACT



Since receiving funding in 2019, the Hurricane Housing Recovery Program (HHRP) has been hard at work, successfully completing or progressing on 33 replacement homes, 19 rental development units, and 11 purchase assistance initiatives. This significant investment has provided critical support to 16 special needs households and 47 other qualifying citizens of Jackson County, fostering a resilient and thriving community.



Welcoming your new Code Enforcement Team



This year, Ashley Merrill and Jay Clark joined the Community Development Department as Jackson County's Code Enforcement team, dedicated to ensuring safe, well-maintained properties across the community.

They are ready to help residents access resources to improve living conditions, while also addressing abandoned structures and neglected properties to enhance safety and preserve property values.



AMBER BARNES: EMPLOYEE OF THE MONTH

Amber Barnes, Senior Planner, was honored as Employee of the Month for April 2024. Since joining the County in 2007, Amber has excelled in leadership, technical skills, and outstanding service.



PLANNING

- 361 RDOs
- 21 GDOs
- 7 Variances
- 5 Alc. Beverage Licenses

BUILDING SERVICES

- 2915 Inspections
- 2343 Permits
- \$5.43 Million Permit Fees

HOUSING

- 7 SHIP Purchase Asst.
- 10 SHIP Rehab Asst.
- 10 HHRP Projects

CODE ENFORCEMENT

- 328 Site Visits
- 262 Lien Searches
- 43 Cases Closed

GIS

- 331 New Addresses
- 11 New Streets
- 43 New Projects
- 36 Closed Projects

VETERAN Services



Julie Warren
VETERAN SERVICES
DIRECTOR

“ ... to *care* for him who shall have borne the **battle**, and for his widow, and his orphan.”

~ Abraham Lincoln

CHALLENGE	SOLUTION
PACT ACT PRODUCED CLAIM INCREASE.	STAFF INCREASED MONTHLY INTERACTIONS.
TEMPORARY HEADQUARTERS IN ADMIN OFFICE	PERMANENTLY MOVED TO HISTORIC RUSS HOUSE

GOALS FOR 2025	
DEPARTMENT GOAL HOST ANNUAL TOWN HALL REFERENCE VETERANS ADMINISTRATION BENEFITS AT THE HISTORIC RUSS HOUSE	STRATEGIC PLAN GOAL CONTINUE TO PROMOTE DEPARTMENT AS ONE-STOP TO ASSIST VETERANS

KEY ACHIEVEMENTS

NEW HIRE!

In January 2024, we welcomed new County Veteran Service Officer (CVSO), **Melissa Roddenberry!**

NEW HEADQUARTERS!

In March 2024, Veteran Services moved to its new home, **The Historic Russ House** in Marianna. We celebrated the **Grand Opening** and **Ribbon Cutting Ceremony** on August 22, 2024. **More than 300 veterans** were in attendance!

RISING NUMBERS

16% increase in our monthly interactions during the 2024 Fiscal Year. **67%** total rise in interactions in 2 years!
7% more claims than during the 2024 Fiscal Year. **79%** total rise in claims filed in 2 years!



Julie's journey with the County began in 1994 as a Library Page. For 22 years, she's been a cornerstone of Veteran Services, tirelessly advocating for our local heroes with unwavering dedication and precision to ensure they receive the support they deserve.

30
YEARS OF
Service

STATS



7,361 INTERACTIONS



613 MONTHLY AVERAGE



679 CLAIMS FILED



845 MILITARY RECORDS REVIEWED



"After retiring from the Army with 24 years, I was looking to start the next chapter of my life. Working with veterans has made me still feel like part of the veteran family. It's rewarding to be able to assist them with the various benefits VA has to offer and to guide them in situations that they may need help with. Working as a **Veteran Service Officer (VSO)** for Jackson County has allowed me to interact with veterans in the **local community** and share stories, while serving my country in a new capacity. It's allowed me to give back to the ones who served and fought before me. **It is my honor to care for our veterans and their families.**"

Melissa Roddenberry



Johnnie & Judy (Spouse)

Let me tell you a little story...

Daddy said, "There's no way the VA will say that I am disabled because there's nothing in my medical file to show it. You are wasting your time!"

I said, "Let's try because its mostly correspondence for me. Julie at Veteran Services is actually doing all the work. Without her, I wouldn't have a clue where to start!" Very reluctantly, Daddy said, "Okay, we'll see."

Fast forward eight months... I handed Daddy his mail and walked out of the room. A minute later, I heard "What on earth...?" I walked back in and read the packet of info VA mailed Daddy. We were both STUNNED! We knew the process would take years...if EVER! Daddy was declared 100% disabled by the VA! Thank you so very much for all you did to help him! Daddy says, "You make sure you tell that lady 'thank you' for helping an 'ol fool' retired GI." You have changed Daddy's opinion of the VA and his outlook on life a little!"



Karen Grice of Marianna with her father, Johnnie Hinson, U.S. Air Force



Teaching the next generation about Veteran Services



Ribbon Cutting

GRAND OPENING



Serving Those Who Served us All





Deborah Hynes

PUBLIC LIBRARY
DIRECTOR

“

Each year that passes our clientele changes as well as what they want and need from their public library. This keeps us on our toes and governs how we utilize the taxpayers' money. We are an ever-developing institution dedicated to **FULFILLING** the **INFORMATION** and **ENTERTAINMENT** needs of all Jackson County citizens.

”

KEY ACHIEVEMENTS

Programs + Partnerships

In partnership with Jackson County Master Gardeners and UF/IFAS, the Library held two popular seed library events, one in spring and one in autumn, with spring seeds nearly gone by June. Craft programs returned with low-cost workshops on watercolor painting and Halloween decor, and basic computer classes resumed with plans for advanced sessions as skills progress.

PPLCS Support

PPLCS supported Jackson County Library with standing order book programs, freeing staff to focus on service. They also covered costs for Libby, Hoopla, and in-person presentations, including Summer Reading Program entertainment—greatly enhancing our community offerings.

Funding

The Library Director secured a \$10,000 grant to fund early literacy materials and resources for Jackson County citizens.



STATISTICS

- 1182 LIBRARY CARDS
- 636 NEW BOOKS ADDED
- 27961 ITEMS CHECKED OUT
- 43271+ VISITORS
- 951+ NEW ITEMS



CHALLENGE

CHALLENGING & FRUSTRATED PATRONS REGARDING POLICIES

PRESSURE FROM INDIVIDUALS OPPOSED TO INTELLECTUAL FREEDOM

RISING COSTS & BUDGET CUTS TO RESOURCES THAT PATRONS RELY ON

SOLUTION

IMPLEMENT PATIENCE AND CORDIALITY DURING INTERACTIONS

REMAIN COMMITTED TO PROVIDING DIVERSE MATERIALS

FIND ALTERNATE SOURCES OF FUNDING THROUGH GRANTS

GOALS FOR 2025

Partner with Chamber of Commerce to implement Imagination Library and provide free literacy materials to young families

Offer a monthly craft program and free computer/technology classes to adults

Develop an online monthly newsletter about library services & activities

CORRECTIONAL Facility

“ We specialize in **CARE, CUSTODY,** and **CONTROL** of inmates to keep the public safe. ”



Jammie Jeter

CHIEF OF CORRECTIONS

ACHIEVEMENTS



STARTED JAIL ROOF & HVAC REPLACEMENT

ACHIEVED FULL COMPLIANCE OF JAIL & MEDICAL INSPECTION

Corey Jones (Corporal) & **Angela Burks** (Nursing Supervisor) were recognized in April 2024 for their years of service with the Jail.



This year, jail staff and community members came together to support an Officer in need of long-term wheelchair assistance. The team built a wheelchair ramp at the Officer's home and organized a successful fundraiser, demonstrating the Jail's commitment to their team and embodying the spirit of Jackson County.



GOALS FOR 2025

ENHANCE STAFF TRAINING FOR IMPROVED SKILL DEVELOPMENT AND SAFETY.

PURSUE ADDITIONAL GRANT FUNDING TO SUPPORT FACILITY NEEDS.

COMPLETE INSTALLATION OF A NEW ROOF AND UPGRADED HVAC SYSTEMS.

EXPEDITE CASE PROCESSING TO REDUCE CASE BACKLOGS AND IMPROVE EFFICIENCY.



Statistics

INMATES RECEIVED | 1,833

INMATES RELEASED | 1,620

DISCIPLINE REPORTS | 231

STAFF ASSAULTS | 10

EMERGENCY *Management*



Keith Maddox

EMERGENCY MANAGEMENT DIRECTOR
OPERATIONS CHIEF

“

Preparation and **PLANNING** are **ESSENTIAL** but succeeding when those preparations and plans fail . . . **ACHIEVING** that is when you know you built the right **TEAM**.

”



BIG YEAR/BIG WINS

Emergency Management successfully integrated with Jackson County Fire Rescue merging our common assets and employee skillsets to better serve the community.



Renee Celebrates

Renee Scurlock reached her 40 years of service mark with Jackson County Emergency Operations and continues to provide selfless service to the community by serving as the Deputy Director of the EOC.



CHALLENGE

COMMUNICATION AND INTERNET OUTAGES AFTER TORNADOES EXPOSED UNRELIABLE SERVICE IN PARTS OF THE COUNTY.

NON-LOCAL VENDORS FOR EMERGENCY INFRASTRUCTURE REPAIRS, SUCH AS GENERATORS, CAUSED DELAYS DURING HURRICANE HELENE.

REAL-TIME INTERAGENCY COMMUNICATION AND DATA SHARING REMAIN DIFFICULT DURING EMERGENCIES.

SOLUTION

MOBILE INTERNET CAPABILITIES WERE DEPLOYED IN RESPONSE VEHICLES AND PORTABLE SYSTEMS, SUPPORTED BY STARLINK AT THE EOC.

STAKEHOLDERS ARE SOURCING LOCAL VENDORS, WHILE STAFF COLLABORATED REMOTELY WITH OUT-OF-TOWN VENDORS TO ADDRESS ISSUES.

DEVELOPED A MICROSOFT TEAMS ENVIRONMENT FOR UNIFIED COMMUNICATION DURING DISASTERS.

ACHIEVEMENTS + STATS

TRAININGS COMPLETED

- ✓ Successful tabletop exercise for River Flooding developed by the Deputy EM Director – Meeting AAR & CRS Requirements.
- ✓ Director completed online classes for FPEM Certification (Required by DEM).
- ✓ Attended MGT 384 Cyber Security Attack Training along with Deputy Director and IT Director.



SPEAKING ENGAGEMENTS

**JACKSON COUNTY SENIOR CITIZENS
MARIANNA HEALTH & REHAB
CITIZENS ACADEMY**

PLANNING + PREPAREDNESS

Submitted Storm Ready application for the NWS.



13 ERTF/LMS/CTST Meetings + DEM Region 2 Coordinator Meetings

11 Disaster Plan Reviews

29 MOU updates with partners for emergency services/supplies/shelter/transportation/fuel/food/etc.

10 HAZMAT Facility Inspections.

EFFICIENT DISASTER PREPAREDNESS + RESPONSE

20 Incidents related to HAZMAT, Utility Disruption, Tornadoes, Sinkholes, Flash & River Flooding, Hurricanes, and Fire Warnings.

- January 9 tornadoes and efficient preparation for Hurricane Helene in September
- Ocheesee Fire in February



WEATHER AMBASSADOR

Became a Weather Ambassador County. Required by the National Weather Service for accreditation of the Storm Ready Program.

OPERATIONAL IMPROVEMENTS

Successful changes to departmental model of emergency operations.



GOALS 2025



- Setup TEAMS environment for emergency management activations.
- Establish a municipal/township liaison + a subset of defined EOC workers during activations.
- Execute the audio-visual improvement plan funded during the 2023-2024 budget.
- Improve the shelter registration intake and demobilization process by implementing redundant electronic data entry and storage within TEAMS.



Charlie Brunner

JCFR
FIRE CHIEF

“ **INTEGRITY, COMPASSION, and EXCELLENT**
Customer Service
Every Call. Every Time ”



KEY ACHIEVEMENTS



JACKSON COUNTY FIRE
RESCUE CELEBRATED 50
YEARS OF SERVICE

RECEIVED FEMA ASSISTANCE TO FIREFIGHTER'S
GRANT IN THE AMOUNT OF \$485,000 FOR A
NEW FIRE 2,000 GALLON TANKER TRUCK.

RECEIVED MULTIPLE GRANTS TO FUND BLOOD
ADMINISTRATION PROGRAM.



6 FIREFIGHTER/
EMT'S GRADUATED
FROM
CHIPOLA COLLEGE
PARAMEDIC
PROGRAM & ALL
PASSED THEIR
BOARDS!

ISO RATING IMPROVED FROM 5/5X TO A
4/4X ON APRIL 1, 2024.



ESTABLISHED
COMMUNITY PARAMEDIC -
MOBILE INTEGRATED
HEALTH PROGRAM.

STATISTICS

TOTAL CALLS | 10,768

EMS CALLS | 9,804

FIRE CALLS | 964

PRE-PLAN MEETINGS | 49

PLAN REVIEWS | 10

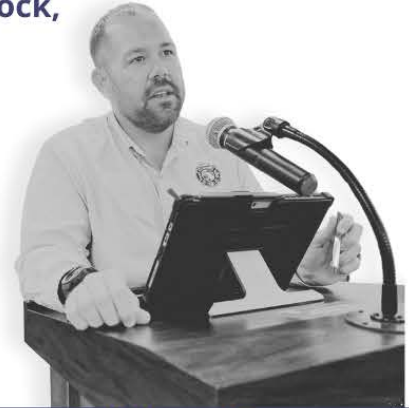
TOTAL INSPECTIONS | 479

NEW BUSINESS CONSTRUCTION: Williams
Paint & Body, Waffle House Charging
Stations, Global Source Solar Farm, West
FL Assembly of God Office



SOLUTIONS + GOALS

This year seemed to fly by as our team answered a record number of calls, reflecting the immense **DEDICATION** and **RESILIENCE** of our workforce. I am incredibly proud of the tireless effort our team has put in, consistently going above and beyond to meet the needs of our community. Our crews have worked around the clock, often under **CHALLENGING** circumstances, to ensure that every call from our citizens and visitors is answered with integrity, compassion, and excellent customer service. Their unwavering **COMMITMENT** to service is the backbone of our **SUCCESS**, and it's what allows us to continuously provide the high level of support our community deserves.



CHIEF BRUNNER // FIRE RESCUE

CHALLENGE

JACKSON COUNTY FIRE RESCUE FACED SIGNIFICANT DEMANDS DURING THE JANUARY 9TH SEVERE WEATHER AND TORNADO EVENTS, REQUIRING IMMEDIATE RESPONSE TO AFFECTED AREAS. ADDITIONALLY, THE APPROACH OF HURRICANE HELENE PRESENTED CHALLENGES, INCLUDING STAFFING, SHELTER OPERATIONS, AND PATIENT TRANSPORT UNDER HIGH-PRESSURE CONDITIONS.

THANKS TO TIMELY UPDATES FROM THE EMERGENCY MANAGEMENT DIVISION, THE DEPARTMENT INCREASED STAFFING LEVELS TO ENSURE READINESS FOR BOTH EVENTS. DURING HURRICANE HELENE, FIRE RESCUE COLLABORATED WITH EMERGENCY MANAGEMENT AND THE DEPARTMENT OF HEALTH, SUPPORTING SHELTER OPERATIONS AND TRANSPORTING SPECIAL NEEDS PATIENTS, SHOWCASING ADAPTABILITY AND TEAMWORK IN CRITICAL SITUATIONS.

SOLUTION



**20
25
GOALS**

- Establish Blood Administration Program to increase patient outcomes
- Expand Community Paramedic Program with 3-Year Grant received from FDOH
- Place our next new Fire Engine into service at Station #1
- Improve customer service and safety within our organization





TAMMY DASHER
NEXTSTEP PROGRAM DIRECTOR

“ As I watched the first-ever group of participants graduate from *NextStep*, my heart was full. To have a front-row seat as this beautiful vision became a reality has been such a joy. **100%** of our *first graduating class* left our campus competitively employed and armed with a wealth of knowledge about successfully “adulting.” More importantly, they left filled with a sense of confidence and hope in their futures that they did not have prior to participating in our program. I have spoken about *NextStep* at venues all over the country, and people are always amazed at the **FORESIGHT, VISION,** and **DETERMINATION** shown by the leaders of Jackson County to implement an innovative, state-of-the-art program for *autistic adults* while at the same time reimagining and reclaiming a piece of our county’s history. ”

ACHIEVEMENTS

GRADUATION



1st Cohort of NextStep graduated 2-year program in July!

CLASS OF 2026



2nd Cohort of Transition Academy students begin program

FACILITY MILESTONE



Construction begins on ten apartments for NextStep students

Events



SUMMER, ART, & COOKING CAMPS FOR COMMUNITY



EMPLOYER APPRECIATION LUNCHEON



VALENTINE'S DAY DINNER FOR OVER 60 GUESTS

SPEAKING ENGAGEMENTS



STATEWIDE CENTER FOR AUTISM AND RELATED DISABILITIES CONFERENCE IN ORLANDO.

INTERNATIONAL GLOBAL LEADERSHIP SYMPOSIUM IN PHOENIX.

NATIONAL COUNCIL FOR EXCEPTIONAL CHILDREN CONFERENCE IN SAN ANTONIO.

THE UNIVERSITY OF WEST FLORIDA'S ARGOS FOR AUTISM PROGRAM. AUTISM PENSACOLA, INC.

SOLUTIONS + STATS + GOALS

CHALLENGE

ONE OF THE CHALLENGES AT NEXTSTEP IS RAISING AWARENESS ABOUT THE FULL SCOPE OF OUR SERVICES. WHILE OUR TWO-YEAR TRANSITION ACADEMY IS WELL-KNOWN, MANY ARE UNAWARE OF THE ADDITIONAL SHORT COURSES WE OFFER, FOCUSING ON EMPLOYMENT, SOCIAL, EXECUTIVE FUNCTIONING, AND EMOTIONAL REGULATION SKILLS FOR THE AUTISTIC COMMUNITY.

SOLUTION

TO ADDRESS THIS, WE'VE ACTIVELY ENGAGED IN OUTREACH EFFORTS BY HOSTING LUNCH-AND-LEARN EVENTS, PRESENTING TO LOCAL CIVIC ORGANIZATIONS, AND PARTICIPATING IN MONTHLY VOLUNTEER PROJECTS. THESE INITIATIVES PROVIDE OPPORTUNITIES TO CONNECT WITH THE COMMUNITY AND SHARE THE IMPACTFUL WORK HAPPENING AT NEXTSTEP.



STATISTICS



100% of transition academy class of 2024 was competitively employed upon graduation



100% of transition academy class of 2024 completed 34 courses in areas related to employment and independent living



Over 51 individuals with autism or other neurodiversities were enrolled in NextStep programs during the year



2025 goals

FOR ALL OF OUR NEW STUDENTS TO OBTAIN AND MAINTAIN EMPLOYMENT

PURSUE GRANTS AND OTHER REVENUE STREAMS TO BECOME MORE SELF-SUSTAINABLE WHILE STILL BEING ABLE TO OFFER TUITION ASSISTANCE TO THOSE WHO NEED IT

HAVE STUDENTS LIVING IN OUR NEXTSTEP APARTMENTS BY THE END OF 2025.

THROUGH FOLLOW-UP MONITORING, SEE OUR GRADUATES MAINTAIN THEIR EMPLOYMENT AS WELL AS THEIR CONNECTIONS TO THE COMMUNITY.

EXTENSION Services



Doug Mayo

EXTENSION
DIRECTOR

“

2024 was a challenging year for both farmers and consumers. Costs continued to rise, so this was a **KEY FOCUS** for the educational trainings offered this year, and for the individual consultations that followed afterwards. From managing farms as efficiently as possible, to raising your own food at home, or buying your first home instead of renting, the staff at **UF/IFAS EXTENSION JACKSON COUNTY** provided research-based information to help solve these and other challenging issues faced by Jackson County citizens.

”

ACHIEVEMENTS



NEW HIRE SUCCESS

Michael Young was hired to lead our 4-H program, plus we hired Beth Krzes to assist him. 4-H is back in business!

We were also able to hire Marcy Brock to support the Family and Consumer Science Program and to manage our meeting room reservations.

ETHAN CARTER

Ethan Carter was recognized with the Achievement Award by the National Association of County Agricultural Agents (NACAA). The Achievement Award is given to the top 2% of county agents with less than 10 years of experience based on their outstanding programs and professional contributions. Ethan's program focuses on row crop farming and pesticide safety. Ethan was nominated by his peers across Florida for this recognition.



GARDEN TO TABLE

One of the most recent success stories for the Extension Service is the partnering of our Horticulture Program with our Family with Consumer Science program to offer the Garden to Table series of classes. In these classes, participants learned how to grow their own food, but also how to safely utilize it for family meals and to preserve it for future use. In the photo, Abbey Payne, Horticulture Agent, discusses growing some of the commonly raised herbs that grow well in our local area at the Herb Class of the Garden to Table Series.

UF IFAS



SOLUTIONS + STATS + GOALS



EDUCATIONAL & COMMUNITY EVENTS

EXTENSION EVENTS	TOTAL ATTENDANCE	TOTAL EVENTS	ESTIMATED ATTENDANCE	RENTAL INCOME
126	4,150	218	9,205	\$18,747



INDIVIDUAL CONSULTATIONS WITH CITIZENS

FIELD VISITS	OFFICE VISITS	PHONE CALLS	EMAILS	TOTAL CONTACTS
273	2,116	5,723	704	8,816

DIGITAL EDUCATIONAL CONTACTS

E-NEWS	ISSUES	69	EMAILS OPENED	165,346	WEB VIEWS	537,838
FACEBOOK	POSTS	867	ENGAGED USERS	5112	REACH	106,151
WEBINARS	NEW VIDS	3	ATTENDANCE		HOURS VIEWED	84
YOUTUBE	NEW VIDS	4	VIDEO VIEWS	36,772	HOURLY VIEWED	2,175.9

TOTAL DIGITAL CONTACTS 308,353

CHALLENGE

DESPITE A 115-YEAR HISTORY OF HAVING COUNTY EXTENSION AGENTS IN JACKSON COUNTY, MANY CITIZENS REMAIN UNAWARE OF THE SERVICES OFFERED BY THE UF/IFAS EXTENSION SERVICE. FROM COMMERCIAL AGRICULTURE AND HOME GARDENING TO LIVESTOCK PRODUCTION, FOOD PRESERVATION, FINANCIAL MANAGEMENT, AND YOUTH EDUCATION, THE EXTENSION SERVICE PROVIDES VALUABLE RESOURCES THAT COULD BENEFIT A WIDE RANGE OF INTERESTS ACROSS THE COMMUNITY

SOLUTION

TO BRIDGE THIS GAP, WE ENCOURAGED CONNECTION WITH THE EXTENSION OFFICE BY JOINING EMAIL NEWSLETTERS TAILORED TO SPECIFIC PROGRAMS AND FOLLOWING UPDATES ON SOCIAL MEDIA PLATFORMS LIKE FACEBOOK. THESE EFFORTS AIM TO ENSURE CITIZENS HAVE ACCESS TO THE LATEST EDUCATIONAL OPPORTUNITIES AND RESOURCES OFFERED LOCALLY.



2025

We are searching for dedicated volunteers to bolster our 4-H and Master Gardener Volunteer Programs. Both programs provided wonderful educational trainings with hands-on learning for our local citizens. It is our goal to find volunteers who have a passion for teaching kids life skills or unique interests, or love to garden and want to make a difference in our local communities.

Our extension agents strive to provide relevant voluntary training for the citizens of Jackson County. Dr. Andra Johnson, Dean of Extension for the University of Florida, has challenged us to seek citizen input to set priorities for the educational programs that are developed to meet the challenges of the next five years. A new "Extension Pathway" was developed to define the major areas of effort for the next five years across Florida. Our goal is to ensure that our efforts are relevant and impactful for the citizens of our local communities.



TOURIST Development



Kelsi Jackson

TDC
EXECUTIVE DIRECTOR

“

The TDC's Mission is to **PROMOTE** Jackson County's **TOURISM** industry and create an **ECONOMIC IMPACT** for our community and small businesses. Through the impact of visitors, we **STRENGTHEN** Jackson's economic position and provide opportunities for people to **PLAY, LIVE, and WORK** in Jackson County.

”



Key ACHEIVEMENTS

BROCHURES



Completed new agritourism & a new condensed visitor guide brochures

SUMMER FUN PASSPORT



Partnered with State Parks & Blue Springs to launch first ever Summer Fun Passport campaign to help educate citizens about local tourism

ENDEAVOR GROWTH



Construction began on Convention Center & Endeavor Museum

FIRE & FEATHERS



Co-hosted Fire & Feathers fundraiser with Oak Grove Plantation & JC Fire Rescue, raising \$9,000 for the JCFR Blood Administration Program

LEADERSHIP



Director Kelsi Jackson completed Chamber's Leadership Jackson Program & lead Endeavor Tour

VISITOR CENTER



Renovated Visitor Center for enhanced guest experience

PROMOTING JACO



Represented at Rural County Days in Tallahassee, Visit FL Welcome Center Showcases, & Canoecopia in Madison, WI

ONLINE PROMOS

HOME BLOG CONTACT



Website got a refresh, updated SEO, new blog posts & launched "Yesterday's Yarn" on socials

PARTNERING WITH KIMLEY-HORN FOR A **STRATEGIC PLAN** AND LEVERAGING TOOLS LIKE DESTINATIONS INTERNATIONAL'S ECONOMIC IMPACT CALCULATOR, TDC IS DRIVING **TOURISM** AND **ECONOMIC GROWTH** IN JACKSON COUNTY!



Revenue

\$733k Total Pennies	\$132k Total Interest	\$865k Total Revenue	March \$67k	August \$78k
			Top Months	



Marketing

Social Media 2023 vs 2024			Website 2023 vs 2024		
28.3k Page Visits <small>+261%</small>	1.9k Follows <small>+206%</small>	970k Audience Reach <small>+1%</small>	295k Event Count <small>+209%</small>	125k Views <small>+236%</small>	46s Average Session <small>-56%</small>



Short Term Rentals

Regional Hotel 2024 vs 2023			Local Airbnbs		
-2.2% Occupancy	-1.1% ADR	-4.9% RevPAR	21.7% Occupancy	\$128 ADR	\$729k Total Revenue <small>By Owners</small>



Event Funding

\$33k Funds Awarded	\$30k Reimbursed	\$249k Economic Impact	\$730 ROI for Every \$ Funded
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Capital Funding

\$3,500 WWI Colored Soldiers Memorial	\$40k Equipment Upgrades at Ag Center	\$40k Great Oaks Renovations	\$1.5mil Convention Center
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Main Takeaways

FY23-24 brought significant tourism impact to Jackson County through bed tax collections, event funding, and capital investments. With the 1% increase in the Tourist Development Tax, collections and visitor spending are expected to continue to steadily grow. With strategic improvements to the event funding process, this program is slated to grow its return on investment.



2025

The TDC will complete the 5-year strategic plan, open Great Oaks and the convention center, and initiate heritage museum planning. Goals include implementing rental compliance software and updating bylaws and event funding policies. Key marketing efforts focus on executing the FY24-25 plan with digital campaigns, brochure development, wayfinding signage, and programs like the Summer Passport and Jackson Fast Pass. Staff will produce dynamic video content to grow social media by 1,000 followers on Facebook and Instagram, expand audience reach, and boost website traffic through enhanced listings, blogs, and targeted ads. These initiatives aim to drive tourism growth and deliver significant economic impact to Jackson County.

ROAD AND *Bridge*



Jeffrey Register

ROAD & BRIDGE
DIRECTOR

“

Road & Bridge has become more **COHESIVE** and **UNIFIED**, allowing us to be a **STRONGER** and more **PRODUCTIVE** team.

”

SUCCESSFUL STORM CLEANUP



JANUARY TORNADO CLEANUP



HURRICANE HELENE CLEANUP

MILLINGS



Several roads received much needed millings.

RESURFACING



Much needed resurfacing on Willis Road

CAREER FAIR



NEW EQUIPMENT



Statistics



RIGHT-OF-WAY
PERMITS
100+



SERVICE
REQUESTS
1.5K



FIELD WORK
ORDERS
21.8K



EMPLOYEE
COUNT
63 OF 79



GRADING
HOURS
12,909



DITCH/CULVERT
HOURS
3,536



FLEET MAINT.
HOURS
1,616

**KEY MILE
STONES**

CHALLENGE

SEVERE WEATHER
OUTBREAKS

DELAYS IN MOWING
OPERATIONS, PARTLY
DUE TO AGING
EQUIPMENT

DEPARTMENT-WIDE STAFF
SHORTAGES

SOLUTION

STAFF UNITED ACROSS ROLES TO ENSURE A
SWIFT AND THOROUGH CLEANUP

WORKED DILIGENTLY TO REPAIR EQUIPMENT
PROMPTLY AND PRESENTED A REQUEST FOR
NEW MACHINERY AHEAD OF THE CURRENT
LEASE EXPIRATION

CONTINUOUSLY SOUGHT OUT AND RECRUITED
QUALIFIED CANDIDATES TO JOIN THE TEAM

“**IN JANUARY**, a tornado caused damage through portions of our county, with much of the damage being near the ROAD & BRIDGE yard. Our crews assisted with push activities and helped Fire Rescue as they rapidly worked to help affected residents. Our two departments worked together seamlessly for the good of our citizens, and it was a wonderful thing to be a part of after such a terrible experience.



JEFF REGISTER / ROAD DEPT.

**20
25
GOALS**

FOR 2025, THE ROAD & BRIDGE DEPARTMENT **AIMS** TO ESTABLISH A COMPREHENSIVE TRAINING INITIATIVE THAT WILL ENHANCE THE SKILLS AND EXPERTISE OF OUR TEAM, ENSURING THEY ARE WELL-PREPARED TO TACKLE THE CHALLENGES AHEAD. IN ADDITION, WE ARE COMMITTED TO MAINTAINING A MINIMUM OF 70 EMPLOYEES FOR AT LEAST 75% OF THE YEAR, WHICH WILL BOLSTER OUR OPERATIONAL EFFICIENCY AND SERVICE DELIVERY. BY INVESTING IN OUR WORKFORCE AND PRIORITIZING STABILITY, WE WILL CONTINUE TO IMPROVE OUR INFRASTRUCTURE AND MEET THE NEEDS OF OUR COMMUNITY **EFFECTIVELY**



Rett Daniels

DEPUTY COUNTY
ADMINISTRATOR

“

MAINTAINING our public infrastructure to the **HIGHEST LEVEL** of citizen satisfaction continues to be a challenging task for our department. We are committed to using all resources available to ensure **SUSTAINABLE** and **EFFICIENT** operations for the future of Jackson County.

”



BIG WINS

UTILITIES
INSTALLED & ACTIVATED RADIO READ WATER METERS FOR **80%** OF RESIDENTIAL CUSTOMERS

AWARDED A STATE GRANT TO IMPROVE CYPRESS PARK

ANIMAL CONTROL
HIRED PART TIME **EMPLOYEE** TO HELP WITH CALL VOLUME & ON-CALL SCHEDULE

CHALLENGE	SOLUTION
FILLING EMPTY POSITIONS	RETAIN STAFF AND FILLED VACANCIES
FERAL CAT POPULATION	PLANNING FUTURE PROGRAM
FAILING AGED INFRASTRUCTURE	SEEKING GRANTS/FUNDING SOURCES



STATISTICS

CARDBOARD COLLECTED		330 TONS
ALUMINUM COLLECTED		1 TON
SCRAP METAL		13 TONS
PAPER COLLECTED		.25 TONS
SHELTERED ANIMALS		1,030
FACILITY RENTALS		145

GOALS

COMPLETE UPDATE DECOR AT THE LODGE & CYPRESS PARK

EXPAND ANIMAL CONTROL TO A TWO PERSON FULL-TIME OPERATION

COMPLETE INSTALLATION OF RADIO READ METERS FOR ALL RESIDENTIAL ACCOUNTS

IMPLEMENT A FERAL CAT PROGRAM WITH ANIMAL CONTROL

WORK WITH LOCAL VET OFFICES FOR ADDITIONAL SPAY/NEUTER RESOURCES

“

MANAGING and **MAXIMIZING** a *County Budget* requires a focus on being both **EFFICIENT** and **EFFECTIVE** with resources.

”



Sarah Sun

ADMINISTRATIVE SERVICES DIRECTOR



\$44M - TRANSPORTATION

\$35M - PUBLIC SAFETY

\$27M - ECONOMIC ENVIRONMENT

\$12M - GENERAL GOVERNMENT

\$11M - PHYSICAL ENVIRONMENT

\$2M - DEBT SERVICES

\$2M - HUMAN SERVICES

\$2M - CULTURE/RECREATION

\$2M - COURT RELATED

The Board kept the millage rate the same as the 2023-24 fiscal year- 7.9450. While the millage rate stayed the same, the value of assessed properties increased, so there will be more ad valorem tax revenue received to fund county operations.

The Board once again approved the adoption of a \$1,650 across-the-board raise for all County employees to continue to meet minimum wage mandates and address compression.

While we had a successful budget session this year, the budget still remains tight. The Board carefully considered each special project request submitted and prioritized needs accordingly. The Board was able to approve necessary projects and still budget a reserve for future needs.

GOALS // // // // CONTINUE TO MANAGE THE NEEDS OF THE COUNTY WITHIN THE SET BUDGET AND SEEK ADDITIONAL REVENUE SOURCES TO FUND COUNTY OPERATIONS.

//// // // // **2025**





CITIZENS Academy

Jackson County proudly celebrates the continued success of its CITIZENS ACADEMY, having completed our third year. This dynamic program empowers residents by offering an inside look at local government operations and the vital roles of each department. Designed to foster education, engagement, and active community involvement, the Academy serves as a bridge between citizens and their government.

This year's class featured 23 passionate graduates—our highest yet—highlighting a growing enthusiasm for understanding and impacting local governance. Their dedication reflects a stronger, more connected community, and we're excited to build on this momentum in the years to come



BRIDGING THE GAP

HARD HATS *Strong Minds*

In February, we partnered with Rivertown Community Church and David H. Melvin, Inc. to host Hard Hats, Strong Minds, a transformative event addressing mental health in the construction industry. Led by Dr. Vince Hafeli, the event shed light on an often-overlooked issue, bringing together community members to break the stigma and foster open conversations.



With powerful stories and insightful discussions, attendees united in a shared commitment to prioritize mental well-being alongside physical safety. This collaboration bridges the gap between industry and community, building a stronger, healthier future for all.



SERVICE *Projects*



JCBOCC continues to strengthen connections with the community through hands-on service projects. From reading to elementary students during Literacy Week to stocking local food pantries and Backpack for Kids programs, and visiting nursing homes, these initiatives go beyond outreach—they build meaningful relationships.

Each service project not only fosters collaboration within our leadership team but also deepens our connection with the heartbeat of Jackson County: its people. These efforts reflect our commitment to listening, engaging, and serving our community with purpose.

BRIDGE THE GAP

with us

**Follow us
on socials**





FOR JACKSON
FUTURE
YOU

2024 **JC** BOCC
ANNUAL
REPORT



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