

WORKSHOP

FY 15/16 Budget Policy Workshop

Tuesday, April 28, 2015

9:00 a.m. – 3:00 p.m.

**Leon County Board of County Commissioners' Chambers
Leon County Courthouse, 5th Floor**

Board of County Commissioners Leon County, Florida

FISCAL YEAR 2016 BUDGET WORKSHOP April 28, 2015

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Adoption of Proposed Revised Policy No. 13-1, Retitled “Sidewalk Eligibility Criteria and Implementation” and Approval of Sidewalk Tier Prioritization and Funding Allocations	2
Future of the Apalachee Solid Waste Facility	3
Acceptance of a Status Report on the Current Healthcare Landscape and Consideration of Opportunities to Enhance the Delivery of Healthcare Services.	4
Analysis of Fire Rescue Services Rate Study and Alternative Funding Option	5

Leon County Board of County Commissioners

Notes for Budget Workshop Item #1

Leon County Board of County Commissioners Budget Workshop Item # 1

April 28, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Fiscal Year 2016 Preliminary Budget Overview

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Scott Ross, Director, Office of Financial Stewardship

Fiscal Impact:

This item has a fiscal impact and will establish Board direction in developing the FY 2016 Tentative Budget. Preliminary estimates indicate that the current year revenue and expenditure gap is \$3.8 to \$8.5 million.

Staff Recommendation:

Option #1: Accept staff's report on the preliminary budget.

Report and Discussion

Background:

At the January 27 meeting, the Board established the FY2016 Budget development calendar. The budget calendar included an April 28, 2015 budget policy workshop to discuss the following topics:

- Sidewalk Priority Listing
- The future of the Solid Waste Management Facility
- Primary Health Care Funding
- Fire Rescue Services Rate Study and Alternative Funding Option

Subsequently, at the March 10, 2015 meeting, the Board established the maximum discretionary funding levels for FY 2016, and directed staff to prepare a number of budget discussion items for the June 23, 2015 preliminary budget workshop. These items include: a review of the Sheriff Deputy pay plan; reviewing the County pay plan; considering an increase in funding for Legal Services of North Florida; and the consolidation of the Supervisor of Elections administrative and voting operations functions at the Voting Operations Center.

It is important to note that it is still very early in the budget process. Final revenue estimates are still being prepared, preliminary property values will not be provided by the Property Appraiser until June 1, 2005, the Constitutional Officers' budgets are still being developed by the respective officers and have not been submitted to the Board, new health insurance rates have not been provided, and the legislature is still considering juvenile justice cost sharing and health care funding. County departments have provided initial operating and capital budget requests to the Office of Management (OMB) for review. OMB is analyzing preliminary budget requests for review by the County Administrator during upcoming Executive Budget hearings.

Additional direction provided at this budget workshop will be used in developing options for the preliminary budget that will be presented at the June 23, 2015 budget workshop.

Historical Context and Budget Development Parameters

Though the County adopts a budget annually, the historic context of prior budget development is important and informative for subsequent budget cycles. Each budget is interdependent on prior actions and influences the future financial condition of the County.

In considering the development of the FY2016 budget, it is important to consider that over the last several years the County/Nation has come out of the longest and deepest recession since the Great Depression. The slow economic recovery caused continuous reductions in property and sales tax revenues for five consecutive years. These events presented significant challenges for the Board to provide a balanced budget, while maintaining quality services. Due to the inflated prices of homes, often referred to as the "housing bubble," and the dramatic impact on mortgage back securities when the "bubble" burst in 2007, the Country and much of the world entered what is now referenced as the "Great Recession."

Due to the slow economic recovery, the Board was deliberate in providing relief to citizens, during the toughest years the economy was in decline and at its bottom, by not raising fees and passing on property tax savings to the community. While an increase in the millage rate up to the rolled-back rate would not have resulted in a tax increase, the Board elected to leave the millage rate constant for three years (FY 2010 to FY 2012); thereby, allowing property value reductions to result in corresponding tax savings. These actions allowed property owners to receive a total of \$14 million in property tax savings.

In FY 2013, in order to stem the tide of an eroding tax base and to preserve a quality level of services, the Board approved the rolled-back rate, which only ensured that the same amount of property taxes received in FY 2012 were collected in FY 2013. Even with only a constant level of property taxes being budgeted, the Board was able to appropriate the necessary funding to support increased costs associated with the newly Consolidated Dispatch Agency and the new Public Safety Complex.

Also during this time, the County continually evaluated the current level of services provided to the community. This involved a thorough examination of all the services departments provide including: libraries, tourist development, stormwater maintenance, mosquito control, management information systems, building inspection, development support, environmental services, parks and recreations services, probation and pre-trial programs, and solid waste services.

By reviewing the organization from top to bottom and implementing the Leon LEADs (Attachment #1), the Board reduced its budget by more than \$62 million and its workforce by more than 83 positions. This restructuring allowed the Board to reduce costs while minimally effecting service levels to the community. The Board was able to achieve more than a five percent reduction in the County workforce with no layoffs.

In addition to providing property tax relief to citizens, it was necessary for the Board to take a reasoned and deliberate approach to addressing the budget shortfall in County enterprise operations such as stormwater management, solid waste management and transportation services. During the recession and slow economic recovery, the Board consciously maintained the existing assessment rates for stormwater and solid waste. These actions were contrary to the Board's Guiding Principles that enterprise services should pay for themselves through dedicated fees and taxes.

As the tide of the recession began to ebb, the Board consciously began implementing other sound financial management principles as stated in the Board's governance strategic priority. Specifically,

Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manners (G5)

To implement this priority the Board adopted the following initiative:

- *Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste, and Transportation programs)*

In FY 2014, the Board made great strides in achieving this initiative by reevaluating the fee structure for these enterprise operations. After the evaluation the Board:

- Increased the stormwater assessment for the first time in over 20 years, in a manner that provided credits for low income senior citizens, and veterans, and to owners of properties with existing stormwater systems;
- Levied the additional five-cent gas tax in partnership with the City of Tallahassee receiving half of the revenue. The Board designated that fifty percent of the County's allocation be used as an off-set for a portion of the operating expenses and fifty percent were designated to support sidewalk construction and to fund a portion of the Bannerman Road widening for FY2015, and;
- After listening to the residents who used the rural waste service centers opted not to close the centers, but rather enacted a modest fee to support the operation of the centers.

These actions significantly reduced the general revenue subsidies to these programs. In recognition of the Board' enacting sound fiscal management the County's bond ratings moved from a "- AA" with an unstable outlook, to an "AA" with a stable outlook.

Analysis:

The FY 2016 budget is being developed in an improving economic environment, where growth in property tax revenues and state sales tax revenues are beginning to cover the inflationary costs of governmental expenses without having to reduce program services. However, revenues still are significantly lower than prior to the recession and the County staff remains diligent in evaluating the budget for opportunities to work more efficiently within our existing resources.

The County is in the beginning stages of developing the budget. Final revenue and expenditure estimates will not be available until the June 23, 2015 budget workshop. Given this, Table 1 shows an estimated range of changes in revenues and expenditures for the FY 2016 budget.

Table #1: Preliminary FY 2016 Budget Shortfall Range

Preliminary Estimated Changes in Revenues	In Millions	
Property Taxes with current millage rate (8.3144)	\$4.1	\$5.2
State Shared and ½ cent Sales Tax Revenues	0.9	0.9
Gas Taxes	0.2	0.2
Development Review and Permitting Fees	0.3	0.3
Court Facilities Fees	(0.4)	(0.5)
Interest Allocation	0.1	0.2
Total Estimated Change in Revenues	\$5.2	\$6.3
Preliminary Estimated Changes in Expenses		
Health Care	\$0.8	\$1.6
Retirement	0.5	0.7
Performance Raises, FICA, Workers Compensation, Overtime	2.2	2.3
Pay Plan Market Competitiveness Impact	0.3	0.4
Sheriff Pay Plan Adjustments	0.8	1.0
Constitutional Officer Increases	1.4	1.8
CHSP Funding Increase, Legal Service of North Florida	0.6	0.6
Contractual Increases (e.g. CRA, City and vendor contracts)	1.2	1.4
General Revenue Transfer to Capital	2.0	3.0
Supervisor of Elections Consolidation Capital Costs	0.5	1.0
Other Increases (Probation, Grant match)	0.3	0.5
Fuel Savings	(0.3)	(0.4)
Debt Service Savings	(0.2)	(0.2)
Total Expenses	\$10.1	\$13.7
Preliminary Budget Shortfall Range	\$3.8	\$8.5

If the County continues to use fund balance in the amount of \$4.0 million to balance the budget, the projected FY2016 budget shortfall is estimated in the range of \$3.8 to \$8.5 million. The \$3.8 million shortfall contemplates the best increase in revenue scenario (\$6.3 million) with the lowest expenditure increase scenario (\$10.1 million), while the upper end of the shortfall range shows lowest revenue increase scenario (\$5.2 million) with the largest anticipated expenditure increases (\$13.7 million). A brief explanation of the revenue and expenditure variances follows.

Revenues

Ad valorem receipts are predicated on maintaining the current 8.3144 millage rate with property value growth rates estimated to increase in a range of 3% - 4% from the valuations used to develop the FY 2015 budget. Maintaining the current millage rate would raise ad valorem collections an estimated \$4.1 – \$5.2 million, which under the Florida Statute definitions will be considered a property tax increase. During the “Great Recession”, the Board maintained the millage rate, and passed property tax savings to the community. Post-recession, long term planning by the Board, showed the millage rate being maintained in order to increase the ad valorem revenue needed to counter balance inflationary expenditure increases.

Also indicating an improved economy, increases in State Shared and ½ Cent Sales Tax revenue are anticipated to generate additional revenue of approximately \$900,000. Total projections for these funds are still slightly lower than FY 2006 pre-recession collections by four percent or \$700,000.

Even with lower gas prices, gas taxes are only expected to increase by a modest \$200,000. This would suggest that motorist driving habits have changed due to previously high gas prices and the continued transition to more fuel efficient vehicles.

A further indication of a strengthening economy is the continued increase in development review and environmental permitting fees in the amount of \$300,000. The estimated fees are anticipated to generate \$1.2 million in revenue. This amount is still \$1.1 million less than the \$2.3 million collected in FY 2006.

One revenue category that will see a decline is Court Facilities Fees. Due to a decrease in traffic citations, fees are currently estimated to decline by \$400,000 - \$500,000.

In addition, given the current low interest rate environment, interest earnings are expected to only modestly increase by \$100,000 to \$200,000.

Expenses

The largest operating expense in the budget is associated with personnel costs including health care and retirement. Based on information from the County’s health insurance provider, health care costs are estimated to increase by five to ten percent or an estimated \$0.8 - \$1.6 million. Final rates will not be available until early July.

Again, in its effort to fully fund the actuarial liability (estimated shortfall) in the State of Florida Retirement System, the legislature increased the cost to participate in the system by raising contribution rates. This will cause Leon County’s costs to increase by an estimated \$500,000-\$700,000.

Currently the preliminary estimates for the FY 2016 budget reflect salary dollars, including workers compensation, F.I.C.A. and overtime increasing in the range of \$2.2 - \$2.3 million. Of this amount, \$1.8 million has been set aside for performance raises for all Board and Constitutional employees. The budget currently contemplates supporting the County's pay for performance structure with an increase of 0 - 5% (with a targeted average of 3%) based on job performance.

Other salary adjustments include an estimated \$0.8 - \$1.0 million to cover the first year of a three year pay plan adjustments for Sheriff Deputies. This includes the implementation of a step pay plan, and the ability to hire deputies above the minimum range depending on education and other qualifications. Similarly, \$200,000 to \$300,000 is estimated to increase entry level salaries for County positions in order to remain competitive in the hiring process, based on a market review of pay ranges for County positions; the County has not undertaken a comprehensive review of the pay plan in over 10 years. As authorized by the Board at the March 10, 2015 Board Meeting, detailed budget discussion items will be presented to the Board at the June 23, 2015 budget workshop regarding the Sheriff and County pay plans.

As stated previously, the Constitutional Officers have not yet submitted their FY 2016 budgets. Payments to the other Constitutional Offices are anticipated to increase in FY 2016. The majority of this increase (\$1.0 - \$1.2 million) will be to the Supervisor of Elections budget. This increase was anticipated due to the presidential primary election cycle occurring during FY 2016. Other increases include the cost for the Tax Collector to cover the cost associated with an increase in property tax values for the Board and the School Board.

As part of establishing the maximum funding level for outside agencies, as directed by the Board at the March 10, 2015 meeting, the maximum funding level for the Community Human Services Partnership (CHSP) program was increased by \$375,000. During this same meeting the Board instructed staff to consider providing an additional \$200,000 to Legal Services of North Florida.

Current estimates reflect the cost of contractual obligations increasing by \$1.2 - \$1.4 million. These include: increases to the City for animal control, parks and recreation, 800 MHz radio services; an increase to the Community Redevelopment Agency due to property value increases; and vendor payments associated with custodial, maintenance and software upgrades.

In concert with Board actions in FY2015, staff is recommending increasing the recurring transfer to the County capital program in the amount of \$2.0 - \$3.0 million. During the recession, the County suspended the transfer of recurring dollars to the capital program, and instead relied on accumulated fund balances to fund capital projects. As documented last year, ideally \$2.5 to \$3.5 million in recurring funds should be transferred annually to cover capital expenses. Toward this end, the Board did transfer \$1.0 million in FY 2015.

An unanticipated capital expense, tentatively included as a new expense for FY 2016, is the requested consolidation of the Supervisor of Elections administrative offices from the Bank of America to the Voting Operations Center on Apalachee Parkway. As requested by the Board at the March 10, 2015 meeting, a budget discussion item regarding the short and long term costs of this consolidation will be presented to the Board at the June 23, 2015 budget workshop. Tentatively, one-time capital costs associated with the build out of office space are estimated to be between \$0.5 and \$1.0 million.

Other costs that will require an increase in general revenue support include the Probation/Pretrial Program, grant matching funds, and Municipal Services (Animal Control and Parks and Recreation). Currently, this increase is estimated to range from \$300,000 - \$500,000.

In addition to the currently identified funding issues, staff is also reviewing the operating impacts associated with additional capital projects being completed, the on-going cost related to the maintenance of the County's aging infrastructure and assessing other position needs through-out the organization to address increased service demands.

In the County's continual effort to reduce costs, two areas stand out in the development of the FY 2016 preliminary budget; debt service and fuel savings. With the assistance to the County financial advisor, the County's debt service is routinely evaluated to see if the current debt structure and market rates justify refinancing portions of the outstanding debt. Based on the current refinancing effort, total savings for FY 2016 are an estimated \$200,000. In addition, with the reduction in crude oil prices, fuel savings are estimated to be in excess of \$300,000 in FY 2016.

Fund Balance

The current budget shortfall contemplates the continued use of \$4.0 million in general revenue fund balance to balance the budget. Depending on final revenue and expenditure estimates, the amount of recommended fund balances could be reduced further to balance the budget. Fund Balance is typically accumulated to support cash flow, emergency needs, unforeseen revenue downturns and one-time capital projects. For the County's general funds, the balances have historically grown at a rate of \$4 to \$5 million a year. This is due to state budget requirements that counties budget 95% of expected revenues, and the nominal under expenditure of Board and Constitutional Officer's budgets. Hence, \$4 to \$5 million has not been an unreasonable amount to budget given the constraints placed on County resources.

However, the Board needs to be aware that if the amount of fund balance utilized grows annually, this will become an unsustainable practice. If the Board grew the use of fund balance by only \$2 million a year (i.e. \$6 million FY2016, \$8 million FY2017, etc.), it would only take 4 or 5 years to deplete the entire fund balance. This would occur because the utilization would be occurring at a much higher rate than the replenishment. In addition, this would further diminish the Board's ability to provide fund balances for future capital projects.

Conclusion

Fiscal decisions made during an individual fiscal year have impacts beyond the current budget cycle. Over the past several budget cycles, previous financial leadership by the Board has positioned the County for long term fiscal stability. During hard economic times, the Board maintained fees and passed on significant property tax savings. Coming out of the recession, the Board tackled significant long term chronic fiscal issues (such as stormwater and transportation funding). The Board's actions have provided the necessary resources to continue maintaining the County as a financially viable organization. The Board's efforts were specifically recognized by the international ratings agency Fitch during the County's last bond rating review, *"The county's financial profile is characterized by prudent, forward-looking budgeting, high reserve levels, and strong liquidity supported by a demonstrated willingness to raise recurring revenues."*

For the purposes of today's workshop, the County is in the very early stages of the budget development process. The Constitutional Officers have not formally submitted their budgets, preliminary property values will not be provided by the Property Appraiser until June 1, and there are still legislative issues involving payments for the Department of Juvenile Justice and Medicaid that have not been resolved. In addition, budget staff is still reviewing the Departmental operating and capital budget submissions.

Even though, the budget process is in the early stages, there are four specific areas where staff seeks guidance in order to prepare materials for the upcoming June 23, 2015 budget workshop. These areas include:

1. The future use of the Leon County Solid Waste Facility.
2. Primary Health Care Funding
3. Sidewalk Priority Listing
4. Fire Rescue Services Rate Study and Alternative Funding Option

The remainder of this workshop will be used to present and discuss these four issues.

Options:

1. Accept staff's report on the preliminary budget overview.
2. Do not accept staff's report on the preliminary budget overview.

Recommendations:

Option #1.

Attachment

1. FY 2012 – FY 2016 Strategic Plan



LEON COUNTY BOARD OF COUNTY COMMISSIONERS

STRATEGIC PLAN

FY 2012 – FY 2016

Vision

As home to Florida's capitol, Leon County is a welcoming, diverse, healthy, and vibrant community, recognized as a great place to live, work and raise a family. Residents and visitors alike enjoy the stunning beauty of the unspoiled natural environment and a rich array of educational, recreational, cultural and social offerings for people of all ages. Leon County government is a responsible steward of the community's precious resources, the catalyst for engaging citizens, community, business and regional partners, and a provider of efficient services, which balance economic, environmental, and quality of life goals.

Core Values

We are unalterably committed to demonstrating and being accountable for the following core organizational values, which form the foundation for our people focused, performance driven culture:

SERVICE

RELEVANCE

INTEGRITY

ACCOUNTABILITY

RESPECT

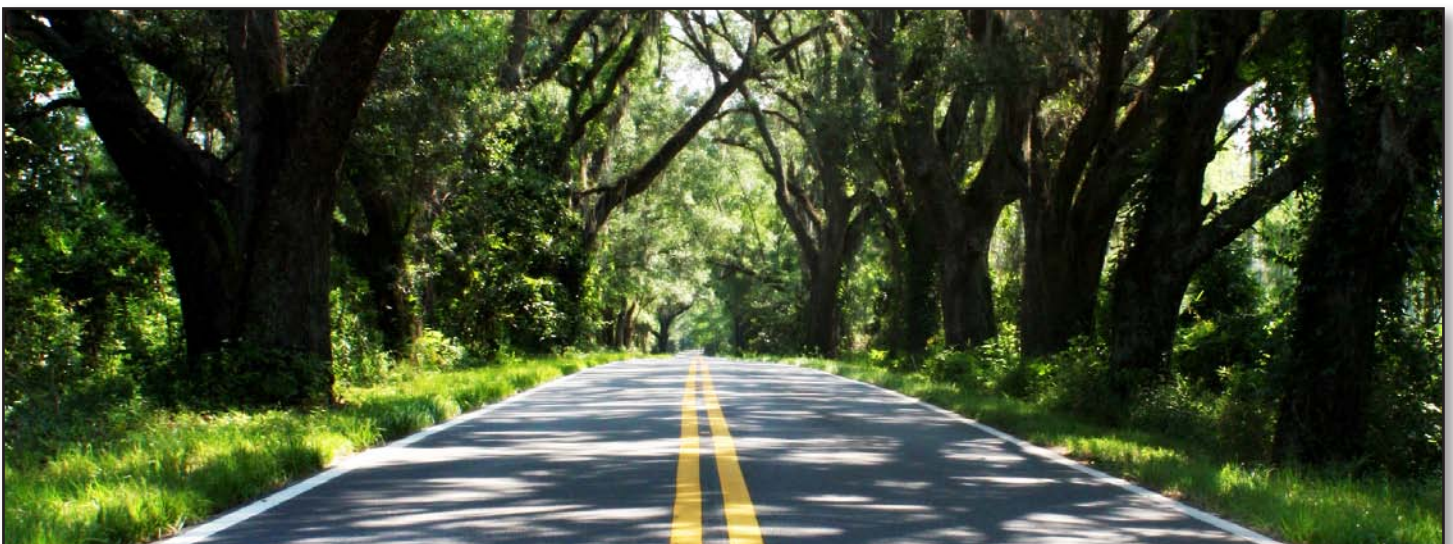
COLLABORATION

STEWARDSHIP

PERFORMANCE

TRANSPARENCY

VISION



Strategic Priority - Economy

To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts talent, to grow and diversify our local economy, and to realize our full economic competitiveness in a global economy. (EC)

- ▶ (EC1) - Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent. (2012)
- ▶ (EC2) - Support business expansion and job creation, including: the implementation of the Leon County 2012 Job Creation Action Plan, to include evaluating the small business credit program. (2012)
- ▶ (EC3) - Strengthen our partnerships with our institutions of higher learning to encourage entrepreneurship and increase technology transfer and commercialization opportunities, including: the Leon County Research and Development Authority at Innovation Park. (2012) (rev. 2015)
- ▶ (EC4) - Grow our tourism economy, its economic impact and the jobs it supports, including: being a regional hub for sports and cultural activities. (2012)
- ▶ (EC5) - Focus resources to assist local veterans, especially those returning from tours of duty, in employment and job training opportunities through the efforts of County government and local partners. (2012)
- ▶ (EC6) - Ensure the provision of the most basic services to our citizens most in need so that we have a “ready workforce.” (2012)
- ▶ (EC7) - Promote the local economy by protecting jobs and identifying local purchasing, contracting and hiring opportunities. (2013)

Strategic Initiatives - Economy

- (EC1, G3, G5) - Evaluate sales tax extension and associated community infrastructure needs through staff support of the Leon County Sales Tax Committee (2012)
- (EC1, G3, G5) - Develop a proposed economic development component for the Sales Tax extension being considered (2013)
- (EC1, G5) - Ensure projects being considered for funding associated with the infrastructure Sales Tax extension represent geographic diversity throughout the County (2014)
- (EC1, G5) - Ensure projects being considered for funding associated with the infrastructure Sales Tax extension address core infrastructure deficiencies in rural areas (2014)
- (EC1, G5) - Work with the City of Tallahassee and Blueprint to implement the Sales Tax extension, including the Economic Development portion (2015)
- (EC1, G5) - Identify projects that may be advance-funded as part of the Sales Tax extension (2015)
- Implement strategies that encourage highest quality sustainable development, business expansion and redevelopment opportunities, including:
 - (E2) - Identify revisions to future land uses which will eliminate hindrances or expand opportunities to promote and support economic activity (rev. 2013);
 - (EC2) - Consider policy to encourage redevelopment of vacant commercial properties (2012); and
 - (EC2) - Consider policy to continue suspension of fees for environmental permit extensions (2012)
- Implement strategies that support business expansion and job creation, including:
 - (EC2) - Evaluate start-up of small business lending guarantee program (2012);
 - (EC2) - Identify local regulations that may be modified to enhance business development;
 - (EC2) - Implement Leon County 2012 Job Creation Plan (2012);
 - (EC2) - Engage with local economic development partners to build and expand upon the success of Entrepreneur Month and community connectors (2014);
 - (EC2, EC6) - Evaluate and identify the projected unmet local market for middle-skill job opportunities (2015); and



Cascades Park

- (EC2, EC6) - Based upon the projected unmet local market for middle-skill jobs, and with Board approval, collaborate with community and regional partners to host a new “Leon Works” exposition to educate high school students (15-18 years old) on the diverse and exciting middle-skill career and jobs anticipated locally, while raising awareness regarding a wide range of career opportunities (2015)
- (EC2, EC3) - Implement strategies to support the Leon County Research and Development Authority at Innovation Park and promote commercialization and technology transfer, including being a catalyst for a stakeholder’s forum (2012) (rev. 2015)
- (EC3) - Coordinate efforts, with institutions of higher learning and other partners, to support local entrepreneurs (2015)
- Implement strategies that promote the region as a year round destination, including:
 - (EC4, Q1, Q4) - Evaluate competitive sports complex with the engagement of partners such as KCCI (2012);
 - (EC4) - Support VIVA FLORIDA 500 (2012);
 - (EC4) - Support Choose Tallahassee initiative (2012); and
 - (EC4, Q1) - Continue to work with FSU to bid and host NCAA cross country national and regional championships at Apalachee Regional Park (2014)
- Implement strategies that assist local veterans, including:
 - (EC5) - Hold “Operation Thank You!” celebration annually for veterans and service members (rev. 2013);
 - (EC5, EC6) - Develop job search kiosk for veterans (2012);
 - (EC5, EC6, Q3) - Consider policy to allocate a portion of Direct Emergency Assistance funds to veterans (2012); and
 - (EC5, EC6, Q3) - Consider policy to waive EMS fees for uninsured or underinsured veterans (2012)
- (E6, Q2) - Implement strategies to promote work readiness and employment, including: provide job search assistance for County Probation and Supervised Pretrial Release clients through private sector partners (2012)
- (EC7) - Extend the term of Leon County’s Local Preference Ordinance (2013)
- (EC1, EC4) - Work with FSU on the Civic Center District Master Plan to include the potential partnership to realize the convention center space desired by the County and to bring back issues related to the County’s financial and programming roles and participation for future Board consideration (2014)
- (EC1, Q6, Q7) - Support sector planning for the area surrounding Veterans Affairs’ outpatient clinic (2014)
- (EC1, Q6, Q7) - Engage in a needs assessment for the Bradfordville Study Area (2014)

Ongoing Support (Highlights) – Economy

- (EC1, Q2) - Develop and maintain County transportation systems, including roads, bike lanes, sidewalks, trails, and rights-of-way (2012)
- (EC2, G2) - Implement Department of Development Support & Environmental Management Project Manager, and dual track review and approval process (2012)



Domi Station's Grand Opening



College Town Grand Opening

- (EC2) - Partner with and support the Economic Development Council, Qualified Targeted Industry program, Targeted Business Industry program, and Frenchtown/Southside and Downtown Redevelopment Areas (2012)
- (EC3) - Support and consider recommendations of Town and Gown Relations Project (2012)
- (EC4) - Promote region as a year round destination through the Fall Frenzy Campaign, and by identifying niche markets (2012)
- (EC5, EC6, Q3) - Collaborate with United Vets and attend monthly coordinating meetings, support Honor Flights, provide grants to active duty veterans, assist veterans with benefits claims, provide veterans hiring preference, waive building permit fees for disabled veterans, and fund Veterans Day Parade as a partner with V.E.T., Inc. (2012)
- (EC6, G3) - Provide internships, Volunteer LEON Matchmaking, Summer Youth Training program, 4-H programs, EMS Ride-Alongs, and enter into agreements with NFCC and TCC which establish internship programs at EMS for EMS Technology students (2012)



Veterans Resource Center

Strategic Priority - Environment

To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings. (EN)

- ▶ (EN1) - Protect our water supply, conserve environmentally sensitive lands, safeguard the health of our natural ecosystems, and protect our water quality, including the Floridan Aquifer, from local and upstream pollution. (rev. 2013)
- ▶ (EN2) - Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns. (2012)
- ▶ (EN3) - Educate citizens and partner with community organizations to promote sustainable practices. (2012)
- ▶ (EN4) - Reduce our carbon footprint, realize energy efficiencies, and be a catalyst for renewable energy, including: solar. (2012)

Strategic Initiatives - Environment

- Implement strategies that protect the environment and promote orderly growth, including:
 - (EN1, EN2) - Develop Countywide Minimum Environmental Standards (2012);
 - (EN1, EN2) - Develop minimum natural area and habitat management plan guidelines (2012);
 - (EN1, EN2, Q9) - Integrate low impact development practices into the development review process (2012);
 - (EN1, EN2) - Consider mobility fee to replace the concurrency management system (2012);
 - (EN1, EN2, G2) - Develop examples of acceptable standard solutions to expedite environmental permitting for additions to existing single-family homes (2012) ;
 - (EN1, EN2, G2) - Develop examples of acceptable standard solutions to expedite environmental permitting for new construction (2013); and
 - (EN1, EN2, G2) - Develop solutions to promote sustainable growth inside the Lake Protection Zone (2013)
- (EN1, EN2) - Implement strategies to protect natural beauty and the environment, including: update 100-year floodplain data in GIS based on site-specific analysis received during the development review process (2012)
- Implement strategies which plan for environmentally sound growth in the Woodville Rural Community, including:
 - (EN1, Q5) - Bring central sewer to Woodville consistent with the Water and Sewer Master Plan, including consideration for funding through Sales Tax Extension (2012); and



Leon County 4-H Horticulture Club

- (EN1, EN2, Q5) - Promote concentrated commercial development in Woodville (2012)
- Continue to work with regional partners to develop strategies to further reduce nitrogen load to Wakulla Springs, including:
 - (EN1, EC4) - Conduct workshop regarding Onsite Sewage Treatment and Disposal and Management Options report (2012); and
 - (EN1) - Extend central sewer or other effective wastewater treatment solutions to the Primary Springs Protection Zone area within Leon County (2013)
- Implement strategies to promote renewable energy and sustainable practices, including:
 - (EN4) - Complete construction of Leon County Cooperative Extension net-zero energy building (2012);
 - (EN2, EN3, EN4) - Pursue opportunities to fully implement a commercial and residential PACE program (2012);
 - (EN3, Q5, EC6) - Consider policy for supporting new and existing community gardens on County property and throughout the County (2012);
 - (EN3, Q5, EC6) - Expand the community gardens program (2013);
 - (EN4, G5) - Develop energy reduction master plan (2012); and
 - (EN4) - Further develop clean - green fleet initiatives, including compressed natural gas (rev. 2013)
- Develop and implement strategies for 75% recycling goal by 2020, including:
 - (EN4) - Evaluate Waste Composition Study (2012);
 - (EN4) - Identify alternative disposal options (2012);
 - (EN4) - Explore renewable energy opportunities at Solid Waste Management Facility (rev. 2013); and
 - (EN4) - Seek competitive solicitations for single stream curbside recycling and comprehensively reassess solid waste fees with goals of reducing costs and increasing recycling (2013)

Ongoing Support (Highlights) – Environment

- (EN1) - Develop and maintain County stormwater conveyance system, including enclosed systems, major drainage ways, stormwater facilities, and rights-of-way (2012)
- (EN1, EN3) - Provide Greenspace Reservation Area Credit Exchange (GRACE) (2012)
- (EN2) - Provide canopy road protections (2012)
- (EN1, EN4) - Provide Adopt-A-Tree program (2012)
- (EN1, EN3) - Provide hazardous waste collection (2012)
- (EN) - Provide water quality testing (2012)
- (EN1) - Implement the fertilizer ordinance (2012)
- (EN3) - Provide state landscaping and pesticide certifications (2012)
- (EN3) - Conduct Leon County Sustainable Communities Summit (2012)



J. R. Alford Greenway



Leon County Net-Zero Facility



J. Lee Vause Park

Strategic Priority - Quality of Life

To be a provider of essential services in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)

- ▶ (Q1) - Maintain and enhance our recreational offerings associated with parks and greenway system for our families, visitors and residents. (rev. 2013)
- ▶ (Q2) - Provide essential public safety infrastructure and services which ensure the safety of the entire community. (2012)
- ▶ (Q3) - Maintain and further develop programs and partnerships necessary to support and promote a healthier community, including: access to health care and community-based human services. (rev. 2013)
- ▶ (Q4) - Enhance and support amenities that provide social offerings for residents and visitors of all ages. (rev. 2013)
- ▶ (Q5) - Create senses of place in our rural areas through programs, planning and infrastructure, phasing in appropriate areas to encourage connectedness. (2012)
- ▶ (Q6) - Support the preservation of strong neighborhoods through appropriate community planning, land use regulations, and high quality provision of services. (2012)
- ▶ (Q7) - Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts. (2012)
- ▶ (Q8) - Maintain and enhance our educational and recreational offerings associated with our library system, inspiring a love of reading and lives of learning. (2013)
- ▶ (Q9) - Support the development of stormwater retention ponds that are aesthetically pleasing to the public and located in a manner that protects strong neighborhoods. (2013)



Leon County's New Mobile Website

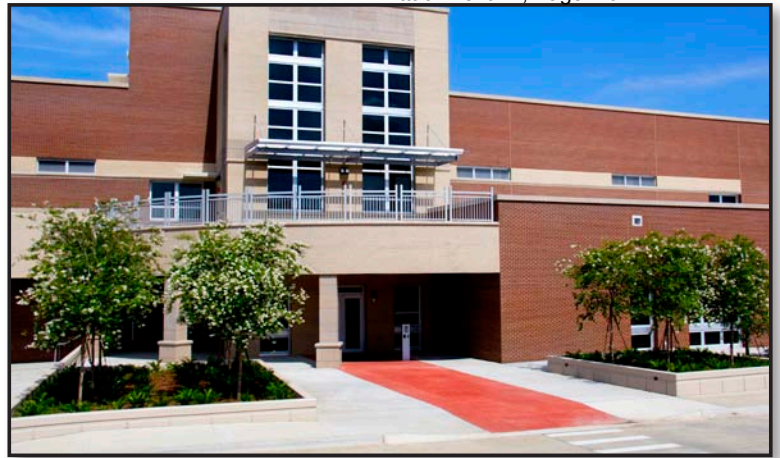
Strategic Initiatives - Quality of Life

- Implement strategies through the library system which enhance education and address the general public's information needs, including:
 - (Q8, EC1, EC6) - Complete construction of the expanded Lake Jackson Branch Library and new community center (2012); and
 - (Q8, EC1, EC6) - Relocate services into the expanded facility (2012)
- Implement strategies which advance parks, greenways, recreational offerings, including:
 - (Q1, EC1, EC4) - Explore extension of parks and greenways to incorporate 200 acres of Upper Lake Lafayette (2012);
 - (Q1, EC1, EC4) - Update Greenways Master Plan (2012);
 - (Q1, EC1, EC4) - Develop Miccosukee Greenway Management Plan (2012); and
 - (Q1, EC1, EC4) - Develop Alford Greenway Management Plan (2012)
- Expand recreational amenities, including:
 - (Q1, Q5, EC1, EC4) - Complete construction of Miccosukee ball fields (2012);
 - (Q1, EC1, EC4) - Continue to plan acquisition and development of a North East Park (2012);
 - (Q1, EC1, EC4) - Develop Apalachee Facility master plan to accommodate year-round events (rev. 2013);
 - (Q1, Q5, EC1, EC4) - Continue to develop parks and greenways consistent with management plans including Okeehopee Prairie Park, Fred George Park and St. Marks Headwater Greenway (2012);
 - (Q1, EC1) - In partnership with the City of Tallahassee and community partners, conduct a community-wide conversation on upper league competition with the goal of a higher degree of competition and more efficient utilization of limited fields (2013); and
- (Q4) - Further establish community partnerships for youth sports development programs (2014)



Residents read together at Leon County's Lake Jackson Branch Library

- (Q1, EC1,Q9) - Redevelop Huntington Oaks Plaza, which will house the expanded Lake Jackson Branch Library and new community center, through a sense of place initiative (2012)
- Provide essential public safety infrastructure and services, including:
 - (Q2, EC2) - Complete construction of Public Safety Complex (2012);
 - (Q2) - Consolidate dispatch functions (2012);
 - (Q2) - Successfully open the Public Safety Complex (2013); and
 - (Q2) - Develop a Leon County “Crisis Management Communication Plan” (2015)



Leon County Public Safety Complex

- (Q1, Q2) - Implement strategies to improve medical outcomes and survival rates, and to prevent injuries, including: continue to pursue funding for community paramedic telemedicine (2012) (rev. 2014)
- Implement strategies to maintain and develop programs and partnerships to ensure community safety and health, including:
 - (Q2, Q3) - Participate in American Society for the Prevention of Cruelty to Animals (ASPCA) Partnership, and in ASPCA ID ME Grant (2012);
 - (Q3) - Implement procedures for residents to take full advantage of the NACO Dental Card program (2013);
 - (Q3) - Consider establishing a Domestic Partnership Registry (2013); and
 - (Q3, G2) - Provide an early budget discussion item regarding primary health care, including mental health care services, and options to maximize resources to meet the healthcare needs of the community including those individuals served through the local criminal justice system (2015)
- Implement strategies that support amenities which provide social offerings, including:
 - (Q4, EC1, EC4) - Consider constructing Cascade Park amphitheatre, in partnership with KCCI (2012);
 - (Q4, EC4) - Consider programming Cascade Park amphitheatre (2012);
 - (Q4) - Work with the city to celebrate the opening of Cascades Park (2014);
 - (Q4) - Develop unified special event permit process (2012); and
 - (Q4, EC4, G5) - Evaluate opportunities to maximize utilization of Tourism Development taxes and to enhance effectiveness of County support of cultural activities, including management review of COCA (2012)
- (Q6) - Implement strategies to promote homeownership and safe housing, including: consider property registration for abandoned real property (2012)
- Implement strategies that preserve neighborhoods and create connectedness and livability, including:
 - (Q6, 7) - Implement design studio (2012);
 - (Q6, Q7) - Implement visioning team (2012);
 - (Q6, Q7) - Develop performance level design standards for Activity Centers (2012);
 - (Q6) - Revise Historic Preservation District Designation Ordinance (2012);
 - (Q6, Q7) - Develop design standards requiring interconnectivity for pedestrians and non-vehicular access (2012);
 - (Q7) - Develop bike route system (2012);
 - (Q7) - Establish Bicycle & Pedestrian Advisory Committee (2012);
 - (Q6, Q7) - Conduct a workshop that includes a comprehensive review of sidewalk development and appropriate funding (2013);
 - (Q1, Q5, EC1, EC4) - Expand, connect and promote “Trailhassee” and the regional trail system (2013);
 - (Q7, EC1) - Promote communication and coordination among local public sector agencies involved in multi-modal transportation, connectivity, walkability, and related matters (2013);
 - (Q1, EC4) - Focus on improving Leon County’s ranking as a bicycle friendly community (2014);

- (Q6, Q7) - Initiate a comprehensive review and revision to the Land Use Element of the Comprehensive Plan (2015); and
- (Q6, Q7) - Protect the rural character of our Rural Land use category. (2015)
- (Q4) - Seek community involvement with the VIVA FLORIDA 500 Time Capsule (2013)
- (Q4, EC1, EC4) - Institute a Sense of Place initiative for the fairgrounds (2014)

Ongoing Support (Highlights) – Quality of Life

- (Q1, Q9, EC1, EC6) - Maintain a high quality of offerings through the library system, including public access to books, media, digital resources, computers, Internet, reference resources, targeted programming, mobile library, and literacy training (2012)
- (Q2) - Fund Sheriff's operations, consisting of law enforcement, corrections, emergency management, and enhanced 9-1-1 (2012)
- (Q2) - Implement alternatives to incarceration (2012)
- (Q2) - Initiate county resources as part of emergency response activation (2012)
- (Q2) - Provide, support and deploy the geographic information system, integrated Justice Information System, Jail Management system, case management and work release management information systems for Probation, Supervised Pretrial Release and the Sheriff's Office, and the pawnshop network system (2012)
- (Q2, G5) - Provide for information systems disaster recovery and business continuity (2012)
- (Q2, Q3) - Provide Emergency Medical Services (2012)
- (Q2, Q3) - Support programs which advocate for AED's in public spaces (2012)
- (Q2, Q3) - Provide community risk reduction programs (such as AED/CPR training) (2012)
- (Q3) - Support Community Human Services Partnerships (CHSP) (2012)
- (Q3) - Support Leon County Health Departments (2012)
- (Q3) - Support CareNet (2012)
- (Q3) - Support DOH's Closing the Gap grant (including "Year of the Healthy Infant II" campaign, and Campaign for Healthy Babies) (2012)
- (Q3) - Maintain oversight of state-mandated programs, such as Medicaid and Indigent Burial, to ensure accountability and compliance with state regulations (2012)
- (Q3, EC6) - Educate at risk families to build healthy lives through the Expanded Food and Nutrition Education Program and other family community programs (2012)
- (Q3) - Support of Regional Trauma Center (2012)
- (Q3, G5) - Leverage grant opportunities with community partners (2012)
- (Q3) - Support of Palmer Monroe Teen Center in partnership with the City (2012)
- (Q3) - Provide targeted programs for Seniors (2012)
- (Q6) - Provide foreclosure prevention counseling and assistance (2012)
- (Q6) - Provide first time homebuyer assistance (2012)



Leon County Eastside Branch Library and Pedrick Pond



Leon County's 2014 Operation Thank You honors our World War II Veterans

Strategic Priority - Governance

To be a model local government which our citizens trust and to which other local governments aspire. (G)

- ▶ (G1) - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service. (rev. 2013)
- ▶ (G2) - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (2012)
- ▶ (G3) - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community. (2012)
- ▶ (G4) - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices. (2012)
- ▶ (G5) - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. (2012)



The Club of Honest Citizens

Strategic Initiatives – Governance

- Implement strategies which promote access, transparency, and accountability, including:
 - (G1) - Explore providing On Demand – Get Local videos (2012);
 - (G1) - Explore posting URL on County vehicles (2012);
 - (G1) - Instill Core Practices through: providing Customer Engagement training for all County employees, revising employee orientation, and revising employee evaluation processes (2012);
 - (G1) - Reformat the existing on-line Comprehensive Plan to modernize its appearance and increase usability (2015); and
 - (G1) - Evaluate the existing Comprehensive Plan amendment process, and identify opportunities for further streamlining (2015)
- Implement strategies to gain efficiencies or enhance services, including:
 - (G2) - Conduct LEADS Reviews (2012);
 - (G2) - Develop and update Strategic Plans (2012); and
 - (G5) - Convene periodic Chairman's meetings with Constitutional Officers regarding their budgets and opportunities to gain efficiencies (2013)
- Implement strategies to further utilize electronic processes which gain efficiencies or enhance services, including:
 - (G2) - Develop process by which the public may electronically file legal documents related to development review and permitting (2012);
 - (G2) - Expand electronic Human Resources business processes including applicant tracking, timesheets, e-Learning, employee self-service (2012);
 - (G2, EN4) - Investigate expanding internet-based building permitting services to allow additional classifications of contractors to apply for and receive County permits via the internet (2012);
 - (G2, EN4) - Institute financial self-service module, document management, and expanded web-based capabilities in Banner system (2012);
 - (G5) - Consider options to gain continuity of Commissioners' representation on committees, such as multi-year appointments (2013); and
 - (G5) - Periodically convene community leadership meetings to discuss opportunities for improvement (2013)
- (G2) - Investigate feasibility of providing after hours and weekend building inspections for certain types of construction projects (2012)
- Implement strategies to further engage citizens, including:
 - (G3) - Develop and offer Citizens Engagement Series (2012);
 - (G3) - Identify the next version of "Citizens Engagement" to include consideration of an "Our Town" Village Square concept (2013);
 - (G3) - Develop a proposed partnership for the next iteration of Citizen Engagement, possibly with the Village Square, which would be renewable after one year (2014); and
 - (G1, G3) - Expand opportunities for increased media and citizen outreach to promote Leon County (2013).

- (G4) - Implement healthy workplace initiatives, including: evaluate options for value-based benefit design (2012)
- Implement strategies to retain and attract a highly skilled, diverse and innovative workforce, which exemplifies the County's Core Practices, including:
 - (G4) - Revise employee awards and recognition program (2012);
 - (G4) - Utilize new learning technology to help design and deliver Leadership and Advanced Supervisory Training for employees (2012); and
- (G4, G1) - Pursue Public Works' American Public Works Association (APWA) accreditation (2012)
- Implement strategies which ensure responsible stewardship of County resources, including:
 - (G5) - Revise program performance evaluation and benchmarking (2012);
 - (G5) - Identify opportunities whereby vacant, unutilized County-owned property, such as flooded-property acquisitions, can be made more productive through efforts that include community gardens (2013);
 - (G5) - Develop financial strategies to eliminate general revenue subsidies for business operations (i.e., Stormwater, Solid Waste and Transportation programs) (2013);
 - (G5, EC1) - Create a capital projects priority list for the fifth-cent gas tax (program) (2014);
 - (G5) - Engage with the private sector to develop property at the corner of Miccosukee and Blair Stone, to include the construction of a Medical Examiner facility (2014);
 - (G1) - Pursue expansion for whistleblower notification (2013); and
 - (G5, Q1, EN4) - Evaluate the long-term policy implications of the following options, taking into consideration the potential fiscal, environmental, operational and neighborhood impacts: a complete closure of the landfill; re-direct all Class I Solid Waste from the Transfer Station to the landfill; and a hybrid solution that includes both Class I Solid Waste disposal at the landfill and through the Transfer Station (2015)
- Implement strategies to maximize grant funding opportunities, including:
 - (G5) - Institute Grants Team (2012); and
 - (G5) - Develop and institute an integrated grant application structure (2012)
- (G5) - Consider approval of the local option to increase the Senior Homestead Exemption to \$50,000 for qualified seniors (2013)
- (G2) - Pursue Sister County relationships with Prince George's County, Maryland and Montgomery County, Maryland (2013)



The Club of Honest Citizens

Ongoing Support (Highlights) - Governance

- (G1) - Develop and deploy website enhancements (2012)
- (G1) - Provide and expand online services, such as Customer Connect, Your Checkbook, and Board agenda materials (2012)
- (G1) - Provide televised and online Board meetings in partnership with Comcast (2012)
- (G1, G2, G5) - Provide technology and telecommunications products, services and support necessary for sound management, accessibility, and delivery of effective, efficient services, including maintaining financial database system with interfaces to other systems (2012)
- (G3) - Organize and support advisory committees (2012)
- (G4) - Support and expand Wellness Works! (2012)
- (G4, Q2) - Maintain a work environment free from influence of alcohol and controlled illegal substances through measures including drug and alcohol testing (2012)
- (G4) - Support employee Safety Committee (2012)
- (G4) - Conduct monthly Let's Talk "brown bag" meetings with cross sections of Board employees and the County Administrator (2012)
- (G1, G2, G4) - Utilize LEADS Teams to engage employees, gain efficiencies or enhance services, such as: the Wellness Team, Safety Committee Team, Citizen Engagement Series Team, HR Policy Review & Development Team, Work Areas' Strategic Planning Teams (2012)
- (G5) - Prepare and broadly distribute the Annual Report (2012)
- (G5) - Conduct management reviews (2012)
- (G5) - Provide and enhance procurement services and asset control (2012)
- (G5) - Manage and maintain property to support County functions and to meet State mandates for entities such as the Courts (2012)



LISTENS FOR CHANGING NEEDS

ENGAGES CITIZENS AND EMPLOYEES

ALIGNS KEY STRATEGIC PROCESSES

DELIVERS RESULTS & RELEVANCE

STRIVES FOR CONTINUOUS IMPROVEMENT





CORE PRACTICES

Core Practices put our Core Values in action. Leon County employees are committed to the following Core Practices:

- **Delivering the “Wow” factor in Customer Service**

Employees deliver exemplary service with pride, passion and determination; anticipating and solving problems in “real time” and exceeding customer expectations. Customers know that they are the reason we are here.

- **Connecting with Citizens**

Employees go beyond customer service to community relevance, engaging citizens as stakeholders in the community’s success. Citizens know that they are part of the bigger cause.

- **Demonstrating Highest Standards of Public Service**

Employees adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety and carry out the public’s business in a manner which upholds the public trust. Citizens know that we are on their side.

- **Accepting Accountability**

Employees are individually and collectively accountable for their performance, adapt to changing conditions and relentlessly pursue excellence beyond the current standard, while maintaining our core values.

- **Exhibiting Respect**

Employees exercise respect for citizens, community partners and each other.

- **Employing Team Approach**

Employees work together to produce bigger and better ideas to seize the opportunities and to address the problems which face our community.

- **Exercising Responsible Stewardship of the Community’s Resources**

Employees engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life, demonstrating performance, value and results for our citizenry.

- **Living our “People Focused, Performance Driven” Culture**

Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.

Adopted: February 28, 2012

Revised: January 29, 2013

Revised: January 21, 2014

Revised: January 27, 2015

FOR MORE INFORMATION ONLINE, VISIT:

www.LeonCountyFL.gov

Leon County Board of County Commissioners


Notes for Budget Workshop Item #2

Leon County Board of County Commissioners

Budget Workshop Item #2

April 28, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Adoption of Proposed Revised Policy No. 13-1, Retitled “Sidewalk Eligibility Criteria and Implementation” and Approval of Sidewalk Tier Prioritization and Funding Allocations

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Tony Park, P.E., Director, Public Works Kim Dressel, Senior Assistant to the County Administrator
Lead Staff/ Project Team:	Katherine Burke, P.E., Director of Engineering Services

Fiscal Impact:

This item has no current fiscal impact. Leon County’s unmet sidewalk needs (excluding sidewalks associated with major roadway projects) are approximately \$51 million (Attachment #3). Currently, Leon County funds sidewalk construction from: (1) its ten percent of the local option Sales Tax extension at \$750,000 per year, and (2) fifty percent of the local option gas tax at approximately \$1.4 million per year.

Staff Recommendation:

- Option #1: Adopt proposed revised Policy No. 13-1, retitled “Sidewalk Eligibility Criteria and Implementation” (Attachment #1).
- Option #2: Approve Safe Routes to Schools and Community Sidewalk Enhancements Tier Prioritization Lists (Attachment #3), and direct staff to start with Tier 1 projects.
- Option #3: For the development of the FY2016 Budget, continue to allocate \$750,000 per year of the County’s Sales Tax dollars to the sidewalk program.
- Option #4: For the development of the FY2016 Budget, continue to allocate 50% of the County’s local option gas tax to the sidewalk program.

Report and Discussion

Background:

Over the past several years, the Board has focused on sidewalk prioritization and the necessary funding to support such projects:

- April 9, 2013: The Board conducted a workshop on “Sidewalk Policy, Priorities, and Funding Options”, in response to a 2013 Strategic Initiative. The workshop item included a listing of arterial and collector roadway sidewalks that were presented to the Sales Tax Committee for inclusion in the Sales Tax extension. The cost to complete the sidewalks listed was estimated at \$49.6 million.
- May 14, 2013: The Board ratified actions it had taken during the workshop, including the modified selection criteria for sidewalk/bike lane construction.
- July 9, 2013: The Board adopted Policy No. 13-1, “Sidewalk/Bikeway Provision Selection Criteria.”
- September 10, 2013: The Board directed staff to allocate the FY14 estimated \$2 million in 2nd option local option gas tax revenue 50/50 between transportation operating expenditures and capital expenditures.
- January 21, 2014: With the implementation of the 2nd Local Option Gas Tax starting in January 2014, the Board approved a budget amendment request that realigned \$1 million in gas tax funding to the sidewalk program and approved the FY14 and FY15 sidewalk program projects, developed consistent with the criteria set forth in Policy No. 13-1.
- November 4, 2014: The proposed penny Sales Tax extension was approved by Leon County voters, which includes \$50 million for sidewalks to be allocated evenly between the County and City.

During its December 8, 2014 retreat, the Board directed staff to prepare an agenda item to update the sidewalk priority list. This budget discussion item has been prepared in response to that direction, which was ratified during the Board’s January 27, 2015 meeting.

Analysis:

Prior to the adoption of Policy No. 13-1, the only local roads eligible for sidewalks were Safe Routes to Schools (SRTS). SRTS is a federal initiative aimed at removing impediments to primarily elementary and middle school children being able to walk or ride their bike to school. Adoption of Policy No. 13-1 expanded the County’s sidewalk program, such that local roads within the unincorporated County and inside the USA became eligible for sidewalk construction if they met the policy’s criteria (such as connectivity to a park, or completing a gap).

The SRTS program, with District Level Issues and Strategies, was updated and approved by the Capital Region Transportation Planning Agency (CRTPA) Board on September 15, 2014. In developing this updated SRTS list, the CRTPA consultant worked with each school and Parent Teacher Organizations to identify improvements needed to enable children to walk or bike to school. The study area was two miles for all schools, but for elementary schools the practical walking area is really closer to a mile or less. The study produced a list of new sidewalks, with

an associated cost of approximately \$11 million for those sidewalk segments located in the unincorporated area of Leon County. Of note, this estimated cost includes construction of some segments on FDOT rights-of-way, which is discussed later in this item. Except for the FDOT segments, most of the segments were not on the previous SRTS lists and, as most are located on local roads, most of the segments were not on prior County sidewalk lists.

The sidewalk list currently approved by the Board is a consolidation of SRTS, Sales Tax sidewalks, and the old Regional Mobility Plan list edited to meet the criteria set forth in Policy No. 13-1. The status of the FY14 and FY15 sidewalk program projects, developed in accordance with Policy No. 13-1 and approved by the Board for construction, is summarized in Attachment #2.

Policy Revision Recommendations – Given the significant commitment of funding towards sidewalks through gas taxes and the local option sales tax, staff recommends modifying Policy No. 13-1. The proposed revised policy is provided as Attachment #1 (for ease of review, the strike-through underline version follows a copy with the proposed changes accepted). The proposed revised policy acknowledges that, while the SRTS is of the highest priority, other sidewalks throughout the County also provide a significant community benefit which warrant funding consideration. Features of the proposed revised policy are summarized below.

1. Criteria – While the proposed selection criteria is similar to current policy provisions, the proposed language clarifies that the SRTS criteria means the proposed project is on the SRTS list adopted by the CRTPA Board (not just within two miles of a school); eliminates the CRTPA criteria.
2. Project Categories – Sidewalk projects approved by the Board for construction utilizing County funds (the Approved Sidewalk List) would be classified as either (a) Safe Routes to School (SRTS), or (b) Community Sidewalk Enhancements. SRTS projects would be those listed in SRTS list adopted by the CRTPA Board, and Community Sidewalk Enhancements would include all non-SRTS projects.
3. Funding – Through the annual budget process and five-year capital improvement plan, 60% of total County sidewalk funds would be allocated to SRTS projects and 40% would be allocated to Community Sidewalk Enhancement projects. This 60%/40% distribution may need to be adjusted during the year as projects and funding needs progress toward and through construction. However the 60%/40% distribution will be maintained over the five-year period. Staff will annually provide the Board with a program update that includes funding allocations.

The two categories (SRTS and Community Sidewalk Enhancements) and 60% SRTS/40% Community Sidewalk Enhancements funding allocation were proposed for a number of reasons, including: (a) the revised SRTS list added approximately \$11 million of sidewalk segments not previously prioritized by the County, which could consume sidewalk funding and defer other priorities for 5-10 years (including some sidewalk segments that have been part of the Regional Mobility and Bike Masterplans for decades); (b) SRTS focuses on local roads closest to the schools and does not generally address the arterial/collector roadway system where traffic volumes and speed tend to be higher; (c) SRTS only considers

connections to schools, not other community needs; and (d) most SRTS sidewalks were not on the Sales Tax project list.

4. Prioritization Tiers – The proposed policy revision provides for the prioritization of projects into the following four tiers, within each of the two project categories.

Table #1: Proposed Sidewalk Policy Prioritization and Funding Allocation

Tier¹	Safe Routes to School (60% Funding Allocation)	Community Sidewalk Enhancements (40% Funding Allocation)
1	Meets no less than 4 of the criteria	Meets no less than 4 of the criteria
2	Meets 3 of the criteria	Meets 3 of the criteria
3	Meets 1 to 2 of the criteria	Meets 1 to 2 of the criteria
4 ²	Meets no less than one of the criteria, however one side of the street has an existing sidewalk	Meets no less than one of the criteria, one side of the street has an existing sidewalk
¹ Prioritization tiers, with Tier 1 being the highest priority level and Tier 4 the lowest priority level.		
² Unless the Board specifically directs otherwise, once a roadway has a sidewalk on one side of the street, the priority for placing a sidewalk on the opposite side of the street for the same segment shall automatically be reclassified as a Tier 4 project, if it remains on the Approved Sidewalk List.		

5. With respect to project implementation, the proposed policy revision provides:

- a. All projects within a given tier have equal priority. Therefore (1) staff will program and facilitate the design, construction, and permitting all of the sidewalk segments within a given priority tier, and (2) all projects within a given priority tier will be programmed through construction prior to beginning work on projects in a lower tier. The order by which construction occurs will be dictated by physical, design/permitting, and funding constraints.
- b. With respect to segments on FDOT roadways, staff will prepare plans and acquire permits in order to be able to better position/leverage other funds for the sidewalk construction such as FDOT or CRTPA. Once all the necessary permits have been obtained, the Board may direct staff to proceed with the construction of a sidewalk on FDOT right-of-way.

6. Projects may be considered for addition to the sidewalk list as follows:

- a. Staff will evaluate new sidewalk segments proposed for construction within the unincorporated area of Leon County through the use of County funds. Those proposed new sidewalk segments that meet no less than one of the criteria will be presented to the Board for its consideration. Only those sidewalk segments approved by the Board will be added to the approved sidewalk list.
- b. New sidewalk segments located outside the USA, and not on the SRTS list, are not eligible for addition to the list unless the Board makes an exception.

Proposed SRTS and Community Sidewalk Enhancement Lists - Using methodology identified in proposed revised Policy No. 13-1, staff developed proposed SRTS sidewalks and Community Sidewalk Enhancements lists (Attachment #3). It is important to note that, within a priority tier, complexities in constructability/permitting or availability of right-of-way will influence the order in which the projects are delivered. Staff will endeavor to implement easier to construct projects first, while the more difficult projects are working their way through the design, permitting, and the right-of-way acquisition process, as applicable. The goal is to have a near continuous flow of sidewalk projects under construction.

Some of the SRTS projects are located on FDOT roadways; however FDOT is responsible for construction of these sidewalks as part of their roadway system. While FDOT does add sidewalks to new or expanded roadway facilities, retrofitting for sidewalks historically has not been a high priority. Staff has allocated monies for the design and permitting of two of the sidewalk segments, one on North Monroe and one on Woodville Highway, in the hopes of leveraging FDOT funds for the construction. Based on past experiences, funding is more likely to come to “shovel ready” construction plans. In the event that FDOT does not fund these sidewalks in a timely fashion, as part of the annual update process, staff will seek further direction from the Board as to whether or not Leon County is to proceed with the construction using local funds to construct SRTS sidewalks on the FDOT roads.

Magnolia sidewalk has been removed from the proposed sidewalk list as all future funding will be provided by Blueprint. On April 1, 2015, the Intergovernmental Agency (IA) approved the allocation of up to \$6 million for the construction of the multi-use trail which should complete the sidewalk network on one side of Magnolia from South Meridian to Apalachee Parkway.

It is important to note that the proposed list does not include sidewalk projects already planned to be funded as part of a major roadway project. Such sidewalks would be constructed as part of the roadway project, including the following Sales Tax extension roadway projects within the County’s jurisdiction:

- Tharpe Street from Ocala to CCNW
- Bannerman from Meridian to Quail Commons – multi-use trail with a four-lane section between Quail Commons and Tekesta.
- Pensacola – Capital Circle to Appleyard - FDOT road but within the unincorporated County.
- Springhill Road – Orange Avenue to CCSW

Funding Projections -

1. Current Funding:

- Leon County funds sidewalk construction from its ten percent of the local option Sales Tax extension at \$750,000 per year. This funding level is budgeted to remain constant through FY19.
- The County’s share of the 2nd Local Option Gas Tax generates approximately \$2.8 million per year. Half of this revenue is currently dedicated to the sidewalk program, generating approximately \$1.4 million per year for sidewalk construction.

2. Future Funding:

- The Sales Tax Extension allocates \$50 million over 20 years towards sidewalk construction to be split 50/50 with the City. Starting in 2020, this will increase the funding level from sales tax from \$750,000 per year to approximately \$1.25 million/year. This allocation is consistent with the IA’s direction regarding the Sales Tax extension.
- If the Board continues to allocate fifty percent of the County’s portion of the local option gas tax, this will generate approximately \$1.4 million per year for sidewalk construction. For budgeting purposes, it is expected that the gas tax revenue will remain relatively flat. If increases are realized, the budgets will be adjusted and the implementation schedule accelerated to utilize the funds.

SRTS and Community Sidewalk Enhancement Projects Timeline - Table 2 provides a general range of timelines when sidewalk walk projects will begin construction; the table was developed with the following assumptions and understandings:

- The schedule is based on projected funding and does not address the constructability/right-of-way issues that many of the segments will need to overcome.
- Cost estimates are generalized based on expected level of difficulty to implement. However, right-of-way acquisition is always unpredictable and costs can be elevated by the level of difficulty during the acquisition process.
- For FY16 - FY20, revenue is projected at \$2.15 million/year, with funding split 60/40 as follows: \$1.29 million for SRTS (60%); and \$0.86 million for Community Sidewalk Enhancements (40%). As of FY21, revenue estimates increase to \$2.65 million/per year, with funding split 60/40 as follows: \$1.59 million for SRTS (60%); and \$1.09 million for Community Sidewalk Enhancements (40%).
- To be conservative, staff included the cost of FDOT roads in the timeline. If FDOT funds can be leveraged, projects can be advanced. The years are a range for construction to start and initially there may be a ramp-up as all the projects have not even started initial survey work. Once the program gets started with consistent funding, project delivery will smooth out.
- Staff assumed that, after the completion of the current SRTS sidewalk list, all revenue would be shifted towards implementation of the Community Sidewalk Enhancements list. If in this period the CRTPA and School Board develop a new SRTS list, the implementation schedule would be revised based on Board direction at that time. Starting in FY24, all funding is allocated to Community Sidewalk Enhancements.

Table #2: Projected Future Sidewalk Funding Allocation and Implementation Schedule

Tier	Safe Routes to School		Community Sidewalk Enhancements	
	Est. Cost*	Timeframe to Begin Construction**	Est. Cost*	Timeframe to Begin Construction**
1	\$4.3 million	FY16 - FY18	\$7.1 million	FY16 - FY23
2	\$3.4 million	FY19 - FY21	\$16.1 million	FY24 - FY29
3	\$3.4 million	FY21 - FY23	\$4.4 million	FY30 - FY31
4	n/a	n/a	\$11.6 million	FY32 - FY36
* Sales Tax and Gas Tax revenues are projected to be sufficient to support these projects. **Timeframes will be refined annually as projects move through design, permitting and right of way acquisition.				

Total estimated time for all projections in new SRTS sidewalk segment to be under construction is about eight years, with completion within the next ten years.

Options:

1. Adopt proposed revised Policy No. 13-1, retitled “Sidewalk Eligibility Criteria and Implementation” (Attachment #1).
2. Approve Safe Routes to Schools and Community Sidewalk Enhancements Tier Prioritization Lists (Attachment #3), and direct staff to start with Tier 1 projects.
3. For the development of the FY2016 Budget, continue to allocate \$750,000 per year of the County’s Sales Tax dollars to the sidewalk program.
4. For the development of the FY2016 Budget, continue to allocate 50% of the County’s local option gas tax to the sidewalk program.
5. Board direction.

Recommendation:

Options #1, #2, #3, and #4.

Attachments:

1. Proposed Revised Policy No. 13-1, “Sidewalk Eligibility Criteria and Implementation” (strikethrough underline version follows a copy with the proposed changes accepted)
2. Status of Current FY14 and FY15 Sidewalk Program Projects
3. Proposed Safe Routes to School (SRTS) and Community Sidewalk Enhancements Tier Prioritization Lists

VSL/TP/KB/ns

Board of County Commissioners Leon County, Florida

Policy No. 13-1

Title: Sidewalk Eligibility Criteria and Implementation

Date Adopted: April 28, 2015

Effective Date: April 28, 2015

Reference: N/A

Policy Superseded: N/A

Policy No. 13-1, Sidewalk/Bikeway Provision Selection Criteria, adopted by the Leon County Board of County Commissioners on July 9, 2013, is hereby retitled "Sidewalk Eligibility Criteria and Implementation" and amended to read as follows:

It shall be the policy of the Board of County Commissioners of Leon County, that:

- A. Criteria: The following Criteria shall be utilized to evaluate the proposed sidewalks/bikeways, subject to the availability of funds:
1. Included in the Safe Routes to School list adopted by the Capital Region Transportation Planning Agency (CRTPA) Board (SRTS)
 2. Routes to parks
 3. Connectivity of a neighborhood to an existing bike route or trail; connections need to be within ¼ mile
 4. Completing a gap (less than ¼ mile in length) between existing pedestrian/bike facilities
 5. Addresses a bike or pedestrian safety issue in an area with documented demand
 6. On an arterial or collector roadway
 7. Located inside the Urban Service Area (USA)
 8. Donation of right of way
- B. Project Categories: Sidewalk projects approved by the Board for construction utilizing County funding (Approved Sidewalk List) shall be classified as either SRTS or Community Sidewalk Enhancements. SRTS projects shall be those included in the SRTS list adopted by the CRTPA Board. Community Sidewalk Enhancements shall be all non-SRTS projects.
- C. Funding: Through the annual budget process and five-year capital improvement plan, 60% of total County sidewalk funds shall be allocated to SRTS projects and 40% shall be allocated to Community Sidewalk Enhancement projects. Staff is authorized to adjust this allocation during the year as projects and funding needs progress toward and through construction. However the 60%/40% distribution shall be maintained over the five-year period, unless otherwise approved by the Board.

**Sidewalk Eligibility Criteria and Implementation
Policy No. 13-1**

- D. **Prioritization Tiers** – SRTS and Community Sidewalk Enhancements projects included on the Approved Sidewalk List shall be separately categorized as a Tier 1, Tier 2, Tier 3 or Tier 4 project (Priority Tier), in accordance with the definitions set forth in Table #1 below, for the purposes of prioritizing Leon County funding, program design, permitting and construction.

Table #1: Sidewalk Priority Tiers		
Tier¹	Safe Routes to School – Priority Tier Definitions	Community Sidewalk Enhancements – Priority Tier Definitions
1	Meets no less than 4 of the criteria	Meets no less than 4 of the criteria
2	Meets 3 of the criteria	Meets 3 of the criteria
3	Meets 1 to 2 of the criteria	Meets 1 to 2 of the criteria
4 ²	Meets no less than one of the criteria, however one side of the street has an existing sidewalk	Meets no less than one of the criteria, one side of the street has an existing sidewalk
¹ Priority Tiers, with Tier 1 being the highest priority level and Tier 4 the lowest priority level.		
² Unless the Board specifically directs otherwise, once a roadway has a sidewalk on one side of the street, the priority for placing a sidewalk on the opposite side of the street for the same segment shall automatically be reclassified as a Tier 4 project, if it remains on the Approved Sidewalk List.		

- E. **Additions to the Approved Sidewalk List** - Staff shall evaluate new sidewalk segments proposed for construction within the unincorporated area of Leon County through the use of County funds. Those proposed new sidewalk segments that meet no less than one of the Criteria, as set forth in Section A above, shall be presented to the Board for its consideration. Only those sidewalk segments approved by the Board shall be included in the Approved Sidewalk List. Proposed new sidewalk segments that are located outside the USA, and not on the SRTS list, are not eligible for inclusion in the Approved Sidewalk List unless the Board makes an exception. The order by which construction occurs on specific projects shall be dictated by physical, design/permitting, and funding constraints.
- F. **Implementation of Approved Sidewalk List Projects** - All projects within a given Priority Tier level shall be given equal priority with respect to funding and development activities. All Tier 1 projects shall be programmed through construction prior to staff beginning work on Tier 2 projects; all Tier 2 projects shall be programmed through construction prior to staff beginning work on Tier 3 projects; and all Tier 3 projects shall be programmed through construction prior to staff beginning work on Tier 4 projects.
- With respect to sidewalk segments located on Florida Department of Transportation (FDOT) roadways that are on the Approved Sidewalk List, staff shall prepare plans and acquire permits in order to be able to better position/leverage other funds for the sidewalk construction. Once all the necessary permits have been obtained, the Board may or may not direct staff to proceed with the construction of a sidewalk on FDOT right-of-way.
- G. **Annual Status Report** - Staff shall provide the Board with an annual status report on the sidewalk program. Such annual status reports shall include, but not be limited to, the status of funding allocations, including the distribution of funds between SRTS and Community Sidewalk Enhancements projects.

Adopted April 28, 2015

Board of County Commissioners Leon County, Florida

Policy No. 13-1

Title: ~~Sidewalk/Bikeway Provision Selection Criteria~~ Sidewalk Eligibility Criteria and Implementation

Date Adopted: ~~July 9, 2013~~ April 28, 2015

Effective Date: ~~July 9, 2013~~ April 28, 2015

Reference: N/A

Policy Superseded: N/A

Policy No. 13-1, Sidewalk/Bikeway Provision Selection Criteria, adopted by the ~~It shall be the policy of the Leon County Board of County Commissioners on July 9, 2013, is hereby retitled~~ "Sidewalk Eligibility Criteria and Implementation" and amended to read as follows:

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that:

~~— a new Policy is hereby adopted, to wit:~~

A. Criteria: The following Criteria shall be utilized to evaluate the proposed ~~Provision of sidewalks/bikeways, subject to the availability of funds~~ budget constraints, shall be evaluated, based on the following selection criteria:

1. Included in the Safe Routes to School list adopted by the Capital Region Transportation Planning Agency (CRTPA) Board ~~(2 miles)~~ (SRTS)
2. Routes to parks
3. Connectivity of a neighborhood to an existing bike route or trail; connections need to be within ¼ mile
4. Completing a gap (less than ¼ mile in length) between existing pedestrian/bike facilities
5. Addresses a bike or pedestrian safety issue in an area with documented demand
6. Sidewalk is on an arterial or collector roadway
6. ~~with a higher priority given to provision of sidewalks on one side of the street with a lower priority placed on provision of the second side of the street~~
7. ~~With the exception of the Safe Routes to School segments, eligible projects should be~~ Located inside the Urban Service Area (USA)
8. Donation of right of way

B. Project Categories: Sidewalk projects approved by the Board for construction utilizing County funding (Approved Sidewalk List) shall be classified as either SRTS or Community

Sidewalk Enhancements. SRTS projects shall be those included in the SRTS list adopted by the CRTPA Board. Community Sidewalk Enhancements shall be all non-SRTS projects.

C. Funding: Through the annual budget process and five-year capital improvement plan, 60% of total County sidewalk funds shall be allocated to SRTS projects and 40% shall be allocated to Community Sidewalk Enhancement projects. Staff is authorized to adjust this allocation during the year as projects and funding needs progress toward and through construction. However the 60%/40% distribution shall be maintained over the five-year period, unless otherwise approved by the Board.

D. Prioritization Tiers – SRTS and Community Sidewalk Enhancements projects included on the Approved Sidewalk List shall be separately categorized as a Tier 1, Tier 2, Tier 3 or Tier 4 project (Priority Tier), in accordance with the definitions set forth in Table #1 below, for the purposes of prioritizing Leon County funding, program design, permitting and construction.

Table #1: Sidewalk Priority Tiers		
Tier¹	<u>Safe Routes to School – Priority Tier Definitions</u>	<u>Community Sidewalk Enhancements – Priority Tier Definitions</u>
<u>1</u>	<u>Meets no less than 4 of the criteria</u>	<u>Meets no less than 4 of the criteria</u>
<u>2</u>	<u>Meets 3 of the criteria</u>	<u>Meets 3 of the criteria</u>
<u>3</u>	<u>Meets 1 to 2 of the criteria</u>	<u>Meets 1 to 2 of the criteria</u>
<u>4²</u>	<u>Meets no less than one of the criteria, however one side of the street has an existing sidewalk</u>	<u>Meets no less than one of the criteria, one side of the street has an existing sidewalk</u>
¹ Priority Tiers, with Tier 1 being the highest priority level and Tier 4 the lowest priority level.		
² Unless the Board specifically directs otherwise, once a roadway has a sidewalk on one side of the street, the priority for placing a sidewalk on the opposite side of the street for the same segment shall automatically be reclassified as a Tier 4 project, if it remains on the Approved Sidewalk List.		

E. Additions to the Approved Sidewalk List - Staff shall evaluate new sidewalk segments proposed for construction within the unincorporated area of Leon County through the use of County funds. Those proposed new sidewalk segments that meet no less than one of the Criteria, as set forth in Section A above, shall be presented to the Board for its consideration. Only those sidewalk segments approved by the Board shall be included in the Approved Sidewalk List. Proposed new sidewalk segments that are located outside the USA, and not on the SRTS list, are not eligible for inclusion in the Approved Sidewalk List unless the Board makes an exception. The order by which construction occurs on specific projects shall be dictated by physical, design/permitting, and funding constraints.

F. Implementation of Approved Sidewalk List Projects - All projects within a given Priority Tier level shall be given equal priority with respect to funding and development activities. All Tier 1 projects shall be programmed through construction prior to staff beginning work on Tier 2 projects; all Tier 2 projects shall be programmed through construction prior to staff beginning work on Tier 3 projects; and all Tier 3 projects shall be programmed through construction prior to staff beginning work on Tier 4 projects.

With respect to sidewalk segments located on Florida Department of Transportation (FDOT) roadways that are on the Approved Sidewalk List, staff shall prepare plans and acquire permits in order to be able to better position/leverage other funds for the sidewalk

construction. Once all the necessary permits have been obtained, the Board may or may not direct staff to proceed with the construction of a sidewalk on FDOT right-of-way.

- G. Annual Status Report - Staff shall provide the Board with an annual status report on the sidewalk program. Such annual status reports shall include, but not be limited to, the status of funding allocations, including the distribution of funds between SRTS and Community Sidewalk Enhancements projects.

~~If the sidewalk or bikeway is not included on the County submitted list for the Regional Mobility Plan, it must receive Board approval for placement on the needs list to be considered an eligible project for construction. After Board approval, an updated list would be provided to the Capital Region Transportation Planning Agency (CRTPA) for inclusion in the Regional Mobility Plan in order to be able to leverage all possible means of funding.~~

~~Adopted July 9, 2013~~ April 28, 2015

Status of FY14 and FY15 Sidewalk Program Projects & Project Funding

Completed:

- Tower Road – all but 200 feet closest to CCNW – Florida Department of Transportation (FDOT) will let an intersection improvement project in May 2015 which will include this section of sidewalk.
- Stoneler Road – Gaps between CCNW and the Preserve at the west end
- Chaires Cross Road Phase I – between the school and the Community Center
- Timberlane Road Phase 1 – Woodley to Deer Lane
- Lawhon – filled the gap between Old Woodville and Woodville Highway
- Natural Bridge Road – filled the gap between Old Woodville and Woodville Highway

Under Construction:

- Timberlane School Road from Timberlane Road to daycare driveway. The portion between the daycare driveway and I-10 will be coordinated with the City if and when they complete their segment on Timberlane School Road, so the sidewalks match.

In Design and Permitting:

- Magnolia Drive Multi-use Trail from South Meridian to Chowkeebine Nene
- Nabb Road – Buck Lake south to City limits
- Dome Level Phase 1 – Aenon Church to Aaron Smith
- Fred George Road from west of Mission to CCNW
- Gearhart Road from Mission to CCNW – City to pay for the portion inside the City limits (approximately \$100K)
- Chaires Cross Road Phase 2 – School south to Parkhill – needs right-of-way
- Woodville Highway – Lawhon to Cemetery and Hickory to Natural Bridge – need FDOT funding to construct
- North Monroe (US 27) – Clara Kee to Harriett - need FDOT funding to construct
- Timberlane Phase 2 – Deer Lane to Meridian
- Bannerman Road widening is not a sidewalk project but widening from the new roundabout to 900 feet west of Quail Commons was partially funded from the FY15 gas tax monies.

Programmed Construction Phasing of Projects in Design and Permitting:

- Magnolia Multi-use Trail Phase 1 – South Meridian to Pontiac will bid later this spring 2015.
- Magnolia Multi-use Trail Phase 2 – Pontiac to Chowkeebine Nene will bid this fall for an early 2016 construction start.
- Nabb Road – construction in late 2015/early 2016.
- Dome Level Phase 1 – Aenon Church to Aaron Smith - construction in 2016.
- Fred George Road from Mission to CCNW – construction to start by June 2015 with a completion date as close to the Fred George Greenway and Park opening as is feasible.
- Gearhart Road – still need a CSX Transportation drainage permit to do this work. Construction start is estimated to be mid/late 2016 subject to successful acquisition of the drainage easement.
- Chaires Phase 2 – needs right-of-way so construction timeline cannot be determined.
- Woodville Highway – need FDOT funding – expect permits in hand by summer 2015.
- North Monroe – need FDOT funding – expect permit in hand by summer 2015.
- Timberlane Phase 2 – this is difficult permitting. Expect construction to occur in mid-2016.
- Bannerman Road widening to 900 feet west of Quail Commons – construction is estimated to start late summer 2015.

Sidewalk Not Started as Programmed and Approved by Board:

- Clarecastle – Pimlico to the City limits. Clarecastle provides a much-needed connection between the City’s sidewalk on Shannnon Lakes North and the County’s sidewalk on Pimlico. However, only 140 feet of the approximate 650-foot length is in the unincorporated area. Since Clarecastle is a local road, the City is responsible for construction of sidewalk within the City limits in this location. This segment of sidewalk is currently not high on the City’s list for construction. The construction needs to be coordinated as it makes no sense for the County to construct 140 feet of sidewalk and stop. We will continue to work with the City on the timing of this construction, which is to be determined.
- Button Willow – from Crawfordville Highway to Button Willow Lane. This sidewalk should never have been listed as it is a private road. Staff inadvertently included it on the list, therefore, it has been removed from further consideration.

Table #1 - Funding Status of FY14 and FY15 Sidewalk Program Projects	
Estimated Cost of Approved Sidewalk Segments:	
• All Projects Excluding Magnolia Sections Funded by Blueprint	\$2,865,425
• All Projects Excluding (1) Magnolia Sections Funded by Blueprint and (2) FDOT Roads	\$2,201,875
Available Funds:	
• Community Safety and Mobility – Balance as of 4/3/2015	\$1,755,640
• Gas Tax Funds – Balance as of 4/3/2015	513,154
Total Funds Available (sufficient if FDOT dollars can be leveraged for construction)	\$2,268,794

Tier 1 Safe Routes to Schools- meets at least 4 of 6 policy criteria				Policy 13-1 Sidewalk/Bikeway Provision Selection Criteria												
Location	Length (Linear Feet as shown on key maps)	Side of the road (if applicable)	Miscellaneous Notes	Safe Route to School ? 1	Route to Parks ? 2	Connects to bike rte. or trail ? 3	Completes gap ? 4	Safety/ demand 5	Arterial/ collector 6	Inside USA 7	Donation of R/W 8	Is there sidewalk already on one side of the street	Probably easy to permit?	Does LC own R/W?	Probably easy to build	Cost Estimate
Tram Rd - Zilah to Crossing Rocks Rd- Sales tax and SRTS	1,830	north	walls might be needed adjacent to wetlands, also potential karst features may require geotech, difficult area near Zilah Rd	yes	yes	no	yes	no	yes	NA	No	No	maybe	yes	no	\$640,500
Chadwick Way - from east side of Bull Headley Rd to west side of Deer Lake West- SRTS	3,592	south	in Bradfordville Study Area	yes	yes	yes	no	no	yes	NA	No	No	yes	yes	maybe	\$808,200
Natural Bridge Rd - from Woodville Hwy to Taff Rd--SRTS	3,059	north	Only maintained R/W- Need to acquire R/W	yes	yes	yes	no	no	yes	NA	No	No	yes	no	no	\$1,070,650
Beech Ridge - Kinhega to Lawton Chiles--SRTS	472	west	in Bradfordville Study Area	yes	yes	yes	yes	no	no	NA	No	No	maybe	yes	maybe	\$106,200
Perkins Rd - from Point View Dr to Roweling Oaks Ct--SRTS	100	south	ex. sidewalk on north side, need to add crosswalk to connect to neighborhood on south side	yes	yes	no	yes	no	yes	NA	No	No	yes	yes	yes	\$10,000
Blountstown Hwy - from Williams Landing Rd to existing sidewalk east of campus--SRTS	2,231	north	requires input, approval, and funding from FDOT	yes	yes	yes	no	no	yes	NA	No	No	yes	yes	maybe	\$501,975
Timberlane Rd - from Martin Hurst Rd to Market Square-- SRTS	285	north	add raised curb separator adjacent to sidewalk	yes	yes	no	yes	no	yes	NA	No	No	yes	yes	yes	\$28,500
Old Bainbridge Rd - west 7th Ave to Volusia st--SRTS	324	west	reconfigure corner and widen existing sidewalk, additional costs due to structural and r/w issues	yes	yes	no	yes	no	yes	NA	No	No	yes	maybe	no	\$113,400
Lonnie Rd - from Torchmark Ln to Dempsey Mayo Rd--SRTS	3,949	north	assumed easy if we use skip curb design would be more difficult to build if drainage is involved - assumed to provide access to Miccosukee Greenway	yes	yes	yes	no	no	yes	NA	No	No	yes	maybe	maybe	\$888,525
KL Greenway Trail from Deer Lake West at Middle School Crosswalk to Copperfield Cir-- SRTS	347		Use of KLHOA greenway for a trail connection would need to be evaluated as the greenways are designated drainage easements, also in BSA	yes	yes	yes	yes	no	no	NA	No	No	yes	no	maybe	\$78,075
Tier 1 Safe Routes to Schools- meets at least 4 of 6 policy criteria -Total																\$4,246,025
Tier 1 Safe Routes to Schools w/0 FDOT Project-				\$3,744,050												

Tier 2 Safe Routes to Schools meet 3 of 6 criteria	Length (Linear Feet as shown on key maps)	Side of the road (if applicable)	Miscellaneous Notes	Safe Route to School ? 1	Route to Parks ? 2	Connects to bike rte. or trail ? 3	Completes gap ? 4	Safety/ demand 5	Arterial/ collector 6	Inside USA 7	Donation of R/W 8	Is there sidewalk already on one side of the	Probably easy to permit?	Does LC own R/W?	Probably Easy to Build	Cost Estimate
Chaires Cross Rd - from Green Oak Dr to Boykin Rd--SRTS	1,630		sidewalk just built from community park to Green Oak Dr	yes	yes	no	no	no	yes	NA	No	No	yes	yes	maybe	\$366,750
Clarecastle Way - Pimlico to City limits--SRTS	155	east	adjacent floodplains - County Portion	yes	yes	no	yes	no	no	NA	No	No	maybe	yes	maybe	\$34,875
Sherborne Rd - from Old Bainbridge Rd to Rockingham Rd--SRTS	280	south		yes	yes	no	yes	no	no	NA	No	No	yes	yes	maybe	\$63,000
Bull Headley Rd - from Manor House Dr to Lloyds Cove Rd--SRTS	1,605	west	Include crosswalk at Chadwick, in BSA	yes	yes	no	no	no	yes	NA	No	No	no	yes	no	\$561,750
Clarecastle Way - from N. Shannon Lakes Dr to City Limits--SRTS - City Responsibility	570	east	adjacent floodplains - City Portion, will need city participation	yes	yes	no	yes	no	no	NA	No	No	maybe	yes	maybe	\$128,250
Westway Rd - from Crawfordville Rd to Capital Cir SW--SRTS	3,751	north	County roadway, adjacent to wetlands and floodplain	yes	yes	yes	no	no	no	NA	No	No	maybe	yes	maybe	\$843,975
Lakeshore Dr - from Mays Rd to Litchfield Rd--SRTS	3,454	east	Potential R/W and drainage constraints	yes	yes	no	no	no	yes	NA	No	No	maybe	maybe	no	\$1,208,900
Canyon Creek Rd - from Old Woodville Rd to Shumard Dr--SRTS	637	north		yes	yes	yes	no	no	no	NA	No	No	yes	maybe	yes	\$63,700
Shumard Dr - from Canyon Creek Rd to Bur Oak Dr--SRTS	316	east		yes	yes	yes	no	no	no	NA	No	No	yes	maybe	yes	\$31,600
Bur Oak Dr - from Shumard Dr to Forest Grove Rd--SRTS	845	north	possible R/W issues, and road is not paved 160'+/- beyond Hackbery Dr	yes	yes	yes	no	no	no	NA	No	No	yes	maybe	yes	\$84,500
Tier 2 Safe Routes to Schools meet 3 of 6 criteria Total																\$3,387,300
Tier 2 SRTS w/o City street																\$3,259,050

Tier 3 Safe Routes to Schools meets 2 of 6 criteria		Side of the road (if applicable)	Miscellaneous Notes	Safe Route to School ? 1	Route to Parks ? 2	Connects to bike rte. or trail ? 3	Completes gap ? 4	Safety/demand 5	Arterial/collector 6	Inside USA 7	Donation of R/W 8	Is there sidewalk already on one side of the street	Probably easy to permit?	Does LC own R/W?	Probably Easy to Build	Cost Estimate
Blountstown Hwy - from Merry Robin Rd to Sir Richard Rd--SRTS	1,300	south	Connect to existing crosswalk - requires input, approval, and funding from FDOT	yes	yes	no	no	no	yes	NA	No	No	no	yes	no	\$455,000
Sharer Rd - from approx. 234' south of Sandy Dr to Lakeshore Dr--SRTS	6,243	east	Potential R/W and drainage constraints	yes	yes	no	no	no	no	NA	No	No	maybe	maybe	no	\$2,185,050
Skyview Dr - from Point View Dr to dead end of Skyview Dr--SRTS	888	west	ROW may be constrained - Summerfield Developer	yes	yes	no	no	no	no	NA	No	No	yes	maybe	yes	\$88,800
Mays Rd - from Lakeshore Dr to Sharer Rd--SRTS	1,400	north	Potential R/W and drainage constraints, intersections could be difficult	yes	yes	no	no	no	no	NA	No	No	yes	maybe	no	\$490,000
Killearn Lakes Elementary School access driveway-SRTS	25	north	extend sidewalk and add crosswalk to church drwy	yes	no	no	no	no	no	NA	No	No	yes	maybe	yes	\$50,000
Deerlake from Chadwick to Heatherbrook Drive--SRTS	341	west	in Bradfordville Study Area	yes	no	no	yes	no	no	NA	No	No	maybe	no	no	\$119,350
Tier 3 Safe Routes to Schools meets 2 of 6 criteria - Total																\$3,388,200
Tier 3 SRTS w/o FDOT Project																\$2,933,200
Total All Safe Routes to Schools																\$11,021,525
Total All Safe Routes to Schools - w/o FDOT and Clarecastle																\$9,936,300
There are no tier 4 SRTS segments																

Community Sidewalk Enhancements																
Tier 1 Community Sidewalk Enhancements meets at least 4 of 6 criteria	Length (Linear Feet as shown on key maps)	Side of the road (if applicable)	Miscellaneous Notes	Safe Route to School ? 1	Route to Parks ? 2	Connects to bike rte. or trail ? 3	Completes gap ? 4	Safety/demand 5	Arterial/collector 6	Inside USA 7	Donation of R/W 8	Is there sidewalk already on one side of the street	Probably easy to permit?	Does LC own R/W?	Probably Easy to Build	Cost Estimate
Tram Rd - Crossing Rocks Rd to Capital Circle	8,577	north	walls might be needed adjacent to wetlands, also potential karst features may require geotech	no	yes	yes	no	no	yes	yes	No	No	maybe	yes	maybe	\$1,929,825
Old St. Augustine - Paul Russell to Blair Stone - (Segment number is south)	2,161	tbd	canopy road	no	yes	yes	no	no	yes	yes	No	No	maybe	no	no	\$756,350
Old St. Augustine - Blair Stone to Indian Head (south)	3,441	tbd	canopy road	no	yes	yes	no	no	yes	yes	No	No	no	no	no	\$1,204,350
Old St. Augustine - Midyette to Paul Russell (north)	2,899	tbd	canopy road	no	yes	yes	no	no	yes	yes	No	No	no	no	no	\$1,014,650
Old St. Augustine - Midyette to Capital Circle (north)	1,815	tbd	canopy road	no	yes	yes	no	no	yes	yes	No	No	no	no	no	\$635,250
Gadsden - Ingleside to Seventh Ave.	1,045	east	right of way issues	no	yes	no	yes	no	yes	yes	No	No	maybe	yes	no	\$365,750
Gadsden - Seventh to (8th)	195	east	sidewalk is existing past 8th	no	yes	no	yes	no	yes	yes	No	No	maybe	yes	no	\$68,250
Maclay Rd - Meridian Rd to City Limits	4,799		adjacent to wetlands, and Meridian is a canopy road	no	yes	yes	no	no	yes	yes	No	No	no	yes	maybe	\$1,079,775
Tier 1 Community Sidewalk Enhancements meets 4 of 6 criteria - Total																\$7,054,200

Tier 2 Community Sidewalk Enhancements - meets 3 of 6 criteria	Length (Linear Feet as shown on key maps)	Side of the road (if applicable)	Miscellaneous Notes	Safe Route to School ? 1	Route to Parks ? 2	Connects to bike rte. or trail ? 3	Completes gap ? 4	Safety/ demand 5	Arterial/ collector 6	Inside USA 7	Donation of R/W 8	Is there sidewalk already on one side of the street	Probably easy to permit?	Does LC own R/W?	Probably Easy to Build	Cost Estimate
Old Bainbridge - Brevard to Tharpe	6,013	east	walls might be needed to accommodate steep slopes	no	yes	no	no	no	yes	yes	No	some	no	no	maybe	\$1,352,925
Old Bainbridge - High to I-10	2,838	east	Canopy Road and adjacent floodplains and wetlands near I-10	no	yes	no	no	no	yes	yes	No	No	no	no	no	\$993,300
Miccosukee Rd - Ginger to Fleischman	2,707		canopy road	no	yes	no	no	no	yes	yes	No	No	no	no	no	\$947,450
Ox Bottom Rd - Meridian Rd to Thomasville Rd	17,152		Thomasville Rd to Witchtree Acres is in Bradfordville Study Area, also potential karst features may require geotech, and has historical flooding problems	no	yes	no	no	no	yes	yes	No	No	no	yes	maybe	\$3,859,200
Centerville - Glenncrest Ln to Fleischmann	2,242		canopy road	no	yes	no	no	no	yes	yes	No	No	no	no	no	\$784,700
Old Bainbridge - Volusia to Tharpe	1,387	west	portions of ex. sw are substandard - new walls would be needed	no	yes	no	no	no	yes	yes	No	parial but narrow some gaps	no	no	no	\$485,450
Old Bainbridge - I-10 to Fred George (west)	9,483	tbd	Canopy Road, and adding sw to I-10 bridge might be expensive, and has historical flooding problems, and within Fred George closed basin	no	yes	no	no	no	yes	yes	No	No	no	no	no	\$3,319,050
Old Bainbridge/CCNW - Tower Rd to Pryor Rd	3,601		walls might be needed adjacent to wetlands / ditches / slopes- some sidewalk on CCNW to CVS	no	yes	no	no	no	yes	yes	No	No	maybe	maybe	maybe	\$810,225
Buck Lake - Walden to Alameda	1,946	north	walls might be needed adjacent to ditches/slopes	no	yes	no	no	no	yes	yes	No	No	yes	yes	maybe	\$437,850
Bradfordville Rd - from Velda Dairy to Bowling green	3,100		in Bradfordville Study Area, Velda Dairy intsrsection will be challenging, walls might be needed adjacent to wetlands / ditches / slopes	no	yes	no	no	no	yes	yes- see comment	No	No	maybe	no	maybe	\$697,500
Tennessee - Aeon Church to Lukeman	3,318		FDOT- has historical flooding problems	no	yes	no	no	no	yes	yes	No	No	no	no	yes	\$331,800

Centerville Rd. - Harpers Ferry Dr (Centerville Trace) to Fleischmann Rd	4,884		canopy road	no	yes	no	no	no	yes	yes	No	No	no	maybe	maybe	\$1,098,900
Old Bainbridge - from Fred George to Amber Trace (Laurel Trace Way)	886		Canopy Road, within Fred George closed basin	no	yes	no	no	no	yes	yes	No	No	no	no	no	\$310,100
Louvinia Dr - from Apalachee Pkwy. to Balmoral Dr	1,041	east	connect to ex. sw 200' at Apalachee Pkwy	no	yes	no	no	no	yes	yes	No	No	yes	maybe	maybe	\$234,225
Louvinia Dr - from Balmoral Dr to Old St. Augustine Rd	2,106	east	possible wetland and floodplain issues, Old St. Augustine is a canopy road	no	yes	no	no	no	yes	yes	No	No	maybe	maybe	maybe	\$473,850
Tier 2 Community Sidewalk Enhancements - Total																\$16,136,525

Tier 3 Community Sidewalk Enhancements meets 1- 2 policy criteria	Length (Linear Feet as shown on key maps)	Side of the road (if applicable)	Miscellaneous Notes	Safe Route to School ? 1	Route to Parks ? 2	Connects to bike rte. or trail ? 3	Completes gap ? 4	Safety/demand 5	Arterial/collector 6	Inside USA 7	Donation of R/W 8	Is there sidewalk already on one side of the street	Probably easy to permit?	Does LC own R/W?	Probably Easy to Build	Cost Estimate
Centerville - Pimlico to Roberts Rd	2,517		canopy road, and has historical flooding problems	no	no	no	no	no	yes	yes	No	No	no	no	no	\$880,950
Whirlaway - Shannon Lakes to Pimlico	4,926		mostly in Bradfordville Study Area	no	yes	no	no	no	no	yes	No	No	no	yes	maybe	\$1,108,350
Dome Level - Poplar to Aenon Church	2,641		boardwalks will be needed adjacent to wetlands / ditches, has historical flooding problems	no	yes	no	no	no	no	yes	No	No	no	yes	no	\$924,350
Lacey - north to Dome Level	972		create a connection to Dome Level w / easement - probably should wait till future Lacey Ln shown on GIS maps is built by developer, also has historical flooding problems	no	yes	no	no	no	no	yes	No	No	no	no	maybe	\$218,700
Deerlake from Heatherbrook Drive to Blue Wing Ct.	4,094	north	in Bradfordville Study Area	no	no	no	no	no	yes	yes	No	No	maybe	no	maybe	\$921,150
Slash Pine Drive - Crawfordville Hwy to Lone Pine Drive	3,600		Resident request inside USA- residential road	no	no	no	no	no	no	yes	No	No	yes	maybe	yes	\$ 360,000.00
Slash Pine Ct	300		Residential road - small cul-de-sac	no	no	no	no	no	no	yes	No	No	yes	maybe	yes	30000
Community Sidewalk Enhancements Tier 3 Total																\$4,443,500

Tier 4 Community Sidewalk Enhancements- sidewalk on second side of street	Length (Linear Feet as shown on key maps)	Side of the road (if applicable)	Miscellaneous Notes	Safe Route to School ? 1	Route to Parks ? 2	Connects to bike rte. or trail ? 3	Completes gap ? 4	Safety/ demand 5	Arterial/ collector 6	Inside USA 7	Donation of R/W 8	Is there sidewalk already on one side of the street	Probably easy to permit?	Does LC own R/W?	Probably Easy to Build	Cost Estimate
Old St. Augustine - Paul Russell to Blair Stone (north)	2,178	tbd	canopy road	no	yes	yes	no	no	yes	yes	No	yes	maybe	no	no	\$762,300
Old St. Augustine - Blair Stone to Indian Head (north)	2,920	north	canopy road	no	yes	yes	no	no	yes	yes	No	yes	no	no	no	\$1,022,000
Old St. Augustine - Midyette to Paul Russell (south)	2,849	tbd	canopy road	no	yes	yes	no	no	yes	yes	No	yes	no	no	no	\$997,150
Old St. Augustine - Midyette to Capital Circle (south)	1,754	tbd	canopy road	no	yes	yes	no	no	yes	yes	No	yes	no	no	no	\$613,900
Magnolia - Meridian to Country Club Dr	2,524	north	North side of Meridian to Golf Terrace has existing asphalt sidewalk that should be replaced (NFI approved 7/31/14)- residents placed a low priority on this segment	no	yes	no	no	no	yes	yes	No	yes	maybe	no	no	\$883,400
Magnolia - Country Club Dr to Seminole Ave	1,054	north	(NFI approved 7/31/14)	no	yes	no	no	no	yes	yes	No	yes	maybe	yes	maybe	\$237,150
Magnolia - Alban Ave (across from Jim Lee) to Circle Dr	3,451	west	(NFI approved 7/31/14)	no	yes	no	no	no	yes	yes	No	yes	maybe	yes	no	\$1,207,850
Magnolia - Circle Dr to Azalea	471	west	(NFI approved 7/31/14)	no	yes	no	no	no	yes	yes	No	yes	maybe	yes	no	\$164,850
Old Bainbridge - 1-10 to Fred Geroge (east)	9,477	tbd	Canopy Road, and adding sw to I-10 bridge might be expensive, and has historical flooding problems, and within Fred George closed basin	no	yes	no	no	no	yes	yes	No	yes	no	no	no	\$3,316,950
Gaines - Gadsden to Calhoun	252	north	walls & ramps might be needed to accommodate steep slopes	no	yes	no	yes	no	yes	yes	No	yes	maybe	yes	no	\$88,200
Gaines - Meridian to Gadsden	355	north		no	yes	no	yes	no	yes	yes	No	yes	maybe	yes	no	\$124,250

Old Bainbridge - Brevard St. to Georgia	324	east	walls might be needed to accommodate steep slopes / depending on where R/W is	no	yes	no	yes	no	yes	yes	No	yes	yes	no	no	\$113,400
Miccosukee Rd - Capital Circle to Ginger	680	south	canopy road, and already existing on north side	no	yes	no	no	no	yes	yes	No	yes	no	no	maybe	\$153,000
Gadsden - Carolina St. to McDaniel	1,306	west	sidewalk is existing on east side - consider adding sidewalk to west?	no	yes	no	no	no	yes	yes	No	yes	maybe	yes	yes	\$130,600
Gadsden - McDaniel (actually Johnston) to Ingleside	1,422	west	sidewalk is existing on east side - consider adding sidewalk to west?	no	yes	no	no	no	yes	yes	No	yes	maybe	yes	yes	\$142,200
Old Bainbridge - Tharpe to High	4,681	west	Canopy road designation begins north of Tharpe (Raa Ave)	no	yes	no	no	no	yes	yes	No	No	no	no	no	\$1,638,350
Tier 4 total																\$11,595,550
Community Sidewalk Enhancements tiers 1, 2,3 & 4																\$39,229,775
Total - All Sidewalks																\$50,251,300

Sidewalks In Design, Permitting or Construction																
Location	Length (Linear Feet as shown on key maps)	Side of the road (if applicable)	Miscellaneous Notes	Safe Route to School ? 1	Route to Parks ? 2	Connects to bike rte. or trail ? 3	Completes gap ? 4	Safety/ demand 5	Arterial/ collector 6	Inside USA 7	Donation of R/W 8	Is there sidewalk already on one side of the street	Probably easy to permit?	Does LC own R/W?	Probably Easy to Build	Cost Estimate
Magnolia - Pontiac to Jim Lee - Sales Tax and SRTS	735	south	currently in design and permitting	yes	yes	no	yes	no	yes	NA	No	No	maybe	maybe	no	\$257,250
Magnolia - Jim Lee to Chowkeebin Nene- Sales Tax and SRTS	4,872	east	currently in design and permitting, costs higher due to anticipated ret wall costs	yes	yes	no	yes	no	yes	NA	No	No	maybe	maybe	no	\$2,750,000
Chowkeebin Nene at Magnolia Dr--SRTS	N/A	south	add possible pedestrian signal - Safety review and warrant needs analysis would be required	yes	yes	no	no	no	yes	NA	No	No	yes	yes	yes	\$100,000
Magnolia - Monroe to Meridian- pending blueprint funding	1,039	south	ex. sidewalk on south side, r/w, grading and drainage issues on north side, need to exp. Ex. sidewalk to 10' multi-use trail, additional cost to anticipate r/w acquisition	no	yes	no	no	no	yes	yes	No	No	maybe	no	no	\$600,000
Chaires Cross Rd Ph.2 - Parkhill Rd to Chaires Elem.-SRTS	1,177	south	has historical flooding problems, working on design, permitting, and r/w acquisition	yes	yes	no	yes	no	yes	NA	No	No	maybe	no	yes	\$117,700
Timberlane School Road - Timberlane to city limits--SRTS	1,005			yes	yes	yes	no	no	yes	NA	No	No	yes	yes	maybe	\$226,125
Woodville Hwy - Hickory Ln to Cemetery Rd- SRTS-2014	1,825	east	FDOT permitting needed, currently in design and permitting	yes	yes	yes	yes	no	yes	NA	No	No	yes	no	yes	\$182,500
Timberlane Rd - Meridian Rd to Deer Lane - Sales Tax and SRTS	1,209	south	in design and permitting	yes	no	no	yes	no	yes	NA	No	No	maybe	yes	no	\$423,150
Nabb Road - Buck Lake south to city limits--SRTS	1,195	east	County programmed. In permitting for construction late FY 15	yes	yes	no	yes	no	no	NA	No	No	yes	yes	maybe	\$268,875
Monroe St (US 27) - Clara Kee Blvd to Harriet Dr--SRTS	2,138	east	FDOT R/W, currently in design and permitting	yes	yes	no	no	no	yes	NA	No	No	no	no	maybe	\$481,050
Fred George- Mission to Park at CCNW	3,197	north	currently in design and permitting- boardwalk needed to avoid fill in the floodplain- rapid flasher beacon at Sagebrook Mill crossing	no	yes	yes	no	no	yes	yes	No	No	maybe	yes	maybe	\$719,325
Gearhart Road - in County	4,467	south	walls might be needed adjacent to wetlands / ditches, and within Fred George closed basin, working on permitting CSX crossing	no	yes	no	no	no	yes	yes	No	No	maybe	yes	yes	\$446,700
subtotal sidewalks segments approved excluding Magnolia Sections funded by Blueprint																\$2,865,425

Working data/assumptions																			
Connectivity of a neighborhood to an existing bike route or trail; connections need to be within 1/4 mile																			
Completing a gap (less than 1/4 mile in length) between existing pedestrian/bike facilities																			
Addresses a bike or pedestrian safety issue in an area with documented demand																			
Sidewalk is on an arterial or collector roadway with a higher priority placed on provision of the second side of the street																			
For all these criteria above the following answer generated the following numbers:																			
Yes=10, Maybe=5, No=0																			
then the Recommended Priority Level generates a min. value of 0, and a max value of 60																			
Probably easy to permit?	yes=means there are few known environmental issues, not a canopy road, few large trees, etc																		
Does LC own R/W?	yes=confirmed by Jim Pilcher, maybe=areas where there is limited R/W or unkown, no=maint. R/W or FDOT R/W																		
Probably easy to build?	yes=few drainage issues, few walls and railings, few grading issues, few tree or other conflicts																		
No existing S/W?	yes=no ex. sw, no=ex. sw; Designed to provide higher priority for segments that do not have any existing sidewalks																		
Cost Estimate is established by using the following cost per linear foot based on ease to build (with some exceptions):	Yes= \$100.00	\$225.00				yes= \$350.00													

Leon County Board of County Commissioners

Notes for Budget Workshop Item #3

Leon County Board of County Commissioners

Budget Workshop Item #3

April 28, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Future of the Apalachee Solid Waste Facility

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/Division Review:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director of Financial Stewardship
Lead Staff/Project Team:	Robert Mills, Director, Solid Waste Division

Fiscal Impact:

This agenda item has a fiscal impact and seeks Board direction for the development of the FY16 Tentative Budget.

Staff Recommendation:

Option #1: Direct staff to proceed with the next steps in developing the preliminary budget and associated tip fees to support a complete closure of the landfill and begin the corresponding long-term master planning of the site.

Report and Discussion

Background:

Florida counties have a statutory responsibility to provide solid waste disposal to their entire jurisdiction (Chapter 403.706, Florida Statutes). In 2001 the County ceased accepting Class I (household waste) materials at the SWMF and opened the Leon County Transfer Station. Through an agreement with Waste Management, Inc., the waste received at the Transfer Station is hauled and disposed of at a regional disposal facility in Jackson County (approximately 170,000 tons annually at a cost of \$4.3 million). To increase the County's recycling rate, the County entered into a partnership with Marpan Recycling in 2008. Through this partnership all Class III (construction/demolition) waste is no longer accepted at the SWMF, but is directed to Marpan where approximately 65% of the waste is now recycled. The only waste continued to be buried at the SWMF are materials that cannot be recycled by Marpan.

In addition to the disposal of waste at the Transfer Station and Marpan Recycling, the County provides yard waste, hazardous & electronic disposal services, free mulch & re-used items at the "Swap Shop". To address odor issues at the SWMF, in 2007 the County installed a gas collection system that has significantly mitigated the odor. The SWMF currently costs more to operate than the revenues generated. In the FY2014 budget process, staff projected cost savings associated with a complete closure of the landfill occurring in the near future. Leon County maintains a Class I Disposal Operating Permit for the SWMF. The operating permit is valid through 2019 and allows the SWMF to accept solid waste. The permit is eligible for renewal every 5 years.

In the fall of 2014, in evaluating the Solid Waste facility, the County's consulting engineer reviewed the remaining overall capacity at the landfill. Through an expansion of the existing permitted cells and the utilization of newer technology to "mine" an old closed cell, the engineer's preliminary analysis of capacity when the site is maximized would be 31 years.

As part of the annual retreat held December 8, 2014, the Board discussed a series of long term policy issues. One of the policy issues focused on opportunities for the long term use of the Solid Waste Management Facility (Attachment #1). The policy discussion built upon the County's commitment to the environment, quality of life and fiscal stewardship already included in the adopted Strategic Plan through series of existing Strategic Priorities and associated Initiatives:

Current Strategic Priorities:

- **Environment:** To be a responsible steward of our previous natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings (EN).
 - (EN4) Reduce our carbon footprint, realize energy efficiencies.
- **Quality of Life:** To be a provider of essential services in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community (Q).

- (Q1) Maintain and enhance our recreational offerings associated with parks and greenway system for our families, visitors and residents.
- Governance: To be a model local government which our citizens trust and to which other local governments aspire (G).
 - (G5) Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.

Current Strategic Initiatives:

- (Q1) - Develop Apalachee Facility master plan to accommodate year-round events.
- (EN4) - Develop and implement strategies for 75% recycling goal by 2020.
- (G5) - Develop strategies to eliminate general revenue subsidies for business operations (i.e. Solid Waste)

In building upon these existing efforts, at the retreat, and subsequently ratified at the January 27, 2015 meeting, the Board adopted the following strategic initiatives:

- Evaluate the long-term policy implications of the following options, taking into consideration the potential fiscal, environmental, operational, and neighborhood impacts:
 - A complete closure of the landfill
 - Redirect all Class I Solid Waste from the Transfer Station to the landfill; and
 - A hybrid solution that includes both Class I Solid Waste disposal at the landfill and through the transfer station (Q1, ENF4, G5)

This workshop item provides the preliminary evaluation of this strategic initiative.

Analysis:

Consistent with adopted County policies (Attachment#2), Leon County Solid Waste Management is intended to operate as an enterprise fund; meaning solid waste revenues should support expenditures. However, the fund is currently reliant upon the use of solid waste fund balance and general revenues to support the operation of the landfill. The current model is not sustainable in the long term without either increasing revenues and/or decreasing expenditures.

As approved as part of the strategic initiative, staff evaluated three specific approaches to address the current financial shortfall; each of the alternative approaches considers fiscal, environmental, operational and neighborhood impacts:

1. A complete closure of the landfill.
2. Redirect all Class I solid waste from the transfer station to the landfill.
3. A hybrid solution that includes both Class I solid waste disposal at the landfill and through the transfer station.

In reviewing the options, staff also evaluated a fourth approach:

4. Dispose of a the minimum amount of waste at the landfill necessary to keep the permit active and offset any projected shortfall through an increase in the transfer station tip fee.

Staff has modeled the projected annual budget shortfall for the operation of the landfill at \$1.3 million annually; previously the shortfall was projected at approximately \$600,000. A significant portion of the revised projected shortfall is the result of the on-going success of Marpan Recycling. To increase the County's recycling rate, the County entered into a partnership with Marpan Recycling in 2008. Through this partnership all Class III (construction/demolition) waste is no longer accepted at the SWMF, but is directed to Marpan Recycling. Since this time, Marpan Recycling has delivered material that cannot be recycled to the landfill, generating approximately \$550,000 annually in revenue for the solid waste fund. However, recently Marpan Recycling has identified an opportunity to reduce and most likely eliminate the waste being brought to the landfill for disposal thereby eliminating this \$550,000 revenue coming to the solid waste fund. Marpan Recycling will begin diverting Class III material to its new destination by July 2015.

Marpan's opportunity to dispose of the waste as boiler fuel (which was previous buried at the landfill) will have a positive effect on the County's overall recycling rate. Leon County reports the entire community's recycling efforts to state annually; this includes all government and private partner efforts. Any additional recycling credit Marpan receives benefits the entire community's efforts.

Option #1: A complete closure of the landfill.

Option 1 Summary: This option formally proceeds with the permanent closure of the landfill and eliminates the projected annual budget shortfall. Once closed, the County will maintain and monitor the site for 30 years; funds to support this effort have been accumulated in a separate escrow account. Through the on-going use of the transfer station and the associated Waste Management hauling and disposal contract, the County will continue to utilize the Springhill landfill for disposal of waste. Other existing activities at the landfill will continue to operate (free mulch for the public, hazardous waste, yard waste, etc.). Fewer trucks will be utilizing the Apalachee facility on a regular basis. Existing recreational activities will not be impacted; the opportunity to completely master plan the site could commence (funding to support the implementation of the plan would need to be identified through future budgets).

Fiscal Impact: This option eliminates the projected budget shortfall. Funds associated with the closure and post closure maintenance have been accumulated in a separate dedicated landfill escrow account.

Environmental Impacts: Through a closure, the County will no longer be burying waste at the Apalachee facility. Under current law, the County will be obligated to monitor and maintain the site for a 30 year period. Once the facility is lined and capped, any outstanding odor concerns will be completely addressed.

Through this approach, the County will continue to utilize Waste Management for the hauling and disposal of waste to the Springhill landfill. Annually, this equates to 7,000 individual semi-trucks traveling 85 miles each way to Springhill Landfill located in Jackson County. The carbon footprint impact is 645 pounds of CO₂ per truck; which means 4.5 million pounds of CO₂ each year. For comparison, the average American produces about 57 pounds of CO₂ per day or 20,805 pounds per year.

Operational Impacts: Working with the County's consulting engineer, the County would work through the Florida Department of Environmental Protection (FDEP) to proceed with the closure process. The entire process is estimated to take 9 to 12 months. Once the closure is complete, the County would eliminate 5 staff; the County would work to place any filled positions into other County vacancies.

Other existing operations would remain active at the facility: hazardous/electronics disposal, the "Swap Shop", the Apalachee rural waste service center, free mulch, yard waste disposal and tire disposal. Any necessary permit modifications would be addressed through the closure process to allow for these operations to continue.

FDEP has indicated that once the site is closed, to re-open is comparable to re-siting a new greenfield site.

Neighborhood Impacts: The County has taken great strides to be sensitive to the surrounding neighborhoods. These efforts involve constant monitoring of possible odor issues and addressing them immediately; investing in having an attractive and well maintained site, including upgraded landscaping in the median on Apalachee Parkway; and providing beneficial amenities for the community (i.e. multi-purpose fields, cross country facility, radio control airplane air strip, free mulch, rural waste service center, "Swap Shop", etc.).

A complete closure eliminates all trucks currently disposing Class III waste at the landfill; thereby, reducing the number of trips on Apalachee Parkway by 5 to 7 trucks per day.

With a complete closure, any outstanding possible odor issues would be eliminated and no additional garbage trucks would be utilizing Apalachee Parkway. The opportunity to completely master plan the site could commence; however, funding to support the implementation of the build out would need to be identified through future budget processes. However, funding for the master planning has already been budgeted.

Option 2: Re-direct all Class I Solid Waste From the Transfer Station to the Landfill

Option 2 Summary: This option redirects all waste currently being processed at the transfer station to the landfill and eliminates the projected annual budget shortfall. The existing hauling and disposal agreement with Waste Management extends through May 2018 and would need to be renegotiated. A significant capital expenditure to open the new cells is required; a long term interlocal agreement with the City would be necessary to ensure adequate revenues to support the investment. The estimated tip fee at the landfill would be between \$35- \$38, the existing tip fee at the transfer station is \$36.50/ton.

The County's carbon footprint would be reduced 4.5 million pounds of CO₂ each year through the elimination of hauling the waste to Springhill. A re-opened landfill has an estimated 31 years of capacity; final build-out would be 199 feet in height; the current maximum height is 175 feet. A citizen advisory committee would be recommended to be formed to assist in implementation of the opening to ensure all odor and vector (bird) issues are properly addressed. An additional 100- 120 trucks daily would utilize the site. Recreational activities would continue as currently operated. Opportunities can be explored for the re-use of the Transfer Station.

Fiscal Impact: This option eliminates the projected budget shortfall. The County currently spends approximately \$4.6 million annually for the cost of hauling and disposal of solid waste through the Waste Management. The County also spends approximately \$6 million for the operation and maintenance of the Transfer Station.

If the County utilizes the existing landfill for disposal, the entire cost of hauling, disposal and transfer station costs are eliminated. A preliminary analysis indicates additional expenditures of \$1.6 million dollars would be required to manage the operation of an active landfill.

As reflected in the consultant's report (Attachment #3), there would be a significant capital cost to create the additional capacity. The additional capacity is mainly derived from an expansion of 20 acres, the "mining" and re-lining of the old class one landfill (approximately 60 acres) and then utilizing additional air space across the entire site. Each of these aspects would be phased in over a series of years as additional capacity is required. Capital costs for the expansions will be significant. Prices do fluctuate significantly as the liners are petroleum based products. Based on recent landfill projects, the consulting engineer is estimating \$24 million for the 60 acre site and \$8 million for the 20 acre site. Including the relocation of the existing hazardous and administrative facilities, the total capital costs could be \$36 million. For planning purposes, the annual impact of the capital requirements is approximately \$2.3 million. The actual costs of the capital projects maybe lower and phased in depending on actual costs and timing. For planning purposes, the additional capital costs would add approximately \$13 annually to the landfill tip fee based on current tonnages.

Currently, the tip fee at the Transfer Station is \$36.50. Included in the tip fee are revenues to support the hazardous waste and electronics programs which are free to residents. Through the utilization of the landfill (and the corresponding closure of the transfer station), staff estimates the tip fee at the landfill to be set at approximately \$35 to \$38. In addition to inflationary cost increases, if tonnages decreased significantly in the future, the tip fee would need to increase to offset the revenue loss from the reduced tonnage. A final recommended rate would be brought to the Board for approval once a detailed budget is established.

The tip fee is charged per ton for disposal of the waste at the landfill. For City trucks that dispose of the waste, the County bills the City directly. The impact to City residents is determined in how the City decides to allocate the costs or savings on a per household basis. For unincorporated area residential trucks, the \$40 non-ad valorem is collected annually to support this cost; commercial accounts from the unincorporated area pay per ton.

Under this option, the Transfer Station will no longer be needed for its designed purpose. The facility may be repurposed or sold. The revenue could be used to off-set some of the landfill's capital expenses in the future and thereby mitigate the tip fee further.

Environmental Impacts: Through this approach, the County would eliminate the hauling and disposal of waste to the Springhill landfill. Annually, this equates to 7,000 individual semi-trucks traveling 87 miles each way to Springhill. The carbon footprint impact of these trucks is 645 pounds of CO₂ per truck; which means reduction of 4.5 million pounds of CO₂ each year.

The County would have a minor loss in recycling credits the County receives from Springhill Landfill. The recycling credits are a result of the energy that is generated from the household garbage delivered from Leon County to Springhill landfill.

With increased capacity Leon County will be able to work with our engineering contractor to develop possibilities of alternative energy through the increased methane production, thereby compensating for any lost credits. This may even exceed the level of current Springhill credits. The County's existing permit allows for the disposal of Class I waste. Under the existing operating permit, the County complies with or exceeds all FDEP environmental requirements related to monitoring and maintaining the site. Through an expansion, the County will continue to meet or exceed any environmental requirements to ensure the site is properly maintained and to protect our ground water.

Operational Impacts: The County would cease operation at the Transfer Station. Existing staff would either be redeployed to the landfill or provided other opportunities with other County departments.

By redirecting the solid waste to the Apalachee landfill, Leon County will be able to maintain a community asset. As reflected in the engineer's report (Attachment #3), based on conservative projections, the site has approximately 31 years of capacity. Staff would work with the engineer and FDEP to secure the appropriate permits to utilize the associated capacity. The overall site would have a final height of 199 feet at complete usage. The upper portion of the overall final height will be viewable from Apalachee Parkway. This is due to the additional 24 feet of airspace needed to maximize cell capacity. Staff has determined that when the vegetation underneath the power lines on the north side of Apalachee Parkway are cleared (every five years), 75% of the current cell is already viewable to Apalachee Parkway.

The County's existing term with Waste Management for hauling and disposal expires on May 1, 2018. The contract requires the County to direct all household waste under the control of the County (with the exception of the Apalachee Rural Waste Service Center) to the transfer station for hauling and disposal to Springhill. The County can process and recycle any/all of the waste for alternative uses, but has to utilize Waste Management/Springhill for final disposal. The contract does not have a tonnage requirement. The County's existing contract has an extremely favorable rate and is renewable in five year increments at the County's sole discretion. The County would need to work with Waste Management to renegotiate this agreement.

The City and County do not currently have an interlocal agreement for the utilization of the transfer station. If the County proceeded with re-opening the landfill, staff recommends working with the City to establish an interlocal agreement for the utilization of the landfill to ensure adequate revenues are available to support the significant capital investment.

Neighborhood Impacts: Over the previous decades, the solid waste industry has developed improved technologies allowing a landfill to co-exist near residential communities. This new technology has allowed landfills to operate with minimal to no odor problems with no little environmental impact. Staff would recommend that an advisory committee be formed to evaluate and review the approach the County would be pursuing with the utilization of the landfill, specifically as it relates to odor and vector (bird) issues.

The traffic impact would entail 100-118 collection trucks per day delivering solid waste to the landfill. Likewise Gum Road would see a reduction in collection trucks by 100-118 trucks per day.

At some point in the future, possibly ten to fifteen years, during significant running events (1 to 2 per year), a portion of the landfill that would no longer be available for parking. Alternative locations on the site will need to be identified as part of the long term site planning process.

Option 3: A hybrid solution that includes both Class I solid waste disposal at the landfill and through the transfer station.

Option 3 Summary: This option allows for a reduced amount of tonnage compared to a complete opening to be buried at the landfill (lessening the neighborhood impacts), while eliminating the budget deficit in the solid waste fund. This option redirects a significant portion ($\frac{1}{2}$ to $\frac{3}{4}$) of the waste currently being processed at the transfer station to the landfill. The existing hauling and disposal agreement with Waste Management extends through May 2018 and would need to be renegotiated. A significant capital expenditure to open the new cells is required; a long term interlocal agreement with the City would be necessary to ensure adequate revenues to support the investment. The estimated tip fee at the landfill would be \$41 to \$44/ton compared to the existing tip fee at the transfer station \$36.50/ton. The County's carbon footprint would be reduced by 2.2-3.3 million pounds of CO₂ each year through the elimination of hauling the waste to Springhill. A re-open landfill has an estimated 31 years of capacity; final build-out would be 199 feet in height; the current maximum height is 175 feet. A citizen advisory committee would be recommended to be formed to assist in implementation of the opening to ensure all odor and vector (bird) issues are properly addressed. An additional 50 to 60 trucks daily would utilize the site. Recreational activities would continue as currently operated.

Fiscal Impact: This option eliminates the projected budget shortfall. Approximately $\frac{1}{2}$ to $\frac{3}{4}$ of the tonnage currently being delivered to the transfer station would be brought to the landfill. The tip fee at the landfill would be \$41 to \$44/ton compared to the \$36.50/ton at the transfer station. As detailed in Option #2, revenues are needed to support the significant capital costs of opening the new cell, operating expenditures of the landfill, as well the on-going support for the hazardous waste/electronics and waste tire programs.

As detailed in Option #2, the new cells would entail a significant capital expenditure and long term commitment for the County to dispose of waste at site. The tip fee would be set to pay for any necessary borrowing to support the capital costs. Typically, the borrowing would be repaid over a twenty year period.

Environmental Impacts: Through this approach, the County would reduce by approximately half the hauling and disposal of waste to the Springhill landfill. Annually, this equates to 3,500 to 5,250 individual semi-trucks traveling 87 miles each way to Springhill. The carbon footprint impact of these trucks is 645 pounds of CO₂ per truck; which means a reduction of 2.2 - 3.3 million pounds of CO₂ each year.

The County would have a minor loss in recycling credits the County receives from Springhill Landfill. The recycling credits are a result of the energy that is generated from the household garbage delivered from Leon County to Springhill landfill.

With increased capacity Leon County will be able to work with our engineering contractor to develop possibilities of alternative energy through the increased methane production.

Operational Impacts: The County would continue the operation at the Transfer Station. Additional staff may be needed at the landfill to address the increased work load. The cost of this staff would be contemplated as part of the budget and paid for through the proposed tip fee.

By redirecting the solid waste to the Apalachee landfill, Leon County will be able to maintain a community asset. As reflected in the engineer's report (Attachment #3), based on conservative projections, the site has approximately 31 to 45 years of capacity through a partial diversion of half the tonnage. Staff would work with the engineer and FDEP to secure the appropriate permits to utilize the associated capacity. The overall site would have a final height of 199 feet at complete usage. The upper portion of the overall final height will be viewable from Apalachee Parkway. This is due to the additional 24 feet of airspace needed to maximize cell capacity. Staff has determined that when the vegetation underneath the power lines on the north side of Apalachee Parkway are cleared (every five years), 75% of the current cell is already viewable to Apalachee Parkway.

The County's existing term with Waste Management for hauling and disposal expires on May 1, 2018. The contract requires the County to direct all household waste under the control of the County (with the exception of the Apalachee Rural Waste Service Center) to the transfer station for hauling and disposal to Springhill. The County can process and recycle any/all of the waste for alternative uses, but has to utilize Waste Management/Springhill for final disposal. The contract does not have a tonnage requirement. The County's existing contract has an extremely favorable rate and is renewable in five year increments at the County's sole discretion. The County would need to work with Waste Management to renegotiate this agreement.

The City and County do not currently have an interlocal agreement for the utilization of the transfer station. If the County proceeded with re-opening the landfill, staff recommends working with the City to establish an interlocal agreement for the utilization of the landfill to ensure adequate revenues are available to support the significant capital investment.

Maintaining the active permit keeps the County in a strong negotiating position with Waste Management when discussing future costs associated with the hauling and disposal contract. It also provides for an emergency location in the event either the transfer station or Springhill is unable to process and accept waste.

Neighborhood Impacts: Over the previous decades, the solid waste industry has developed improved technologies allowing a landfill to co-exist near residential communities. This new technology has allowed landfills to operate with minimal to no odor problems with no little environmental impact. Staff would recommend that an advisory committee be formed to evaluate and review the approach the County would be pursuing with the utilization of the landfill.

The traffic impact on Apalachee Parkway would entail 50 to 60 collection trucks per day delivering solid waste to the landfill with a corresponding reduction at the transfer station.

At some point in the future, possibly ten to fifteen years, during significant running events (1 to 2 per year), a portion of the landfill that would no longer be available for parking. Alternative locations on the site will need to be identified as part of the long term site planning process.

4. Dispose of a the minimum amount of waste at the landfill necessary to keep the permit active and offset any projected shortfall through an increase in the transfer station tip fee.

Option 4 Summary: A minimum disposal operation costing approximately \$730,000 annually is conducted at the landfill and is supported through an increase of approximately \$4.20/ton in the tip fee at the transfer station thereby eliminating the projected budget shortfall. An increase in general revenue to the landfill fund of approximately \$100,000 would be required to support the unincorporated area's share of tonnage processed at the transfer station. The transfer station tip fee is estimated to increase from \$36.50/ton to \$40.74/ton. This rate is consistent with other regional landfills. The County would continue to haul and dispose of waste at Springhill through the existing contract with Waste Management. Maintaining an active permit keeps the County in a strong future negotiating position with Waste Management. Fewer trucks will be utilizing the landfill and all existing recreational amenities would not be impacted.

Fiscal Impact: This option eliminates the projected budget shortfall. The tip fee at the transfer station is currently \$36.50. Included in this rate is \$24.04 for the hauling and disposal contract, \$6.50 for the operation of the transfer station, \$2.16 for fuel surcharge and \$3.80 to support the hazardous/electronics waste tire programs.

Staff estimates the annual cost of approximately \$730,000 to keep the landfill in an active state. This includes required annual payments to support future closure and post closure maintenance costs, as well as, the costs necessary for the equipment to maintain the facility. Based on the current tonnages, this equates to an increase of approximately \$4.20 in the transfer station tip fee. The total tip for next fiscal year would be approximately \$40.74; this may increase/decrease once the final fuel adjustment and inflationary charges are calculated for the hauling and disposal contract.

If the cost of hazardous/electronic waste tires programs are excluded, the tip fee supporting the transfer station and landfill would be \$40.74. Currently, Decatur County Georgia and

Thomasville Georgia have posted rates of (\$29 -\$32) for out of County waste disposal. However, in previous years, Leon County has approached these jurisdictions about a reduced rate and has been told that if tonnage requirements could be met that lower rates might be achievable. In addition to the tip fee, there would be an additional cost to “direct haul” the waste to either of these Georgia facilities. Therefore, the estimated tip fee of \$40.74 is reasonable for the region.

The unincorporated area pays for disposal costs through the \$40 non ad valorem assessment and through any general revenue transfer necessary to address a shortfall. To pay the increased tip fee, the County would need to provide additional general revenue of approximately \$100,000. The City would pay the increase through the tip fee paid at the transfer station.

Environmental Impacts: The County would continue to monitor and maintain the landfill in meeting or exceeding all requirements of the landfill permit. There would be no change in the carbon emissions related to truck utilization.

Through this approach, the County would continue the hauling and disposal of waste to the Springhill landfill.

Operating Impacts: As noted in the fiscal impact section, the cost to operate the landfill will be reduced to a minimum level. Staffing levels would be reduced by approximately 5 positions. The County would work to place any filled positions into other County vacancies.

The waste collected at the Apalachee rural waste collection center would be buried at the landfill to maintain the permit. This equates to approximately 1-2 trucks a week. The diversion of 1-2 trucks a week saves approximately \$30,000 annually.

The remaining staff at the landfill would be utilized to support the limited landfill operation and the yard waste program.

Maintaining the active permit keeps the County in a strong negotiating position with Waste Management when discussing future costs associated with the hauling and disposal contract. It also provides for an emergency location in the event either the transfer station or Springhill is unable to process and accept waste.

Neighborhood Impacts: Eliminates all trucks currently disposing Class III waste at the landfill; thereby, reducing the number of trips on Apalachee Parkway by 5 to 7 trucks per day.

The existing recreational amenities at the landfill would not be impacted.

Conclusion

Leon County is statutorily required to provide for the solid waste services in the County. This can be accomplished through a combination utilizing the current transfer station operations and/or burying waste at the Apalachee landfill. The policy decision of the Commission involves long term fiscal, environmental, operational and neighborhood issues. Each of the individual options presented include both positive and negative aspects. The analysis provides a thorough vetting of the most significant elements of all of the options considered.

Regardless of the option selected, staff will review all remaining operations at the landfill (i.e. yard debris, waste tires, etc.) to ensure the fees are set at a rate sufficient to cover the cost of operation; any changes to these fees will be brought to the Board for final approval. As detailed

in the item, there a range of options for the Board to consider. Table 1 provides a brief summary of the various impacts of the options presented in the workshop item.

Table 1: Impacts of Options for Consideration

FISCAL	ENVIRONMENTAL	OPERATIONAL	NEIGHBORHOOD
Option 1: A complete closure of the landfill.			
<ul style="list-style-type: none"> • Eliminates budget shortfall • Closure/post closure maintenance funds available 	<ul style="list-style-type: none"> • 30 yr monitoring begins • Carbon emissions continue for hauling to Springhill 	<ul style="list-style-type: none"> • Proceed to closure process • Reduce staff to support only maintenance • Maintain other operations: yard waste, hazardous, etc. • Once closed, re-opening equivalent to siting new landfill 	<ul style="list-style-type: none"> • Reduction of trucks to site • Opportunity for long term master planning • Continued use of recreational amenities
Option 2: Redirect all Class I solid waste from the transfer station to the landfill.			
<ul style="list-style-type: none"> • Eliminates budget shortfall • Eliminate transfer station cost • Increased cost of operating landfill • Significant capital cost for new cells • Landfill tip fee \$35-38; transfer station currently \$36.50 per ton 	<ul style="list-style-type: none"> • Eliminate 7,000 semi-truck trips annually to Springhill; 4.5 mill lbs carbon emissions. • Minor loss in recycling credits from Springhill • Possibility of developing alternative energy through increased methane production 	<ul style="list-style-type: none"> • Cease transfer station operations • Estimated 31 years of capacity at existing landfill • Final height of 199 (current maximum height is 175) • Amend agreement with Waste Management • Need for long term interlocal with City of Tallahassee 	<ul style="list-style-type: none"> • Recommend establish community advisory committee to assist in re-opening to monitor odor and vector issues • Increase of 100-118 trucks per day • Impact to parking for limited number of major running events
Option 3: A hybrid solution that includes both Class I solid waste disposal at the landfill and through the transfer station.			
<ul style="list-style-type: none"> • Eliminates budget shortfall • Landfill tip fee \$41 to \$44/ton; transfer station \$36.50. • Significant capital expenditure for opening of new cell 	<ul style="list-style-type: none"> • Eliminate 3500-5250 semi-truck trips annually to Springhill; 2.2-3.3 mill lbs reduction of carbon emissions. • Minor loss in recycling credits from Springhill • Possibility of developing alternative energy through increased methane production 	<ul style="list-style-type: none"> • Both transfer station and landfill operational • Estimated 50 plus years of capacity at existing landfill • Final height of 199 (current maximum height is 175) • Amend agreement with Waste Management • Need for long term interlocal with City of Tallahassee 	<ul style="list-style-type: none"> • Recommend establish community advisory committee to assist in re-opening; monitor odor and vector issues • Increase of 25-35 trucks per day • Impact to parking for limited number of major running events
Option 4: Dispose of a the minimum amount of waste at the landfill necessary to keep the permit active and offset any projected shortfall through an increase in the transfer station tip fee.			
<ul style="list-style-type: none"> • Eliminates budget shortfall • Increase in transfer station tip fee (est. \$4.20) • General revenue subsidy increase of \$100K 	<ul style="list-style-type: none"> • Continue to meet or exceed requirements of operating permit • Continue 6,950 semi-truck trips annually to Springhill; contributing 4.4 mill lbs to carbon emissions 	<ul style="list-style-type: none"> • Reduced landfill operations to minimum • Bury nominal amount of waste weekly to retain active permit 	<ul style="list-style-type: none"> • Fewer trucks • Existing recreational amenities not impacted

Depending on the option selected or any other Board direction provided, staff will proceed with the appropriate next steps. These steps may include:

- Develop the preliminary budget and associated tip fees to support the direction provided by the Board
- Working with Waste Management to amend the hauling and disposal agreement
- Forming a citizen's advisory committee to monitor the re-opening of the landfill
- Discuss with the City the necessity for a long term interlocal agreement if the landfill is re-opened
- Work with FDEP to modify the existing landfill operating permit

Based on the analysis in the item, staff recommends proceeding with the formal closure of the landfill and proceeding with the long term master planning of the site. This recommendation takes into consideration:

- The significant capital investment required to open the additional cells.
- The necessity to have a steady consistent amount of tonnage to support the capital investment over an extended period of time.
- The need to set a tip fee at or above the existing transfer station rates.
- The uncertainty of how solid waste may be disposed of over the next thirty years and if solutions evolve that significantly reduce the necessity to utilize the landfill, the County would have to find alternative ways to pay for the capital investment made at the landfill.
- The extremely favorable agreement with Waste Management for the hauling and disposal of Solid Waste to Springhill.
- The availability of other competitive regional landfills to dispose of waste.

Options:

1. Direct staff to proceed with the next steps in developing the preliminary budget and associated tip fees to support a complete closure of the landfill and begin the corresponding long-term master planning of the site.
2. Direct staff to proceed with the next steps in developing the preliminary budget and associated tip fees to redirect all Class I solid waste from the transfer station to the landfill.
3. Direct staff to proceed with the next steps in developing the preliminary budget and associated tip fees to a hybrid solution that includes both Class I solid waste disposal at the landfill and through the transfer station.
4. Direct staff to proceed with the next steps in developing the preliminary budget and associated tip fees to dispose of a the minimum amount of waste at the landfill necessary to keep the permit active and offset any projected shortfall through an increase in the transfer station tip fee.
5. Board direction.

Recommendation:

Option #1.

Attachments:

1. December 8, 2014 retreat analysis
2. Financial Revenue Policy
3. Locklear Analysis

5.2 Opportunities for the Solid Waste Management Facility (SWMF)

Background:

- Florida counties have a statutory responsibility to provide solid waste disposal to their entire jurisdiction (Chapter 403.706, Florida Statutes).
- In 2001 the County ceased accepting Class I (household waste) materials at the SWMF and opened the Leon County Transfer Station. Through an agreement with Waste Management, Inc., the waste received at the Transfer Station is hauled and disposed of at a regional disposal facility in Jackson County (approximately 170,000 tons annually at a cost of \$4.3 million).
- To increase the County's recycling rate, the County entered into a partnership with Marpan Recycling in 2008. Through this partnership all Class III (construction/demolition) waste is no longer accepted at the SWMF, but is directed to Marpan where approximately 65% of the waste is now recycled.
- The only waste continued to be buried at the SWMF are materials that cannot be recycled by Marpan.
- In addition to the disposal of waste at the Transfer Station and Marpan Recycling, the County provides yard waste, hazardous & electronic disposal services, free mulch & re-used items at the "Swap Shop".
- To address odor issues at the SWMF, in 2007 the County installed a gas collection system that has significantly mitigated the odor.
- The SWMF currently costs more to operate than the revenues generated. In the FY2014 budget process, staff projected cost savings associated with a complete closure of the landfill occurring in the near future.
- Leon County maintain a Class I Disposal Operating Permit for the SWMF. The operating permit is valid through 2019 and allows the SWMF to accept solid waste. The permit is eligible for renewal every 5 years.

Current Issues:

- Consistent with adopted County policies, Leon County Solid Waste Management is intended to operate as an enterprise fund; meaning revenues should support expenditures. However, the fund is currently reliant upon the use of fund balance (approximately \$600,000 annually) to support the operation of the landfill. The current model is not sustainable in the long term without either increasing revenues or decreasing expenditures; possible options include fully closing the landfill or evaluating the possible opening of the landfill to Class I solid waste.
- A preliminary review indicates the landfill has capacity to accept waste for at least 31 years.
- Leon County has an active disposal & hauling agreement with Waste Management through May 2018.
- Leon County receives recycling credits from the amount of energy generated by the disposal of Solid Waste Leon County sends to Waste Management (Springhill Landfill).
- Leon County ships, on average, between twenty five to twenty eight semi-trucks of solid waste a day to Springhill Landfill, which has a significant carbon footprint.

Near-Term Issues:

- Over the past several years, the Solid Waste disposal industry has evolved tremendously. New technology and disposal methods have been specifically developed to further control odor and vectors (birds).
- Accepting solid waste to the SWMF could generate enough revenue to allow the SWMF to be self-sustaining.
- Expand services offered to the public at the SWMF with regards to landscaping and reuse of materials.
- The SWMF is situated near a residential area and is adjacent to Leon County Parks Regional Cross County course and multipurpose fields. Technological advancements in the disposal of solid waste have allowed many disposal facilities to coexist near residential communities.

Long-Term Issues:

- Maintaining an active landfill permit provides Leon County a strong position for future negotiations with Waste Management regarding the hauling and disposal contract to the Springhill Landfill.
- Maintaining an active landfill permit provides Leon County an alternative disposal option in the event a natural disaster or if Springhill no longer is able to accept waste.
- The existing closed Phase I cell has the potential to be re-opened, lined (thereby providing greater environmental protection) and the waste reclaimed thereby creating additional long-term capacity.
- Redirecting Leon County's Solid Waste to the SWMF would allow the County to explore renewable energy opportunities. Without a constant waste stream current methane levels will continue to decrease.
- Waste Management disposal contract allows for an unlimited annual fuel surcharge. The surcharge is a calculation based on several features (travel distance, number of trips, and MPG). In 2013 Leon County paid Waste Management a fuel surcharge in excess of \$330,000.
- Carbon footprint, related to the trucking of solid waste to Springhill.
- Master planning for the SWMF would commence once a final determination is made with regard to the landfill operations.
- Pending a final determination of the landfill, opportunities can be explored for the future of the Transfer Station.

Current Strategic Priorities:

- Environment: To be a responsible steward of our previous natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community's health, economic strength and social offerings (EN).
 - (EN4) Reduce our carbon footprint, realize energy efficiencies.
- Quality of Life: To be a provider of essential services in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community (Q).
 - (Q1) Maintain and enhance our recreational offerings associated with parks and greenway system for our families, visitors and residents.
- Governance: To be a model local government which our citizens trust and to which other local governments aspire (G).
 - (G5) Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner.

Current Strategic Initiatives:

- (Q1) - Develop Apalachee Facility master plan to accommodate year-round events.
- (EN4) - Develop and implement strategies for 75% recycling goal by 2020.
- (G5) - Develop strategies to eliminate general revenue subsidies for business operations (i.e. Solid Waste)

Potential New FY 2015 Strategic Initiative, for Board Consideration:

- Evaluate the long-term policy implications of the following options, taking into consideration the potential fiscal, environmental, operational and neighborhood impacts:
 - A complete closure of the landfill;
 - Re-direct all Class I Solid Waste from the Transfer Station to the landfill; and
 - A hybrid solution that includes both Class I Solid Waste disposal at the landfill and through the Transfer Station. (Q1, EN4, G5)

Attachments:

1. Solid Waste Consulting Engineer of Record Preliminary Landfill Analysis
2. Site Map of Solid Waste Management Facility
3. Waste Management Contract for Hauling and Disposal
4. Contract Extension

November 12, 2014

Mr. Robert Mills
Leon County Solid Waste Director
7550 Apalachee Parkway
Tallahassee, FL 32311

**RE: Airspace Evaluation
 Leon County Solid Waste Management Facility**

Dear Mr. Mills:

As requested, Locklear & Associates, Inc. (L&A) has performed an evaluation of potential landfill airspace at the Leon County Solid Waste Management Facility (Landfill). The objective of the evaluation was to estimate the disposal life expectancy of four potential disposal scenarios (i.e., how many years can the County dispose the projected waste stream before the airspace is consumed). The evaluation included the following four disposal scenarios: (1) the airspace currently permitted by the Florida Department of Environmental Protection (FDEP) comprised of Cells IIB, IIC and IID; (2) the airspace available through the permitting and construction of a lateral expansion to the west of Cell IIB; (3a) the airspace available through the permitting and construction of a new disposal cell through the reclamation of the previously landfilled area known as Phase I; (3b) the airspace available through the permitting and construction of a fill area between Cell IIB and Phase I plus increasing the entire site disposal height to 199 feet, National Geodetic Vertical Datum (NGVD).

Disposal life estimates are determined by two primary factors: (1) disposal airspace; and (2) rate of waste disposal. Airspace volumes were calculated using AutoCAD Civil 3D software. The scenario design drawings are provided in Appendix A. Waste disposal projections are provided in Appendix B. In all four scenarios, the following assumptions were utilized:

- All waste currently processed at the Gum Road Transfer Station will be directed to the Landfill;
- All waste currently disposed at the Landfill (Marpan materials) will continue to be disposed at the Landfill;
- An average annual population increase of 0.77% (Bureau of Economic and Business Research);
- A per capita waste disposal estimate of 0.83 tons per year (the 5-year average for Leon County from 2009 through 2013);
- An in-place waste density of 1,500 pounds per cubic yard;
- Final closure cover system will consume two cubic feet per square foot of area (i.e., the cover system will be two feet thick as required by Chapter 62-701 of the Florida Administrative Code (F.A.C.))

Scenario 1 Currently Permitted Airspace

Scenario 1 includes the remaining airspace that is already permitted and constructed. The Landfill is regulated by FDEP operating permit 0009560-013-SO-01. This permit includes a conceptual closure plan which requires a maximum height of 170 feet, NGVD and 4:1 final side slopes. Ultimately, the final closure design will be determined at the time of closure. However, a maximum height of 180 feet, NGVD and 3:1 side slopes would be allowed under Chapter 62-701, F.A.C. In 2003, Post Buckley Shuh & Jennigan (PBS&J) calculated the remaining landfill capacity using a maximum height of 180 feet, NGVD and 3:1 side slopes since these design features could be reasonably expected to be approved by FDEP. To calculate the volume for Scenario 1, L&A determined the airspace consumed between 2003 and 2014 and subtracted that volume from the PBS&J volume. A topographic survey of the active landfill area was performed 2014 as part of the permit renewal application. The 2014 landfill surface was subtracted from the 2003 landfill surface to calculate the volume of airspace consumed as shown on Drawing C1.00 of Appendix A. Subtracting this volume from the 2003 PBS&J volume and accounting for airspace consumed by cover materials results in a remaining airspace volume of 539,857 cubic yards available for waste disposal. Using the waste projections in Appendix B the estimated disposal life for Scenario 1 is 1.5 years.

Scenario 2 Lateral Expansion West

Scenario 2 includes a 20 acre lateral expansion west of Cell IIB as shown in Drawing C2.00 of Appendix A. The volume was estimated using the following assumptions:

- The cell will be constructed to a depth of 10 feet below current land surface;
- The cell will have a maximum height of 180 feet, NGVD;
- The cell will have 3:1 side slopes at closure;
- The cell will “piggyback” over Cell II B.

An airspace volume of 1,572,438 cubic yards was calculated using the total volume shown on Drawing C2.00 of Appendix A and accounting for volume that will be consumed by cover material. Using the waste projections in Appendix B the estimated disposal life for Scenario 2 is 4.5 years. It should be noted that Scenario 2 will require the relocation of the administrative buildings and other site infrastructure currently located within the conceptual expansion footprint.

Scenario 3a Landfill Reclamation of Phase I

Scenario 3a involves reclaiming the previously landfilled Phase I area which is approximately 60 acres. The waste would be mined to recover materials that can be recycled and soil which can be used as daily cover. Our experience with landfill mining in Escambia and Bay counties of similar aged landfills has shown a recovery rate of 70% is reasonable. In other words, 70% of the material removed from the old landfill can either be recycled or used as cover soil. This results in 30% of the mined materials being disposed in the new landfill. For every 10 cubic

yards of material removed, 7 cubic yards of airspace is reclaimed. A Subtitle D landfill (bottom liner and leachate collection system) is then permitted and constructed within the mined footprint as shown as shown in Drawing C3.00 of Appendix A. The volume for Scenario 3a was estimated using the following assumptions:

- The cell will be constructed to a depth of 10 feet below current land surface;
- An airspace “recovery” ratio of 70% will be realized
- The cell will have a maximum height of 180 feet, NGVD;
- The cell will have 3:1 side slopes at closure;

An airspace volume of 3,548,794 cubic yards was calculated using the total volume shown on Drawing C3.00 of Appendix A and accounting for volume required for cover materials. Using the waste projections in Appendix B the estimated disposal life for Scenario 3a is 10 years. Note that Scenario 3a has the added benefit of eliminating a potential source of groundwater contaminants from the environment by removing the unlined Phase I waste.

Scenario 3b Filling “Wedge” North of Cell II B

Scenario 3b involves filling in the “wedge” between Phase I and Phase IIB and increasing the entire disposal area to maximum height of 199 feet, NGVD as shown in Drawing C4.00 of Appendix A. The volume was estimated using the following assumptions:

- The “wedge” cell will “piggyback” over the cell to be constructed in Scenario 3a as well as Phase IIB;
- The entire filled area (the disposal footprints detailed in Scenarios 1, 2 and 3a as well as the “wedge” of Scenario 3b) will be increased vertically to a maximum height of 199 feet, NGVD (exceeding 200 feet requires approval from the Federal Aviation Administration).

An airspace volume of 5,672,022 cubic yards was calculated using the total shown on Drawing C3.00 of Appendix A and accounting for volume associated with final cover materials. Using the waste projections in Appendix B the estimated disposal life for Scenario 3b is 15 years. Scenario 3b realizes a large volume increase over the other three scenarios because of the geometry involved with the vertical increase over the entire facility footprint.

If the County elected to utilize all of the scenarios, the cumulative projected disposal life would be 31 years. Table 1 summarizes the estimated values for each scenario.

TABLE 1

Scenario	Airspace Volume (cubic yards)	Projected Life (years)
1	539,857	1.5
2	1,572,438	4.5
3a	3,548,794	10
3b	5,672,022	15
Total	11,333,111	31

We appreciate the opportunity to be of service to Leon County. If you have any questions, please call me at 352-672-6867.

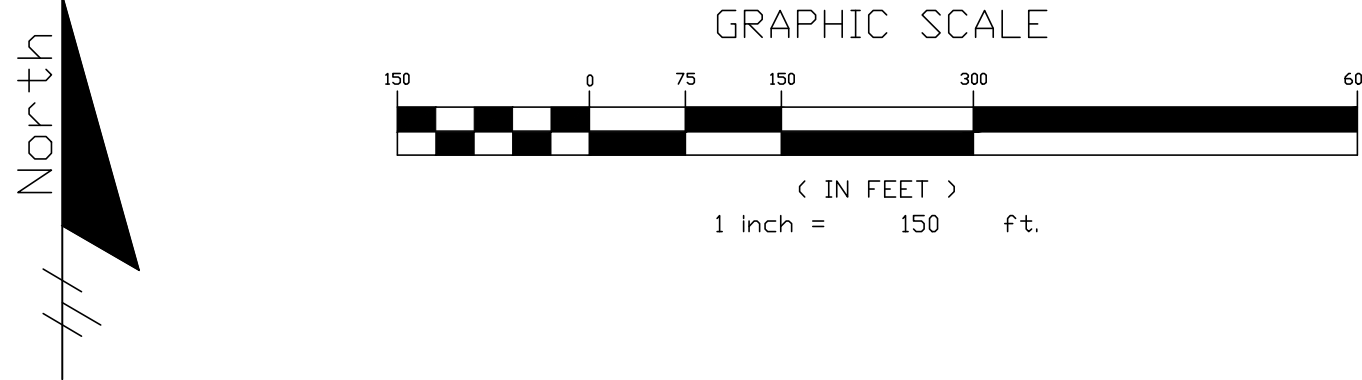
Sincerely,

John Locklear

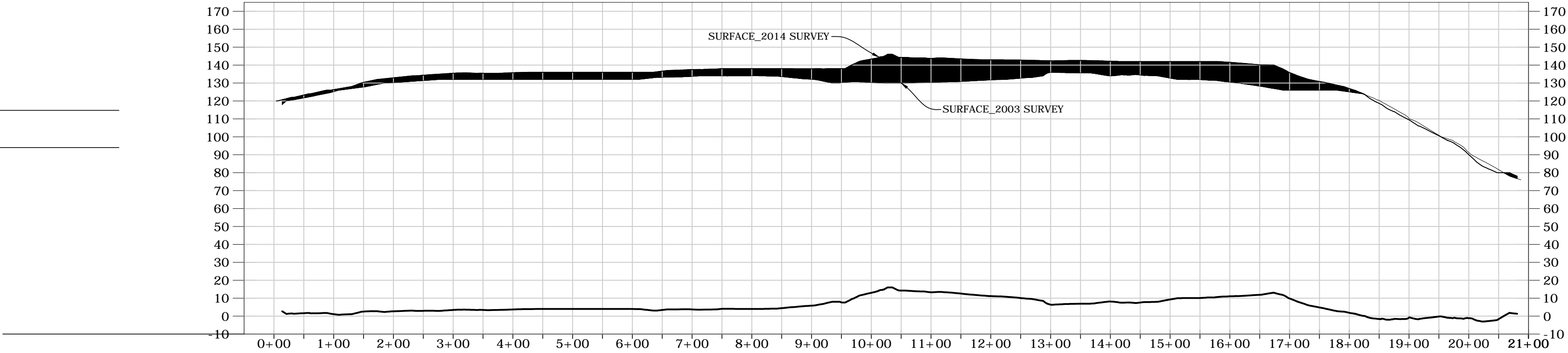
John D. Locklear, P.G.
President
Locklear & Associates, Inc.

APPENDIX A

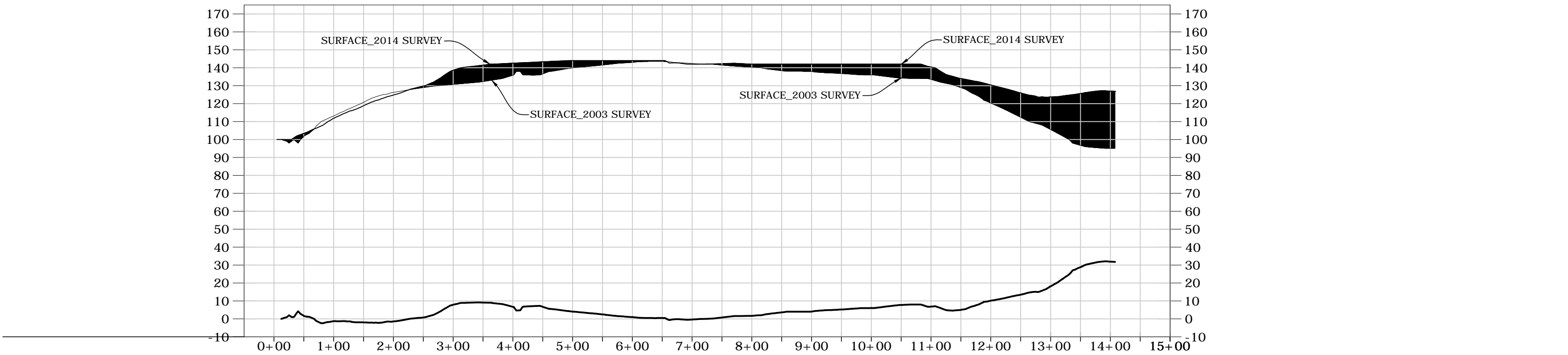
VOLUME CALCULATIONS



PROFILE VIEW ALIGNMENT - EAST-WEST
DATUM:-10.00'

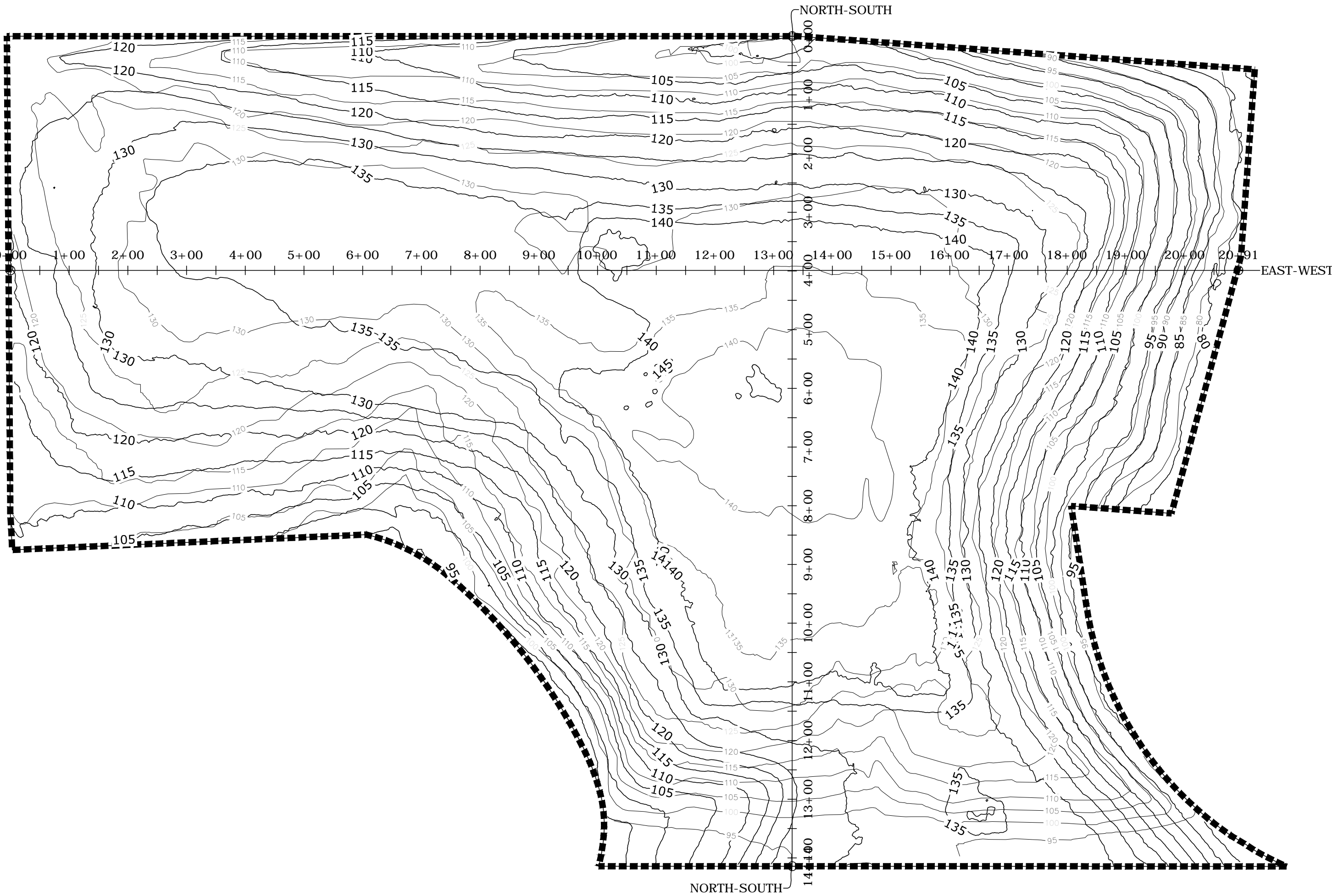


PROFILE VIEW ALIGNMENT - NORTH-SOUTH
DATUM:-10.00'



Cut/Fill Summary

Name	Cut Factor	Fill Factor	2d Area	Cut	Fill	Net
Volume_Surface	1.000	1.000	2,216,352.23 Sq. Ft.	22,538.09 Cu. Yd.	374,211.44 Cu. Yd.	351,673.35 Cu. Yd.< Fill>
Totals			2,216,352.23 Sq. Ft.	22,538.09 Cu. Yd.	374,211.44 Cu. Yd.	351,673.35 Cu. Yd.< Fill>



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NO.	DATE	REVISION DESCRIPTION	BY



4140 NW 37th Place, Suite A
Gainesville, Florida 32606
Phone: 352.672.6867 Fax: 352.692.5390
Certificate of Authorization No. 30066

PROJECT TITLE:

LEON COUNTY CONCEPTUAL FUTURE PLAN

LISA J. BAKER

DESIGNED BY LJB

DRAWN BY SKK

CHECKED BY LJB

FL PE NO. 74652

APPROVED BY LJB

SHEET TITLE:

OPTION NO. 1

PROJECT NO.:
07000-165-14

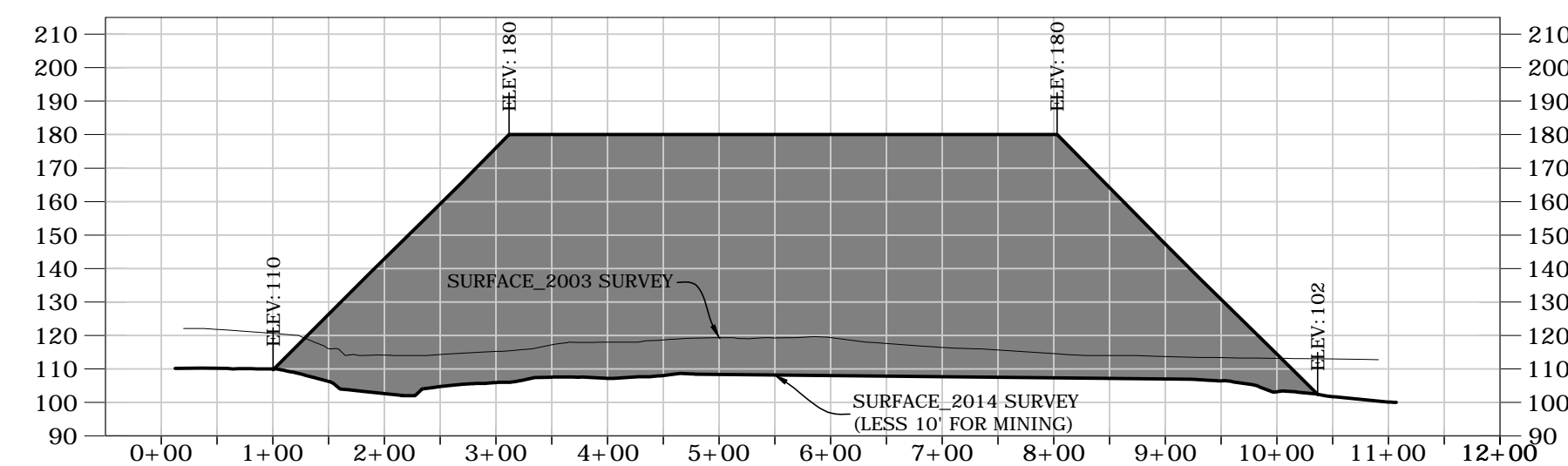
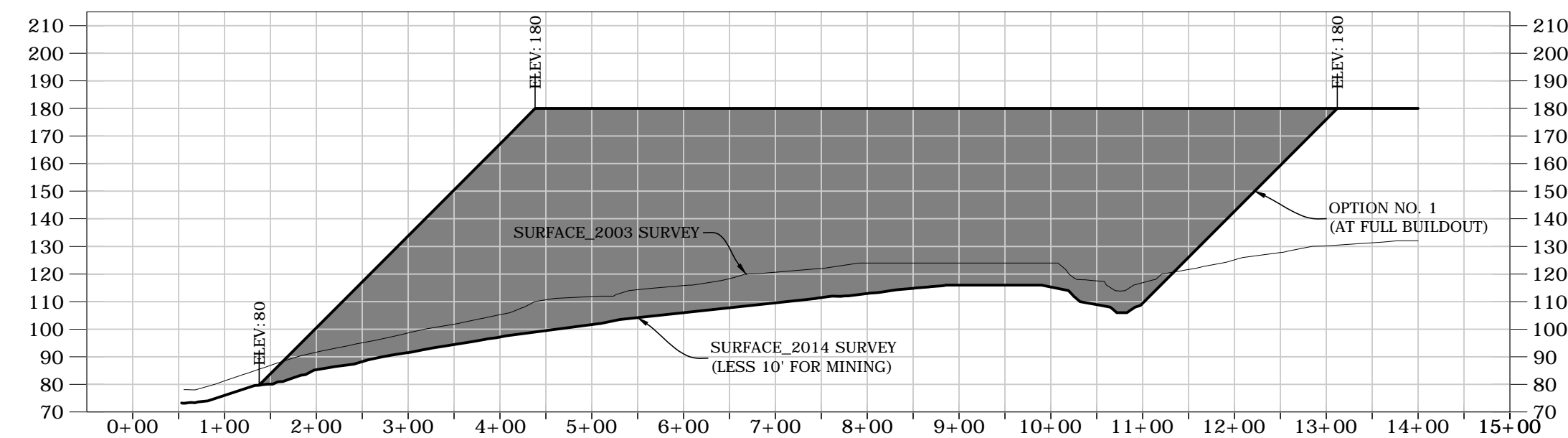
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AS SHOWN

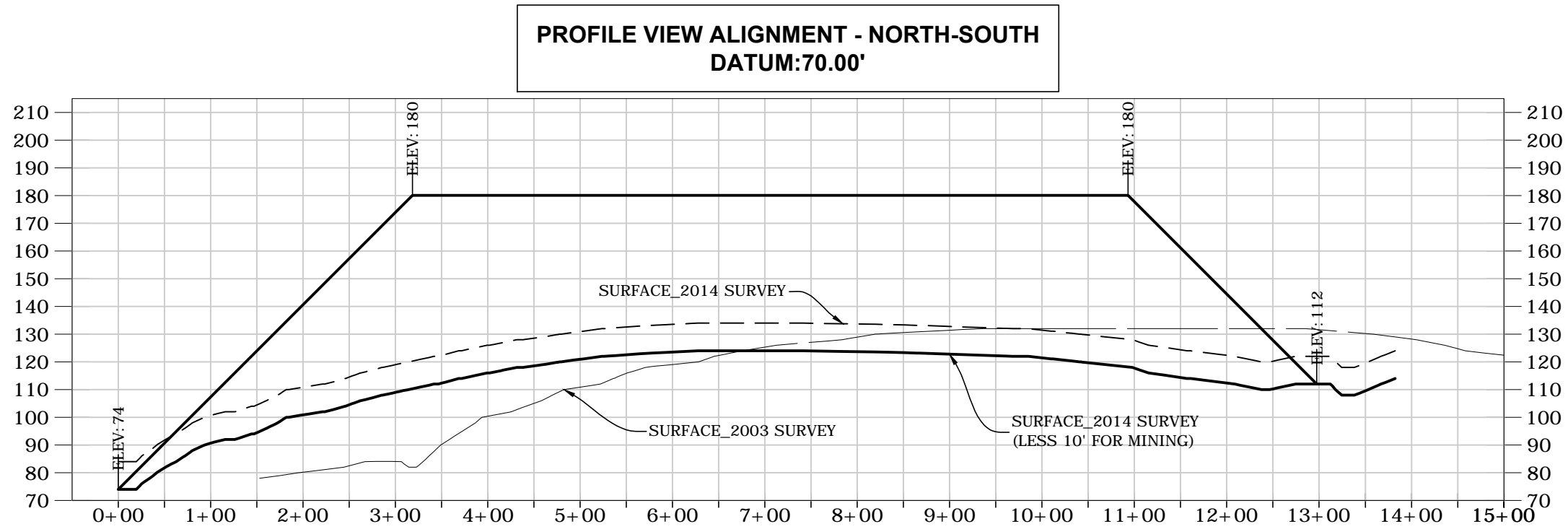
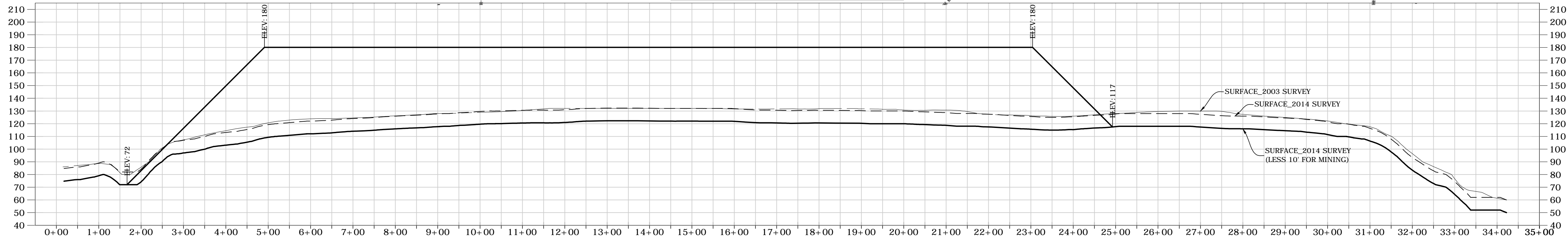
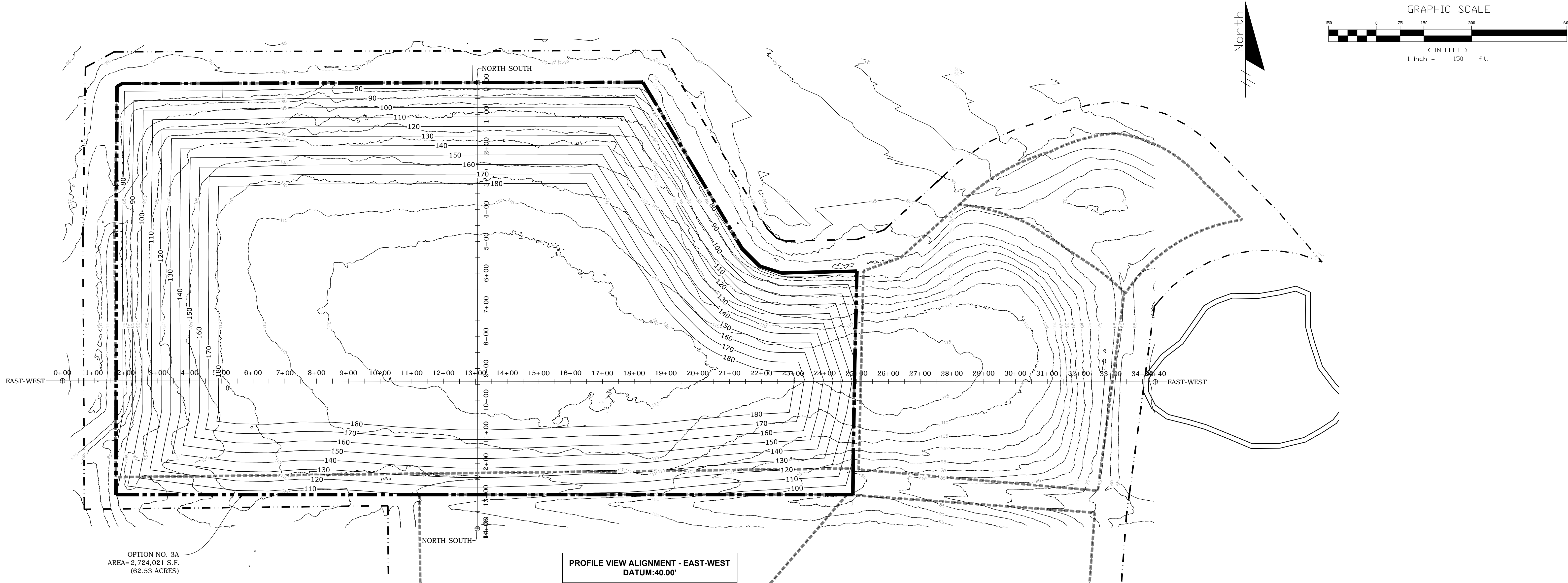
DATE:
NOVEMBER 2014

DRAWING:
C1.00



PROFILE VIEW ALIGNMENT - EAST-WEST
DATUM:70.00'

Page 73 of 732



Option No. 3A (Includes 10' Cut for Liner Installation) Cut/Fill Summary

Name	Cut Factor	Fill Factor	2d Area	Cut	Fill	Net
surface_volume	1.000	1.000	2,727,340.81 Sq. Ft.	3,986.44 Cu. Yd.	4,255,168.48 Cu. Yd.	4,251,182.03 Cu. Yd.< Fill>
Totals			3D surface area 2,815,834.12 Sq. Ft.	3,986.44 Cu. Yd.	4,255,168.48 Cu. Yd.	4,251,182.03 Cu. Yd.< Fill>

Option No. 3A (Volume of 10' Cut for Liner Installation) Cut/Fill Summary

Name	Cut Factor	Fill Factor	2d Area	Cut	Fill	Net
surface_volume_mined soil	1.000	1.000	2,664,461.46 Sq. Ft.	0.00 Cu. Yd.	986,837.58 Cu. Yd.	986,837.58 Cu. Yd.< Fill>
Totals			2,664,461.46 Sq. Ft.	0.00 Cu. Yd.	986,837.58 Cu. Yd.	986,837.58 Cu. Yd.< Fill>

NO.	DATE	REVISION DESCRIPTION	BY



4140 NW 37th Place, Suite A
Gainesville, Florida 32606
Phone: 352.672.6867 Fax: 352.692.5390
Certificate of Authorization No. 30066

PROJECT TITLE:

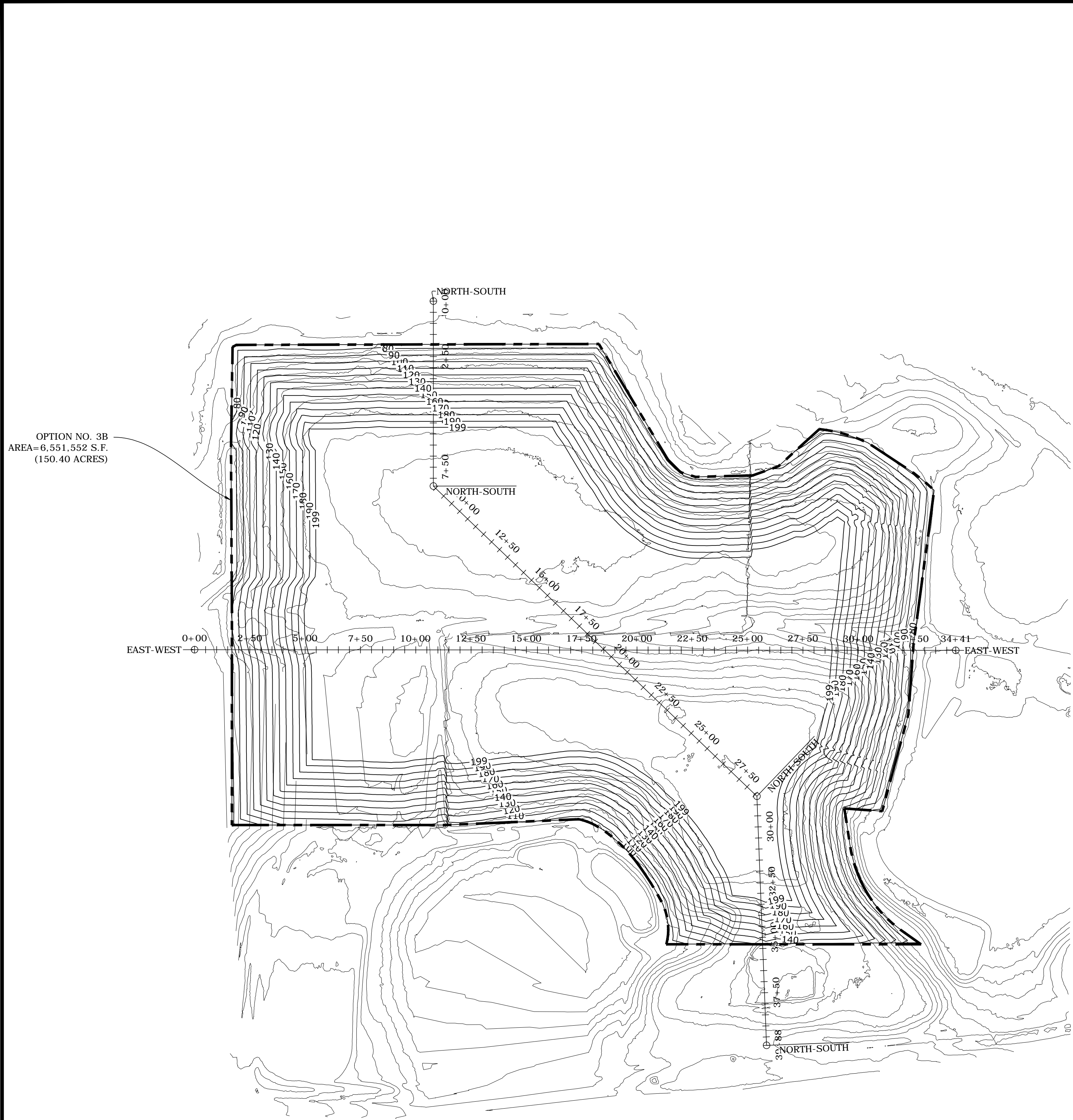
LEON COUNTY CONCEPTUAL FUTURE PLAN

LISA J. BAKER	DESIGNED BY	LJB
	DRAWN BY	SKK
	CHECKED BY	LJB
FL PE NO. 74652	APPROVED BY	LJB

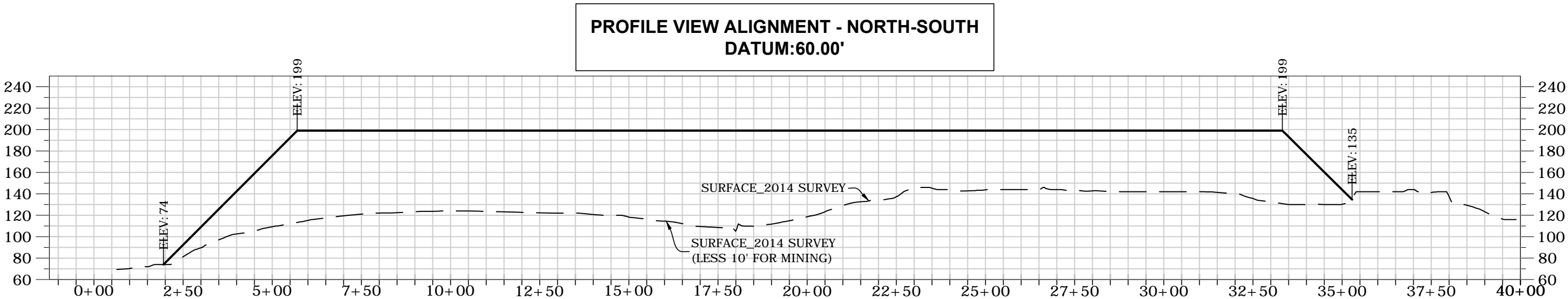
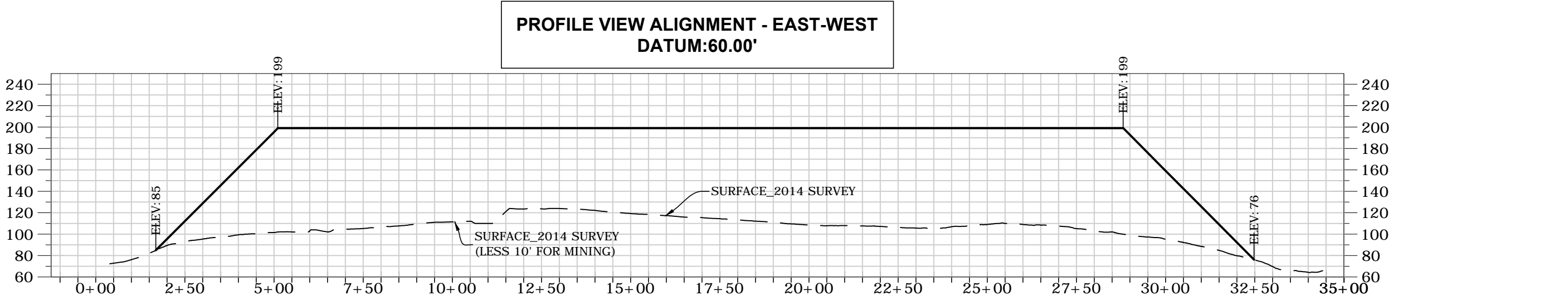
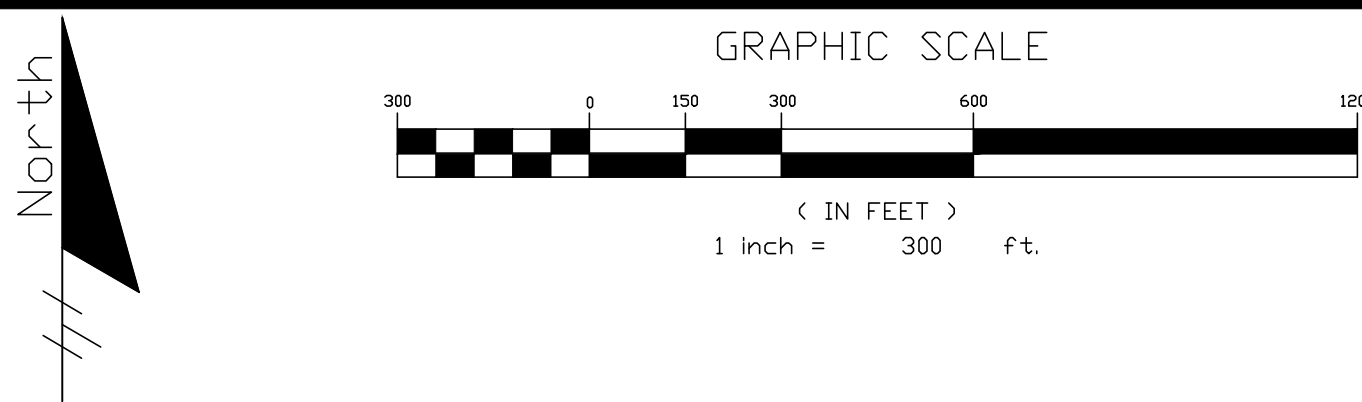
SHEET TITLE:

OPTION NO. 3A

PROJECT NO.: 07000-165-14
SCALE: AS SHOWN
DATE: NOVEMBER 2014
DRAWING: C3.00



OPTION NO. 3B
AREA=6,551,552 S.F.
(150.40 ACRES)



Cut/Fill Summary

Name	Cut Factor	Fill Factor	2d Area	Cut	Fill	Net
surface_volume	1.000	1.000	6,482,910.30 Sq. Ft.	506.05 Cu. Yd.	13,302,626.58 Cu. Yd.	13,302,120.53 Cu. Yd.<Fill>
Totals			6,482,910.30 Sq. Ft.	506.05 Cu. Yd.	13,302,626.58 Cu. Yd.	13,302,120.53 Cu. Yd.<Fill>

NO.	DATE	REVISION DESCRIPTION	BY



4140 NW 37th Place, Suite A
Gainesville, Florida 32606
Phone: 352.672.6867 Fax: 352.692.5390
Certificate of Authorization No. 30066

PROJECT TITLE:

LEON COUNTY CONCEPTUAL FUTURE PLAN

LISA J. BAKER	DESIGNED BY	LJB
	DRAWN BY	SKK
	CHECKED BY	LJB
FL PE NO. 74652	APPROVED BY	LJB

SHEET TITLE:

OPTION NO. 3B

PROJECT NO.: 07000-165-14
SCALE: AS SHOWN
DATE: NOVEMBER 2014
DRAWING: C3.01

APPENDIX B

WASTE DISPOSAL PROJECTIONS

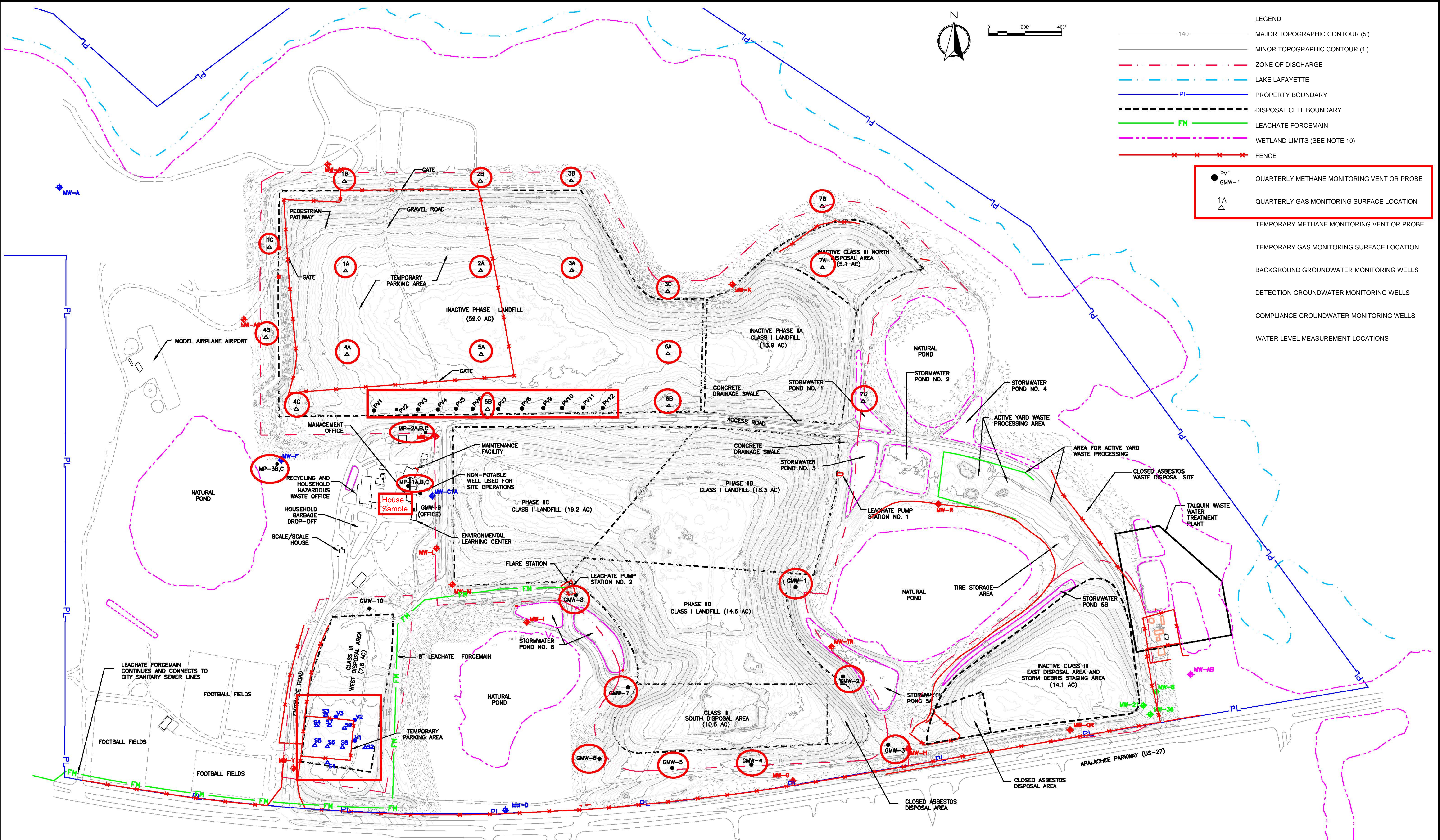
Scenario 1		
	Anticipated Class I Waste Acceptance*	Class I Airspace Remaining
Current Airspace**	---	539,857
Year 1	357,116	182,741
Year 2	359,873	0
* Assumes a 357,116 CY/year acceptance rate and a growth rate of 0.77% per year		
**Calculated as remaining airspace utilizing the 2003 and 2014 topographical aerial survey		
0.75 tons/CY was the assumed in-place waste density		

Scenario 2		
	Anticipated Class I Waste Acceptance* (CY)	Class I Airspace Remaining (CY)
Current Airspace	---	1,572,438
Year 1	357,116	1,215,322
Year 2	359,873	855,448
Year 3	362,652	492,796
Year 4	365,452	127,344
Year 5	368,274	0
* Assumes a 357,116 CY/year acceptance rate and a growth rate of 0.77% per year		
0.75 tons/CY was the assumed in-place waste density		

Scenario 3a		
	Anticipated Class I Waste Acceptance* (CY)	Class I Airspace Remaining (CY)
Current Airspace	---	3,548,794
Year 1	357,116	3,191,678
Year 2	359,873	2,831,804
Year 3	362,652	2,469,152
Year 4	365,452	2,103,700
Year 5	368,274	1,735,425
Year 6	371,118	1,364,308
Year 7	373,984	990,324
Year 8	376,871	613,453
Year 9	379,781	233,672
Year 10	382,714	0
* Assumes a 357,116 CY/year acceptance rate and a growth rate of 0.77% per year		
0.75 tons/CY was the assumed in-place waste density		

Scenario 3B

	Anticipated Class I Waste Acceptance* (CY)	Class I Airspace Remaining (CY)
Airspace	---	5,672,022
Year 1	357,116	5,314,906
Year 2	359,873	4,955,033
Year 3	362,652	4,592,381
Year 4	365,452	4,226,928
Year 5	368,274	3,858,654
Year 6	371,118	3,487,536
Year 7	373,984	3,113,553
Year 8	376,871	2,736,681
Year 9	379,781	2,356,900
Year 10	382,714	1,974,186
Year 11	385,669	1,588,517
Year 12	388,647	1,199,871
Year 13	391,648	808,223
Year 14	394,672	413,551
Year 15	397,719	15,832
Year 16	400,790	0
* Assumes a 357,116 CY/year acceptance rate and a growth rate of 0.77% per year 0.75 tons/CY was the assumed in-place waste density		



NO.	DATE	REVISION DESCRIPTION	BY



LEON COUNTY SOLID WASTE DIVISION
7550 Apalachee Parkway
Tallahassee, Florida 32311
Phone: 850.606.1800

PROJECT TITLE:
**LEON COUNTY SOLID WASTE
MANAGEMENT FACILITY
TALLAHASSEE, LEON COUNTY, FLORIDA**

FIGURE 1

DESIGNED BY	SKK
DRAWN BY	LBK
CHECKED BY	JDL
APPROVED BY	LJB

SHEET TITLE:
**LEON COUNTY SOLID WASTE
MANAGEMENT FACILITY
MONITORING NETWORK**

PROJECT NO.:
SCALE: AS SHOWN
DATE: OCTOBER 2014
DRAWING: MONITORING

Attachment #1
Page 19 of 94

Follow-up to County Commission Meeting of October 13, 1998

Page 3

13. Recommendation for Salaries of Employees at the Maximum of Their Pay Grade for FY 1998/99 (Management Services/Human Resources - Brenda Trimble/Reginald Ofuani)
Option 1: "approve the proposed lump sum payment to those employees affected by the policy of 'red circling'."

General Business

14. Agreement for Solid Waste Disposal (Public Works/Solid Waste - Michael Willett/Jud Curtis)
ACTION TAKEN: Motion carried 6/1 (with Commissioner Joanos opposed) to approve staff recommendations, Options 1 and 3, as follows: (1) "approve the contract with Waste Management of Leon County, Inc. To haul and dispose of the County's acceptable waste for an initial price of \$21.75 per ton, and authorize staff to negotiate for the purchase of the Tharpe Street transfer station site at a cost not to exceed \$540,000" (with the understanding that the site would have to go through the usual permitting process and that the public would have an opportunity to comment); and (3) "approve the Request for Proposals for engineering services to design and permit the solid waste transfer facility."
15. Bid Award for Northeast Branch Library (Management Services/Facilities Management - Brenda Trimble/Tom Brantley)
ACTION TAKEN: Motion carried 6/1 (with Commissioner Joanos opposed) to keep the house in County ownership, but accept the construction bid from Bear Construction Company in the amount of \$1,571,041 and relocate the building on the site as it is currently designed. Board authorized the County Administrator to proceed with reconfiguring the building on the site, with the understanding that if significant cost is involved, then the County Administrator will bring the issue back to the Board.
16. Two-Thirds/Two-Thirds Paving Petition from Wildwood Subdivision (Public Works/Engineering Services - Michael Willett/Tony Park)
ACTION TAKEN: Motion carried 6/1 (with Commissioner Joanos opposed) to approve staff recommendations, Options 1, 2 and 3 as follows: (1) "accept the petition and authorize staff to begin right-of-way and drainage easement acquisition," (2) "authorize staff to accept and record deed documents pertaining to Wildwood subdivision 2/3-2/3 paving project," and (3) "accept staff recommendations to use interfund loans to provide funding for the initial engineering design phase of the project and issue commercial paper or other financing instrument to finance the total cost of the project prior to construction."

AGREEMENT FOR SOLID WASTE MANAGEMENT SERVICES

THIS AGREEMENT is made and entered into in duplicate this 19th day of November, 1998, by and between **LEON COUNTY**, a political subdivision of the State of Florida (the "County"), and **WASTE MANAGEMENT OF LEON COUNTY, INC.** (the "Contractor").

W I T N E S S E T H :

WHEREAS, the County has the responsibility for the safe, environmentally sound disposal of Solid Waste; and

WHEREAS, the County solicited and the Contractor submitted a proposal to provide Solid Waste management and disposal services for the County; and

WHEREAS, the County wishes to enter into an agreement with the Contractor for certain services; and

WHEREAS, the County and Contractor have negotiated the terms of this Agreement, which constitutes the entire agreement of the parties; and

WHEREAS, the County and Contractor must mutually carry-out their respective responsibilities under this Agreement in order to perform the required Solid Waste management services; and

NOW THEREFORE, in consideration of the promises and mutual covenants contained herein, the Contractor and the County agree that they shall comply with and be bound by all of the terms of this Agreement.

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ARTICLE 1. DEFINITIONS

Whenever the following words and expressions (or pronouns used in their stead) appear in this Agreement, they shall be construed as follows:

1. "Acceptable Waste" is that portion of the Solid Waste that may be disposed of lawfully in a Class I Landfill.
2. "Agreement" shall mean this Agreement For Solid Waste Management Services between the County and the Contractor.
3. "Applicable Laws" means all of the Permits required for the Transfer Station, the Disposal Facility, and the other activities required by this Agreement, plus any local, state or federal statute, law, constitution, charter, ordinance, judgment, order, decree, rule, regulation, directive, policy, standard or similar binding authority, or a judicial or administrative interpretation of any of the same, which are in effect during the Term of this Agreement, or are enacted, adopted, promulgated, issued or enforced by a governmental body, in any manner relating to this Agreement and the performance hereof.
4. "Board of County Commissioners" or "Board" shall mean the Board of County Commissioners of Leon County, Florida, which is the governing body of the County.
5. "Certificate of Insurance" shall mean a certificate evidencing the existence and current validity of the insurance policies required to be obtained by the Contractor.
6. "Change in Law" means (i) the adoption, promulgation, or modification after the Effective Date of this Agreement of any Applicable Laws that was not adopted, promulgated, or modified on or before the Effective Date, or (ii) the imposition of any conditions in connection with the issuance, renewal, or modification of any Permits, license, or approval after the Effective Date, which in the case of either (i) or (ii) establishes requirements which directly and substantially affect the Contractor's cost of performance under this Agreement. Except as provided herein, a change in any federal, state, county, or other tax law, or workers compensation law, shall not be a Change of Law. A Change in Law does not include any increase in the amount of any host fee or similar fee paid by the Contractor to the community where the Disposal Facility is located. However, a change in fuel taxes shall be treated as a Change in Law, but only to the extent that the fuel tax affects the cost of the diesel fuel that is purchased by the Contractor and used to transport Solid Waste from the Transfer Station to the Disposal Facility.
7. "Class I Landfill" shall be as defined in Rule 62-701.340(3)(a), F.A.C.
8. "Commencement Date" means the date, stated in the County's Notice to Proceed, when the Contractor must commence operations at the Transfer Station.

9. "Consequential Damages" shall mean any and all damages resulting from any act or omission on the part of the Contractor or the County.

10. "Construction and Demolition Debris" is as defined by Rule 62-701.200 (25), F.A.C.

11. "Contractor" shall mean Waste Management of Leon County, Inc.

12. "County Administrator" means the chief executive officer of the County or his or her designee.

13. "County Finance Director" shall mean the chief financial officer of the County or his or her successor.

14. "Day" shall mean one calendar day.

15. "Department" shall mean the Leon County Public Works Department.

16. "Director" shall mean the Director of the Department or other persons designated, employed or authorized by the County Administrator to act as such.

17. "Disposal Facility" is a solid waste disposal facility, which has received all of the necessary permits and approvals from the appropriate environmental regulatory agencies, and which lawfully may receive and dispose of the Acceptable Waste from the Transfer Station. For the purposes of this Agreement, the Disposal Facility is the Contractor's Springhill Landfill in Jackson County, Florida, unless the Board approves the use of a different disposal facility.

18. "Effective Date" means the date when this Agreement is signed by the County.

19. "EPA" means the United States Environmental Protection Agency.

20. "F.A.C." means the Florida Administrative Code.

21. "FDEP" means the Florida Department of Environmental Protection.

22. "Force Majeure" shall mean:

(a) An act of God, including hurricanes, tornadoes, landslides, lightning, earthquakes, fire, flood, explosion, sabotage or similar occurrence, acts of a public enemy, extortion, war, blockade or insurrection, riot, or civil disturbance;

(b) The order or judgment of any federal, State, or local court, administrative agency or governmental body, excepting decisions of federal courts interpreting federal tax laws, and decisions of State courts interpreting State tax laws, if it is not also the result of the misconduct or negligent action or inaction of the party relying thereon or of a third party for whom the party relying thereon is responsible; provided that neither the contesting in good faith of any such order or judgment nor the failure to so contest shall constitute or be construed as a measure of willful misconduct or negligent action or inaction of such party;

(c) The failure to issue, suspension, termination, interruption, denial, or failure of renewal of any Permits or approval essential to the operation of the Transfer Station or Disposal Facility; provided that such act or event shall not be the result of the misconduct or negligent action or inaction of the party relying thereon or of a third party for whom the party relying thereon is responsible; and provided further that neither the contesting in good faith of any such action nor the failure to so contest shall constitute or be construed as a measure of willful or negligent action or inaction of such party;

(d) A Change in Law;

(e) The failure of any appropriate federal, State, County, or local public agency or private utility having operational jurisdiction in the area in which the Transfer Station is located, other than the County, to provide and maintain utilities, services, water and sewer lines, and power transmission lines which are required for and essential to the operation of the Transfer Station;

(f) Any unforeseen condition (including the presence of Hazardous Waste) which shall prevent, or require redesign or change in, the construction or operation of the Transfer Station, provided that the condition was actually and constructively unknown to the party claiming a Force Majeure Event, and could have not been discovered with reasonable diligence by the party, on or before the date of this Agreement; or

(g) The condemnation, taking, seizure, involuntary conversion, or requisition of title to or use of the Site or any material portion or part thereof taken by the action of any federal, State or local governmental agency or authorities, other than the County;

(h) Any act, event, or condition which is determined by mutual agreement of the County and Contractor to be of the same general type, and subject to the same conditions, as those set forth in subparagraphs (a) through (g) above.

"Force Majeure" shall not be deemed to include any act, event, or condition not described in subparagraphs (a) through (h) above, or any act, event, or condition over which a party relying thereon (including any third party for whose performance such party is responsible) reasonably has any influence or control, or, specifically, any act, event, or

condition arising out of labor difficulties, labor shortages, or changing economic conditions. Force Majeure also does not include normal weather conditions for Leon County or the county where the Disposal Facility is located, as described by the last ten (10) years of weather data recorded at the nearest weather station.

23. "Hazardous Waste" means a Solid Waste identified by the FDEP or EPA as a hazardous waste pursuant to Chapter 62-730, F.A.C.; the Resource Conservation and Recovery Act ("RCRA"), 42 U.S.C. 6901, et seq., as amended; the Comprehensive Environmental Response, Compensation and Liability Act ("CERCLA"), 42 U.S.C. 9601, et. seq., as amended; or other Applicable Laws. Hazardous Waste does not include "household hazardous waste" or solid waste generated by "conditionally exempt small quantity generators," as those terms are defined under RCRA and Chapter 62-730, F.A.C., but only if and only for so long as such materials may be disposed of lawfully in a Class I Landfill.

24. "Leachate" is as defined by Rule 62-701.200(59), F.A.C.

25. "Notice" shall mean a written notice delivered by certified or registered mail, return receipt requested, or by hand delivery, or by overnight delivery service.

26. "Notice to Proceed" shall mean the Notice given by the County to the Contractor establishing the Commencement Date.

27. "Objectionable Odor" is as defined by Rule 62-210.200(198), F.A.C.

28. "On-site" means on the land described in Exhibit "A."

29. "Operating Day" means any day the Transfer Station is open for the receipt of Solid Waste.

30. "Operating Manual" shall mean the manual that describes the operation of the Transfer Station and all of the associated Solid Waste management activities.

31. "Operating Month" means, with respect to the initial Operating Month, the period commencing on the Commencement Date and ending on the last day of the calendar month. Thereafter, an Operating Month shall be the same as a calendar month.

32. "Operating Year" means, with respect to the initial Operating Year, the period commencing on the Commencement Date and ending on the following September 30th. Thereafter, an Operating Year shall be the twelve month period commencing October 1 and ending the following September 30.

33. "Performance and Payment Bonds" shall mean the surety to be provided by the Contractor as required by this Agreement.

34. "Permits" shall mean the permits from the Florida Department of Environmental Protection for the operation of the Transfer Station and the Disposal Facility, together with any and all governmental permits, licenses, authorizations and approvals required for the performance of the County and Contractor's obligations under this Agreement.

35. "Pollution" is as defined in Section 403.031(7), Florida Statutes.

36. "Prohibited Wastes" are those waste materials that are prohibited at the Transfer Station, including Hazardous Waste, asbestos, biomedical wastes, biological waste, mercury-containing devices, radioactive waste, sludge and liquid wastes.

37. "RCRA" shall mean the Resource Conservation and Recovery Act, including but not limited to the 1984 Hazardous and Solid Waste Amendments and 40 CFR parts 257 and 258.

38. "Recovered Materials" is as defined by Rule 62-701.200 (92), F.A.C.

39. "Recyclable Material" is as defined by Rule 62-701.200(93), F.A.C.

40. "Recycling" is as defined by Rule 62-701.200(94), F.A.C.

41. "Service Fee" shall mean the monthly payment to the Contractor from the County to compensate Contractor for all of Contractor's duties, obligations and responsibilities under this Agreement.

42. "Site" means the real property that is located in Section ____, Township ____, Range ____, in Leon County, Florida, and described more specifically in Exhibit "A", which is attached hereto and incorporated herein by reference. The Site includes the Leon County Transfer Station and any other structures on or improvements to the real property.

43. "Solid Waste" is as defined by Rule 62-701.200(102), F.A.C.

44. "Special Waste" means Yard Trash, White Goods, Waste Tires, used oil and lead acid batteries.

45. "Subcontractor" shall mean any separate corporation, firm, individual, joint venture, or combination thereof (other than employees of the Contractor) who or which contracts with the Contractor to furnish or actually furnishes labor, materials, or equipment for the performance of this Agreement.

46. "Surety" shall mean one or more insurance companies, duly licensed or authorized to transact business in the State of Florida, which execute and issue the

Performance and Payment Bonds required by this Agreement.

47. "Term" shall mean the term or duration of this Agreement, as described in Article 8 herein.

48. "Transaction Summary Report" means the report produced by the County's computer systems for each Operating Month, which summarizes the daily transactions at the County's weigh station for the Transfer Station.

49. "Transfer Station" means the Solid Waste transfer, processing and transportation facility that is located at the Site.

50. "Ton" shall mean 2,000 pounds.

51. "Unacceptable Waste" means any Solid Waste that cannot legally be disposed at a Class I Landfill under Applicable Laws. Unacceptable Waste includes Prohibited Waste and Special Waste.

52. "Waste Tire" is as defined by Rule 62-701.200(122), F.A.C.

53. "White Goods" is as defined by Rule 62-701.200 (129), F.A.C

54. "Yard Trash" is as defined by Rule 62-701.200 (131), F.A.C.

ARTICLE 2. SCOPE OF CONTRACTOR'S SERVICES

This Agreement establishes the terms and conditions under which the Contractor shall perform the services required herein for the proper management and disposal of the County's Solid Waste. In accordance with the requirements in this Agreement, the Contractor shall: (a) transport Acceptable Waste from the Transfer Station; and (b) dispose of that Acceptable Waste at the Disposal Facility. Except as otherwise provided herein, the Contractor shall at its expense provide all labor, services, supervision, materials, and equipment necessary to accomplish these tasks throughout the Term. It is the sole responsibility of the Contractor to perform the necessary activities under this Agreement in accordance with the requirements of this Agreement, the Permits, and all Applicable Laws.

ARTICLE 3. GENERAL TERMS AND CONDITIONS CONCERNING CONTRACTOR'S RESPONSIBILITIES

3.1 Commencement of Operations

The County shall give a Notice to Proceed to the Contractor at least ninety (90)

calendar days before the Commencement Date. The County's Notice to Proceed shall identify and establish the Commencement Date. On the Commencement Date, the Contractor shall commence the transfer and disposal of all Acceptable Waste from the County's Transfer Station.

Prior to the Commencement Date, the Contractor shall have reasonable access to the Transfer Station to prepare for the commencement of operations.

At least fifteen (15) days prior to the Commencement Date, a joint meeting shall be held with representatives of the Contractor, the County, and other parties or government agencies which may be affected by or have jurisdiction over the Transfer Station or the Contractor's activities under this Agreement. This meeting is intended to introduce the key personnel from each organization and to provide an opportunity for discussions concerning the start of operations and other pertinent issues associated with the Transfer Station and this Agreement.

The County may limit its operations at the Transfer Station for the first 14 days following the Commencement Date. The County shall use this 14 day period of time to test the equipment at the Transfer Station and optimize the County's operations. The County shall coordinate with the Contractor to ensure that both parties have appropriate staffing and equipment available during this initial start-up period.

3.2 Minimum Standards

This Agreement contains performance standards and other requirements that shall govern the Contractor's activities under this Agreement. These requirements establish the minimum levels of performance that will be deemed acceptable by the County. In addition, it is the objective of this Agreement that every aspect of the Contractor's work under this Agreement shall be performed safely and in accordance with the highest professional standards and best management practices for the solid waste industry.

3.3 Representations of the County and Contractor

The County and Contractor recognize that the successful implementation of this Agreement and the efficient operation of the Transfer Station is dependent upon the good faith performance of their respective obligations. The County and Contractor hereby warrant that each will take all reasonable actions necessary to promptly and efficiently carry-out their responsibilities under this Agreement and will cooperate with each other, as necessary, to assure the effective, continuous performance of each party's obligations hereunder.

3.4 Prohibitions

Under no circumstances shall Contractor's activities under this Agreement cause: (a) Pollution; (b) Objectionable Odors at the boundary of the Site; or (c) nuisance conditions.

3.5 Regulatory Compliance

The Contractor shall transport and dispose of the County's Acceptable Waste in strict conformance with the provisions of all Permits, Applicable Laws and this Agreement.

The Contractor shall respond promptly to all citations, warning letters, notices of violation, emergency orders and other enforcement actions (collectively "citations") concerning the Contractor's activities under this Agreement, including all citations concerning the Disposal Facility, and the transport and disposal of the County's Acceptable Waste. The Contractor shall provide Notice and a copy of any citation to the County on the next Operating Day after the citation is received by the Contractor. The Contractor shall pay all costs of investigating and responding to all citations, and shall pay all costs of correcting deficiencies and achieving compliance with all citations, and shall pay any fines assessed as a result of Contractor's non-compliance.

3.6 Customer and Community Relations

All customer and public complaints and inquiries (collectively "complaints") about the Contractor's operations under this Agreement shall be the sole responsibility of the Contractor. The Contractor shall respond to all complaints as soon as possible, but no later than by the end of the second full Operating Day.

The Contractor shall prepare and use a standard form to record the hour, date and nature of any complaint. A copy of the form shall be submitted to the Director on the day when the complaint is received by the Contractor. Copies of written complaints shall be attached to the standard form. The form shall be updated, and resubmitted to the Director, to show how and when the Contractor responded to the Complaint. The Contractor shall keep copies of all complaints and forms in the Transfer Station at all times.

The Contractor's standard form shall be submitted to the Director for review and approval at least three (3) days before the Commencement Date.

3.7 Contractor's Personnel and Equipment

The Contractor shall provide all equipment and personnel necessary to perform Contractor's duties under this Agreement in a safe, timely and efficient manner. All of the Contractor's employees shall be appropriately trained for the tasks assigned to them. All of the equipment used by the Contractor shall be appropriately designed, maintained and operated. The Contractor shall make arrangements for or have access to additional

equipment and workers, as necessary, to ensure that the operation of the Transfer Station is not interrupted or halted.

At all times when Contractor's employees are On-site, the Contractor's employees shall wear a standard shirt or uniform with the Contractor's logo.

The names of all key personnel assigned to the Contractor's work under this Agreement shall be communicated to the Director, including any changes in key personnel.

The Director reserves the right to direct the Contractor to dismiss, or relocate away from the Transfer Station, any employee of the Contractor who materially or repeatedly violates any term of this Agreement or who is wanton, negligent, or discourteous in the performance of his duties. The Director will coordinate with the Contractor before exercising this right.

Notwithstanding the foregoing, no action by the County with regard to the Contractor's personnel shall violate the Contractor's written personnel policies nor any Applicable Law.

3.8 Subcontractors

The Contractor may utilize Subcontractors in the performance of the work required hereunder. The Contractor shall secure from each Subcontractor an indemnification agreement in favor of the County that is equivalent to the indemnification required of the Contractor by this Agreement. The Contractor shall be responsible to the County for the acts and omissions of its Subcontractors and for all persons that are directly or indirectly employed by the Subcontractors.

The Contractor further agrees to employ only those Subcontractors that have been approved by the Director. Such approval shall not be unreasonably withheld and shall be based on the Director's reasonable determination that the Subcontractor has the experience, equipment, personnel and financial resources to satisfactorily perform the work required by this Agreement.

Nothing in this Agreement shall create any contractual relationship between any Subcontractor and the County or any obligation on the part of the County to pay or see to the payment of any monies which may be due to any Subcontractor. No subcontract shall relieve the Contractor of its responsibilities under this Agreement.

3.9 Operating Manual And Supplemental Operating Requirements

The Operating Manual supplements this Agreement and establishes additional requirements for the Contractor's performance under this Agreement. The Operating

Manual may be modified or amended by mutual written agreement of the County and Contractor. The Director is authorized to approve changes to the Operating Manual on behalf of the County.

The Operating Manual shall include the Contractor's Safety Plan, which shall describe the Contractor's plans and procedures for ensuring that all aspects of the Contractor's work under this Agreement shall be performed in a safe and responsible manner. The Contractor's Operating Manual and Safety Plan shall be submitted for the Director's review and approval at least 30 days before the Commencement Date.

The Contractor's Safety Plan shall describe the safety training programs that will be provided for Contractor's employees. The Contractor shall provide safety and loss control training for all of the Contractor's employees that will be providing services for the County under this Agreement. All such employees shall receive appropriate training before they commence work under this Agreement and they shall receive updated, refresher training on a routine basis throughout the term of this Agreement.

3.10 Payment of Expenses

Except as otherwise specifically provided for herein, the Contractor shall be solely responsible for and shall pay all costs and expenses incurred in the performance of its duties under this Agreement.

3.11 Permits and Licenses

Except as otherwise provided in Section 6.16, the Contractor shall secure, renew, modify if necessary, and pay for all Permits, licenses, inspections, and other governmental charges that are necessary for the Contractor's activities under this Agreement, including environmental permits, building permits, utility permits, and truck registrations.

3.12 Taxes, Charges and Levies

The Contractor shall pay all sales, consumer, use, and other taxes and fees required by law for the Contractor's activities under this Agreement. The Contractor shall pay any host fee or similar fee imposed by the community where the Disposal Facility is located. However, the Contractor shall have no liability under this Agreement or otherwise for the payment of any ad valorem taxes on the Transfer Station or the payment of any taxes, charges, levies or fees of any kind that are imposed by the County on the Contractor's operations only, on transfer station operations per se, or in a discriminatory manner on the Contractor's activities under this Agreement.

3.13 Maintenance of Records

The Contractor shall develop and implement an organized system for keeping records concerning the Contractor's activities under this Agreement. At a minimum, the Contractor's records shall include copies of: (a) all Permits required for the Contractor's activities under this Agreement; (b) all complaints and forms, as described in Section 3.5; (c) all citations, as described in Section 3.4; (d) all correspondence to and from FDEP and other regulatory agencies directly or indirectly concerning the Contractor's activities under this Agreement; and (e) any other documents necessary to confirm that Contractor has performed in accordance with this Agreement.

The Contractor's above records and documentation shall be retained by the Contractor for a minimum of five (5) years from the date of termination of this Agreement. The County and its authorized agents shall have the right, during normal business hours, to audit, inspect, and copy all such records and documentation as often as the County deems necessary during the Term of this Agreement and during the period of five (5) years after the final termination of this Agreement or such longer time as may be permitted by Applicable Law. The right to audit, inspect and copy records and documents shall be at the County's sole expense and shall not extend to confidential or proprietary information.

3.14 Monthly Reports

The Contractor shall provide monthly reports to the County concerning the Contractor's performance under this Agreement. At a minimum, the reports shall discuss the key events that have occurred since the last report, plus any key events that are anticipated during the next month. The report shall address: (a) any complaints received by the Contractor from the public or the County; (b) any citations, as described in Section 3.4; (c) any spills or emergencies in transit, as described in Section 5.7; (d) any accidents or injuries at the Site, in transit, or at the Disposal Facility; (e) any new or revised operating practices or procedures; and (f) any other extraordinary occurrences affecting the Contractor's performance under the Agreement.

3.15 Communications Between the County and Contractor

Working in cooperation with the County, the Contractor shall develop, implement and maintain a system that will allow the Contractor and the County to communicate with each other at any time, 24 hours per day, seven days per week. The Contractor's proposed communications system shall be subject to the Director's prior approval.

ARTICLE 4. THE CONTRACTOR'S RESPONSIBILITIES
FOR THE OPERATION AND MAINTENANCE
OF THE TRANSFER STATION

4.1 Schedule of Operations

The County shall receive deliveries of Solid Waste at the Transfer Station between the hours of 3:00 A.M. and 6:00 P.M., Monday through Friday, and 8:00 A.M. to 5:00 P.M. on Saturday. The hours of operation for deliveries may be changed by the County upon reasonable Notice to the Contractor. The total number of hours of operation shall not be increased unless the County agrees to revise the Service Fee accordingly. During any of the County's hours of operation at the Transfer Station, the Contractor may deliver empty transport trailers to the Transfer Station, or remove trailers from the Transfer Station that have been filled with Acceptable Waste, or perform other tasks that are necessary to ensure the Contractor's compliance with this Agreement. The Transfer Station shall be open to receive Solid Waste on all days of the year, except Sundays and the following holidays: New Year's Day, July 4th, Thanksgiving Day, and Christmas Day. In cases where one of the foregoing holidays falls on a Sunday, the County shall operate the Transfer Station on the preceding Saturday and the following Monday.

If emergency conditions, including but not limited to extreme wind or rainstorms, make it impractical to dispose of the resultant volume of Solid Waste during the normal hours of operation for the Transfer Station, the County shall open the Transfer Station on other days (up to a maximum of five days per year) or at other times reasonably determined by the County, and the Contractor shall haul and dispose of the County's Acceptable Waste, without additional charge to the County, except for the County's payment of the Service Fee for such tonnage of Acceptable Waste as may be delivered from the Transfer Station to the Disposal Facility.

4.2 Equipment and Personnel at Transfer Station

The Contractor shall have sufficient numbers of trailers available at the Transfer Station at all times when Solid Waste is being received at the Transfer Station. The trailers shall be suitable for top-loading operations. The Contractor shall have adequate equipment available to properly handle the first and last loads of Acceptable Waste received each day. The Contractor shall have appropriately trained personnel on duty or available, as necessary, at all times when Solid Waste is being received at the Transfer Station.

4.3 Right of Access For County

The County shall have the unrestricted right to inspect Contractor's equipment and activities at the Transfer Station during operating hours. The Contractor shall provide reasonable access at any time during normal operating hours to the Director and his or her designees for inspections of the Disposal Facility. The Contractor may require all persons

entering the Disposal Facility to comply with reasonable safety rules.

4.4 Safety

The Contractor shall be responsible for the personal safety of its personnel when they are at the Transfer Station. The County may require all persons entering the Site to comply with reasonable safety rules established by the County.

4.5 Cooperation with County and Waste Haulers

The Contractor's activities at the Transfer Station will necessarily interface with activities of the County and waste haulers. The Contractor shall not impede or interfere with the County's efforts to implement and ensure the efficient ingress, unloading, and egress of waste hauling vehicles. The Contractor's methods and procedures for delivering and removing its transfer trailers shall be subject to review and approval by the Director. Similarly, the County shall not impede or interfere with the Contractor's duties and responsibilities under this Agreement.

4.6 Offices and Furnishings at Transfer Station

An office in the Transfer Station shall be available for use by the Contractor. All of the areas used and the offices occupied by the Contractor shall be maintained in good repair and in a clean, neat and orderly manner. The Contractor shall be responsible for obtaining and maintaining the furnishings, materials and equipment necessary for the areas occupied by the Contractor.

4.7 Payment of Contractor's Utilities Bills

Except as provided herein, the County shall pay all of the monthly bills for the electricity, water, telephone, sanitary sewer and other services provided to the Transfer Station and scale house.

At its expense, the Contractor may install for its use separate telephone lines to the Contractor's office in the Transfer Station. The Contractor shall pay the monthly bills for the telephone services used by the Contractor.

4.8 Use of Premises

The Contractor shall confine its equipment, materials and workers to the areas authorized by the Operating Manual. The Contractor shall not unreasonably encumber the premises with materials, equipment, trailers, or trucks.

The Contractor shall not use the Transfer Station or any On-site area for activities other than those expressly authorized by this Agreement, unless the Contractor has received

the advance written approval of the Director. The Contractor shall not use the Site for vehicle repairs or maintenance, except the repair or replacement of flat tires or other similar activities that do not pose a threat of On-site Pollution.

The Contractor shall not change or alter the County's Transfer Station, equipment or Site without the County's prior written approval.

4.9 Contractor's Testing Rights

The Contractor may, at its sole expense, test the air, soil, water, or Leachate, at the Transfer Station at any time. The Contractor shall immediately furnish to the County the results of any tests, reports, or other documents resulting from said tests.

ARTICLE 5 THE CONTRACTOR'S RESPONSIBILITIES
FOR THE TRANSFER AND DISPOSAL
OF ACCEPTABLE WASTE

5.1 Transport and Disposal of Acceptable Waste

On the Commencement Date, the Contractor shall begin transporting Acceptable Waste from the Transfer Station to the Disposal Facility. Throughout the Term, the Contractor shall be responsible for the safe and lawful transport and disposal of all Acceptable Waste delivered to the Transfer Station. The Contractor's activities shall be conducted in accordance with all Applicable Laws, including laws governing highway weight limits, equipment inspections, safety standards, and speed limits.

5.2 Tractors and Trailers

The Contractor shall provide all of the tractor trucks and trailers needed to haul the County's Acceptable Waste to the Disposal Facility. The Contractor shall make arrangements for or have access to additional trucks and trailers, if necessary, to ensure that there is no interruption in the operation of the Transfer Station. The Contractor shall replace the trucks and trailers as necessary to ensure that the Contractor has the ability to provide reliable service under this Agreement.

5.3 Loading, Covering and Inspecting Vehicles

The Contractor shall deliver empty transport trailers to the Transfer Station for filling with Acceptable Waste. In accordance with the County's instructions, the Contractor either shall drive the trailers inside the Transfer Station for filling by the County or the Contractor shall park the trailer outside the Transfer Station until it is needed. When requested by the County, the Contractor promptly shall drive the empty trailer to the designated location inside the Transfer Station. The Contractor shall move the trailer from

the Transfer Station immediately after the trailer is filled. If the Contractor fails to move its trailers into or out of the Transfer Station promptly after being requested to do so by the County, the County may collect a deduction from the Contractor pursuant to Section 10.4, below. The County also may move the Contractor's trailers into or out of the Transfer Station when the Contractor is unavailable, or unwilling or unable to do so. The County may move the trailer to a location On-site for temporary parking. The Contractor may park filled trailers On-site temporarily, but the Contractor shall not allow more than 12 trailers filled with Acceptable Waste to be parked On-site at anytime. The Contractor shall be responsible for taking the trailers and Acceptable Waste from the Transfer Station and unloading the Acceptable Waste at the Disposal Facility.

If requested by the County, the Contractor shall promptly remove any trailer from the Site that is filled with unusually odorous waste.

All trailers shall be securely covered by the Contractor promptly after they are removed from the Transfer Station. All trailers shall remain securely covered until unloaded.

Contractor's trucks and trailers shall be maintained by the Contractor in a clean and sanitary condition to prevent odors, vectors, or nuisance conditions. The Contractor's trucks shall have leakproof seals which shall be maintained to ensure that any leakage of leachate is minimized.

All trucks and trailers shall be inspected by the Contractor at the Transfer Station before every trip as part of Contractor's routine safety and operations program.

5.4 Approved Truck Routes

The Contractor shall use only the truck routes designated in the Operating Manual when transporting Acceptable Waste from the Transfer Station to the Disposal Facility. The routes are subject to the Director's prior approval, which shall not be unreasonably withheld. The approved routes for the Contractor's vehicles may be changed by the Director, if necessary.

5.5 Signage on Trucks and Trailers

Each truck used by the Contractor to transport the County's Acceptable Waste shall bear the name and phone number of the Contractor in letters that are plainly visible and at least four inches high. Each trailer shall be labeled by the Contractor in the same manner on each side and on the tail gate. The Contractor's signs on the trailers shall be subject to the Director's prior written approval.

5.6 The Disposal Facility

The Contractor shall accept all of the Acceptable Waste delivered to the Transfer Station and shall dispose of all such Acceptable Waste at the Contractor's Springhill Landfill in Jackson County, Florida. The Contractor shall not take the County's

Acceptable Waste to any other facility unless the Board gives its prior written approval for the use of a different Disposal Facility. The Board may withhold its approval of any other Disposal Facility, at its sole discretion. At the Springhill Landfill, the Contractor shall place the County's Acceptable Waste only in those areas that have a double composite liner system.

5.7 Spills and Emergencies in Transit

If the Contractor's activities under this Agreement result in a spill or emergency on the highway, the Contractor shall implement the emergency plan that is contained in the Operation Manual. The Contractor shall promptly notify the Florida Highway Patrol or local sheriff, as required by law. The Contractor shall promptly initiate and complete clean-up activities, if necessary. The Contractor shall notify the Director verbally within twelve (12) hours and shall provide a written report to the Director within twenty-four (24) hours concerning the cause of the spill or emergency, the clean-up activities that were implemented, and the current status of the situation.

5.8 Disposal of Unacceptable Waste

The Contractor shall arrange and pay for the disposal of any Unacceptable Waste, including Special Waste and Prohibited Waste, that is removed from the Site by the Contractor.

ARTICLE 6. THE COUNTY'S RESPONSIBILITIES

6.1 Ownership of Real Property

The County shall own and have the legal title to the Site necessary to enable the County and the Contractor to perform their respective obligations pursuant to this Agreement. The County shall obtain and maintain any and all land use servitudes, easements, and rights-of-way necessary for the performance of the obligations of both the County and the Contractor at the Site pursuant to this Agreement.

The County shall own all right, title and interest in the land, mineral rights, trees, and permanent improvements to the Site.

6.2 Ownership of Transfer Station and Equipment

The County shall own the Transfer Station and the other improvements to the Site. The Transfer Station shall include the transfer station building and associated built-in equipment.

6.3 Access to Transfer Station

The County shall provide and maintain for the Contractor, its employees, agents, Subcontractors, and suppliers, full and complete access to the Transfer Station as necessary to carry out the requirements of this Agreement.

6.4 Solid Waste Processing at the Transfer Station

In accordance with this Agreement, the County shall process all of the Solid Waste received at the Transfer Station. The County shall inspect all of the Solid Waste received at the Transfer Station and determine whether the waste is acceptable. All of the Acceptable Waste that is delivered to the Transfer Station shall be loaded into transfer trailers for transport to the Disposal Facility.

The Contractor and the County shall use their best efforts to ensure that Unacceptable Waste, including Special Waste and Prohibited Waste, is not taken to the Disposal Facility. If Unacceptable Waste is received at the Transfer Station, the Unacceptable Waste shall be removed promptly from the Transfer Station and disposed of in a lawful manner at the County's expense, unless the Contractor delivered the waste.

Trucks filled primarily or completely with Construction and Demolition Debris shall not be allowed to unload in the Transfer Station. However, if a small quantity of Construction and Demolition Debris is unloaded in the Transfer Station in a mixed load of Acceptable Waste, the Construction and Demolition Debris may be handled as Acceptable Waste.

The County shall provide the containers needed for the temporary storage of all of the materials that are segregated at the Transfer Station, including Special Waste. The County shall arrange and pay for the removal of these materials from the Transfer Station.

The Contractor shall be provided access at all reasonable times to observe the operations in the Transfer Station. The Contractor may, at its expense, assign one or more inspectors to observe the County's operations while loading the Contractor's trucks. The County shall cooperate with said inspectors in the performance of their duties. The Contractor and its inspectors shall not interfere with or impede the County's operation of the Transfer Station.

The County shall ensure that the Transfer Station is open daily on schedule for the Contractor and the public, and remains opened as scheduled.

The County shall ensure that its employees perform their responsibilities safely, efficiently and in accordance with the Agreement, Permits and Operating Manual.

The County shall make a good faith effort to load the Contractor's trailers in a timely manner and fully, without exceeding any maximum load limits applicable to the trailers. Any damage to the Contractor's trailers caused by the County's operations, other than normal "wear and tear," will be the responsibility of the County, which shall take

steps to promptly effect necessary repairs.

6.5 Restrictions on Special Waste

The Contractor shall not knowingly accept any Special Waste at the Transfer Station without the Director's prior written approval.

6.6 Prohibited Waste

Neither the County nor the Contractor shall knowingly deliver or accept any Prohibited Waste at the Transfer Station. The County shall not knowingly send and the Contractor shall not knowingly transport Prohibited Waste to the Disposal Facility.

6.7 Leachate Management

The County shall operate and maintain a Leachate collection and disposal system in accordance with the Permits and Applicable Laws. All Leachate generated in the Transfer Station or on the premises shall be collected in the Leachate collection system. The Contractor shall not allow Leachate to be released into the soils, surface water or groundwater at the Site.

6.8 Site Access and Security

The County shall control access to the Transfer Station. Other than during hours of operation, the Transfer Station shall be secured and all gates locked.

6.9 Collection of Solid Waste Fees

The County shall be responsible for collecting the appropriate fees from those persons that deliver Solid Waste to the Transfer Station. The County shall determine the amounts of such fees, if any.

6.10 Payment to the Contractor

The County shall pay the Contractor every month in accordance with Article 7. The County shall pay any amounts owed to other contractors or subcontractors hired directly by the County, and the Contractor shall have no liability therefor.

6.11 Measurement of Solid Waste Tonnage

The County shall be responsible for determining the number of tons of Acceptable Waste taken from the Transfer Station by the Contractor. The number of tons of Acceptable Waste to be accounted for during a reporting period shall be determined by utilizing the County's automated data collection system at the County's scale house. All vehicles transporting Acceptable Waste to the Disposal Facility shall be weighed when they leave the Transfer Station. If agreed upon by the County and Contractor, tare weights may be used for these purposes. The County will use its automated data collection system to

produce a report that summarizes the relevant data for each reporting period. The County shall have sole authority to determine the validity of the data.

6.12 Scale House Operations

The County shall be responsible for the operation and maintenance of the scale house at the Transfer Station and the costs thereof. The Contractor shall be provided access at all reasonable times to observe the operations of the scale house. The County shall perform all required calibration of the scales or shall arrange for such services to be performed by an independent contractor at the County's expense. The scales shall be calibrated at least semi-annually. The County shall provide the Contractor with copies of all relevant documents verifying calibration of the scales.

The County's scale operators shall retain the original weight records. All disposal tickets issued by the County will be consecutively numbered. The disposal tickets and any other scale house reports shall be available for inspection by the Contractor upon request. The County shall provide a copy of all weight records to the Contractor monthly. The Contractor may, at its option and at its expense, assign one or more inspectors to observe the County's operations. The County shall cooperate with said inspectors in the performance of their duties.

Hand receipts will be utilized if the County's automated data collection system is inoperable. Hand receipt data for the reporting period will be entered into the automated system as soon as possible after normal operations are restored.

6.13 Environmental Monitoring

The County shall perform and pay for any groundwater, surface water, Leachate, or other routine environmental monitoring at the Transfer Station that is required by DEP or any regulatory agency with jurisdiction over the activities at the Transfer Station. However, the Contractor shall perform and pay for any enhanced or extraordinary environmental monitoring that is required as a result of Pollution or other problems caused by Contractor's activities.

6.14 Solid Waste Flow Control

To the extent allowed by law, throughout the Term, the County shall deliver or cause to be delivered all Acceptable Waste within its lawful control to the Transfer Station. The County shall instruct its permitted, franchised or licensed haulers to deliver all Acceptable Waste collected from within unincorporated Leon County to the Transfer Station. The County is not obligated to file suit or take any enforcement action against any hauler to compel compliance with this requirement.

The County reserves the right to divert any or all Solid Waste to any other facility or location of the County's choice for the purpose of Recycling, removing Recovered Materials, removing organic materials, composting, or otherwise using or processing the Solid Waste. These activities also may be conducted at the Transfer Stations. After the

County's Solid Waste is processed in this fashion, the County shall deliver or have delivered all remaining Acceptable Waste to the Contractor at the Transfer Station. If any Solid Waste is received at the public drop-off area at the Leon County Landfill, the County reserves its right to dispose of such material at the County's landfill.

Nothing in this Agreement shall be construed to require the County to deliver a minimum amount of Acceptable Waste to the Contractor on a daily or annual basis. County will notify Contractor, in writing, six (6) months prior to the Commencement Date whether or not the Solid Waste from the City of Tallahassee is included in the volume of waste with which this Agreement is concerned.

6.15 Ownership of Solid Waste

The County shall possess all right, title, and ownership of all Solid Waste, Recyclable Material, and Recovered Material that is delivered to the Transfer Station. All right, title, ownership and responsibility for the Acceptable Waste and Unacceptable Waste shall pass to the Contractor when the waste material is removed from the Site.

6.16 Licenses and Permits

Subject to the provisions of Section 3.10 and this Section 6.16, the County shall take all actions necessary to obtain each license, Permit, and other approval (collectively "license") needed for the construction and operation of the Transfer Station.

6.17 County Decisions and Appeals

All of the Contractor's work under this Agreement shall be performed to the reasonable satisfaction of the Director. Pursuant to Section 12.7, the Director or his designee shall be the County's representative for the purpose of resolving any questions or disputes arising under or related to this Agreement. The Director's decisions may be appealed to the County Administrator. If the Contractor is dissatisfied with the County Administrator's decision, the Contractor may pursue non-binding arbitration pursuant to Section 12.19.

ARTICLE 7. GENERAL PAYMENT PROVISIONS

7.1 Service Fee

After each Operating Month, the County shall pay to the Contractor a Service Fee in the amount and in the manner specified in this Agreement. The Service Fee is intended to fully and completely compensate the Contractor for all of Contractor's duties, obligations and responsibilities under this Agreement.

7.2 Method of Calculating Service Fee

The Contractor shall be paid the Service Fee for each Ton of Acceptable Waste that the Contractor takes from the Transfer Station and disposes at the Disposal Facility. This

fee shall be based on the actual tonnage recorded at the County's scale house. The Department will use the Transaction Summary Report produced by the County's automated data collection system to support the Department's calculation of the payment to be made to the Contractor.

The Service Fee shall be \$21.75 per Ton of Acceptable Waste.

7.3 Reductions In Service Fee

The amount of the Service Fee to be remitted to the Contractor each month shall be reduced by the amount of any deductions taken by the County pursuant to Section 10.4.

7.4 Procedure For Payment of Service Fee

Each month the Department shall calculate the amount of the Service Fee that is owed to the Contractor, based on the provisions of this Agreement. Thereafter, the Department shall prepare a request for the payment of the Contractor's Service Fee. The Department's request for payment will be submitted to the County Finance Director, and a copy of the request for payment will be provided to the Contractor, within seven (7) Operating Days after the end of the Operating Month.

If the Contractor disagrees with the amount stated in the Department's request for payment, the Contractor shall notify the Director within three (3) Operating Days after the request for payment is received by the Contractor. The existence of a dispute shall not delay the payment of undisputed amounts. Payments to the Contractor of undisputed amounts will be made within thirty (30) days after the date stamped request for payment is received in the Office of the County's Finance Director.

7.5 Adjustments to Fees

From time to time, the fees described in this Agreement may be adjusted in the manner provided below.

7.5.1 Consumer Price Index Adjustment

The Service Fee shall be adjusted on each anniversary of the Commencement Date, based on the change in the previous year's Consumer Price Index (CPI). The new Service Fee shall be:

$$\text{New Price} = \frac{[(\text{CPI2} - \text{CPI1}) \times 0.75] + 1}{\text{CPI1}} \times \text{Current Price}$$

"CPI" - the Consumer Price Index for the U.S. City Average - All items - All Urban Wage Earners and Clerical Workers, published by the United States Department of Labor, Department of Labor Statistics.

"CPI1" - the published CPI for the month preceding the anniversary of the Commencement Date in the preceding year.

"CPI2" - the published CPI for the month preceding the anniversary of the Commencement Date in the year in which the Service Fee is being adjusted.

Adjustments to the prices made in accordance with this section are intended to reflect changes in the purchasing power of a given amount of money expressed in dollars. If the method of establishing the CPI is revised to more accurately reflect inflation or deflation, the revised CPI shall be used thereafter when calculating the adjustments to the Service Fee. If CPI1 and CPI2 are not expressed in relation to the same base period, the County shall make an appropriate statistical adjustment or conversion. If the CPI is discontinued, the County shall select another index, which must be representative of the inflationary or deflationary trends affecting the parties' performance under this Agreement, and which is published by the United States government or by a reputable publisher of financial and economic indices. The Contractor may recommend an appropriate index to the County. If the County refuses to select an index that is acceptable to the Contractor, the dispute will be submitted to non-binding arbitration pursuant to Section 12.19 of this Agreement, if requested by the Contractor.

7.5.2 Maximum CPI Adjustment

The CPI adjustment to the Service Fee shall not exceed five percent (5%) in any one year. If the CPI adjustment under Section 7.5.1, above, would exceed five percent, but for the provisions of this Section 7.5.2, the Service Fee shall be increased by five percent at that time and the Contractor shall be entitled to receive the additional adjustment (i.e., the amount that exceeds five percent) when the Service Fee is adjusted the next year, provided the total CPI adjustment never exceeds five percent in any one year. If this Agreement is terminated by either party for any reason, the County shall have no obligation to pay damages or otherwise compensate the Contractor for any previously unpaid CPI adjustment.

7.5.3 CPI Adjustment For Delayed Commencement

If the Commencement Date occurs on or before December 31, 2000, the Service Fee shall not be adjusted pursuant to Section 7.5.1, until the first anniversary of the Commencement Date. If the Commencement Date occurs after December 31, 2000, the Service Fee shall be adjusted on the Commencement Date. The adjustment to the Service Fee shall be calculated in accordance with the general provisions of Section 7.5.1; however, the adjustment to the Service Fee shall only equal 75% of the change in the CPI that occurs between January 1, 2001 and the Commencement Date.

7.5.4 Legal Changes Adjustment

After the Effective Date of this Agreement, if there is a Change in Law which has the effect of establishing requirements which directly caused or will cause an increase or a decrease in the Contractor's cost of performing those obligations under this Agreement which are encompassed within the Service Fee (in comparison to that cost which would otherwise have existed), then:

(a) In the event of such increase in costs, Contractor may notify the County of such event and seek an increase in the Service Fee to reflect the increased cost of performing contract obligations that have been or will be affected by such Change in Law.

(b) In the event of such decrease in costs, the County may notify the Contractor of such event and seek a decrease in the Service Fee, to reflect the decreased cost of performing contract obligations that have been or will be affected by such Change in Law. Decreases in cost shall be calculated on the same basis as increases in costs.

The purpose of any increase or reduction sought in connection with an increase or decrease in costs under this Section shall be to have the County bear 100% of the cost increase and obtain a benefit of 100% of the cost reduction.

If a Change in Law meets the requirements for an adjustment to the Service Fee, nothing in this Agreement shall be construed to require the County to pay more than its proportionate share of any increased cost resulting from the Change in Law.

To the extent either party is seeking an increase or reduction in the Service Fee pursuant to this Section, that party (the "requesting party") shall provide the other with as much detail as possible as to the nature of the Change in Law, the basis for the assertion that such change has had or will have an effect on cost, the dollar amount associated with such effect, and the underlying calculation of the change being sought in the Service Fee. Upon the receipt of such information, the other party (the "responding party") promptly shall review the information and, within sixty (60) days of such receipt, shall respond to the requesting party in writing, stating whether it agrees or disagrees with the requesting party's request. If the responding party agrees, then the parties promptly shall meet and adjust the Service Fee in accordance with the request. If the responding party disagrees with the requesting party's request, then prior to any litigation being pursued, the parties shall attempt to resolve the dispute through non-binding arbitration pursuant to Section 12.19 of this Agreement.

If the Contractor requests an increase in the Service Fee as a result of a Change in Law, the County shall be entitled to audit the Contractor's financial and operational records directly related to the Contractor's request in order to verify the impact of the Change in Law on the Contractor's costs. If the County requests a decrease in the Service Fee as a result of a Change in Law, the Contractor shall be entitled to audit the County's financial and operational records.

If an adjustment to the Service Fee is made as a result of a Change in Law, the adjustment shall be applied retroactively to the date when the Contractor's costs first changed as a result of the Change in Law.

7.5.5 Adjustments to Transportation and Disposal Costs

The Service Fee established in this Agreement is based on the cost of transportation to and disposal at Contractor's Springhill Landfill in Jackson County, Florida. The Service Fee paid by the County shall be adjusted if the County's Acceptable Waste is taken to a different facility for disposal. The amount of the adjustment to the Service Fee shall be determined through negotiations between the County and the Contractor. If the County and the Contractor cannot mutually agree on the amount of the adjustment, the County may refuse to allow the Contractor to use a different disposal facility, pursuant to Section 5.6 and the waste shall continue to move to Contractor's Springhill Landfill in Jackson County, Florida.

7.5.6 Fuel Adjustment

Subject to the provisions of this section, the County shall pay an additional fee (i.e., the "Fuel Adjustment") to the Contractor if the average annual cost of fuel rises above the Base Price, which initially shall be set on the Commencement Date. The amount of the Fuel Adjustment shall be calculated by multiplying (a) the amount of fuel used by the Contractor during the prior Operating Year, times (b) the amount that the average annual cost of fuel exceeds the Base Price.

The Contractor may apply to the County for a Fuel Adjustment within 60 days after the end of each Operating Year. The Contractor's request shall cover the prior Operating Year only. If the Contractor demonstrates that a Fuel Adjustment is warranted, the County shall pay the Fuel Adjustment within 45 days after receiving the Contractor's request.

For the purposes of this section, the amount of fuel used by the Contractor during the prior Operating Year shall be calculated by using the following formula:

$$AF = \frac{(D \times T)}{MPG}$$

Where AF = the amount of fuel used by the Contractor;

D = the distance from the Transfer Station to the Disposal Facility, as measured on a roundtrip basis;

T = the number of trips made by the Contractor from the Transfer Station to the Disposal Facility with loaded transfer trailers; and

MPG = 6.5 miles per gallon of fuel.

The cost of fuel shall be determined by using the price of No. 2 Low Sulfur diesel fuel at the Panama City Terminal, as reported in the PAD 1 Report published by the Oil Price Information Service. The average annual cost of fuel shall be determined by taking the price reported in the first issue of the PAD 1 Report each month of the prior Operating Year and then averaging the monthly prices.

Initially, the Base Price of fuel shall be equal to the average annual cost of fuel for the 12 months prior to the Commencement Date, plus \$0.25 per gallon. The average annual cost of fuel shall be determined by taking the price reported in the first issue of the PAD 1 Report for each of the previous 12 months and then averaging the monthly prices.

The Base Price of fuel shall be adjusted on each anniversary of the Commencement Date, based on the change in the previous year's CPI. The new price shall be calculated by using the formula contained in Section 7.5.1.

The Fuel Adjustment shall apply only to the amount of fuel actually used by the Contractor to transport the County's Acceptable Waste to the Disposal Facility. If the Contractor uses less fuel than is calculated under the formula in this Section 7.5.6, the County shall have the right to reduce the Fuel Adjustment accordingly.

7.5.7 Fuel Tax Adjustment

A change in fuel taxes shall be treated as a Change in Law, but only to the extent that the fuel tax affects the cost of the diesel fuel that is purchased by the Contractor and used to transport Acceptable Waste from the Transfer Station to the Disposal Facility. A change in fuel taxes shall be evaluated in accordance with the provisions of Section 7.5.4, above. The financial effect of a change in fuel taxes shall be calculated by using the following formula:

$$C = FT \times AF$$

Where:

C = the change in the Contractor's cost;

FT = the amount of the change in the fuel tax; and

AF = the amount of fuel used by the Contractor.

The amount of fuel used by the Contractor (AF) shall be determined by using the formula contained in Section 7.5.6, above.

ARTICLE 8. TERM

Unless terminated earlier in the manner provided herein, this Agreement shall be for an initial Term of ten (10) years, which shall begin on the Commencement Date. Thereafter, this Agreement may be renewed for additional Terms of five (5) years each.

At the end of each Term, the Board shall have the right, in its sole discretion, to renew, renegotiate, or terminate this Agreement. The Board shall provide at least 180 days Notice to the Contractor of its intention to renew, renegotiate, or terminate this Agreement at the expiration of the initial Term or any renewal Term. If the Board has not voted to renew this Agreement by the end of any Term, then this Agreement shall be terminated 180 days thereafter.

ARTICLE 9. TERMINATION AND SPECIAL CONDITIONS

9.1 Early Termination Without Cause

During the initial Term, the County shall have the right to terminate this Agreement, without cause, on the sixth (6th) anniversary of the Commencement Date. To terminate this Agreement pursuant to this Section 9.1, the County shall give Notice of early termination at least twelve (12) months before the termination. Upon termination of this Agreement, the County shall assume all of the obligations under this Agreement, the Permits and Applicable Law relating to the operation and maintenance of the Transfer Station.

If this Agreement is terminated by the County pursuant to this Section 9.1, the Contractor may require the County to buy, at fair market value, all of the transfer trailers that are owned by the Contractor and used to operate the Transfer Station.

The fair market value of the transfer trailers shall be the average value that is established by the appraisals of three (3) qualified, independent appraisers. One appraiser shall be selected by the County, a second appraiser shall be selected by the Contractor, and a third appraiser shall be selected by the first two appraisers. The County and the Contractor shall each pay one-half of the cost of the appraisals.

The appraisals shall be completed and the fair market value of the trailers shall be determined within 90 days after the Notice of termination is received by the Contractor. After the fair market value is determined by the appraisers, the Contractor shall have 30 days to give Notice to the County if the Contractor wants to sell the transfer trailers to the County at fair market value. If so, the County shall pay the Contractor for the transfer trailers, and the Contractor shall provide the County with clear and unencumbered title to the transfer trailers, no later than 3 days after the termination of this Agreement.

9.2 For Cause

Except as otherwise provided herein, if either party breaches this Agreement or defaults in the performance of any of the material covenants or conditions contained herein for five (5) working days after the other party has given the party breaching or defaulting Notice of such breach or default, the other party may (i) terminate this Agreement as of any date; (ii) cure the breach or default at the expense of the breaching or defaulting party; and/or (iii) have recourse to any other right or remedy to which it may be entitled at law or in equity. The non-defaulting party's selection of any remedy specified herein shall not be construed as a waiver of any other rights at law or in equity related to the defaulting party's breach.

If a default does not endanger the health, safety, or welfare of the County or its citizens, and in the exercise of due diligence during the aforesaid five (5) day period a cure cannot reasonably be effected, such five (5) day period shall be extended, to include such additional time as is reasonably necessary to effect a cure, provided the defaulting party exercises continuous diligent efforts to cure the default during the extended cure period.

In the event either party waives default by the other party, such waiver shall not be construed or determined to be a continuing waiver of the same or any subsequent breach or default.

Each of the following shall constitute an event of default:

9.2.1 Failure or Refusal of a Party to Comply with Terms of the Agreement

The persistent, repeated, or substantial failure or refusal by either party to substantially fulfill any of its material obligations in accordance with this Agreement, unless excused or justified by a Force Majeure event, default by the other party, or other legally recognized cause customarily justifying or excusing non-performance; provided, however, that the first failure of the Contractor to meet its obligations in accordance with Section 10.4 shall not be an event of default so long as the Contractor pays the applicable deductions; and provided, that no such default shall constitute an event of default unless and until:

(a) The non-defaulting party has given Notice to the defaulting party that a default or defaults exist which will, unless corrected, constitute an event of default on the part of the defaulting party; and

(b) The defaulting party either has not corrected such default, or has not initiated reasonable steps expeditiously to correct such default within five (5) days from the date of such Notice.

The events by which the Contractor shall be deemed to have failed to fulfill a material obligation of this Agreement shall include, but not be limited to:

- (i) Failing to begin work on the Commencement Date;
- (ii) Discontinuing prosecution of the work required by this Agreement;
- (iii) Willful or negligent failure to comply with any Applicable Laws or the Permit;
- (iv) Breaching any material warranty or making any representation in this Agreement that is materially untrue;
- (v) Failing to pay, when due, any sums owed to a Subcontractor for services or materials provided pursuant to this Agreement;
- (vi) Failing to perform the work or satisfy the requirements established in this Agreement; or
- (vii) Failing to provide or continuously maintain the insurance or bonds required by this Agreement.

9.2.2 Voluntary Bankruptcy

Written admission by a party that it is bankrupt; or filing by a party of a voluntary petition under the Federal Bankruptcy Act; or consent by a party to the court appointment of a receiver or trustee for all or a substantial portion of its property or business; or the making of any arrangement by a party with, or for the benefit of, its creditors or assigning to a trustee, receiver, or similar functionary (regardless of how designated) all or a substantial portion of a party's property or business; or by becoming insolvent.

9.2.3 Involuntary Bankruptcy

Final adjudication of a party as bankrupt under the Federal Bankruptcy Act.

9.2.4 Habitual Violations

If the Contractor has frequently, regularly or repetitively defaulted in the performance of any of the conditions or requirements contained in this Agreement, the County may in its sole discretion deem the Contractor to be a "habitual violator", regardless of whether the Contractor has corrected each individual condition of default. Under such circumstances, the Contractor shall forfeit its right to any further notice or grace period to correct or cure future defaults. All of the Contractor's prior defaults shall be considered cumulative and collectively shall constitute a condition of irredeemable default. The County shall issue the Contractor a notice that the Contractor has been deemed a "habitual violator." Thereafter, any single default by the Contractor of whatever nature shall be grounds for immediate termination of this Agreement. In the event of any such default, the County may terminate this Agreement by giving a written Notice to the Contractor, which shall be effective upon the date specified in the Notice. The Contractor shall immediately cease all activities under this Agreement. This section creates a

supplemental and additional means of terminating this Agreement and it shall not be deemed to be in lieu of any other remedy available at law or equity.

9.3 Force Majeure

Force Majeure events are defined in Article 1 of this Agreement. Force Majeure events shall be subject to the following provisions and limitations.

9.3.1 Obligations Excused

Notwithstanding any other provision in this Agreement, neither the County nor the Contractor shall be liable to the other for any failure or delay in performance of any obligation under this Agreement due to the occurrence of a Force Majeure event. As a condition precedent to the right to claim excuse of performance, the party experiencing a Force Majeure event shall:

- (a) Promptly notify the other party verbally; and
- (b) As soon as practical, but in no event more than ten (10) days thereafter, prepare and deliver to the other party a Notice with a written description of (1) the commencement of the Force Majeure event, (2) its estimated duration and cost impact, if any, on the party's obligations, under this Agreement, and (3) its estimated impact (other than cost), if any, on the party's obligations under this agreement.

9.3.2 Continuing Obligations

Whenever a Force Majeure event shall occur, the parties shall, as quickly as possible, to the extent reasonable, eliminate the cause therefor, reduce the costs thereof, and resume performance under this Agreement. Additionally, either party shall provide prompt Notice to the other of the cessation of a Force Majeure event.

The party claiming a Force Majeure event shall affirmatively prove to the other party the occurrence of the Force Majeure event and all resulting impacts, if any, to the performance of the Agreement.

The parties recognize that nothing in this subsection shall in any way limit each's duty, as otherwise specified within this Agreement, to comply with all Applicable Laws.

Although strikes, slowdowns, walk-outs, block-outs, industrial disturbances, or other labor disputes are not Force Majeure events, if such events occur, the Contractor shall take all reasonable steps to continue normal operations. Among such steps which may be required are the transfer of personnel from any other locations, hiring of additional short-term employees, and contracting with other entities to provide the necessary equipment or labor required to perform the Contractor's responsibilities under this Agreement.

9.3.3 County's or Contractor's Right to Terminate
Due to Force Majeure Event

In the event that the County or the Contractor in good faith determines that a Force Majeure event will prevent or alter performance permanently or for such period of time or at such additional expense as to make performance unreasonable, the County or the Contractor may declare the Agreement terminated and neither party shall be further obligated to the other except for amounts due upon the date of termination of the Agreement.

9.4 Interim Operations

In the event that this Agreement is terminated before the end of any Term, the Contractor shall continue operations for an interim period of up to one hundred twenty (120) calendar days if requested to do so by the County in order to allow the County to obtain the services of a successor contractor or to make arrangements to haul out and dispose of the Acceptable Waste with its own forces. The Contractor shall be paid for its services during said interim period at the rates in effect prior to issuance of the Notice of termination. Any additional services will be paid for at an agreed upon rate.

9.5 Vacating the Site

Upon vacating the Site, the Contractor shall properly dispose of any accumulations of waste materials, rubbish, and other debris resulting from the Contractor's activities. The Contractor shall remove Contractor's tools, equipment, machinery, and surplus materials from the premises and shall leave the Transfer Station and premises clean. The Contractor shall restore to original condition (ordinary wear and tear excepted) any portions of the Transfer Station or Site that were altered or changed by the Contractor without the County's approval, unless otherwise directed by the County.

9.6 Termination Due To Increased Costs

At anytime after the initial Term of this Agreement, the Board may terminate this Agreement if the Board determines that one or more events beyond the parties' control, while not reaching the level of a Force Majeure event, have escalated prices and costs to such a level that the Board reasonably determines its payments to the Contractor under this Agreement to be excessive or exorbitant. Under such circumstances, the Board shall first attempt to renegotiate this Agreement with Contractor and thereafter give Notice of early termination at least one (1) year before the termination of the Contractor's services.

Upon termination of this Agreement pursuant to this Section 9.6, the County shall: (a) assume all of the obligations under this Agreement, the Permits and Applicable Law relating to the operation and maintenance of the Transfer Station; (b) pay the Contractor for the services provided by the Contractor prior to the termination; (c) purchase the trailers at fair market value if requested by Contractor; and (d) pay the Contractor for those damages, that are directly incurred by the Contractor as a result of the County's decision to terminate this Agreement before the end of the Term, including Consequential Damages.

ARTICLE 10. DAMAGES, INDEMNIFICATION, AND DEDUCTIONS

10.1 Liability, Indemnification, and Contribution

The provisions of this Article 10 shall survive the termination of this Agreement.

10.1.1 Liability

The Contractor shall be liable for those injuries or conditions that are caused by or result from the Contractor's failure to transport or dispose of Acceptable Waste in accordance with the terms of this Agreement. The Contractor shall not be liable for those injuries or conditions that are caused by or result from the County's negligent, reckless, or intentional acts or omissions at the Transfer Station or Site. To the extent that the County and Contractor are joint tortfeasors, losses shall be apportioned in the manner described in Section 10.1.3, below.

10.1.2 Indemnification

The Contractor shall protect, defend, hold harmless and indemnify the County (including its elected officials, agents, representatives and employees) from and against any and all claims, damages, demands, liabilities, losses, delays, fines, penalties, settlements, injuries and expenses of any kind or nature, including court costs and reasonable attorney's fees (including costs and fees for appeals, mediations, arbitrations, and administrative proceedings) (collectively "claims"), which in any way arise out of, result from or relate to the Contractor's failure to haul or dispose of Acceptable Waste in accordance with the terms of this Agreement, provided that any such claim is (a) attributable to bodily injury, sickness, disease, or death, or injury to or destruction of tangible personal property or natural resources, including the loss of use resulting therefrom, or Pollution, or actual or alleged violations of Applicable Laws, and (b) is caused by an act, omission, or negligence of the Contractor, any Subcontractor, anyone employed by any of them, or anyone for whose acts any of them may be liable. The Contractor's obligations shall not be limited by, or in any way to, any insurance coverage, including but not limited to benefits payable under any Workers' Compensation acts, disability benefit acts, or other employee benefit acts, or by any provision in or exclusion or omission from any policy of insurance. The Contractor shall investigate, handle, respond to, provide a defense for and defend against any such claim at the Contractor's sole cost and expense, and shall bear any and all other costs and expenses related thereto, even if the claims are groundless, false or fraudulent. The Contractor acknowledges that the first Five Thousand Dollars (\$5,000.00) paid to the Contractor pursuant to this Agreement is in express consideration for the indemnification granted to the County in this paragraph.

If the County is entitled to be indemnified and defended by the Contractor in the manner described above and the Contractor fails to promptly assume and pay for the defense of any such claim, then the County may contest or settle any such claim after notice to Contractor and an additional opportunity to defend and the Contractor shall pay any and all sums expended by the County in contesting or settling such claim (including

costs, expenses, and attorney's fees). Any attorney or law firm hired by the Contractor to defend or represent the County with regard to any claim must first be approved in writing by the County and not have a conflict with its representation of the County. If the County and the Contractor are defendants with regard to any claim and it is determined by the County that there are or may be legal defenses available to the County which are different from or in addition to those defenses available to the Contractor, or if it is determined by the County that the County has or may have a claim against the Contractor, then the County shall have the right to select separate counsel to represent the County and to assert the County's legal defenses and claims against the Contractor. In such cases, the Contractor shall promptly pay all costs and expenses for the County's defense or claim, when and as such costs and expenses become due and payable.

10.1.3 Contribution

In the event of joint negligence on the part of the County and the Contractor, any loss and costs shall be apportioned in accordance with the provisions of Section 768.31, Florida Statutes, the Uniform Contribution Among Tortfeasors Act, as it exists on the Effective Date, subject to the recovery limits set forth in Section 768.28, Florida Statutes, in effect on the Effective Date.

10.2 Parent Corporation Guarantee

If the Contractor fails or refuses to satisfy the requirements of Section 10.1.2 with regard to any claims based on or arising out of Pollution at the Disposal Facility, then the Contractor's parent corporation shall satisfy the Contractor's obligations under Section 10.1.2, in accordance with the guarantee that is attached hereto as Exhibit "D."

10.3 Damages

Except where otherwise specifically provided, the measure of damages to be paid by the Contractor to the County or by the County to the Contractor, due to any failure by the Contractor or the County to meet any of its obligations under this Agreement, shall be the actual damages incurred by the County or the Contractor, including any and all Consequential Damages. Said damages shall include, but shall not be limited to, the following damages:

10.3.1 Damages in the Event of Termination

If the County terminates this Agreement because of an Event of Default by the Contractor, the Contractor shall be liable to the County for all actual damages incurred by the County as a result of Contractor's Default. The foregoing shall apply without regard to the County's rights pursuant to the Performance and Payment Bond but in no event shall the County recover more than its actual damages.

10.3.2 Damages Due to Failure to Remove
and Dispose of Acceptable Waste

If, after Notice to Contractor and failure to cure pursuant to Section 9.2 of this Agreement, the Contractor fails or refuses to remove Acceptable Waste from the County's Transfer Station and dispose of the Acceptable Waste in accordance with this Agreement, the County shall have the right to take such actions as were required to be taken by the Contractor (including but not limited to contracting with third parties) and the Contractor shall pay the County all costs and expenses reasonably incurred by the County. The foregoing shall apply regardless of whether the County terminates this Agreement and shall be in addition to any other damages for which the Contractor may be liable pursuant to other sections of this Agreement.

10.3.3 The County's Damages Due to Contractor's Failure to
Comply with Environmental Or Other Applicable Laws

If the Contractor or Subcontractor fails to comply with any applicable environmental regulations or other Applicable Laws, the Contractor shall pay to the County the following:

(a) All lawful fines, penalties, and forfeitures charged to the County by any judicial orders or by any governmental agency responsible for the enforcement of environmental or other Applicable Laws; and

(b) The actual costs incurred by the County as a result of the failure to comply with the environmental or other Applicable Laws, including any costs incurred in investigating and remedying the conditions which led to the failure to comply with the Applicable Laws.

10.4 Deductions

The parties acknowledge and agree that it is difficult or impossible to accurately determine the amount of damages that would, or might, be incurred by the County due to those failures or circumstances described in this Section 10.4 and for which the Contractor would otherwise be liable. Accordingly, deductions from the Service Fee may be assessed against the Contractor for the following failures to comply with this Agreement:

(a) The Contractor shall:

(i) promptly move empty transport trailers into the Transfer Station when requested by the County;

(ii) promptly move filled trailers out of the Transfer Station when requested;

(iii) securely and completely cover each transport trailer promptly after the trailer is filled with

Acceptable Waste; and

(iv) remove all transport trailers from the Site within 24 hours after the trailers are filled with Acceptable Waste (except for trailers filled on a Saturday or the day before a holiday, which shall be removed from the Site within 48 hours and excepting circumstances caused by the County).

If the Contractor fails to comply with any one of these requirements, the Director shall give Notice to the Contractor of the foregoing failure, and the County shall assess a deduction in the amount of Two Hundred Fifty Dollars (\$250) per occurrence against the Contractor;

(b) If, due to Contractor's misconduct or negligence, the quality of surface water discharged from the Transfer Station falls below the standards established by the Permits or Applicable Laws, the Director shall give Notice to the Contractor of the foregoing failure. If the Contractor fails to commence actions to remedy the conditions which produced the substandard surface water quality within two (2) Operating Days of Notice from the Director, deductions in the amount of Four Hundred Dollars (\$400) per day shall be assessed against the Contractor until such time as the Director determines that the Contractor has commenced actions to remedy the conditions which produced the substandard surface water quality;

(c) If the Contractor fails to keep and utilize the levels of labor and equipment required by this Agreement, the Director shall give Notice of the foregoing failure to Contractor. If Contractor fails to remedy the foregoing failure within one (1) Operating Day of Notice from the Director, deductions in the amount of Four Hundred (\$400) per day shall be assessed against Contractor until such time as the Director determines that Contractor has remedied the foregoing failure;

(d) If the Contractor's activities at the Transfer Station result in Objectionable Odors beyond the boundary of the Site, the Director shall give Notice to the Contractor. If the Contractor fails to remedy the odor problem within two (2) Operating Days of Notice from the Director, deductions in the amount of Four Hundred Dollars (\$400) per day shall be assessed against the Contractor until such time as the Director determines that the Contractor has remedied the foregoing problem.

If the Contractor fails to comply with any one of the requirements identified in subparagraphs (a) - (d), above, on three or more occasions in one Operating Year, the amount of the deduction for that one requirement shall be doubled.

If the Contractor objects to the County's claim of deductions, the Contractor may request non-binding arbitration pursuant to Section 12.19.

10.5 Settlement And Release

If this Agreement is terminated, the County shall pay to the Contractor any and all sums due, owing, and unpaid to the Contractor by the County for work performed through the date of termination, less any and all sums owed by the Contractor to the County and less any and all deductions or other offsets the County may have. In exchange for this payment and the payment of any damages which may be owed to Contractor by the County, the Contractor shall execute and deliver to the County a general release of the County, its elected officials, employees, representatives, and agents. This payment to the Contractor shall constitute Contractor's full and final compensation under this Agreement and the Contractor shall have no right to receive any further payments. This provision does not limit the rights of either party to receive indemnification in the future.

ARTICLE 11. STATEMENT OF ASSURANCE

The Contractor, for the Term, assures the County that said Contractor will not on the grounds of race, color, national origin, religion, sex, age, handicap, or marital status, discriminate in any form or manner against said Contractor's employees or applicants for employment (as provided in Title VI of the 1964 Civil Rights Act, and the Florida Human Rights Act of 1977). The Contractor understands and agrees that this Agreement is conditioned upon the veracity of this Statement of Assurance. Furthermore, the Contractor herein assures the County that said Contractor will comply with Title VI of the Civil Rights Act of 1964 when federal grant(s) and other applicable federal and State laws is/are involved. Executive Orders and regulations prohibiting discrimination as hereinabove referenced are included by this reference thereto. This Statement of Assurance shall be interpreted to include Vietnam-Era Veterans and Disabled Veterans within its protective range of applicability.

The Contractor also agrees to comply with the applicable provisions of the Civil Rights Act of 1866; Civil Rights Act of 1871; Equal Pay Act of 1963; Civil Rights Act of 1964; Civil Rights Restoration Act of 1987; Age Discrimination Act of 1975; Florida Statute Sections 112.041, 112.043, and 413.08; Age Discrimination and Employment Acts of 1967; Rehabilitation Act of 1973; Americans with Disabilities Act of 1990; Federal Civil Rights Act of 1991; Florida Civil Rights Act of 1992; any and all amendments to the foregoing; and all other Applicable Laws.

ARTICLE 12. GENERAL CONDITIONS

12.1 Proposal Bond

On or before the Effective Date, the Contractor shall deliver a Proposal Bond to the County. The Proposal Bond shall be in an amount not less than \$75,000. On or before the first anniversary of the Effective Date, the Contractor shall increase the amount of the Proposal Bond to \$150,000. The Proposal Bond shall remain in full force and effect until the Contractor delivers the required Certificates of Insurance and the Performance and

Payment Bond to the County and receives the County's confirmation that the Certificates of Insurance and Performance and Payment Bond are in compliance with the requirements of this Agreement.

The Proposal Bond shall be in a form that is acceptable to the County. The surety or sureties shall be a company or companies acceptable to the County.

The Proposal Bond, as well as the Performance and Payment Bond, shall be delivered to the County at the following address:

Public Works Director
Leon County
301 S. Monroe Street
Tallahassee, Florida 32301

12.2 Forfeiture of Proposal Bond

The County may declare this Agreement and the Proposal Bond to be forfeited if:

- (a) the Contractor fails to increase the amount of the Proposal Bond to \$150,000 within one year after the Effective Date;
- (b) the Contractor fails to deliver the required Certificates of Insurance at least 30 days before the Commencement Date; or
- (c) the Contractor fails to deliver the Performance and Payment Bond at least 30 days before the Commencement Date, or fails to record said bond in the public records of the County before the Commencement Date.

The forfeiture of the Proposal Bond shall constitute liquidated damages to the County, not a penalty.

12.3 Performance and Payment Bond

The Contractor shall execute the Performance and Payment Bond included herein as security for the faithful performance and payment of all its obligations under this Agreement. The Performance and Payment Bond shall be in the form and amounts specified in Exhibit "C" and shall be approved by the County. The surety or sureties shall be a company or companies acceptable to the County. The Performance and Payment Bond shall remain in full force and effect until all liabilities and obligations covered thereby have been performed, discharged, or are otherwise barred by applicable law. The Performance and Payment Bond shall be in an amount not less than 110% of the total amount of the Service Fees that are expected to be paid to the Contractor during the first year after the Commencement Date. If the value of the work required by this Agreement is increased, the Performance and Payment Bond must be amended accordingly and the Surety notified of same by the Contractor.

12.4 Insurance Coverages Required of the Contractor

12.4.1 General Information

The Contractor shall purchase at its cost and maintain the following insurance coverages with insurance companies acceptable to the County for limits of liability of not less than as required herein. The Board of County Commissioners is to be an additional named insured under the Commercial General Liability, Automobile Liability, Umbrella Liability, and Environmental Impairment Liability policies with the Severability of Interest Provision applicable to each policy. Within 30 days after the Contractor receives the County's written request, other local governments using the Transfer Station shall be added as named insureds. All liability insurance shall be on the "occurrence form." Each policy shall also provide that the Contractor's coverage is primary to any insurance or self-insurance program of the County and that the County shall not be directly responsible for the payment of any insurance premium due the insurance companies. The insurance coverages and limits required must be evidenced by properly executed Certificates of Insurance supplied by the Contractor as shown herein. Policies of insurance shall be with carriers admitted to do business in the State of Florida. Carriers shall be "A" rated and have a financial rating size of "IX" or better, according to the A. M. Best Key Rating Guide. Certificates of Insurance shall show the certificate holder as: The Board of County Commissioners of Leon County, 301 South Monroe Street, Tallahassee, Florida 32301. The Certificate of Insurance shall reflect forty-five (45) days' Notice of any cancellation or reduction in insurance coverage. No County property shall be occupied or work started under this Agreement until the properly executed Certificates of Insurance have been received and approved by the County. On renewal at the end of each policy term, properly executed Certificates of Insurance must be delivered to the County at least forty-five (45) days before expiration of the insurance policies for the County's review and approval so that there will be no interruption in the Contractor's work under this Agreement due to the lack of proof of insurance. Certificates of Insurance, along with any subsequent Notices of change or cancellation, shall be provided to the County as specified at the following address:

Public Works Director
Leon County
301 S. Monroe Street
Tallahassee, Florida 32301

To the extent not otherwise stated herein, and in addition to any other requirements set forth herein, the Contractor will perform its responsibilities under this Agreement in accordance with the applicable provisions of the following laws and regulations:

- (a) Chapter 440, Florida Statutes, Workers' Compensation, as amended;
- (b) Florida Administrative Code Rule 38F and 38I, as amended, relating to Workers' Compensation;
- (c) 29 CFR 1910 and 29 CFR 1926, Occupational Safety and Health

Act, General Industry Standards and Construction Industry Standards, respectively; and

(d) The Florida Toxic Substances Act.

12.4.2 Workers' Compensation and
Employer's Liability Insurance

Workers' Compensation and Employer's Liability Insurance shall be maintained by the Contractor in compliance with the laws of the State of Florida. The Employer's Liability limit shall not be less than Five Hundred Thousand Dollars (\$500,000) for each person-accident, \$500,000 each person-disease. If a Self-Insurance Workers' Compensation Program is used, it must be approved by the Insurance Commissioner of the State of Florida in accordance with the laws of the State of Florida.

12.4.3 Commercial General Liability Insurance

Commercial General Liability insurance shall be maintained by the Contractor with minimum combined single limits of One Million Dollars (\$1,000,000) including coverage parts of bodily injury, personal injury, broad form property damage, blanket contractual liability, independent contractors, and products and completed operations. The exclusion for explosion, underground damage and collapse shall be removed.

12.4.4 Automobile Liability Insurance

Automobile Liability insurance shall be maintained by the Contractor with minimum combined single limits of One Million Dollars (\$1,000,000) for all owned, hired, and non-owned vehicles.

12.4.5 Umbrella Liability Insurance

Umbrella Liability "Form Following" Insurance shall be maintained by the Contractor with a limit of not less than Five Million Dollars (\$5,000,000). Coverage shall be form following and drop down to underlying coverages where limits are eroded. Umbrella coverage shall mirror and be no more restrictive than the underlying coverage.

The Contractor may belong to a self-insured fund or group or be individually self-insured in a plan approved under the laws of the State of Florida. Such self-insured funds or groups shall be satisfactory to the County.

12.4.6 Environmental Impairment Liability Insurance

Environmental Impairment Liability Insurance shall be maintained by the Contractor with a limit of not less than Ten Million Dollars (\$10,000,000) for claims based on or arising from Pollution or other conditions at the Disposal Facility, including but not limited to claims based on CERCLA, RCRA, the Permits, Applicable Laws, common law or equity.

12.4.7 Noncompliance

Should the Contractor at any time fail to maintain the insurance coverages required in this Agreement, the County, at its discretion, shall be authorized to purchase such coverages and charge the Contractor for such coverages purchased. The County shall be under no obligation to purchase such insurance or to be responsible for the coverages purchased or the financial stability of the insurance companies used.

12.4.8 Notice of Claims

The Contractor shall notify the County of all accidents, incidents, events or injuries which the Contractor reasonably believes may result in a claim of \$50,000 or more, arising out of the Contractor's performance of this Agreement, including but not limited to claims relating to workplace injuries. The Contractor shall notify the County of any claim established and accepted as a liability under its commercial insurance or self insurance which is paid in an amount equal to or greater than \$50,000.00. The Contractor shall notify the County of any death arising out of the Contractor's performance under this Agreement. The Contractor shall notify the County of any and all events, accidents, injuries, incidents, suits or claims which name or otherwise may involve or create a liability for the County, including but not limited to events involving Pollution at the Transfer Station, Site or Disposal Facility. The Contractor's obligations hereunder do not include claims based upon any rights which exist or may exist under the laws pertaining to employment rights such as, but not limited to the 1964 Civil Rights Act, as amended, the National Labor Relations Act, the Florida Human Rights Act, the Americans With Disabilities Act or the Family Medical Leave Act. The Contractor's obligations hereunder are subject to any confidentiality agreement relating to any claim. All Notices required under this Section 12.4.8 shall be provided promptly.

12.5 Assignment

This Agreement may not be assigned by either the County or the Contractor without the written consent of the other, which shall not be unreasonably withheld, and subject to such consent, shall be binding upon, and inure to the benefit of, the assignor's successors and assigns. This Agreement also shall not be transferred to or assumed by another entity (by sale, merger or other process), without the County's prior written consent, which shall not be unreasonably withheld.

12.6 Agreement Governed by Florida Law

This Agreement shall be governed by and construed in accordance with the laws of the State of Florida, and it shall be binding upon, and inure to the benefit of, the parties, their successors, and assigns. The Contractor shall submit to service of process and the jurisdiction of the State of Florida for any controversy or claim arising out of or relating to the Agreement. Any action to interpret and/or enforce the Agreement shall be brought and maintained in the State of Florida. Venue shall be in Leon County, Florida.

12.7 Representatives of the Parties

The authorized representative of the County for purposes of this Agreement shall be the Director or a person designated by the Director. The authorized representative of the Contractor for purposes of this Agreement shall be Mr. Richard W. Payne, Manager, Waste Management of Leon County, Inc. Either party may change its representative upon five (5) days' prior Notice to the other party.

12.8 Notices

All Notices and consents required or permitted by this Agreement shall be in writing and transmitted in person or by registered or certified mail, return receipt requested, with notice deemed to be given upon receipt, as follows:

If to the County:

Director
Leon County Public Works Department
301 South Monroe Street
Tallahassee, Florida 32301

With a copy to:

Mr. Herb Thiele
Leon County Attorney
301 South Monroe Street
Tallahassee, Florida 32301

If to the Contractor:

Manager
Waste Management of Leon County, Inc.
3001 Commonwealth Boulevard
Tallahassee, Florida 32303

With a copy to:

Ron Kaplan
General Counsel
Waste Management Inc. of Florida
2700 NW 48th Street
Pompano Beach, Florida 33073

Copies also shall be provided by hand-delivery or regular U.S. Mail to the On-site representative of the County and Contractor.

Changes in the respective addresses to which such Notices may be directed may be made from time to time by either party by Notice to the other party.

12.9 Waiver

Unless otherwise specifically provided by this Agreement, no delay or failure to exercise a right under this Agreement shall impair such right or shall be construed to be a waiver thereof, but such right may be exercised from time to time and as often as deemed expedient. The failure of the County or Contractor at any time to require performance by the other party of any term in this Agreement shall in no way affect the right of the County or Contractor thereafter to enforce same; nor shall waiver by the County or Contractor of any breach of any term of this Agreement be taken or held to be a waiver of any succeeding breach of such term or as a waiver of any term itself. To be effective, any waiver shall be in writing and signed by the party granting such waiver. Any such waiver shall be limited to the particular right so waived and shall not be deemed to waive any other right under this Agreement.

12.10 Representations of the Contractor

The Contractor represents that (a) it is a corporation duly organized under the laws of the State of Florida, or qualified to do business in the State of Florida, (b) this Agreement has been duly authorized, executed, and delivered in the State of Florida, and (c) it has the required power and authority to perform this Agreement.

12.11 Representations of the County

The County represents that (a) this Agreement has been duly authorized, executed, and delivered by the Board of County Commissioners in accordance with law, and (b) the County has the required power and authority to enter into this Agreement.

12.12 Headings

Captions and headings in this Agreement are for ease of reference only and do not constitute a part of this Agreement.

12.13 Counterparts

This Agreement may be executed in more than one counterpart, each of which shall be deemed an original.

12.14 Severability

If any term, condition, covenant or obligation of this Agreement is declared illegal, void or unenforceable, the remaining terms will not be affected but will remain in full force and effect, and this Agreement shall be construed as if such illegal, void or unenforceable provision had never been contained herein.

12.15 Survivability

Any term, condition, covenant, or obligation which requires performance by a party subsequent to termination of this Agreement shall remain enforceable against such party subsequent to such termination.

12.16 Third Party Beneficiaries

It is agreed between the parties hereto that no provision of this Agreement is intended to create any third-party beneficiaries hereunder, or to authorize anyone not a party to this Agreement to maintain an action pursuant to the terms or provisions of this Agreement.

Contractor expressly acknowledges that the County is or may become a party to various agreements which affect or may affect the Transfer Station, including but not limited to interlocal agreements. Contractor understands and agrees that it is not an intended or third-party beneficiary under any of these agreements, and hereby waives any right to claim any interest therein.

12.17 Personal Liability

Nothing in this Agreement shall be construed as creating any personal liability on the part of any officer, employee, agent or representative of the County or the Contractor.

12.18 Independent Contractor

When performing the activities required by this Agreement, the Contractor will be acting in the capacity of an independent contractor and not as an agent, employee, partner, joint venturer or associate of the County. The Contractor shall be solely responsible for the means, methods and procedures used by the Contractor to perform under this Agreement. Neither the Contractor nor any of its employees, officers, agents or Subcontractors shall represent, act, purport to act, or be deemed to be the agent, representative, employee, or servant of the County. The Contractor shall have no authority to bind the County to any agreement or contract. No person performing any work or services for the Contractor under this Agreement shall be entitled to any benefits available or granted to employees of the County.

12.19 Resolution of Disputes

The parties agree to reasonably cooperate with each other so as to allow each other to comply with their respective obligations hereunder. Prior to the filing of any action at law or in equity, the parties agree to submit any dispute to a non-binding arbitration process whereby each side appoints one of three arbitrators and the two appointees then select the third "neutral" arbitrator. The arbitration process shall be governed by the rules of the American Arbitration Association. Neither Contractor nor the County shall be bound by the decision reached pursuant to this process, and Contractor and County acknowledge that this mandatory arbitration process is designed to facilitate the resolution

of such disputes through the process of an advisory decision by the arbitration panel. Each party shall bear its own expenses in connection with the resolution of disputes by arbitration. Notwithstanding the foregoing, if either party terminates this Agreement for cause pursuant to Section 9.2, the terminating party shall have the right, in its sole discretion, to proceed directly with litigation of any claims or disputes relating to the termination for cause (and may include other claims and disputes unrelated to the termination) and shall not be required to submit such claims or disputes to the arbitration process set forth in this Section.

12.20 Merger Clause

This Agreement constitutes the entire agreement and understanding of the parties as to all matters addressed or referred to herein. This Agreement supersedes all prior and contemporaneous agreements and understandings, representations and warranties, whether oral or written, relating to such matters.

12.21 Organization Employment Disclaimer

The Contractor hereby agrees that no person supplied by it in the performance of the Agreement shall be an employee of the County and further agrees that no rights of the County's rules accrue to any such person. The Contractor shall have the total responsibility for all salaries, wages, bonuses, retirement, withholdings, worker's compensation, other benefits and taxes and premiums appurtenant thereto of its employees in the performance of this Agreement.

12.22 Fair Dealing

The Contractor declares and warrants that the Contractor enters into the Agreement without reliance on or engaging in any collusion, bribery or fraud, that all of the Contractor's representations in this Agreement are made fairly and in good faith, and that no County Commissioner, County officer, or County employee, directly or indirectly owns more than 5% of the total assets or capital stock of the Contractor, nor will any such person directly or indirectly benefit by more than 5% from the profits or emoluments of this Agreement. The Contractor warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Contractor, to solicit or secure this contract and the Contractor has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for the Contractor, any fee, commission, percentage, gift or any other compensation contingent upon or resulting from the award or making of this contract. Further, the Contractor declares and warrants that the Contractor is not subject to the restrictions in Section 287.017, Florida Statutes, for a public entity crime.

12.23 Sovereign Immunity

Nothing in this Agreement shall be interpreted or construed to mean that the County waives its common law sovereign immunity under 768.28, Florida Statutes.

12.24 Amendment

Except as otherwise specifically provided herein, this Agreement may be amended only by written instrument specifically referring to this Agreement and executed by both parties with the same formalities as this Agreement.

12.25 Order of Precedence

In the event of any conflict between the provisions of this Agreement and those of the exhibits attached hereto, the provisions of this Agreement shall govern.

12.26 Construction of Agreement

Both parties acknowledge that they have had meaningful input into the terms and conditions contained in this Agreement. Therefore, any doubtful or ambiguous provisions contained herein shall not be construed against the party that physically prepared this Agreement. The rule sometimes referred to as "Fortius Contra Proferentum" shall not be applied to the interpretation of this Agreement.

12.27 Terms Generally

Whenever the context may require, any pronoun which is used in this Agreement shall include the corresponding masculine, feminine and neuter forms and the singular shall include the plural and vice versa. Unless otherwise specifically noted, the words "include," and "including" as used herein shall be deemed to be followed by the following phrase "without limitation." The words "agree," "agreement," "consent," "establish," "impose" as used herein shall be deemed to be followed by the phrase "which shall not be unreasonably withheld or delayed" except as specifically noted. Words or phrases which are defined herein by reference to a statute, rule or regulation shall have the meaning ascribed to such word or phrases as of the Effective Date, without regard to subsequent changes in such statutes, rules or regulations.

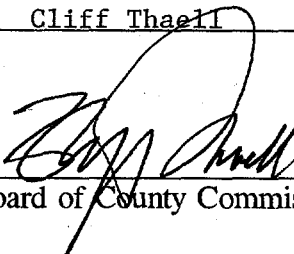
12.28 Exhibits

All exhibits attached hereto are specifically incorporated into and made a part of this Agreement.


IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the dates noted below.

LEON COUNTY, FLORIDA

By: Cliff Thael


Chairman
Board of County Commissioners

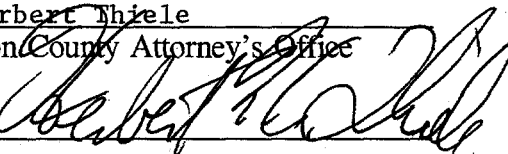
ATTEST:


By: Bill Bogan, Jr. Finance Director
Deputy Clerk of Courts

(SEAL)

APPROVED AS TO FORM:

Herbert Thiele
Leon County Attorney's Office

By: 

Witnesses

Donna L Thael

Denise P. Williams

By: John J. Jennings
Authorized Representative of
Waste Management Inc. of Leon, Inc.

Printed Name: John J. Jennings

Witnesses

Janet Dickenson
Kim Jenkins

STATE OF FLORIDA
COUNTY OF SEMINOLE

The foregoing instrument was acknowledged before me this
9th day of Oct., 1998, by John J. Jennings as
Regional of Waste Management Inc., a Florida
corporation, on behalf of the corporation. He/She is personally known to me or has
produced _____ as identification.

Stephanie A. Lyons

Notary Public - State of Florida

Print name: Stephanie A. Lyons
Commission number: CC 596813
Commission expiration date: 12-22-00



EXHIBIT "A"
SITE DESCRIPTION

EXHIBIT "B"

OPERATING MANUAL FOR LEON COUNTY TRANSFER STATION

This Operating Manual supplements the Agreement for Solid Waste Management Services ("Agreement") between Leon County ("County") and _____ (the "Contractor"). The definitions and requirements contained in the Agreement are incorporated herein by reference.

Performance Standards

The following paragraphs describe some of the requirements and minimum performance standards that shall be met by both the County and the Contractor when operating the Transfer Station pursuant to the Agreement.

1. The County and Contractor shall comply with all of the Permits and Applicable Laws concerning the operation of the County's Transfer Station.
2. The Contractor and the County shall coordinate their respective activities at the Transfer Station, and shall cooperate with each other, to ensure that the Transfer Station is operated efficiently and in compliance with the Agreement.
3. Both the Contractor's and the County's employees shall be polite and courteous to customers of the Transfer Station.
4. The Contractor and County shall promptly inform each other about any problems, situations, or issues that may adversely affect the operation of the Transfer Station.
5. The Contractor and County shall coordinate their activities at the Transfer Station to ensure that all vehicles are provided safe, efficient, and timely access to the

Transfer Station.

6. The Contractor shall use its best efforts to ensure that the Contractor's trucks using the Transfer Station do not deposit Solid Waste or cause Pollution or litter in the areas adjacent to the Transfer Station. The Contractor shall inform the truck drivers that they shall not allow Solid Waste, Leachate, or litter to be deposited on the ground outside of the Transfer Station. The County will clean litter from loading tunnels as necessary to allow safe and efficient ingress and egress of transfer trailers for loading.

7. The Contractor shall promptly remove any litter or Solid Waste deposited outside of the Transfer Station as a result of the activities by the Contractor or Subcontractor.

8. The Contractor shall not haul the transfer trailers with more Acceptable Waste than is allowed under Applicable Laws, including County and state highway regulations. The County will not load Unacceptable Waste into the Contractor's transfer trailers.

9. The Contractor shall provide for the safe and efficient movement and storage of empty transfer trailers that are On-site.

10. The Contractor shall ensure that all transfer trailers containing Solid Waste are completely and securely covered whenever the transfer trailers are not located inside the Transfer Station.

11. The County and Contractor shall follow all appropriate emergency procedures for the handling of Prohibited Waste and Hazardous Waste. The specific procedures shall be described in the County's and Contractor's Emergency Plan, which shall be attached hereto.

12. The County and Contractor shall continuously comply with all safety

standards applicable to their respective activities, including those requirements concerning equipment operation, equipment inspections, maintenance, trailer weights, and speed limits, as well as the provisions of Chapter 316, Florida Statutes, and Title 49 of the Code of Federal Regulations.

Safety Plan

13. The Contractor's and County's Safety Plans shall be attached hereto and incorporated herein by reference.

Emergency Plan

14. The Contractor's and County's Emergency Plan shall be attached hereto and incorporated herein by reference.

EXHIBIT "C"

BOND NO. _____

PERFORMANCE AND PAYMENT BOND

KNOW ALL MEN BY THESE PRESENTS THAT, BY THIS BOND,

_____ (the "Contractor") and
_____ (the "Surety"), a surety insurer chartered and existing
under the laws of the State of Florida and authorized to do business in the State of Florida,
are held and firmly bound unto the Board of County Commissioners of Leon County,
Florida (the "County") in the sum of _____ Dollars
(\$ _____) lawful money of the United States of America for the payment whereof
the Contractor and Surety bind themselves, their heirs, executors, administrators, personal
representatives, successors, and assigns, jointly and severally.

WHEREAS, the Contractor and the County have entered into an Agreement for Solid
Waste Management Services dated _____, 1998 (the "Agreement"), which
Agreement (and its defined terms) is incorporated by reference herein in its entirety;

NOW THEREFORE, THE CONDITIONS OF THIS BOND ARE AS FOLLOWS:

1. If the Contractor shall fully and completely perform each and all of the
Contractor's duties under the terms, provisions and requirements of the Agreement;
2. If the Contractor pays the County for all losses, damages, delays, expenses,
costs and attorneys fees, of all kinds, that the County sustains as a result of any default by

the Contractor under the Agreement;

3. If the Contractor performs and guarantees all of the work and materials furnished under the Agreement for the time specified in the Agreement;

4. If the Contractor promptly makes payments to all claimants as defined by Section 255.05(1), Florida Statutes, for all labor, materials, and supplies used directly or indirectly by the Contractor in the performance of the Contractor's duties under the Agreement;

- (a) A claimant, except a laborer, who is not in privity with Contractor and who has not received payment for its labor, materials, or supplies shall, within 45 days after beginning to furnish labor, materials, or supplies for the prosecution of the work, furnish to Contractor a notice that the claimant intends to look to the bond for protection;
- (b) A claimant who is not in privity with Contractor and who has not received payment for its labor, materials, or supplies shall, within 90 days after performance of the labor or after complete delivery of the materials or supplies, deliver to Contractor and to the Surety, written notice of the performance of the labor or delivery of the materials or supplies and of the nonpayment;
- (c) No action for the labor, materials or supplies may be instituted against Contractor or the Surety unless the notices stated under the preceding conditions 4(a) and 4(b) have been given;
- (d) Any action under this Bond must be instituted in accordance with the Notice and Time Limitations in one (1) year in accordance with Section 95.11(3)(c), Florida Statutes.

5. If the Contractor, the Surety, or both shall indemnify and hold harmless the County from any and all losses, liability, damages, claims, judgments, liens, costs, and fees of every description which the County may incur, sustain or suffer by reason of failure or default on the part of the Contractor in the performance of any or all of the terms, provisions, or requirements of the Agreement, and all damages resulting from appellate proceedings;

THEN THIS BOND shall be null and void; otherwise this bond shall remain in full force and effect.

The foregoing, however, is subject to the following restrictions:

(a) Notwithstanding any contrary provision of the Agreement, the obligations of the Contractor and Surety under this bond shall not be assigned without the written consent of the County, which consent shall not be withheld unreasonably;

(b) The Surety hereby waives notice of any alteration to the terms of the Agreement;

(c) Subject to the foregoing, any changes in or under the Agreement and compliance or non-compliance with any formalities connected with the Agreement or the giving by the County of any extension of time for the performance of said Agreement, or any other forbearance on the part of either County or Contractor to the other, shall not in any way release the Contractor or the Surety, or either or any of them, their heirs, their personal representatives, successors, or assigns from liability hereunder, notice to the Surety of any such changes, alterations, extensions or forbearance being hereby waived.

(d) Any lawsuit or other legal action under this bond must be instituted before the expiration of one (1) year from the date of the termination of the Agreement.

(e) Whenever Contractor shall be, and is declared by County to be, in default under the Agreement, County having performed County's obligations thereunder, the Surety may promptly remedy the default, or shall promptly: (i) complete the work under the Agreement in accordance with its terms and conditions; or (ii) obtain a bid or bids for completing the work under the Agreement in accordance with its terms and conditions, and upon determination by Surety of the lowest responsible Bidder, or, if County elects, upon determination by County and Surety jointly of the lowest responsible Bidder, arrange for a contract between such Bidder and County, and make available as work progresses (even though there should be a default or a succession of defaults under the Agreement) sufficient funds to pay the cost of completion less the balance of the contract price; but not exceeding, including other costs and damages, liquidated damages and damages caused by delay, for which the Surety may be liable hereunder, the amount set forth in the first paragraph hereof. The term "balance of the contract price," as used in this paragraph, shall mean the total amount payable by County to Contractor under the Agreement and any amendments thereto, less the amount paid by the County to the Contractor.

(f) Notwithstanding any other provision in this Bond, the County may exercise this Bond and collect the funds held hereunder if the County Administrator or his designee delivers either one of the following statements in writing to the Surety:

- (i) "The Contractor has failed to accept and/or dispose of the County's Acceptable Waste in compliance with the terms of the Agreement and, therefore, the Contractor is in default of the Agreement."
- (ii) "The Contractor has failed to substantially fulfill a material obligation of the Agreement and, therefore, the Contractor is in default of the Agreement."

IN WITNESS WHEREOF, the Contractor and the Surety have hereunto affixed their corporate seals and caused this bond to be signed by their duly authorized officers or agents, this ____ day of _____, 1998.

ATTEST:

_____ Witness	BY: _____ (Authorized Signature) (Principal)
_____ Witness	_____ (Printed Name)
	_____ (Title of Person Signing Above)
	_____ (Business Address)

---OR---

_____ Witness	BY: _____ As Attorney in Fact
_____ Witness	_____ (Printed Name)
	_____ (Business Address)

STATE OF _____
COUNTY _____

I, the undersigned authority, hereby certify that on this ____ day of _____
1998, before me personally appeared _____ and
_____, to me known to be the person(s) described in and who executed the
foregoing instrument, and acknowledges that execution thereof to be a free act and deed for
the uses and purposes therein mentioned.

WITNESS my hand and official seal the date aforesaid.

Notary Public, State of _____
At Large; My Commission expires: _____
Print Name: _____
Commission Number: _____

SURETY: _____
(Printed Name)

(Business Address)

BY: _____
Authorized Signature

Witness

Witness

EXHIBIT "D"

GUARANTEE

This Guarantee is made as of this 10th day of November, 1998 by Waste Management Inc. of Florida, a Florida corporation, ("Guarantor"), having its principal place of business at 2700 NW 48th Street Pompano Beach, Florida 33073 to and for the benefit of Leon County, a political subdivision of the State of Florida, ("County").

WITNESSETH:

WHEREAS, Waste Management of Leon County, Inc., a Florida corporation (the "Contractor"), has entered into an agreement (the "Agreement") dated _____, 1998, with the County; and

WHEREAS, Guarantor is willing to guarantee, as set forth below, part of the Contractor's performance under the Agreement; and

WHEREAS, the County would not enter into the Agreement unless the Guarantor provided this Guarantee;

NOW, THEREFORE, as an inducement to the County to enter into this Agreement, Guarantor agrees as follows:

1. Guarantor hereby absolutely and unconditionally guarantees the full and prompt performance by the Contractor of all of the Contractor's obligations under Section 10.1.2 of the Agreement, in accordance with and subject to the terms and conditions therein, but solely with regard to claims that involve, are based on, relate to or arise from Pollution at the Disposal Facility.

2. This Guarantee shall be governed by the laws of the State of Florida. Guarantor hereby agrees to the service of process in Florida for any claim or controversy arising out of this Guarantee or relating to any breach hereof. Guarantor agrees to submit to the exclusive jurisdiction of any court of competent jurisdiction in the State of Florida for the resolution of any claim or controversy concerning this Agreement.

3. This Guarantee shall be binding upon and enforceable against the Guarantor, its successors, or assigns (including any successor by merger or consolidation or any transferee of all or substantially all of the properties of Guarantor), whether or not such obligations are expressly assumed by such successor, assignee, or transferee. This Guarantee is for the benefit of the County and any permitted successors and assigns under this Agreement.

4. Each and every event of default under the Agreement shall give rise to a separate cause of action hereunder. Separate actions may be brought hereunder by the County as each cause of action arises.

5. No waiver, amendment, release or modification of this Guarantee shall be established by conduct, custom or course of dealing between the parties, but solely by a written instrument duly executed by the party against whom any such waiver, amendment, release or modification is sought to be enforced.

6. Guarantor shall not assign its obligation hereunder, except to a successor by merger or consolidation or to a transferee of all or substantially all of the assets of the Guarantor. Notice of any such assignment shall be given in writing to the County promptly, but in no event more than ninety (90) days after the effective date of any such merger, consolidation or transfer.

7. This Guarantee may be enforced immediately by the County upon Contractor's default and failure to cure any such default, pursuant to the provisions of Section 9.2 of the Agreement. This Guarantee shall not be subject to any claim of Guarantor against any other person.

8. This Guarantee may be executed simultaneously in several counterparts, each of which shall be deemed an original, and all of which together shall constitute one and the same instrument. The invalidity or unenforceability of one or more provisions of this Guarantee shall not affect the validity or enforceability of the remaining portions of this Guarantee. This Guarantee is entered into by Guarantor solely and exclusively for the benefit of the County, and may be enforced against Guarantor by the County.

9. The Agreement is adopted herein by reference.

10. Notices provided pursuant to this Guarantee for default shall be in writing and shall be served personally or sent by certified mail, return receipt requested, to:

County:

Director/County Engineer
Leon County Public Works Department
301 South Monroe Street
Tallahassee, Florida 32301

With a Copy to:

Leon County Attorney
301 South Monroe Street
Tallahassee, Florida 32301

Clerk of the Circuit Court
301 South Monroe Street
Tallahassee, Florida 32301
Attn: Finance and Accounting

Guarantor:

Waste Management Inc. of Florida

2700 N.W. 48th Street

Pompano Beach, Florida 33073

Att: Glenn R. Holcomb, Vice President

or to such other address as shall be designated by such party in a written notice to the other party hereto. Any notice given pursuant to this Section if transmitted by certified mail shall be effective immediately upon receipt, and if delivered by hand upon delivery.

IN WITNESS WHEREOF, Guarantor has executed this instrument the day and year

filed in written.

GUARANTOR

BY:

Glenn R. Holcomb

ITS:

Vice President

Witness

1. [Signature]
2. Mauran Bonksky

/LEONAGM7

From: Jud Curtis
To: Headley, Mary
Date: 5/14/03 4:13PM
Subject: Re: Contract No. 1364

I'm not sure about the contract no. you reference, but the agreement for Solid Waste Management services was signed in late 1998 which was the contract date and the start of the initial 10-year term. In Section 7.5.3 the commencement date was to be on or before Dec 31, 2000 and if the commencement date was after that date the the service fee would be adjusted in accordance with the formula in Section 7.5.1. Hope this helps.

>>> Mary Headley 05/14/03 09:07AM >>>
Jud/Patrick:

Will there be a new contract or an addendum to this agreement? Contract No. 1364 covers the "agreement" for services. Or should I change the contract "begin" period from 11/19/98 to 4/24/03.

Please advise.

Thanks.

Mary Headley

>>> Jud Curtis 05/13/03 01:01PM >>>

For the Waste Management contract for hauling and disposal originally signed in 1998, the commencement date should be April 24,2003.

CC: Kinni, Patrick



LEON COUNTY
CONTRACT ROUTING SLIP

LOGGED IN 112-1028
Attachment #1
Page 90 of 91
Original
Renewal
X Amendment (# 2)

County Contract No. 1364A

Division Contact: Patrick T. Kinni, Esq. Deputy County Attorney Phone #: 606-2500

Department/Division: County Attorney's Office

Contractor: Waste Management of Leon County, Inc.

Address: 382 Galleria Parkway, Suite 107, Madison, MS 39110

Contract Period: From To

Renewal Periods: Number Term 5 Years

Contract Total \$ Amount: or check if Unit Price Agreement

Contract Type:

- ☐ Conservation Easement
- ☐ Construction
- ☐ Continuing Supply
- ☐ Deed
- ☐ Interlocal Agreement
- ☐ Grant
- ☐ Lease
- ☐ Other Services
- ☐ Performance Agreement
- ☒ Professional Services
- ☐ Purchase
- ☐ Other (Explain below)

Procurement Method:

- ☐ Bid*
- ☐ RFP*
- ☐ Sole Source
- ☐ Gov't Entity
- ☐ Other (Explain Below)

Insurance Certificates:

- ☐ General Liability
- ☐ Professional Liability
- ☐ Workers' Compensation
- ☐ Errors & Omissions
- ☐ Automobile Coverage

Forms Required:

- ☐ Public Entity Crimes Statement
- ☐ Performance Bond
- ☐ Materials & Payment Bond
- ☐ Warranty Bond
- ☐ Certification Regarding Debarment

Bid/RFP#

Awarded by:

- ☐ Purchasing Director
- ☐ County Administrator
- ☐ Board of County Commissioners

Agenda Date: Item #

Comments: Second Amendment to Agreement for Solid Waste Management Services

Routing:

Required

Initials

Date

Originating Division:

Group Director

Purchasing

County Attorney's Office

Deputy or Assistant County Administrator

County Administrator

Chairman, BCC

Clerk's Office (Finance)

X

X

Return completed documents to: Leon County Attorney's Office (3 Originals)

Be sure to return and file a fully executed agreement with the Finance Department.

**SECOND AMENDMENT TO AGREEMENT FOR
SOLID WASTE MANAGEMENT SERVICES**

This Second Amendment to the Agreement dated November 19, 1998, by and between Leon County, a political subdivision of the State of Florida, hereinafter referred to as the "County" and Waste Management of Leon County, Inc. hereinafter referred to as the "Contractor" is entered into by and between said parties this 19th day of December, 2012.

RECITALS

WHEREAS, the County has the responsibility for the safe, and environmentally sound disposal of solid waste within the community; and

WHEREAS, the County entered into a contract with the Contractor to haul and dispose of waste in accordance with the agreement between the parties dated November 19, 1998; and

WHEREAS, the County and the Contractor entered into an Amendment to the Agreement for Solid Waste management Services dated March 25, 2003; and

WHEREAS, the parties have determined it to be in the best interests of both entities to amend the Agreement for Solid Waste Management Services dated November 19, 1998 to renew the Agreement for a term of five (5) years in accord with Article 8 thereof.

NOW, THEREFORE, in consideration of the mutual covenants, promises, and representations set forth herein, the sufficiency of which is hereby acknowledged, the County and Contractor do hereby agree as follows:

Section 1. Subsections 7.2 and 7.5 of Article 7 of the Agreement for Solid Waste Management Services dated November 19, 1998, are hereby deleted and replaced in their entirety to read as follows:

ARTICLE 7. GENERAL PAYMENT PROVISIONS

7.2 Method of Calculating Service Fee

The Contractor shall be paid the Service Fee for each Ton of Acceptable

Waste that the Contractor takes from the Transfer Station and disposes at the Disposal Facility. This fee shall be based on the actual tonnage recorded at the County's scale house. The Department will use the Transaction Summary Report produced by the County's automated data collection system to support the Department's calculation of the payment to be made to the Contractor.

The Service Fee shall be \$24.04 per Ton of Acceptable Waste.

7.5 Adjustments to Fees

Commencing May 1, 2015, the fees described in this Agreement may be adjusted in the manner provided below.

Section 2. All other provisions, sections, or requirements in the Agreement dated November 19, 1998, not otherwise in conflict with the provisions herein, shall remain in full force and effect.

Section 3. This Second Amendment to Agreement for Solid Waste Management Services shall be effective commencing May 1, 2013.

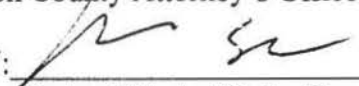
IN WITNESS WHEREOF, the parties hereto, through their duly authorized representatives, have executed this Second Amendment to Agreement as of the date first written above.


ATTEST:
Bob Inzer, Clerk of the Court
Leon County, Florida



BY: 

APPROVED AS TO FORM:
Leon County Attorney's Office

BY: 
Herbert W. A. Thiele, Esq.
County Attorney

LEON COUNTY, FLORIDA
BY: 
Nicholas Maddox, Chairman
Board of County Commissioners

WASTE MANAGEMENT OF LEON COUNTY, INC.

BY: David Myhan

David Myhan
Area Vice President, Gulf Coast Area
Waste Management of Leon County, Inc.
382 Galleria Parkway, Suite 107
Madison, MS 39210

STATE OF Mississippi
COUNTY OF Hinds

The foregoing instrument was acknowledged before me on this 5 day of November, 2012, by David Myhan, Area Vice President, Gulf Coast Area for WASTE MANAGEMENT OF LEON COUNTY, INC., who is personally known to me or who has produced Driver License as identification.



Kelly Shannon
Notary Public
Kelly Shannon
Printed Name
My Commission Expires: 11/8/15

BOARD OF COUNTY COMMISSIONERS

INTER-OFFICE MEMORANDUM

TO: Dionte Gavin,
Finance Department, Clerk of the Circuit Court

FROM: Patrick T. Kinni, Esq.
Deputy County Attorney

DATE: January 4, 2013

SUBJECT: Second Amendment to Agreement for Solid Waste Management Services

Attached hereto for inclusion in the County's contract database please find the Second Amendment to Agreement for Solid Waste Services dated December 19, 2013, by and between Leon County, Florida and Waste Management of Leon County, Inc.

Further, our office has retained a copy of the above-referenced document for our file, please retain this original Agreement for safekeeping along with other original County documents.

Please contact me with any questions or concerns you may have.

PTK/kam

Attachment

RECEIVED
13 JAN -4 PM 1:19
FINANCE DIVISION
BOB INZER
CLERK CIRCUIT COURT

Board of County Commissioners

Leon County, Florida

Policy No. 92-5

Title: Revenues

Date Adopted: March 10, 1992

Effective Date: March 10, 1992

Reference: N/A

Policy Superseded: N/A

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that:

The County will establish revenue practices to:

1. Provide that the County seek out and maintain a diversified revenue system to protect it from fluctuations in any one revenue source.
2. Provide that fees charged in enterprise operations will be calculated at a level which will support all direct and indirect costs of the enterprise.
3. Ensure that the County does not accept any revenue source whose terms of acceptance or collection may negatively affect the County.



April 16, 2015

Mr. Robert Mills
Leon County Solid Waste Director
7550 Apalachee Parkway
Tallahassee, FL 32311

RE: Leon County Solid Waste Management System
Waste Diversion Evaluation

Dear Mr. Mills:

Locklear & Associates, Inc. (L&A) has prepared an evaluation of projected outcomes related to the potential diversion of a portion of the County's municipal solid waste. Currently, the County contracts the hauling and disposal of all County waste to a privately owned and operated landfill located outside of the County. This report evaluates alternate scenarios wherein a portion of the County's waste is direct hauled to the Leon County Solid Waste Management Facility for disposal. The primary objectives of the evaluation include:

- ❖ Estimate the waste quantity necessary to generate avoided hauling and disposal cost savings equivalent to the current County landfill annual operating budget;
- ❖ Project the County landfill disposal life based on the estimated waste diversion rate;
- ❖ Project the increase in disposal truck trips to the County landfill based on the estimated waste diversion rate.

L&A provided an airspace evaluation report dated November 12, 2014. The 2014 report evaluated the disposal capacity (life span) for four options at the existing Landfill facility. The projected life spans for the four options are provided in Table 1 and shown in Figure 1. The 2014 evaluation assumed 100% of the waste stream would be disposed at the Landfill. The current evaluation assumes variable percentages of the waste stream would be disposed. Therefore, the actual disposal life of each option would be greater than those shown in Table 1. Due to the limitations of the current report described herein, the more conservative life span projections in Table 1 have been used.

TABLE 1

Scenario	Airspace Volume (cubic yards)	Projected Life (years)
1	539,857	1.5
2	1,572,438	4.5
3a	3,548,794	10
3b	5,672,022	15
Total	11,333,111	31

Current Scenario

Under the current waste management scenario, all municipal solid waste generated within the County is transported to the Leon County Gum Road Transfer Station (Transfer Station). Waste is processed by the County at the Transfer Station to remove prohibited items and packed into long-haul tractor trailers for transport. The tractor trailers are owned and operated by a private contractor. The waste is then hauled to a privately owned and operated Class I landfill in Jackson County, Florida. The County is under a multi-year contract with the private landfill owner for hauling and disposal of the County's municipal solid waste. It is our understanding that the contract includes a fixed cost per ton fee for hauling and disposal, plus an annual fuel adjustment. Therefore, if the County directs less than 100% of their waste to the private contractor the cost per ton does not change. In 2014, approximately 176,000 tons of waste was hauled and disposed from the Transfer Station at a per ton cost of \$24.04. The total 2014 hauling and disposal cost (including a \$368,246 fuel surcharge) was approximately \$4,600,000.

In addition to operating the Transfer Station, the County operates the Leon County Solid Waste Management Facility (Landfill). The Landfill currently receives recovered screen materials and rejected materials from a privately owned and operated Class III recycling facility located within the County. The Landfill's projected 2015 annual operating budget is approximately \$2,400,000. The annual revenue generated from tipping fees from the Class III waste is approximately \$550,000. The annual revenue generated from tipping fees from waste tires and wood waste is approximately \$350,000. The remainder of the Landfill operating costs (approximately \$1,500,000) are subsidized by the County's General Fund. The current Landfill operating metrics are provided in the second column of Table 2. It is our understanding that Class III waste will no longer be disposed at the Landfill. If waste is no longer disposed at the Landfill, the County is required to initiate formal closure activities within 180 days per Chapter 62-701, of the Florida Administrative Code. We understand the County considers the Landfill a valuable asset and seeks to explore economically viable alternatives to formal closure. Four alternate scenarios are discussed below.

Evaluation Limitations and Assumptions

It is important to understand that this evaluation provides a very general assessment of potential impacts of the alternate scenarios. Prior to implementing changes to the solid waste management system, preparation of a 20-year pro forma is highly recommended. Several key components of the system were assumed to be held constant for this study (e.g., Transfer Station operating costs, Landfill operating costs, hauling costs, etc.). A pro forma would provide a more detailed analysis including variations to these key components. The report also assumes the current operating budget includes adequate closure escrow account funding to cover closure costs associated with new cell construction. Additionally, the impacts to collection and hauling discussed in Alternate Scenario 2 would need to be vetted in order to understand all potential impacts to the system.

Alternate Scenario 1

Alternate Scenario 1 generally involves determining the amount of municipal solid waste required to be diverted from the Transfer Station in order to generate a savings (from avoided hauling and disposal costs) that is equivalent to the Landfill operating budget on an annual basis. Under Alternate Scenario 1, the

Landfill is considered to include only the existing permitted and constructed disposal footprint as shown in Figure 1 attached. The projected disposal life of Alternate Scenario 1 is 1.5 years as shown in Table 1.

Table 2 provides a comparison of metrics between the current scenario and Alternate Scenario 1. As shown in the table, approximately 79,000 tons of waste (approximately 45% of the total waste stream) must be diverted from the Transfer Station to the Landfill annually in order to generate Transfer Station cost savings roughly equivalent to the Landfill operating budget. This includes eliminating the annual subsidy from the Fund Balance (approximately \$1,500,000).

TABLE 2 Impact of Alternate Scenario 1 on Landfill Operations

Apalachee Parkway Landfill	Current Scenario	Alternate Scenario 1	Difference
Annual Tons Disposed	30000	79000	49000
Annual Operating Budget	\$ 2,400,000	\$ 2,400,000	0
Annual Revenue from Disposal Fees for Tires and Yard Waste	\$ 350,000	\$ 350,000	0
Annual Revenue from Marpan Waste	\$ 550,000	\$ -	\$ (550,000)
Annual Funds Received from Fund Balance	\$ 1,500,000		\$(1,500,000)
Annual Funds Received from Avoided Costs	\$ -	\$ 2,044,617	\$ 2,044,617
Annual Net Operating Surplus/Deficit	\$ -	\$ (5,383)	

Table 3 provides an estimate of the increase in truck traffic to the Landfill. Under Alternate Scenario 1, there will be approximately 5,200 additional truck trips to the Landfill per year. This equates to a total of approximately 21 trips per day.

TABLE 3 Truck Trips Generated by Alternate Scenario 1

Apalachee Parkway Landfill	Current Scenario*	Alternate Scenario 1**	Difference
Annual Disposal Truck Trips	1364	6583	5220

*Assumes long haul trailer with 22 ton capacity

**Assumes direct haul with average 12 ton capacity

Alternate Scenario 2

Alternate Scenario 2 is similar to Alternate Scenario 1 except that the Landfill disposal footprint includes construction of a 20 acre lateral expansion to the existing permitted and constructed disposal footprint as shown in Figure 1. The projected disposal life of Alternate Scenario 2 is 4.5 years as shown in Table 1. Construction costs for the lateral expansion are estimated to be approximately \$8,000,000. The actual construction cost can be highly variable as liner material costs are directly correlated with crude oil costs. It should also be noted that the lateral expansion would require the relocation of the current solid waste

administration building. The capital cost associated with the lateral expansion results in an increase in the annual Landfill operating budget related to the debt service payments. As a result, the amount of diverted waste is increased from Alternate Scenario 1 in order to once again generate Transfer Station cost savings roughly equivalent to the Landfill operating budget. The annual diverted waste required for Alternate Scenario 2 is approximately 152,500 tons as shown in Table 4. The annual debt service payment calculations are provided in Table 5. As shown in Table 5, the amortization period was assumed to be five years to coincide with the projected disposal life span of the lateral expansion. The resulting annual debt service payment is approximately \$1,900,000.

It is important to note that the quantity of waste required to be diverted in order to achieve a net zero operating margin is approximately 87% of the waste stream. The current evaluation assumes no change in costs associated with direct hauling waste to the Landfill in lieu of direct hauling to the Transfer Station. Given that Alternate Scenarios 2, 3 and 4 require such a large fraction of the waste, this assumption may not be accurate. Additional studies would be necessary to determine population and commercial waste generation densities and the resulting optimal collection and hauling routes required to divert more than 50% of the waste to the Landfill. Ultimately, this could result in increased (or perhaps decreased) hauling costs. These costs, though not directly born by the County currently, may impact contract conditions between the County and waste generators and haulers (e.g., the generators and haulers may demand lower tipping fees if hauling costs are increased as a result of a new County directive to haul to the Landfill instead of the Transfer Station).

TABLE 4 Impact of Alternate Scenario 2 on Landfill Operations

Apalachee Parkway Landfill	Current Scenario	Alternate Scenario 2	Difference
Annual Tons Disposed	30000	152500	122500
Annual Operating Budget	\$ 2,400,000	\$ 2,400,000	0
Annual Revenue from Disposal Fees for Tires and Yard Waste	\$ 350,000	\$ 350,000	0
Annual Debt Service for Expansion Construction	\$ -	\$ 1,893,993	\$ 1,893,993
Annual Revenue from Marpan Waste	\$ 550,000	\$ -	\$ (550,000)
Annual Funds Received from Fund Balance	\$ 1,500,000		\$(1,500,000)
Annual Funds Received from Avoided Costs	\$ -	\$ 3,946,888	\$ 3,946,888
Annual Net Operating Surplus/Deficit	\$ -	\$ 2,895	

TABLE 5 Projected Debt Service Costs

Project Costs	\$ 8,000,000
Interest Rate (Pct)	5.00%
Amortization Period (Yrs)	5
Issuance Costs (Pct)	5.00%
Issuance Costs (\$)	\$ 200,000
Par Amount	\$ 8,200,000
Estimated Annual Payment	\$ 1,893,993

Table 6 provides an estimate of the increase in truck traffic to the Landfill. Under Alternate Scenario 2, there will be approximately 11,300 additional truck trips to the Landfill per year. This equates to approximately 41 total daily trips.

TABLE 6 Truck Trips Generated by Alternate Scenario 2

Apalachee Parkway Landfill	Current Scenario*	Alternate Scenario 2**	Difference
Annual Disposal Truck Trips	1,364	12,708	11,345

*Assumes long haul trailer with 22 ton capacity

**Assumes direct haul with average 12 ton capacity

Alternate Scenario 3

Alternate Scenario 3 is similar to Alternate Scenarios 1 and 2 but includes reclamation of the 60 acre Phase I disposal footprint as shown in Figure 1. The capital cost associated with the expansion results in an increase in the annual Landfill operating budget related to the debt service payments. As a result, the amount of diverted waste is increased from Alternate Scenario 1 in order to once again generate Transfer Station cost savings roughly equivalent to the Landfill operating budget. The annual diverted waste required for Alternate Scenario 3 is approximately 176,000 tons as shown in Table 7. This represents the entire solid waste stream. The annual debt service payment calculations are provided in Table 8. As shown in Table 8, the amortization period was assumed to be ten years to coincide with the projected disposal life span of the expansion. The resulting annual debt service payment is approximately \$3,100,000. As shown in Table 7, a tip fee adjustment of approximately \$640,000 would be necessary under Alternate Scenario 3.

TABLE 7 Impact of Alternate Scenario 3 on Landfill Operations

Apalachee Parkway Landfill	Current Scenario	Alternate Scenario 3	Difference
Annual Tons Disposed	30000	176000	146000
Annual Operating Budget	\$ 2,400,000	\$ 2,400,000	0
Annual Revenue from Disposal Fees for Tires and Yard Waste	\$ 350,000	\$ 350,000	0
Annual Debt Service for Expansion Construction	\$ -	\$ 3,146,961	\$ 3,146,961
Annual Revenue from Marpan Waste	\$ 550,000	\$ -	\$ (550,000)
Annual Funds Received from General Fund	\$ 1,500,000		\$(1,500,000)
Annual Funds Received from Avoided Costs	\$ -	\$ 4,555,097	\$ 4,555,097
Annual Funds Received from Tip Fee Adjustment		\$ 642,000	\$ 642,000
Annual Net Operating Surplus/Deficit	\$ -	\$ 136	

TABLE 8 Projected Debt Service Costs

Project Costs	\$ 24,000,000
Interest Rate (Pct)	5.00%
Amortization Period (Yrs)	10
Issuance Costs (Pct)	5.00%
Issuance Costs (\$)	\$ 400,000
Par Amount	\$ 24,400,000
Estimated Annual Payment	\$ 3,146,961

Table 9 provides an estimate of the increase in truck traffic to the Landfill. Under Alternate Scenario 3, there will be approximately 13,300 additional truck trips to the Landfill per year. This equates to approximately 47 total daily trips.

TABLE 9 Truck Trips Generated by Alternate Scenario 3

Apalachee Parkway Landfill	Current Scenario*	Alternate Scenario 3**	Difference
Annual Disposal Truck Trips	1364	14667	13303

*Assumes long haul trailer with 22 ton capacity

**Assumes direct haul with average 12 ton capacity

Alternate Scenario 4

Alternate Scenario 4 is similar to Alternate Scenarios 1, 2, and 3 but includes a vertical expansion over the entire landfill. The capital cost associated with the expansion results in an increase in the annual Landfill operating budget related to the debt service payments. As a result, the amount of diverted waste is increased from Alternate Scenario 1 in order to once again generate Transfer Station cost savings roughly equivalent to the Landfill operating budget. The annual diverted waste required for Alternate Scenario 4 is approximately 125,500 tons as shown in Table 10. The annual debt service payment calculations are provided in Table 11. As shown in Table 11, the amortization period was assumed to be 15 years to coincide with the projected disposal life span of the expansion. The resulting annual debt service payment is approximately \$1,200,000.

TABLE 10 Impact of Alternate Scenario 4 on Landfill Operations

Apalachee Parkway Landfill	Current Scenario	Alternate Scenario 4	Difference
Annual Tons Disposed	30000	125500	95500
Annual Operating Budget	\$ 2,400,000	\$ 2,400,000	0
Annual Revenue from Disposal Fees for Tires and Yard Waste	\$ 350,000	\$ 350,000	0
Annual Debt Service for Expansion Construction	\$ -	\$ 1,194,644	\$ 1,194,644
Annual Revenue from Marpan Waste	\$ 550,000	\$ -	\$ (550,000)
Annual Funds Received from Fund Balance	\$ 1,500,000		\$(1,500,000)
Annual Funds Received from Avoided Costs	\$ -	\$ 3,248,094	\$ 3,248,094
Annual Net Operating Surplus/Deficit	\$ -	\$ 3,450	

TABLE 11 Projected Debt Service Costs

Project Costs	\$ 12,000,000
Interest Rate (Pct)	5.00%
Amortization Period (Yrs)	15
Issuance Costs (Pct)	5.00%
Issuance Costs (\$)	\$ 400,000
Par Amount	\$ 12,400,000
Estimated Annual Payment	\$ 1,194,644

Table 12 provides an estimate of the increase in truck traffic to the Landfill. Under Alternate Scenario 4, there will be approximately 9,100 additional truck trips to the Landfill per year. This equates to approximately 34 total daily trips.

TABLE 12 Truck Trips Generated by Alternate Scenario 4

Apalachee Parkway Landfill	Current Scenario*	Alternate Scenario 4**	Difference
Annual Disposal Truck Trips	1364	10458	9095

*Assumes long haul trailer with 22 ton capacity

**Assumes direct haul with average 12 ton capacity

Summary

The projected metrics for each Alternate Scenario are shown in Table 13. The quantity of waste required to be diverted ranges from 45% for Alternate Scenario 1 to 87% for Alternate Scenario 2. The values should be considered as very general estimates and attention should be given to the limitations and assumptions discussed herein. All four Alternate Scenarios operate at a net zero annual cost, though Alternate Scenario 3 requires a tip fee adjustment of approximately \$640,000.

TABLE 13 Summary

	Annual Waste Tonnage to be Diverted in Year 1	Landfill Life (years)	Total Daily Truck Trips
Alternate Scenario 1	79,000	1.5	21
Alternate Scenario 2	152,500	4.5	41
Alternate Scenario 3	176,000	10	47
Alternate Scenario 4	125,500	15	34

We greatly appreciate the opportunity to be of service to Leon County. Please do not hesitate to contact me at (352) 672-6867 if you have any questions or concerns regarding this report.

Best Regards,



John Locklear, P.G.
President
Locklear & Associates, Inc.



NO.	DATE	REVISION DESCRIPTION	BY



4140 NW 37th Place, Suite A
Gainesville, Florida 32606
Phone: 352.672.5867 Fax: 352.692.5390
Certificate of Authorization No. 30066

PROJECT TITLE:
LEON COUNTY SOLID WASTE DISPOSAL FACILITY
CONCEPTUAL DISPOSAL SCENARIOS
TALLAHASSEE, LEON COUNTY, FLORIDA

LISA J. BAKER
FL PE NO. 74652

DESIGNED BY	LIB
DRAWN BY	SKK
CHECKED BY	LIB
APPROVED BY	LIB

SHEET TITLE:
FIGURE 1

PROJECT NO.
07000-11-01-10
SCALE
AS SHOWN
DATE
APRIL 2015
DRAWING
FIG-01

Attachment #3
Page 10 of 10

Leon County Board of County Commissioners

Notes for Budget Workshop Item #4

Leon County Board of County Commissioners

Budget Workshop Item #4

April 28, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator

Title: Acceptance of a Status Report on the Current Healthcare Landscape and Consideration of Opportunities to Enhance the Delivery of Healthcare Services

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator Ken Morris, Assistant County Administrator Scott Ross, Director, Office of Financial Stewardship
Lead Staff/ Project Team:	Eryn Calabro, Director, Office of Human Services and Community Partnerships Rosemary Evans, Financial Compliance Manager Wanda Hunter, Director, Office of Intervention and Detention Alternatives Malcolm Kemp, Deputy Chief, Emergency Medical Services

Fiscal Impact:

This budget discussion item provides a comprehensive overview and analysis of several aspects of the healthcare continuum in Leon County, particularly in the areas supported by the County, and includes recommendations to enhance the delivery of healthcare services in accordance with the strategic initiative adopted by the Board at the 2014 annual retreat. Given the number of options presented in this analysis and the uncertainty with regard to the various state and federal programs affecting the local healthcare landscape, this item recommends deferring the establishment of the funding levels for the FY 16 Primary Healthcare Program to the Board's June budget workshop. For FY 15, the Board allocated \$1.7 million for the provision of healthcare services in the community and \$825,000 to the Community Human Service Partnership.

Staff Recommendations:

- Option #1: Accept staff report on the creation of a healthcare special district and a County Healthcare Administration Office.
- Option #2: Accept staff report on the Proposed Big Bend Central Receiving Facility for Mental Health and Substance Abuse Patients.
- Option #3: Accept staff report on the Community Paramedic Program and continue to develop this program in partnership with area stakeholders and bring back to the Board at a later date.
- Option #4: Accept staff report and encourage Bond, NMC, and Apalachee to coordinate with the TMH Transition Center to assist patients in establishing a medical home.
- Option #5: Approve the Competitive Provider Reimbursement Pool Funding Model for the FY 2016 Primary Healthcare Program and bring back a budget discussion item to determine the appropriate funding levels.

Report and Discussion

Background:

At the Board's Annual Retreat on December 8, 2014, the Board adopted the following FY 2015 strategic initiative:

- Quality of Life and Governance – “Provide an early budget discussion item regarding County support for primary healthcare, including mental healthcare services, and options to maximize resources to meet the healthcare needs of the community including those individuals served through the criminal justice system (Q3, G2).”

As part of the early budget discussion item, the Board also directed staff to provide additional information on the establishment of a healthcare district and administration office for the delivery of healthcare services.

This budget discussion item provides a comprehensive overview and analysis of several aspects of the healthcare continuum in Leon County, particularly in the areas supported by the County, and includes recommendations to enhance the delivery of healthcare services in accordance with the strategic initiative adopted by the Board.

Analysis:

This budget discussion item recommends continued stakeholder engagement and analysis on the Community Paramedic Program previously approved by the Board and a fundamental shift in the utilization of limited funds for the Leon County Primary Healthcare Program. Based on the Board's prior guidance and existing practice of attaching healthcare funding to the patient (dollars following the patient), staff is recommending a competitive provider model to further this concept. Rather than independently contracting with multiple providers for a predetermined number of patient reimbursements, this competitive provider model will pool the available County funds for primary and mental healthcare services on a first come first serve basis. This model would not apply to the agencies in which the County provides administrative funding in support of their operations, only those direct service providers that are being reimbursed by the County on a per patient basis.

In order to fully weigh the recommendations provided herein, a thorough review of the County's Primary Healthcare Program is provided in this analysis along with the broader state and federal healthcare landscapes that impact patient services. There are multiple state and federal issues currently affecting the local health system. Medicaid expansion, the Medicaid cost cap, and telemedicine are all ongoing policy initiatives being debated by the 2015 Florida Legislature; The Florida Agency for Health Care Administration (AHCA) is in negotiations with federal officials regarding the end of the Low Income Pool program, a funding source for Bond Community Health Center, Neighborhood Medical Center, and Tallahassee Memorial HealthCare, that is set to expire on June 30, 2015 unless the State of Florida expands Medicaid eligibility; and, Florida leads the nation for enrollment in the federal healthcare exchange established by the Affordable Care Act.

These items are discussed in greater detail in the subsequent analysis along with several opportunities to enhance healthcare services such as:

- The Creation of a Healthcare Special District and County Office of Healthcare Administration
- A Big Bend Central Receiving Facility
- The Community Paramedic Program
- Establishing a Medical Home
- Competitive Provider Reimbursement Pool for Primary Healthcare

Local Healthcare Landscape

This section of the analysis provides a comprehensive review of the local healthcare landscape and the delivery of healthcare services to indigent populations through the County's Primary Healthcare Program, other County funded programs that support the provision of healthcare, and pending state and federal consideration for healthcare programs that would impact local CareNet providers.

Leon County's Primary Healthcare Program

Leon County's Office of Human Services and Community Partnerships (HSCP) manages the County's Primary Healthcare Program. For more than a decade, the County has made access to healthcare a priority by providing funding to local healthcare agencies to support and supplement their efforts to provide critical healthcare services to uninsured and indigent residents of Leon County. In recent years, the Board has been very successful in leveraging its funding with state and federal programs in order to draw down additional healthcare resources for the uninsured. The County's Primary Healthcare Program, accounting for the leveraged state and federal funds, represents 2.1 percent of the County's \$228 million or 4.1 percent of the total ad valorem revenue collected by the County. The added provision of other human services programs such as CHSP and the statutory required funding for Medicaid, Baker and Marchman Acts, and Child Protection exams, represent a combined value of 3.9 percent of the total County budget or 7.8 percent of ad valorem revenues.

CareNet is a public/private collaborative of the County and local healthcare providers. The mission of the program is to improve the health of citizens by providing quality and cost effective health services through collaborative community partnerships, including reducing non-emergent hospital emergency department visits by Leon County residents. Funding is allocated to supplement the CareNet agencies' efforts to provide greater access to healthcare services for Leon County residents who are uninsured and financially indigent. CareNet is comprised of the following agencies: Bond Community Health Center (Bond), Neighborhood Medical Center (NMC), Florida A & M University College of Pharmacy and Pharmaceutical Sciences (FAMU), Capital Medical Society Foundation We Care Network (We Care), Apalachee Center (Apalachee), Tallahassee Memorial HealthCare (TMH) and Capital Regional Medical Center (CRMC). Funding is not provided to the hospitals; however, each hospital plays a critical role in facilitating referrals for follow-up and the establishment of a medical home as needed. The hospitals also provide specialty medical services and ancillary services in coordination with We Care. It is through this coordinated community effort that citizens who are uninsured and lack access to care are served each year.

The Primary Healthcare Program is designed to serve those Leon County residents who fall into a coverage gap for health insurance. These are people whose income is at or below 100% of the Federal Poverty Level (FPL) and do not meet Florida's eligibility guidelines for Medicaid. The majority of this population is able-bodied working adults in low-wage jobs that do not offer insurance benefits. In order to qualify for subsidies on the Federal Health Insurance Marketplace, a person must make between 100% and 400% of the FPL. Those falling below this have no access to health insurance if they do not qualify for Medicaid, which mainly serves children, disabled adults, and some parents of qualified children. This is exactly the population the Mercer study indicated the County should be assisting through the Primary Healthcare Program. To qualify as a client for the Primary Healthcare Program, the person must:

- Be a resident of Leon County
- Live below 100% of FPL
- Be ineligible for Medicaid

These requirements are included in Leon County's contracts with the CareNet providers for the duration of the Primary Healthcare Program. For all funding received from the County, each provider submits monthly reports detailing services provided. FAMU Pharmacy and CMS Foundation/We Care Network are reimbursed for pharmaceutical staff and case management staff, respectively, on a monthly basis, up to the contracted amount. Bond, NMC, and Apalachee are reimbursed for services on a per patient visit rate. Primary care services are reimbursed at a \$125/visit rate and mental health services at an \$80/visit rate.

In FY 2013-14, the CareNet agencies reported that County funding provided the following:

- Bond reported 4,500 primary care patient visits and 510 mental health visits for low-income, uninsured Leon County residents.
- NMC reported 3,344 primary care patient visits and 628 mental health visits for low-income uninsured Leon County residents.
- We Care reported donated specialty medical care and dental care valued at more than \$3.4 million, serving 962 low-income, uninsured Leon County residents. An additional 191 residents received short-term case management services, assisting them with access other medical programs that could pay for the needed care.
- Apalachee Center reported 12,127 visits were provided to 842 low-income, uninsured Leon County residents.
- FAMU Pharmacy filled 16,680 prescriptions valued at \$711,392.41, including assisting patients with applying for 566 patient assistance programs.

Table #1 illustrates the amount of funding the County has provided to each agency over the last five years.

Table #1: Primary Healthcare Funding FY2010/11- FY2014/15

Agency	FY2010/11	FY2011/12	FY2012/13	FY2013/14	FY2014/15
Bond Primary Care	\$332,052	\$332,052	\$332,052	\$332,052	\$318,000
Bond Women & Children	\$245,588	\$245,588	\$245,588	\$245,588	Included in primary care
Bond Mental Health	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Bond Pharmacy*	\$177,500	\$177,500	\$177,500	\$177,500	\$0.00
<i>Total Bond Funding</i>	\$805,140	\$805,140	\$805,140	\$805,140	\$368,000
Neighborhood Medical Center (NMC) Primary Care	\$416,740	\$416,740	\$416,740	\$416,740	\$698,097
NMC Mental Health	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<i>Total NMC Funding</i>	\$466,740	\$466,740	\$466,740	\$466,740	\$798,097
Capital Medical Society Foundation/We Care Network	\$130,043	\$130,043	\$130,043	\$130,043	\$168,826
FAMU Pharmacy	\$177,500	\$177,500	\$177,500	\$177,500	\$177,500
FAMU Pharmacy Diabetes Collaborative	N/A	N/A	N/A	N/A	\$67,000
Florida Healthy Kids	\$3,777	\$2,488	\$2,488	\$2,488	\$2,488
Apalachee Center, Inc.	\$157,671	\$157,671	\$157,671	\$157,671	\$157,671
Total Funding	\$1,740,871	\$1,739,582	\$1,739,582	\$1,739,582	\$1,739,582

*Bond began administration of its Pharmacy Program in April 2010, which was previously administered by FAMU.

Historically, the Board has approved of Bond and NMC's contracts having provisions that some of their funding is to be used for the Agency for Healthcare Administration (AHCA) Medicaid Low Income Pool (LIP) matching funds for expansion of access to healthcare services. In an effort to continue leveraging County funding to draw down state and federal funds, Leon County remits matching funds to AHCA for LIP awards but these awards will expire after June 30, 2015 unless the State of Florida agrees to expand Medicaid eligibility. Tables #2 and #3 illustrate the amount of funds leveraged and the total community benefit.

Table #2: FY 2013-14 Matching Funds for Primary Healthcare Program

Agency	County Match	State & Federal Funding	Total Community Benefit
Bond Community Health Center	\$252,677	\$602,881	\$855,558
Neighborhood Medical Center	\$55,531	\$156,744	\$212,275
Tallahassee Memorial HealthCare	\$200,000	\$564,526	\$764,526
Total	\$508,208	\$1,324,151	\$1,832,359

Table #3: FY 2014-15 Matching Funds for Primary Healthcare Program

Agency	County Match	State & Federal Funding	Total Community Benefit
Bond Community Health Center	\$575,953*	\$1,820,557	\$2,396,510
Neighborhood Medical Center	\$64,150	\$190,413	\$254,563
Tallahassee Memorial HealthCare	\$200,000	\$790,874	\$990,874
Total	\$840,103	\$2,801,844	\$3,641,947

*Bond was allowed to carry forward \$309,603 in FY 2013-14 funds to be used for FY 2014-15 match requests.

Apalachee Contract Modification- Integrated Care Model

The County provides the Apalachee Center, Inc. up to \$157,671 for approximately 2,000 mental health patient visits through the Primary Healthcare Program. This is non-mandated mental health funding which the Board has opted to provide in addition to the \$638,156 provided to Apalachee for state-mandated Baker Act and Marchman Act services. Mental health services are provided by an ARNP, Case Manager, Psychiatrist, and Comprehensive Community Support Team. Subsequent to the Annual Retreat in which the Board discussed the availability and delivery of mental health services in the community, the Apalachee Center, Inc. approached staff about an integrated model of care for those uninsured mental health patients who needed access to primary care. The Board approved an FY 2014-15 mid-year modification which allows Apalachee to bill Leon County for primary care services provided at their facility in addition to the mental healthcare provided under the non-mandated \$157,671 agreement with the County. The following stipulations are in place:

- Apalachee uses the HSCP Management System to submit documentation of client visits.
- Primary care visits are reimbursed at the \$125 per visit reimbursement rate provided to Bond and NMC. Mental health visits continue to be reimbursed at the \$80 per visit reimbursement rate.
- Up to approximately one-third of Apalachee's funding, \$50,000, could be used for primary care visits, with the rest still designated for mental health visits.

The intended result of this integrated care model is higher quality care for clients with mental illness, as they will have more frequent and more comprehensive check-ins with an entire team of healthcare providers who specialize in meeting their complex needs. Beginning February 5, 2015, Apalachee took over full operation of Bond-Apalachee Wellness Integration Center (BAWIC) from the partnership between Apalachee and Bond, although Bond clinical staff will continue to be sub-contracted for primary care services. Apalachee will be open five hours per day, five days per week. Apalachee has demonstrated that integrated care at BAWIC works well for its client population, those who are severely and persistently mentally ill.

Additional Mental Health Services Information for the Area

Big Bend Community Based Care (BBCBC) is the Managing Entity for the Florida Department of Children and Families' funding of mental health services in Leon County, as part of the Circuit 2 Area. In 2014, a community needs assessment of the substance abuse and mental health system of care in Northwest Florida was conducted by Organizational Management Solutions, Inc. for BBCBC (Attachment #1). Northwest Florida, also known in the report as the Northwest Region, is made up of the following counties: Escambia, Santa Rosa, Okaloosa, Walton, Bay, Calhoun, Gulf, Holmes, Jackson, Washington, Gadsden, Franklin, Jefferson, Leon, Liberty, Madison, Taylor, and Wakulla. Some of the noted findings in this report include:

- While Florida ranks 4th in population among the 50 states, it ranks 48th in per capita spending for mental healthcare services at \$39.55.
- Providers in Circuit 2 indicated on a survey that the services needing the most increased availability are outpatient services.
- In Circuit 2, there is only one provider offering direct client services and using evidence-based practice: Apalachee Center.
- The largest provider, in terms of contract amount, in the Northwest Florida region is Apalachee Center, with \$12,788,238 in annualized funding. Of this, over \$5 million is designated for statewide forensic consumers who are in need of community placement, treatment, and monitoring.

Qualified veterans can receive outpatient mental health services at the VA Clinic. These services will continue to be offered at the new VA clinic when it opens. Veterans needing inpatient services are sent to facilities outside of Tallahassee, such as the VA Medical Center in Gainesville.

Mental Health Services and the Local Criminal Justice System

For those needing access to services through the criminal justice system, Leon County, through its Jail Mental Health Services provides intake, health, and mental screenings, evaluations, follow-up, infirmary care, and medications. Additionally, the County supports the Court's Mental Health Program that facilitates efforts to divert defendants manifesting mental health symptoms from jail to community-based treatment.

To facilitate the disposition of court cases for mentally ill and developmentally disabled defendants in the criminal justice system, the Board created a Court Mental Health Coordinator position in 2004 and currently provides \$284,524 for the mental health court program, which includes three FTEs through Court Administration and the Office of Intervention and Detention Alternatives. The focus of this position is to ensure cases of mentally ill and developmentally disabled defendants in the criminal justice system do not languish. With the support of a Leon County funded administrative assistant, the MHC enhances services for this population that include the following components:

- 1) Crisis Intervention Team Training,
- 2) Mental Health Pretrial Release,
- 3) Mental Health Probation (County and Circuit),
- 4) Misdemeanor Mental Health Docket, and a
- 5) “Non 916” Competency Restoration Program.

The Mental Health Coordinator collaborates with community-based agencies to facilitate training for law enforcement in crisis intervention. The Crisis Intervention Team is a community initiative designed to improve the outcomes of police interactions with people living with mental illness. This program provides 40 hours of training for law enforcement on how to better respond to people experiencing a mental health crisis. Crisis Intervention training also helps to better coordinate diversion from jails to mental health services. Since 2004, more than 500 local Leon County law enforcement officers, including campus police officers, have completed this training.

Leon County also funds a Mental Pretrial Release and Probation Officer position to assist with monitoring compliance with pre and post sentencing court ordered conditions of release. This position also works to connect people with community-based resources in an effort to reduce recidivism. The average annual unduplicated number served is 70 including felony and misdemeanor offenses.

Funding for the mental health court program totals \$284,524 in FY14-15, which includes three FTEs through Court Administration and the Office of Intervention and Detention Alternatives. The Misdemeanor Mental Health Docket serves the mentally ill and developmentally disabled defendants who present with competency deficits and are in need of assistance with understanding the court process and accessing services. 57 defendants were served in FY 2014 with an average of 50 defendants served annually since the creation of this specialized docket in FY 2012.

Additionally, Leon County operates the Non 916 Competency Restoration Program. “Non 916” refers to individuals whose treatment to restore competency is not paid for by the state under the criteria established by Florida Statutes Chapter 916, which specifically refers to mental illness, intellectual disability, and autism. Examples of non-covered conditions include, but are not limited to, dementia, Alzheimer’s disease, and any mental disability sustained as the result of a traumatic head injury. The County contracts with a local provider for competency restoration services for defendants found by the Court to be incompetent to proceed, but who are not

covered under Florida Statutes for state assistance. Since the Board provided funding in 2013, 18 defendants have been served and 4,202 jail bed days have been averted.

Leon County and the Courts enjoy a working relationship with the local Veterans Administration Justice Outreach Program, which is designed to help veterans in contact with the criminal justice system. Currently, the Office of Intervention and Detention Alternatives, Leon County Jail and Court Administration are working together to design and implement an all-inclusive process that readily identifies, evaluates and refers all eligible veterans.

And finally, the County recently demonstrated its financial commitment to the homeless population through its investment in the Comprehensive Emergency Services Center, now known as The Kearney Center, which opened in April 2015. The Kearney Center provides for closer collaboration of services for citizens experiencing homelessness who are facing mental health issues. This collaboration provides coordinated mental health services in anticipation that timely access to treatment will alleviate some of the strain on the criminal justice system that can result when mental health issues go untreated. Apalachee, Bond, NMC, TMH, and CRMC are all playing a role in providing services at the new center, with a close focus on collaboration to provide mental health and primary care services. The Board's financial commitment for this state-of-the-art facility is \$500,000 over five years.

Status of Community Human Service Partnership (CHSP) Funding

On March 10, 2015, the Board voted to increase the FY 2016 maximum funding level for CHSP from \$825,000 to \$1.2 million, a potential 45 percent increase in the Board's contribution to social service agencies and non-profits. However, there was no firm commitment made to what the final amount will be; and this will be part of the upcoming budget discussions in June. Several Commissioners expressed their desire to see other partner agencies increase their funding levels for the CHSP program along the same lines prior to the Board's June budget workshops.

Local Healthcare Meetings

There are multiple healthcare committees and groups operating in Leon County, some that pursue a broad range of issues and others that are more narrowly focused, which can lead to either shared or competing efforts. The Community Health Coordinating Committee (CHCC) was established in 2010 as a focus group; it serves as a hub of information and an essential element in coordinating existing community partners. Since its formation, the CHCC has played a valuable role as a knowledge-based healthcare resource to the County. Through the CHCC efforts, the County has been able to secure additional grant funding from the state. The CHCC provides a needed resource to the County's Office of Human Services and Community Partnerships to address ongoing healthcare related issues.

The CareNet Executive Directors Meeting is held monthly. These meetings offer a chance for the agency directors to update each other and County staff on news from their agencies and discuss any concerns. Recent meetings focused on updating the directors on the status of the Low Income Pool program and the HSCP Management System Database.

The United Way of the Big Bend Health Council (Health Council) meets as needed to further its goals of increasing access to pediatric dental care, addressing mental health needs in the community, and working on ways to promote healthy lifestyle choices. Leon County is represented on the Health Council by Rosemary Evans of the Office of Human Services and Community Partnerships. The Health Council worked with Leon County Schools and the Florida Department of Health in Leon County (DOH-Leon) to make sure all second graders in Title I schools receive a dental exam, cleaning, and sealants on their teeth. TMH and Apalachee Center (Apalachee) are working together on ways to use telemedicine to expand access to mental healthcare in the rural areas of the Big Bend. A community survey on stress is being conducted by Florida State University and Florida A & M University. The results of the survey will guide the Health Council in creating a public awareness campaign about stress and how healthy lifestyle choices can combat the effects of stress.

The Circuit 2 Community Alliance (Alliance) is a forum through which services for children and families mandated and funded by state and federal government are planned, organized and coordinated. The Alliance serves as a conduit for information between and among providers, state agencies, consumers and the general public. The Alliance will develop a Regional Management Plan that is revised and updated regularly. The plan will describe the system of care, evaluate its strengths and weaknesses, establish local needs and priorities, propose modifications to the system as appropriate, and encourage members to provide feedback on all aspects of community services. Leon County is represented on the Alliance by Eryn Calabro, Director of the County's Office of Human Services and Community Partnerships.

Robert Wood Johnson Foundation County Health Rankings

The Robert Wood Johnson Foundation released its annual County Health Rankings on March 25, 2015. Leon County slid overall in the rankings from 9th to 12th in the state. These rankings score counties based on health outcomes and health factors. Health outcomes used in scoring include: premature death, poor or fair health, poor physical health days, poor mental health days, and low birth weight. Health factors used in scoring include: smoking, obesity, drinking, sexually transmitted infections, teen births, uninsured rate, education level, unemployment rate, violent crime, air pollution, and housing problems, among others (Attachment #2).

Status of Federal Funding for CareNet Agencies

As of April 1, 2015, Neighborhood Medical Center (NMC) is in the second year of its three year Service Area Competition award designation from the Health Resources and Services Administration (HRSA). Funding to NMC for this award for the second year is \$2,413,724.

In October 2014, NMC, Bond Community Health Center (Bond), and North Florida Medical Centers (NFMC) applied for New Access Point funding from HRSA. This funding would expand the operations of the designated organization. As of the writing of this workshop, HRSA has not announced which organization will receive the funding. The announcement was expected in February 2015, but has been updated with an expected announcement date of April or May 2015.

In October 2014, NMC and Bond applied for Ryan White HIV Part C funding from HRSA. HRSA re-opened this grant in February 2015, with applications due March 23, 2015. Bond has applied for this funding during the re-opening of the application cycle. The expected announcement date for this grant is prior to May 1, 2015.

Federal Affordable Care Act Enrollment

Florida led the nation in the number of people signing up for health insurance coverage on the Federal Health Insurance Marketplace, with 1.6 million Floridians signing up during the most recent open enrollment period. Ninety-three percent of those who signed up qualified for subsidies available to those whose income falls between 100% and 400% of the Federal Poverty Level. The average monthly premium for Florida was \$376 and an average tax credit of \$294, which means the average monthly premium in Florida was \$82. Leon County enrollment totaled 8,820 for the period of November 15, 2014 through January 16, 2015. County level data has not been released for the entire open enrollment period.

Medicaid Expansion

At the state level, there are four major issues being discussed that could impact Leon County and the local CareNet agencies. One of the major tenets of the Federal Affordable Care Act (ACA) passed in 2010 was the planned Medicaid expansion that would provide low-income adults access to Medicaid coverage. The ACA offers 100 percent federal funding to cover the expansion population for 2014-2016, ramping down to 90 percent for 2020 and the years thereafter. (Attachment #3) The U.S. Supreme Court's ruling that this part of the ACA was optional for states led to many states choosing not to expand Medicaid coverage, including Florida. This has left adults whose income is 0-100% of the Federal Poverty Level without access to affordable health insurance, as subsidies to help pay for coverage on the Federal Health Insurance Marketplace are only available to those with income of 100%-400% of the Federal Poverty Level. Medicaid expansion, which is generally expected to cover those with incomes up to 138% of the Federal Poverty Level, based on other states' plans, has thus far not gained enough traction to pass in the Florida Legislature. There are some alternate plans put forth by outside groups and the Florida Senate has proposed a version of Medicaid expansion as part of their budget. The Senate plan uses vouchers to allow Medicaid recipients to purchase private insurance. The plans proposed so far have work requirements for the beneficiaries. Work requirements proposed by other states as a part of Medicaid expansion have thus far been denied by the U.S. Centers for Medicare and Medicaid Services (CMS). The lack of Medicaid expansion has left a coverage gap for the lowest-income Floridians. This group who lacks access to any affordable health insurance is the population Leon County's Primary Healthcare Program seeks to serve through its funding of services provided by the CareNet agencies. Medicaid expansion, as envisioned under the ACA, has the potential to cover most of the patients that Leon County currently pays the primary healthcare providers to see.

Medicaid Cost Cap - Senate Bill (SB) 1520

Another important issue being considered at the state level that could impact local CareNet agencies is the Medicaid cost cap. In 21 states, counties are required by their states to help finance the non-federal share of Medicaid. It is estimated that counties already spend almost \$70 billion annually on healthcare services (Attachment #3). Florida counties have been required to participate in some sort of Medicaid cost-sharing relationship with the state since 1972. During the 2013 legislative session, legislation passed that significantly changed the way counties are charged for their portion of costs. More specifically, SB 1520 eliminated the monthly billing process and established a fixed, formula-based county Medicaid contribution. Beginning in FY 2015-16, the individual county percentage shares will begin transitioning, over four years, to being based on each county's respective share of the state's Medicaid enrollees. While some counties will see their costs go down or remain relatively stable over the transition period, other counties are expected to experience significant, and possibly unsustainable, growth in their mandatory Medicaid costs as a result of this transition to an enrollment-based distribution. Leon County's costs have gone up during this transition. Costs are estimated to rise from \$2,573,856 in FY 2014-15 to \$3,168,900 by FY 2019-20.

To evaluate the impact SB 1520 will have on counties, the Florida Association of Counties (FAC) estimated what the individual county contributions will be over the seven-year transition period, using current enrollment data and projections. FAC formed the County Medicaid Workgroup (Leon County was a member) to evaluate potential alternative distributions in order to recommend a more fair and equitable methodology to the FAC Health & Human Services Policy Committee. FAC would like the state to protect those counties that are disproportionately affected by the transition to the enrollment-based formula by establishing a cap on growth in individual county Medicaid costs.

The Medicaid Workgroup came up with a Medicaid Cap Proposal spreadsheet which assumes that additional state funds are used to offset the costs for those counties whose growth exceeds a certain amount (Attachment #4). The proposal spreadsheets, presented to the Legislature this session, show estimated county-by-county payments for state fiscal year (SFY) 15-16 through SFY 19-20. Specifically, the proposal illustrates county-by-county hypothetical payments under three, four, five, six, and seven percent annual growth caps for SFY 15-16 through SFY 19-20. In short, the Board can anticipate additional cost increases for the County's share of Medicaid costs with or without Medicaid expansion or a cap in costs.

Low Income Pool (LIP) Program

The third significant issue being influenced at the state level is the Low Income Pool. Related to Medicaid expansion is the almost \$2 billion Florida is slated to lose on June 30, 2015, when its one-year extension of the Low Income Pool program ends. The Low Income Pool program is run by the Florida Agency for Health Care Administration (AHCA) and pools Federal, State, and local funds for distribution to hospitals, federally qualified health centers (FQHCs), and FQHC Look-Alikes in an attempt to increase access to care. It helps hospitals and FQHCs cover a portion of their uncompensated care costs. In Leon County, Bond Community Health Center currently receives more than \$2.1 million in LIP funds, inclusive of the County's matching funds of \$511,803 (a combination of FY13-14 and FY14-15 funds).

In addition, Tallahassee Memorial HealthCare (TMH) receives \$1.5 million in LIP funds to help pay for their Family Medicine Residency Program and Transition Center, inclusive of the County's matching funds of \$200,000. Centers for Medicare and Medicaid Services (CMS) has signaled that this money will not be renewed and has stated the expectation that Florida expand Medicaid and accept the Federal funds for such an expansion. According to CMS, this would help make up for the loss of LIP funds as most Floridians would be covered by insurance and thus uncompensated care would decrease. As of the writing of this workshop, AHCA officials state they are working with CMS on a solution, but there is not one as of yet.

At the time of this writing, the House and Senate budgets are about \$4 billion apart due in large part to the ongoing healthcare debate. This has led to the speculation of an extended or special session and an indication by the Governor's Office to pursue legal action against the federal government for withholding LIP funds.

Telemedicine

The fourth issue which is currently being discussed in the Florida Legislature is setting up regulations for the use of telemedicine. This may include allowing healthcare providers to bill Medicaid for services provided via telemedicine, however, at this time, it does not appear other insurers will be required to cover these costs. Proponents of the measure say this would increase efficiency, reduce costs, and provide increased access for patients in rural areas who often do not have to means to travel long distances to their healthcare provider. As of the writing of this workshop, there is strong support for telemedicine in the Florida Legislature.

Summary of Local Healthcare Landscape

The ongoing deliberations, negotiations, and uncertainty of state and federal programs prove challenging to the local CareNet providers which strive to provide patient services. The confluence of these issues at the state and federal levels play a significant role in the local healthcare landscape and should be taken into consideration by the Board in its desire to meet the healthcare needs of the community. The next section of the analysis examines several opportunities for the Board's consideration to enhance the delivery of healthcare services and maximize the available resources.

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Opportunities to Enhance Healthcare Services

The opportunities to enhance the delivery of healthcare services included herein derive from a variety of sources including previous Board direction, staff analysis, and recent input presented by stakeholder/partner organizations.

Creation of a Healthcare Special District and a County Office of Healthcare Administration

Healthcare special districts are a category of special districts created to provide a specialized governmental service. These districts have limited, explicit authority that is specified in charter or laws under which they operate. A special district is created by general law, special act, local ordinance or by rule of the Governor and Cabinet. A special district may be dependent or independent and often rely on ad valorem revenue. Special districts can be a financing mechanism to help the private and public sectors govern, finance, construct, operate, and maintain essential public services and facilities. A dependent special district would allow the Board to make appointments to the governing body of the district and have final approval over millage rates. The creation of an independent district with ad valorem taxing authority would require voter approval and provide for independently elected officials to govern the special district.

Across the nation, healthcare and hospital districts grew in the 1940s and 1950s. In Florida, there are currently 29 hospital districts and five healthcare special districts (one of which is a dual hospital-healthcare district). Of the five healthcare districts, all are independent districts and three of these were created in the late 1940s and 1950s. The five existing Florida healthcare districts have varying revenue sources which include donations, fees, investments, ad valorem taxes, and other revenue in the form of interest income. The healthcare districts' annual revenue sources ranges from \$13 million to \$1.3 billion, with taxes driving a major part of the districts' revenue.

The Board had previously established ad valorem funding through an MSTU for indigent care. When the half penny healthcare sales tax for indigent healthcare was not approved by voters in 2006, the MSTU was reduced to 0.0 mills and subsequently repealed. Care for the uninsured continued to be provided through the Primary Healthcare Program and funded through general revenue.

Under Florida Statute 154.331, a county may establish a county healthcare or mental healthcare special district. The Florida Department of Economic Opportunity (DEO) administers the Special District Accountability Program and provides a handbook for creating special districts (Attachment #5). According to the DEO handbook, the county or municipality creating the special district must outline the purpose, powers, functions, and duties of the district, including methods for financing the district, among other requirements. Should the Board wish to pursue this option, an ordinance would need to be created and approved and a methodology would need to be formulated for financing the district.

The establishment of a special district or a County Office of Healthcare Administration requires access to a consistent and dedicated revenue source. Determination from the Board would need to be made as to the administrative functions for the proposed County Office and its role with provider agencies. Today, the County's Healthcare Services Coordinator serves as a liaison to local public health partners in ensuring public health needs are met in the community. Florida's public health landscape is structured differently than many states as county health departments are part of a centralized state agency, as opposed to a branch of the local county government. The Department of Health functions as the major overseer of public health operations and creating an entire office of healthcare administration could be duplicative of what is already done through DOH-Leon, AHCA, DCF, and other agencies. One of the Healthcare Services Coordinator's major roles is as a contract manager, monitoring the CareNet agencies to ensure the services paid for by the County are provided. Another role of this position is to seek grant and other sources of funding for healthcare services in the community.

Given the current healthcare landscape, ongoing state and federal negotiations, and increased access to care due to the Affordable Care Act, at this time an additional administrative office is not recommended.

Recommendation #1: Accept staff report on the creation of a healthcare special district and a County Healthcare Administration Office.

Mental Health: Proposed Big Bend Central Receiving Facility

Beginning March 2015, discussions have been held involving Apalachee, Big Bend Community Based Care, DCF, TMH, CRMC, the HSCP office, Leon County EMS and representatives from the Franklin, Gadsden, Jefferson, Liberty, Leon, Madison, Taylor and Wakulla Counties' law enforcement. A paper was presented by Big Bend Community Based Care to review the establishment of a Big Bend Baker Act and Marchman Act Central Receiving Facility for the residents of Franklin, Gadsden, Jefferson, Liberty, Leon, Madison, Taylor and Wakulla Counties. Big Bend Community Based Care (BBCBC) is the Managing Entity for DCF funding of mental health services in the Circuit 2 area inclusive of the eight counties referenced above.

The proposal submits that the proposed central facility would be located at Apalachee's main campus and will serve as the screening and assessment hub for all individuals detained under the Baker Act or Marchman Act within the eight counties. The goal behind centralizing the receiving of Baker Act and Marchman Act patients is to create a single point of entry for the assessment and placement of individuals who are in need of mental health services, reduce the impact of psychiatric and substance abuse client utilization on area hospital emergency departments, as well as to ease the access for law enforcement. Currently, there is one public receiving facility (Apalachee's Crisis Stabilization Unit known as PATH), two private receiving facilities (TMH's Behavioral Health Center and Apalachee's Eastside Psychiatric Hospital) and another 26 bed private facility with CRMC seeking approval for its private Baker Act receiving facility designation.

The model being presented by BBCBC is from Orange County, where a central receiving facility was created approximately eleven years ago with \$1.2 million in initial funding from the County, plus annual funding, in addition to funding from two hospitals. At this time, the proposal has been presented as an opportunity to engage in open discussions about moving forward with the prospect. At this preliminary stage of discussion, area stakeholders have not yet fully vetted the proposal for its overall intent, costs, or its impact to patient choice and patient care if implemented locally. Leon County EMS and the Office of Human Services and Community Partnerships are actively participating in these discussions and will keep the Board apprised of any future developments on this matter.

Recommendation #2: Accept staff report on the Proposed Big Bend Central Receiving Facility for Mental Health and Substance Abuse Patients.

Community Paramedic Program

With the advent of healthcare reform, new models are needed to provide high quality medical care and reduce costs to individuals, agencies, third party payers, EMS, hospitals, and local, state, and federal governments. New models of integrative care can be developed with the resources that already exist within communities to reach patients in their homes and environments for a more holistic approach to healthcare. Traditional models of EMS response with a subsequent transport to a hospital emergency department is not cost effective for all patient acuity types and does not provide the correct level of care for all citizens in need.

Based on the Board's previous direction, Leon County EMS is working towards creating a Community Paramedic Program to better serve the citizens of Leon County. The Florida Department of Health awarded the County a matching grant in the amount of \$57,735 towards the cost of implementation of the Community Paramedic Program. This program represents a new model of healthcare delivery which expands the role of paramedics, who are currently experienced and in the field, to include community-based evaluation and treatment and referral of patients through mobile health. Future prospects for the program include utilizing physicians through a telemedicine connection when needed.

This particular initiative aligns with the Board's Strategic Priorities:

- Quality of Life – "Maintain and further develop programs and partnerships necessary to support and promote a healthier community, including: access to healthcare and community-based human services (Q3)."

Furthermore, this initiative aligns with the Board's Strategic Initiative:

- Quality of Life – "Implement strategies to improve medical outcomes and survival rates, and to prevent injuries, including: continue to pursue funding for community paramedic telemedicine (Q1, Q2)."

Currently, emergency departments are overcrowded with non-emergent patients who could receive care either on the scene, be referred to local medical clinics, physicians, or other resources, or in the future be attended to by a physician through a telemedicine connection. According to the white paper “Innovation Opportunities for EMS” (Attachment #6) by the National Highway Traffic Safety Administration, Office of the Assistant Secretary for Preparedness and Response (HHS), and the Health Resources and Services Administration (HHS):

“EMS is an essential component of the United States healthcare system. Ambulance transport to a hospital’s emergency department is often the first and only access point to the healthcare system for many Americans.”

Furthermore, the paper states:

“Emergency Department (ED) overcrowding is a well-documented problem that results in costly, delayed, and often sub-optimal care. Emergency Medical Services (EMS) contributes to this problem by unnecessarily transporting non-acutely ill and injured patients to the EDs when more appropriate and less costly care settings, including the home, may be available.”

The primary goal of the program is the greater utilization of existing local medical resources and the lightening of the load on emergency departments to reduce the use of the more expensive emergency department resources. Field evaluation by specially trained EMS staff using county vehicles is more convenient for the patient, cost effective, and provides an opportunity to educate the patient on the availability of local resources that can better deal with their ongoing medical issues. If patients have their medical needs met with appropriate medications, arranged visits with physicians, provided transportation, and other issues related to medical care, they will not call 911 to deal with non-emergent problems. This model has already been in use by Leon County EMS and all EMS providers across Florida and the nation in part by providing referral to different social service agencies and medical entities in the community. This program proposes to expand and enhance those integrated connections within the community with specific and targeted results.

Upon start-up of the Community Paramedic Program staff anticipates three main services being offered:

1. The first group of patients who would be targeted is a high-use group that includes both chronic illness patients and system abusers. Many times these patients have minor issues that could be taken care of with other resources than emergency department visits. Patient conditions in this group are minor in nature and are currently referred to other resources that are more appropriate within the community after their visit at the emergency department. Also, chronic illness patients would have better outcomes if their care was closely monitored while at home, and specific education and tracking was provided to make sure these very ill patients were following their medical regimens and receiving optimal levels of care.

2. The second group of patients who would be targeted are those at high risk of readmission to the hospital once they have been discharged. These patients have legitimate medical conditions that must be followed closely or negative outcomes will result. Dealing with these patients in their home environment is important since it allows Community Paramedics to assess all environmental conditions that can impact a patient's health. These patients would be managed with close working relationships with local hospitals and the patient's medical providers to determine the best options for the patient's care.
3. The third group of patients who will be targeted are hospice patients. Many patients who are at the end of life and have been referred into the hospice system are placed back into the hospital system when it is unnecessary. The goal of the Community Paramedic Program with these patients would be to keep hospice patients inside of the hospice system and not place them back into the traditional medical treatment system since it is not indicated. These patients would be treated with consultations with the local hospice agencies and the patient's medical providers to follow accepted standards and meet the intended desires of the hospice patient.

Staff is working with a consultant from Area Metropolitan Ambulance Authority (AMAA) from Ft. Worth, Texas who will facilitate the design of this program in coordination with other local healthcare providers as approved by the Board at the September 2, 2014 Commission meeting. AMAA is a pioneer in Community Paramedic Programs and has been successfully operating such a program since 2011. AMAA's experience has demonstrated the value of a Community Paramedic Program and will be beneficial in engaging community partners and establishing achievable program goals and objectives. Additionally, AMAA has been successful in getting payment for such service from third-party payers because of the amount of money the Community Paramedic Program saves the healthcare system. Preliminary discussions have been held with the two hospitals who expressed interest in the program. The next phase is to have a larger meeting involving community stakeholders who include the hospitals, the healthcare centers, third party insurers, hospices, home health entities, and social service agencies.

Staff is supportive of this patient-centered program as the County is in a unique position to make a significant difference in the quality of life of all Leon County citizens who are looking for greater access to care. Specifically, this initiative will help to reduce the non-emergent hospital emergency department visits, which is an objective of CareNet and the Primary Healthcare Program. By ensuring that patients receive appropriate medical care, pressure will be taken off emergency services, including 911 calls for ambulances. It is anticipated that this program will allow the County to slow the annual increases in call volume to EMS and the associated increased staffing needs. Local medical and non-medical services that are available within the Leon County community would receive more referrals for their services through this mobile health initiative. This initiative provides expanded opportunities for all of these service providers to find new clients and to demonstrate their value to the community. The Community Paramedic Program initiative provides a unique opportunity to direct patients to the correct resources and meet the needs of the patient, care facilities, third party payers, and taxpayers while collaborating with community stakeholders in an effort to improve the healthcare delivery throughout the County. It is anticipated that this type of program will soon become commonplace alongside the expanded use of telemedicine.

Recommendation #3: Accept staff report on the Community Paramedic Program and continue to develop this program in partnership with area stakeholders and bring back to the Board at a later date.

Establishing a Medical Home

Since the implementation of the HSCP Management System database in October 2013, staff has seen an increase in compliance from the agencies in providing the required documentation for each patient. The system requires that all documentation be uploaded prior to reimbursement for patient visits. Once the documents are uploaded, they are valid for one year, meaning the providers can request reimbursement for subsequent visits for the client without having to upload new documents for each visit. Given this heightened level of accountability, HSCP staff is confident that the coverage gap population the Primary Healthcare Program is designed to serve is being reached. To date, staff has not seen an increase in services provided, and in some cases has seen a decrease.

In working with the agencies and the TMH Transition Center, staff has recognized additional opportunities for the agencies to provide the patients in this gap population with a medical home. The TMH Transition Center provides follow-up care to certain patients after they leave the hospital in order to offer continuity of care and to avoid an unnecessary readmission back in to the hospital. Staff recommends that Bond, NMC, and Apalachee actively engage in a partnership with the TMH Transition Center to appropriately place patients who have been seen in the emergency room in the proper medical home. This patient-centered approach will ensure Leon County's funding is reaching the targeted population of the CareNet program, enhance the continuity of care, and potentially mitigate calls to EMS similar to the Community Paramedic Program.

Recommendation #4: Accept staff report and encourage Bond, NMC, and Apalachee to coordinate with the TMH Transition Center to assist patients in establishing a medical home.

Competitive Provider Reimbursement Pool

Of the \$1.74 million the County budgeted for the Primary Healthcare Program in FY 15, approximately \$416,000 supported the administrative costs and staffing for the three

Table #4: FY 15 Funding Levels for Agencies Reimbursed for Administrative Costs

Agency	FY 2014/15 Funding	FY 2014/15 Patient Visits
CMS Foundation/We Care	\$168,826	N/A
FAMU Pharmacy/Diabetes Partnership	\$244,500	N/A
Florida Healthy Kids*	\$2,488	N/A
Total	\$415,814	N/A

organizations listed in Table #4. As illustrated in Table #5, the remaining \$1.3 million is contracted to three providers (Bond, NMC, and Apalachee) based on a per patient visit reimbursement formula. For the three providers

reimbursed on a per patient basis, Leon County funds are designed to supplement their other funding sources. Staff is proposing a fundamental shift in the reimbursement process for per patient visits in order to maximize the limited resources available for primary and mental health services.

As illustrated in Table #5 below, each of the three agency providers has specified patient visits anticipated in their annual contracts for an array of services. The agencies enter patient visit information into the software system and are reimbursed each month for the number of qualified patients that were treated. HSCP staff spends time reviewing these visits to ensure the documentation is correct and that each agency will meet its contracted number of patient visits. Some agencies have expressed the desire to bill for more visits if given the opportunity, while others have expressed difficulty with reaching targeted numbers within the timeframe required by their contract. Table #5 compares the FY 15 contracted number of patient visits with the actual totals through the first six months of the fiscal year. Some providers are on pace to meet their anticipated patient visit counts for certain services while others are well short at the halfway point of the fiscal year.

Table #5: Patient Visits in the First Six Months of FY 15 (October 2014 – March 2015)

Agency	FY 15 Contracted Patient Visits	Oct. 2014 – Mar. 2015 Patient Visits	FY 2014/15 Funding
Bond - Primary Care	2,544	1,351 (53%)	\$318,000
Bond - Mental Health	625	52 (8%)	\$50,000
Neighborhood - Primary Care	4,385	2,363 (54%)	\$548,097
Neighborhood - Mental Health	1,250	300 (24%)	\$100,000
Neighborhood - Dental	1,200	0 (0%)	\$150,000
Apalachee Center - Mental Health*	1,346	535 (40%)	\$107,671
Apalachee Center - Primary Care*	NA	NA	\$50,000
Total	11,750	4,601 (39%)	\$1,323,768

**Apalachee began using the system this fiscal year. HSCP is working with them on making sure the visits are uploaded. A contract amendment to allow Apalachee to bill for primary care was approved by the BOCC in February 2015. Apalachee is working on the visits for this to be uploaded to the HSCP database and billed. Staff anticipates Apalachee will bill for all contracted visits by the end of the fiscal year.*

Staff proposes a competitive provider model whereby the funding truly follows the patient. Rather than independently contracting with multiple providers for a predetermined number of patient reimbursements, this competitive provider model will pool the available County funds for primary and mental healthcare services on a first-come, first-served basis. This model would not apply to the agencies in which the County provides administrative funding in support of their operations, only those direct service providers that are being reimbursed by the County on a per patient basis. With the shifting of federal and state funds, the fluidity for the providers under this model would be beneficial to the high performing agencies and would also encourage them to follow through on helping patients establish their medical home.

This reimbursement model gives each agency the opportunity to receive as many patient reimbursements as they have in past years, while also encouraging a level playing field for the agencies providing primary care and mental health services. The County would no longer have to assign a predetermined number of anticipated patient visits by contract for each of the provider agencies or realign those predetermined figures due to evolving state or federal programs and designations (FQHC, Non-FQHC, FQHC Look-Alike). This proposal also bridges the gap of the providers' requests for additional funding with the Board's desire to responsibly fund the healthcare needs of this population by ensuring that each provider has the opportunity to fully utilize all of the resources dedicated to the County's Primary Healthcare Program.

This competitive provider model would be facilitated by creating a single pool of money for reimbursement for Bond, NMC, and Apalachee, on a per patient visit rate, inclusive of primary care and mental health visits. The reimbursement rates would remain the same, \$125 per primary care visit and \$80 per mental health visit. At the FY 15 funding level, this would provide a funding pool of \$1,323,768 from which the three agencies could request reimbursements, up to the total available in the pool. In this reimbursement model, \$264,764, or 20% of the funding pool, would be earmarked for mental health reimbursement at the \$80 per visit rate. This is consistent with the current amount of mental health funding utilized by these three agencies. This allows for the same number of mental health services to be provided at any of the three locations and aligns with the Board's recent support of the integrated service model now offered by the Apalachee Center.

If funding match opportunities become available, any of the currently funded Primary Healthcare Program agencies can bring a request to the Board asking for support with local match dollars just as they have in the past. The Board can then approve the necessary funding amount be taken from the primary healthcare funding pool and used to bring additional funding to that agency. The status of LIP funding from AHCA will be finalized before the budget is voted on in September 2015. This gives ample time for agencies to make funding requests to the Board before the pool of money is even able to be accessed in October 2015.

The breakdown of the funding pool for the competitive provider described herein is based on the FY 15 budget for the County's Primary Healthcare budget. Given the number of options presented in this analysis and the uncertainty with regard to the various state and federal programs affecting the local healthcare landscape, staff recommends establishing the funding levels for the FY 16 Primary Healthcare Program at the Board's June budget workshop.

Recommendation #5: Approve the Competitive Provider Reimbursement Pool Funding Model for the FY 2016 Primary Healthcare Program and bring back a budget discussion item to determine the appropriate funding levels.

Summary

The Board's ongoing investment in these CareNet agencies and uninsured patients provide critically needed services to the most vulnerable citizens. This budget discussion item presents several options for the Board's consideration to enhance the delivery of healthcare services while maximizing the limited resources available for this program. Staff recommends the continuance of stakeholder engagement and analysis on the Community Paramedic Program, as previously approved by the Board, and a fundamental shift in the utilization of limited funds for the Leon County Primary Healthcare Program to a competitive provider reimbursement pool.

This reimbursement model gives each agency the opportunity to receive as many patient reimbursements as they have in past years, while also encouraging a level playing field for the agencies providing primary care and mental health services. The County would no longer have to assign a predetermined number of anticipated patient visits by contract for each of the provider agencies or realign those predetermined figures due to evolving state or federal programs and designations (FQHC, Non-FQHC, FQHC Look-Alike). With the shifting of federal and state funds, the fluidity for the providers under this model would be beneficial to the high performing agencies and would also help patients establish their medical home.

This model was designed with the patient in mind to ensure the full utilization of existing resources for access to primary healthcare on a first-come, first-served basis. If funding match opportunities become available, any of the currently funded Primary Healthcare Program agencies can bring a request to the Board asking for support with local match dollars just as they have in the past.

There are many issues affecting the local healthcare system that are still unresolved at this time. Until such time, the County's Primary Healthcare Program is needed to continue to provide access to care for the uninsured and indigent residents of Leon County. Medicaid expansion has the potential to cover most of the patients that Leon County currently reimburses the primary healthcare providers to see. The Medicaid cost cap issue could impact the amount of Medicaid costs Leon County must pay. The Low Income Pool program that brings additional dollars into the community is set to expire on June 30, 2015, without an alternative as of yet. Bond and NMC are still awaiting word on whether or not they have been approved for federal funding through either the HRSA New Access Point grant or the Ryan White HIV/AIDS grant. Given the rapidly changing healthcare landscape at the local, state, and federal levels, the unknown status of multiple programs that could affect CareNet patients, and the proposed opportunities to enhance the delivery of services presented herein, staff recommends establishing the funding levels for the FY 16 Primary Healthcare Program at the Board's June budget workshop.

Options:

1. Accept staff report on the creation of a healthcare special district and a County Healthcare Administration Office.
2. Accept staff report on the Proposed Big Bend Central Receiving Facility for Mental Health and Substance Abuse Patients.
3. Accept staff report on the Community Paramedic Program and continue to develop this program in partnership with area stakeholders and bring back to the Board at a later date.
4. Accept staff report and encourage Bond, NMC, and Apalachee to coordinate with the TMH Transition Center to assist patients in establishing a medical home.
5. Approve the Competitive Provider Reimbursement Pool Funding Model for the FY 2016 Primary Healthcare Program and bring back a budget discussion item to determine the appropriate funding levels.
6. Board direction.

Recommendation:

Options #1, #2, #3, #4, and #5.

Attachments:

1. Big Bend Community Based Care Community Needs Assessment
2. Robert Wood Johnson Foundation County Health Rankings
3. NACo Medicaid Information Sheet
4. Medicaid Cap Proposal Spreadsheet
5. Florida Department of Economic Opportunity Special District Handbook
6. White Paper "Innovation Opportunities for EMS" by the National Highway Traffic Safety Administration



Community Needs Assessment

Substance Abuse and Mental Health System of Care

prepared by:



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Background

In accordance with Statute 394.9082 the Florida Department of Children and Families (DCF) contracts with Managing Entities throughout the State of Florida to manage the publically funded substance abuse and mental health system of care. Managing Entities are private non-profit, 501(c)3 agencies organized in the State of Florida hired by the Department of Children and Families to provide community based strategic planning, oversight and monitoring to the substance abuse and mental health system of care. These Managing Entities exist in seven (7) distinct community areas in the state.

Between 2009 and April 2013, the Department of Children and Families implemented the Managing Entity system re-design through competitive procurement of the Managing Entity contracts and subsequent contract awards. Effective April 2013, with the execution of a Managing Entity contract with Big Bend Community Based Care in the Northwest Region of Florida, all areas of the state's substance abuse and mental health system of care are under the management of a private, non-profit managing entity.

The seven (7) managing entities cover the following distinct geographic areas: the Suncoast Region, the Southern Region, the Southeastern Region, Broward County, The Central Region, the Northeast Region and the Northwest Region. Big Bend Community Based Care, Inc. is under contract to provide managing entity services in the eighteen (18) counties which make up the Northwest Region.

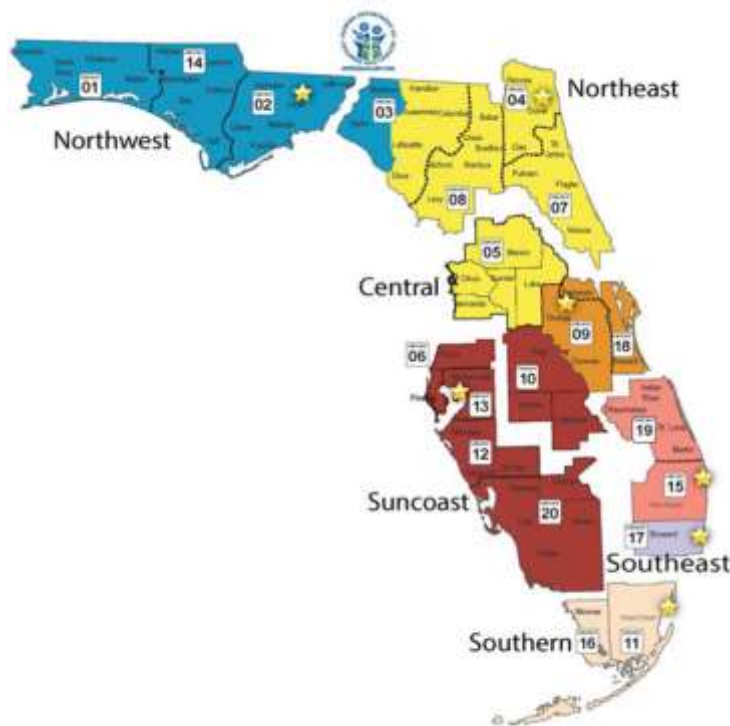


Figure 1: Map of the State of Florida, by Managing Entity Area (similar colored sections) and by Department of Children and Families Regions (land area masses lumped together), Department of Children and Families

Big Bend Community Based Care, Inc., serving as the Managing Entity for the Northwest Region of Florida since April 2013 is contractually obligated to complete a community needs assessment of the substance abuse and mental health system of care in their region within eighteen (18) months of contract award (by September 30th, 2014). This community needs assessment will fulfill that contractual obligation, as well as provide baseline data and information for Big Bend Community Based Care, Inc. regarding the substance abuse and mental health system of care they now manage for the Department of Children and Families.

Introduction

In June 2014, Organizational Management Solutions, Inc. was hired as a private consulting firm to complete a Community Needs Assessment of the Substance Abuse and Mental Healthcare System for Big Bend Community Based Care Inc.'s Managing Entity network. This Community Needs Assessment is intended to give a foundation for understanding the substance abuse and mental healthcare system in Big Bend Community Based Care, Inc.'s eighteen (18) county catchment area in Northwest Florida. This is the first needs assessment of this system of care by Big Bend Community Based Care, Inc. since assuming responsibility for the substance abuse and mental health system of care through a Managing Entity contract award from the Department of Children and Families.

The primary purpose of this needs assessment is to educate, inform and discuss the following:

- Demographics of the region, including population size, gender, ethnicity and race.
- Social and economic data such as: domestic violence rates, poverty rates, median household income, uninsured rate and health outcomes/health factors ranking.
- Secondary data related to behavioral healthcare, including: suicide rates, number of Baker Acts, days of poor mental health, binge drinking rates, and service utilization data specific to the Big Bend Community Based Care, Inc. Managing Entity System of Care.
- Primary data related to behavioral healthcare service including: consumer and/or family survey results, provider survey results and stakeholder survey results.

Methodology

Project Overview

The Community Needs Assessment of the Substance Abuse and Mental Health System of Care in Northwest Florida was accomplished in three (3) main phases: Planning, Primary & Secondary Data Gathering and Analysis, and the Community Needs Assessment Final Report. Organizational Management Solutions, Inc. has accomplished these phases through completion of the following major project deliverables: project planning, establishment and engagement of a Steering Committee, primary and secondary data gathering, analysis and reporting, Community Town Hall/Focus Group meetings in each Circuit and completion of a Community Needs Assessment narrative report with supporting data tables.



Steering Team Meetings

Organizational Management Solutions, Inc. began the Community Needs Assessment by working with a Steering Committee of eleven (11) stakeholders identified by Big Bend Community Based Care, Inc. and five (5) staff from Big Bend Community Based Care, Inc. The Steering Committee was comprised of the following community representatives and staff from Big Bend Community Based Care, Inc.:

Cori Bauserman – Big Bend Community Based Care
Dan Mobley – Life Management Center
Dan Moore, Ability 1st
David Daniels – Big Bend Community Based Care
Dennis Goodspeed – Lakeview Center
Ellen Fitzgibbon – Big Bend Community Based Care
Gordy Pyper – Big Bend Community Based Care
Janice George – Big Bend Community Based Care
Jay Reeve – Apalachee Center
John Wilson – DISC Village
Laura Gribble – Mental Health Association of Okaloosa and Walton
Leashia Scrivner – CDAC
Linda McFarland – Bridgeway Center
Lynne Whittington – Families First Network
Rachel Gillis – COPE Center
Wanda Campbell - CARE

The Steering Committee informed and directed key aspects of the Community Needs Assessment process, including primary data scope, dissemination strategy for surveys and survey collection procedures.

The initial Steering Committee notification and request for volunteers was e-mailed out to select community stakeholders, by Big Bend Community Based Care, Inc. on Friday, June 20th, 2014. On Tuesday, June 24th, Organizational Management Solutions, Inc. e-mailed all those selected Steering Committee members with a brief introduction of Organizational Management Solutions, Inc.'s agency and staff, an overview of the Community Needs Assessment process and a request for completion of a "doodle poll" to identify the most convenient date and time for an initial Steering Committee conference call.

The initial Steering Committee conference call was held for approximately thirty (30) minutes on July 2nd, 2014. During this initial Steering Committee call participants were introduced to Christina "Tina" St.Clair with Organizational Management Solutions, Inc., who is the principle consultant on this Community Needs Assessment and who facilitated all Steering Committee meetings. During this conference call, Steering Committee members were provided with an overview of the Community Needs Assessment process, the detailed project timeline, a description of the role and responsibilities of the Steering Committee during the Community Needs Assessment and the date and time of the Steering Committee follow-up conference call, scheduled for July 17th, 2014 at 10am EST.



On July 11th, 2014 all Steering Committee members were sent, via e-mail the following documents for review: consumer/family member survey, stakeholder survey, provider survey, survey distribution procedure, community town hall/focus group agenda, community town hall/planning meeting agenda, and community meeting invitations/flyers.

During the July 17th, 2014 conference call meeting of the Steering Committee, members were asked to review the following documentation: consumer/family member survey, stakeholder survey, provider survey, survey distribution procedure, community town hall/focus group agenda, community town hall/planning meeting agenda, and community meeting invitations/flyers. The Steering Committee offered recommendations for survey alterations, addition and deletion of survey questions and distribution protocol changes. The Steering Committee also recommended the removal of Community Planning Meetings from the Needs Assessment process, which was agreed to by Big Bend Community Based Care. All Steering Committee members agreed on proposed changes and Organizational Management Solutions, Inc. altered all documents as agreed.

Survey Process/Primary Data Collection

Stakeholder Survey (appendix A)

On July 25th, 2014 Big Bend Community Based Care, Inc. staff e-mailed community stakeholders with a link to a web based survey for completion of a stakeholder survey. Stakeholders were asked to forward this link to other community partners as appropriate. The stakeholder survey was also posted to the Big Bend Community Based Care, Inc. website. The stakeholder survey remained open for completion through August 8th, 2014 at 5:00pm EST.

Provider Survey (appendix B)

A link to the provider survey was e-mailed out to all providers in the Big Bend Community Based Care, Inc. provider network by Organizational Management Solutions, Inc. on July 21st, 2014. The link allowed providers to complete the survey online beginning July 21st, 2014. On July 29th, 2014 and August 6th, 2014 reminder e-mails were sent to all eighteen (18) providers encouraging them to complete the provider survey if they had not already done so. The provider survey was closed on August 8th, 2014 at 5:00pm EST.

Consumer and Family Member Survey (appendix C)

The Consumer and Family Member survey was mailed out to provider locations on July 18th, 2014. These surveys were distributed to the eighteen (18) providers in the Big Bend Community Based Care Managing Entity Network via packets containing: an instruction letter, twenty-five (25) paper consumer and family member survey's, twenty-five (25) self-addressed, stamped envelopes for return of the surveys, and ten (10) flyers for



display in provider locations, announcing the availability of the survey on-line as well. An on-line survey was activated and available for completion on July 18th, 2014, utilizing a Survey Monkey tool, and surveys were accepted utilizing this submission method as well. A link to the on-line survey was also posted on the Big Bend Community Based Care website.

During the open survey period, two (2) reminder e-mails were sent out to the eighteen (18) providers to encourage them to distribute and assist in the collection of the consumer and family member surveys. The online consumer and family member survey was closed at 5:00pm (EST) on August 8th, 2014. All paper surveys, postmarked by August 8th, 2014 were accepted.

Evidenced Based Practice (EBP) Utilization Survey

Organizational Management Solutions, Inc. developed a survey for determining which approved evidenced based practices are being utilized by substance abuse and mental health treatment providers in the Big Bend Community Based Care, Inc. Managing Entity network of care. The EBP Utilization Survey (appendix D) was developed in draft format by Organizational Management Solutions, Inc. and provided to Big Bend Community Based Care, Inc. for review and approval.

The SAMH System of Care EBP survey was developed utilizing the listing of Evidenced-based Practices maintained on the Substance Abuse and Mental Health Services Administration (SAMHSA) National Registry of Evidenced-based Programs and Practices (www.nrepp.samhsa.gov). The survey posed five (5) questions, with each agency required to complete only one (1) EBP survey for their agency. The five (5) questions asked are the following:

1. *Name of the agency completing the survey.*
2. *Indicate all EBP's provided for Adult Mental Health at your agency.*
3. *Indicate all EBP's provided for Adult Substance Abuse at your agency.*
4. *Indicate all EBP's provided for Children's Mental Health at your agency.*
5. *Indicate all EBP's provided for Children's Substance Abuse at your agency.*

The survey was created and opened for on-line completion on July 22nd, 2014. The survey remained open for provider completion through August 15th, 2014.

Secondary Data Collection

Organizational Management Solutions, Inc. collected multiple available secondary data related to the demographic make-up of the eighteen (18) counties in the Big Bend Community Based Care, Inc. Managing Entity catchment area. Certain secondary data points were gathered from the Big



Bend Community Based Care, Inc. data system pertaining to the utilization of substance abuse and mental health services in the Northwest Region of Florida.

Community Town Hall Meeting

Organizational Management Solutions, Inc. facilitated three (3) Community Town Hall Meetings, one (1) in Crestview at 9:00am CDT on August 14th, 2014, one (1) in Panama City at 3:00pm CDT on August 14th, 2014 and one (1) in Tallahassee at 10:00am EST on August 15th, 2014.

The Community Town Halls were advertised by e-mail notification from Big Bend Community Based Care, Inc. staff, as well as staff announcing the Community Town Hall meetings in other community meeting venues. The Community Town Hall meetings were also advertised with announcement flyers posted in the eighteen (18) provider locations.

Organizational Management Solutions, Inc., for purposes of the Community Needs Assessment Town Hall meetings prepared a unique Community Needs Assessment Presentation for each of the locations to report information regarding both primary and secondary data collected on the substance abuse and mental health system of care in Northwest Florida.

Draft Report, Final Report and Recommendations Meeting

Organizational Management Solutions, Inc. provided Big Bend Community Based Care, Inc. with a draft of the narrative report and technical appendix on or before September 17th, 2014. Big Bend Community Based Care, Inc. notified Organizational Management Solutions, Inc. of any requested revisions, additions, clarifications or other changes on or before September 24th, 2014.

Organizational Management Solutions, Inc. delivered the final copy of the Community Needs Assessment to Big Bend Community Based Care, Inc. in an electronic format September 26th, 2014, with a follow-up meeting scheduled for September 29th, 2014 to review the document.



Executive Summary

Demographics

Land Area

The Big Bend Community Based Care, Inc. Managing Entity is contracted by the Department of Children and Families to provide oversight, monitoring and management to an eighteen (18) county area in Northwest Florida. The counties include: Escambia, Santa Rosa, Okaloosa, Walton, Bay, Calhoun, Gulf, Holmes, Jackson, Washington, Gadsden, Franklin, Jefferson, Leon, Liberty, Madison, Taylor and Wakulla. These counties include the Judicial Circuits of Circuit 1, Circuit 2, Circuit 14 and two (2) counties from Circuit 3 (Madison and Taylor).



Figure 2: Map of the Northwest Region of Florida, by County

This catchment area makes up slightly over 13,000 square miles, accounting for 24.2% of the land area in the State of Florida.

Circuit 1, located farthest to the west in this region, bordered by the Gulf of Mexico to the South and Alabama to the west and north, is 3,635.95 square miles accounting for 28.0% of the land area across the eighteen (18) county area. The Circuit is comprised of Escambia, Santa Rosa, Okaloosa and Walton Counties.



Figure 3: Map of Circuit 1, State of Florida, Northwest Region



Circuit 14, bordered by portions of Alabama and Georgia to the north, the Gulf of Mexico to the south and Circuit 2 to the east, is 3,869.14 square miles accounting for 29.8% of the land area in the Northwest Region. Circuit 14 is comprised of Bay, Calhoun, Gulf, Holmes, Jackson and Washington Counties.



Figure 4: Map of Circuit 14, State of Florida Northwest Region

Circuit 2, located to the east of Circuit 14, west of Circuit 3, bordered by Georgia to the north and the Gulf of Mexico to the south, is 3,757.99 square miles accounting for 28.9% of the land area in Northwest Florida. Circuit 2, which includes the State of Florida capitol, Tallahassee, is comprised of Franklin, Gadsden, Jefferson, Leon, Liberty and Wakulla Counties.



Figure 5: Map of Circuit 2, State of Florida Northwest Region

The two (2) counties located in Circuit 3 (Madison and Taylor Counties), which are part of this region encompass 1,739.26 square miles accounting for 13.4% of the land area in the Northwest Region. Circuit 3 is traditionally a part of the Department of Children and Families Northeast Region. However, for purposes of Managing Entity contract assignment, Madison and Taylor Counties, in Circuit 3, are part of the Big Bend Community Based Care Northwest Region Managing Entity catchment area.



Figure 6: Map of Madison and Taylor Counties, located in Circuit 3, State of Florida Northwest Region

Circuit 14 is the largest of the Circuits in terms of land area. However, the two counties with the largest land area are located in Circuit 1: Walton (1,037.63) and Santa Rosa (1,011.61). The counties with the smallest land area include: Holmes (478.78) Gadsden (516.33) and Franklin (534.73).

Population Density

The Northwest Region has a population density (persons per square mile) of 108.28, which is lower than the average population density in the State of Florida of 350.60. There is a wide disparity, as well, between the four (4) Circuits in the Northwest Region with Circuit 1 having the largest population density of 188.36, followed by Circuit 2 with a population density of 103.07, Circuit 14 with a population density of 75.96 and the Circuit 2 counties of Madison and Taylor having a combined population density of 24.03.

**In the Northwest Region,
only Escambia and Leon
Counties have a higher
population density than
the State of Florida
average.**

Among counties in the Northwest Region, the population density ranges from 453.4 in Escambia County to 10.0 in Liberty County. Only two (2) counties in the Northwest Region have a higher population density rate than the State of Florida: Escambia County (453.4) and Leon County (413.1)

Population

In the State of Florida, the 2010 US Census revealed a statewide population of 18,801,310 with 1,407,886 of those individuals residing in Northwest Florida, accounting for 7.5% of Florida's population (Table 1). Population estimates for 2013, reported by the American Community Survey, reveal a growth in this population across Florida to 19,552,860 with 1,454,079 individuals residing in Northwest Florida. This represents a population growth between the 2010 US Census and the 2013 population estimates of 4% for the State of Florida and a 3.3% population growth for Northwest Florida.

In the Northwest Region, the 2013 estimated population reveals the largest number of individuals residing in Circuit 1, with 720,531 persons accounting for 49.6% of the total population in Northwest Florida. In Circuit 2, the 2013 population estimates indicate 393,202 individuals will be residing in this area, accounting for 27.0% of the population of the Northwest Region. In Circuit 14, the estimated 2013 population is 298,761 accounting for 20.5% of the total population of Northwest Florida. Finally, in Circuit 3, Madison and Taylor Counties have a combined 2013 estimated population size of 41,585 accounting for 2.9% of the total population in the Northwest Region.

The largest county in the Northwest Region, in terms of 2013 estimated population size is Escambia County (305,817), followed by Leon County (281,845), while the smallest counties are Liberty (8,349) and Franklin (11,549).



As we near calendar year 2015, it is important to also consider the 2015 population projections when completing community planning. In the Northwest Region, the 2015 population, as reported by the Bureau of Economic and Business Research in Florida, is estimated at 1,457,783, representing a population growth of 0.25% (approximately 3,000 individuals). This population growth is not significant over the two-year period.

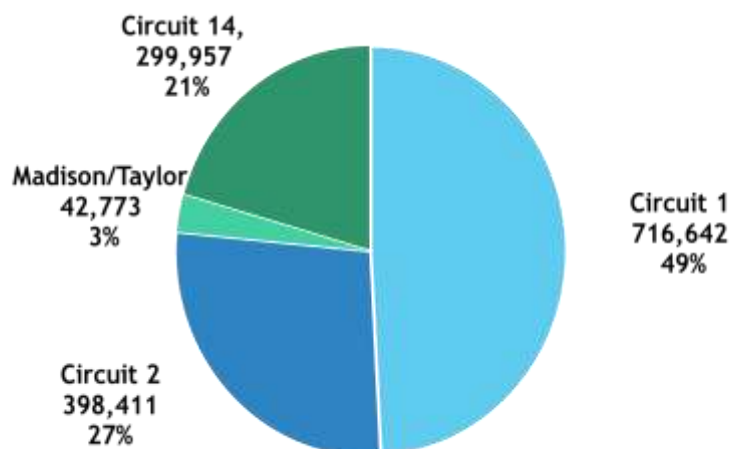


Figure 7: 2015 Projected Population, by Circuit, Northwest Region

Population growth across the eighteen (18) counties in Northwest Florida between the 2010 US Census and the 2013 estimated population varies widely from a population growth of 8.7% in Walton County to a population decrease of 3.8% in Jefferson County. In relation to the Circuit areas, Circuit 1 has the highest anticipated population growth at 5.2%, while in Circuit 3, Madison and Taylor Counties have an estimated population decrease of .05%.

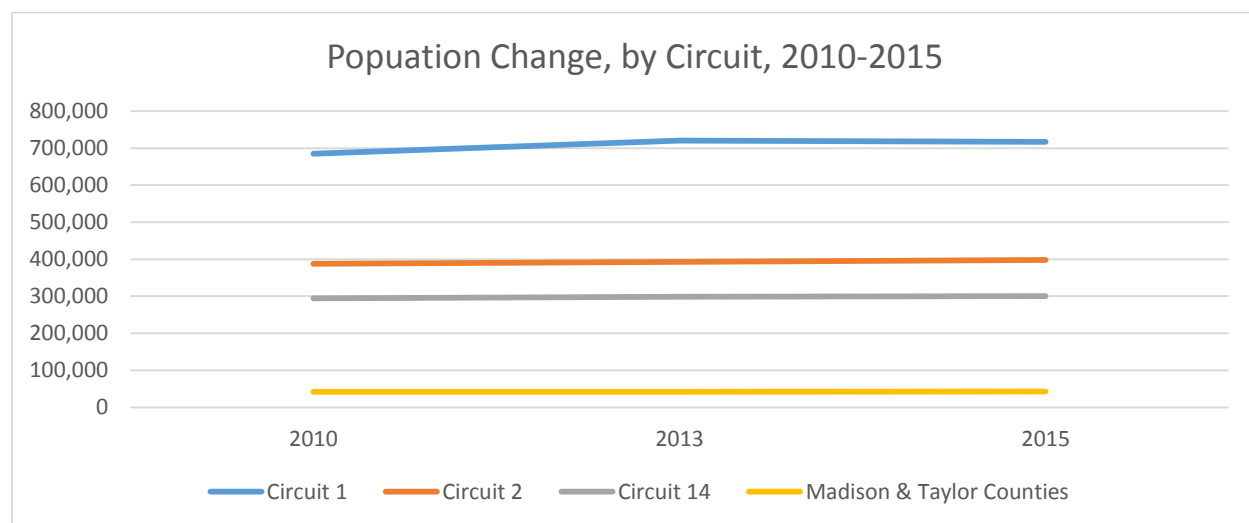


Figure 8: Population Change, by Circuit, 2010-2015



Race

The US Census 2013 Population Estimates also examine the racial make-up of communities across the United States in the following categories: white only, black/African American alone, American Indian/Alaskan native alone, Asian alone, Native Hawaiian/other Pacific Islander alone or two or more races.

In the State of Florida, the population is comprised of individuals identifying as 78.1% white alone, 16.7% black/African American alone, 0.5% American Indian/Alaskan Native alone, 2.3% Asian alone, 0.1% Native Hawaiian/Other Pacific Islander alone and 1.9% two or more races.

In the Northwest Region, the eighteen (18) county area has a lower than the statewide average population of white alone (74.5%), Asian alone (2.3%) and two or more races (1.8%). This area has a higher than the state average of black/African American only (19.6%), American Indian/Alaskan Native alone (0.7%) and Native Hawaiian/other Pacific Islander alone (0.6%)

The white alone population in the Northwest Region is highest in Circuit 14 (80.6%), with Holmes (89.7%) and Walton (89.5%) having the highest populations of white only, while Gadsden (42.1%) and Madison (58.7%) have the lowest rate of white only populations in the Northwest Region.

The black/African American alone population in the Northwest Region is highest in Circuit 2 (32.3%), with Gadsden (55.4%) and Madison (39.0%) having the highest population of black/African American alone in the Northwest Region. Gadsden County, located in Circuit 2, is the only minority-majority county in the State of Florida. The counties with the lowest population of black/African American only include: Walton (5.9%), Santa Rosa (6.5%) and Holmes (6.6%).

The population of American Indian/Alaskan Native alone in Northwest Florida is relatively similar to the State of Florida average (0.5%) in Circuit 2 (0.4%). However, in the remaining areas of Circuit 1, Circuit 14 and Madison and Taylor counties in Circuit 3, the population of American Indian/Alaskan Native alone is higher at 0.9%, 0.8% and 0.8% respectively. This population is represented at the highest rate in Washington (1.4%), Calhoun (1.3%) and Liberty (1.3%) counties, while being represented at the lowest rate in Leon (0.3%), Jefferson (0.4%) and Gulf (0.5%).

Individuals identifying as Asian alone are represented at the state average (2.7) in Circuit 1 (2.7). However, in the remaining areas of Northwest Florida this population is represented at a lower rate than the State of Florida average, with Madison and Taylor counties in Circuit 3 only having an Asian alone population rate of 0.6%. Three (3) counties in Northwest Florida do have a higher than average rate of Asian alone individuals when compared to the State of Florida, including: Okaloosa, Leon and Escambia with Asian alone population rates of 3.2%, 3.1% and 3.0% respectively. Those counties with the lowest representation of individuals identifying as Asian alone include: Madison (0.3%), Liberty (0.4%), Jefferson (0.4%) and Gulf (0.4%).

In the Northwest Region, the rate of individuals who identify themselves as Native Hawaiian/other Pacific Islander alone is relatively in line with the State of Florida average



(0.1%), with Circuit 1 at 0.2%, Circuit 14 at 0.1% and Circuit 2 at 0.09%, however Madison and Taylor counties in Circuit 3 do have a slightly higher percentage of the population identifying as Native Hawaiian/other Pacific Islander alone at 0.6%.

In the State of Florida the percentage of individuals identified as two or more races is 1.9%. In the Northwest Region this race is at varying levels: Circuit 1, 3.2%; Circuit 14, 2.5%; Circuit 2, 1.9%; and Circuit 3 (Madison and Taylor Counties), 1.5%). The highest percentage of individuals that are two or more races is found in Okaloosa County (3.9%) and the lowest rate of individuals identified as two or more races is Gadsden County (1.1%).

Area	White Alone	Black/ African American Alone	American Indian/ Alaskan Native Alone	Asian Alone	Native Hawaiian/ Pacific Islander Alone	Two or More Races
Circuit 1	78.8	14.3	0.9	2.7	0.2	3.2
Circuit 2	62.9	32.3	0.4	2.4	0.09	1.9
Circuit 14	80.6	14.3	0.8	1.6	0.1	2.5
Madison & Taylor Counties	68.1	29.1	0.8	0.6	0.6	1.5
Northwest Region	74.5	19.6	0.7	2.3	0.2	2.7
Florida	78.1	16.7	0.5	2.7	0.1	1.9

Figure 9: Race, Northwest Florida by Circuit

Ethnicity

In the State of Florida 23.6% of the 2013 estimated population has been identified as Hispanic or Latino ethnicity (Table 3). In the Northwest Region this population is greatly reduced with only 5.8% of the 2013 estimated population being identified as Hispanic or Latino. In Circuit 2 (6.3%), the highest number of individuals identified as Hispanic or Latino, while in Madison and Taylor counties in Circuit 3 (4.4%) this rate is the lowest. The counties, in Northwest Florida with the highest rate of individuals identified as Hispanic or Latino reside in Gadsden (10.3%), Okaloosa (8.3%) and Liberty (6.5%) counties. The counties in Northwest Florida with the lowest rate of individuals identified as Hispanic or Latino reside in Holmes (2.7%), Wakulla (3.6%) and Taylor (3.9%).



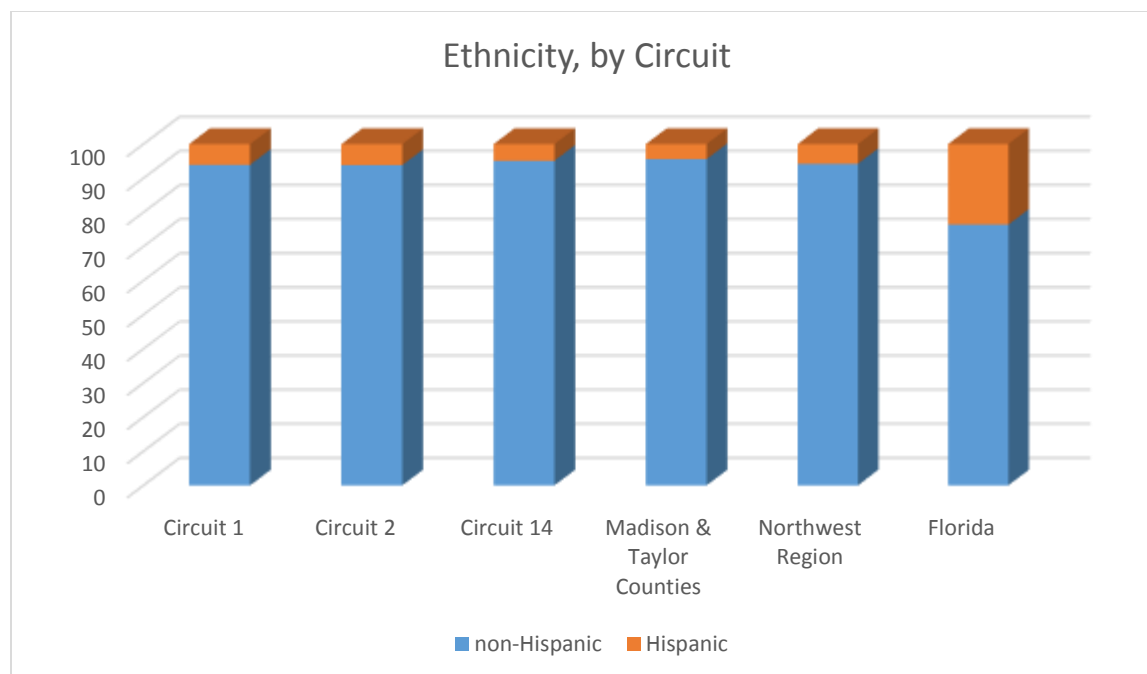


Figure 10: Ethnicity, by Circuit

Gender

The 2013 population estimates indicate that in the State of Florida, 48.9% of the population is male, while 51.1% of the population is female (Table 1). In the Northwest Region this population make-up for gender is relatively reversed, with 49.5% of the population being female and 50.5% of the population being male. Given these population rates, approximately 14,000 more males than females reside in the Northwest Region.

Circuit 2 most closely mirrors the State of Florida average gender representation among the population, with 49.2% of the population being male and 50.8% of the population being female. Madison and Taylor counties, in Circuit 3, have the largest Circuit-level disparity from the State of Florida average for gender among the population, with 54.7% of the population being male and 45.3% of the population being female.

The counties in the Northwest Region with the highest rate of males among the total population include: Liberty (61.7%), Gulf (60.0%) and Franklin (57.3%). The counties in the Northwest Region with the lowest rate of males among the total population include: Leon (47.5%), Bay (49.6%) and Escambia (49.7%).

The counties in the Northwest Region with the highest rate of females among the total population include: Leon (52.5%), Bay (50.4%) and Escambia (50.3%). The counties in the Northwest Region with the lowest rate of females among the total population include: Liberty (38.3%), Gulf (40.0%) and Franklin (42.7%).



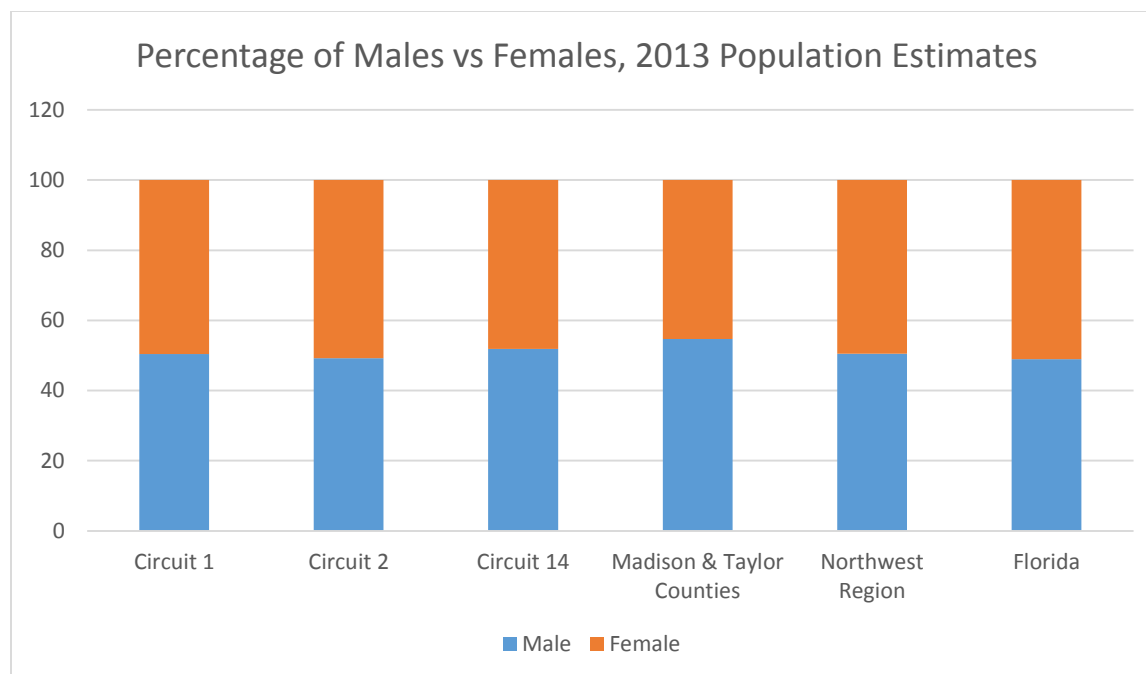


Figure 11: Gender, by Circuit, 2013 population estimates

Age

In Florida, 5.5% of the population is under the age of five (5), 20.6% are under the age of eighteen (18) and those over the age of sixty-five (65) make up 18.7% of the population. In the Northwest Region, the percentage of children under five (5) is slightly higher than the state average, at 5.8%, and slightly higher for those under eighteen (18) at 20.8%. The largest disparity in age in the Northwest Region, when compared to the state of Florida average is among those sixty-five (65) years of age and older, with the Northwest Region having only 14.7% of the population in this age category.

All Circuits in the Northwest Region have a lower than statewide average of individuals over sixty-five (65) years of age, with Circuit 2 having the lowest percentage of individuals in this age range, at only 12.1%. The highest percentage of individuals over the age of sixty-five (65) can be found in Franklin (19.8%), Jefferson (19.5%) and Holmes (18.5%) counties, while the lowest percentage of individuals over sixty-five (65) can be found in Leon (10.9%), Liberty (11.5%) and Wakulla (12.8%) counties.

Circuit 1 has the highest number of children under five (5) at 6.1% of the population, with Okaloosa County having the highest percentage of children under five (5) in the region at 6.7%. The lowest percentage of children under five (5) is found in Gulf County, where only 4.3% of the population is under five (5), with Franklin (4.4%), Jefferson (4.8%) and Liberty (4.8%) also showing a lower percentage of children under five (5).

Only Circuit 1 has a higher than statewide average of individuals under the age of eighteen (18) with 21.7% of the population in this age range. In Circuit 2 (19.6%), Circuit 14 (20.5%) and Madison & Taylor Counties (19.6%), the number of individuals under the age of eighteen (18) is below the state of Florida average. The highest percentage of individuals eighteen (18) and



under can be found in Santa Rosa (22.8%), Gadsden (22.7%) and Okaloosa (22.2%) Counties, while the lowest percentage of individuals under eighteen (18%) can be found in Gulf (15.7%), Franklin (16.6%) and Jefferson (17.5%).

There is a spike in the Northwest Region of individuals aged 18-24 in Circuit 2 specific to Leon County. This higher rate (21.5% in Leon County, compared to the state rate of 11.8%) is likely related to the presence of Florida State University in Leon County.

There is a lower rate of elderly individuals, those over the age of sixty-five (65) in the Northwest Region at a rate of 14.7% compared to the state rate of 18.7%. The largest population of individuals over the age of sixty-five (65) can be found in Franklin County (19.8%) and the lowest population rate of individuals over sixty-five (65) can be found in Leon County (10.9%).

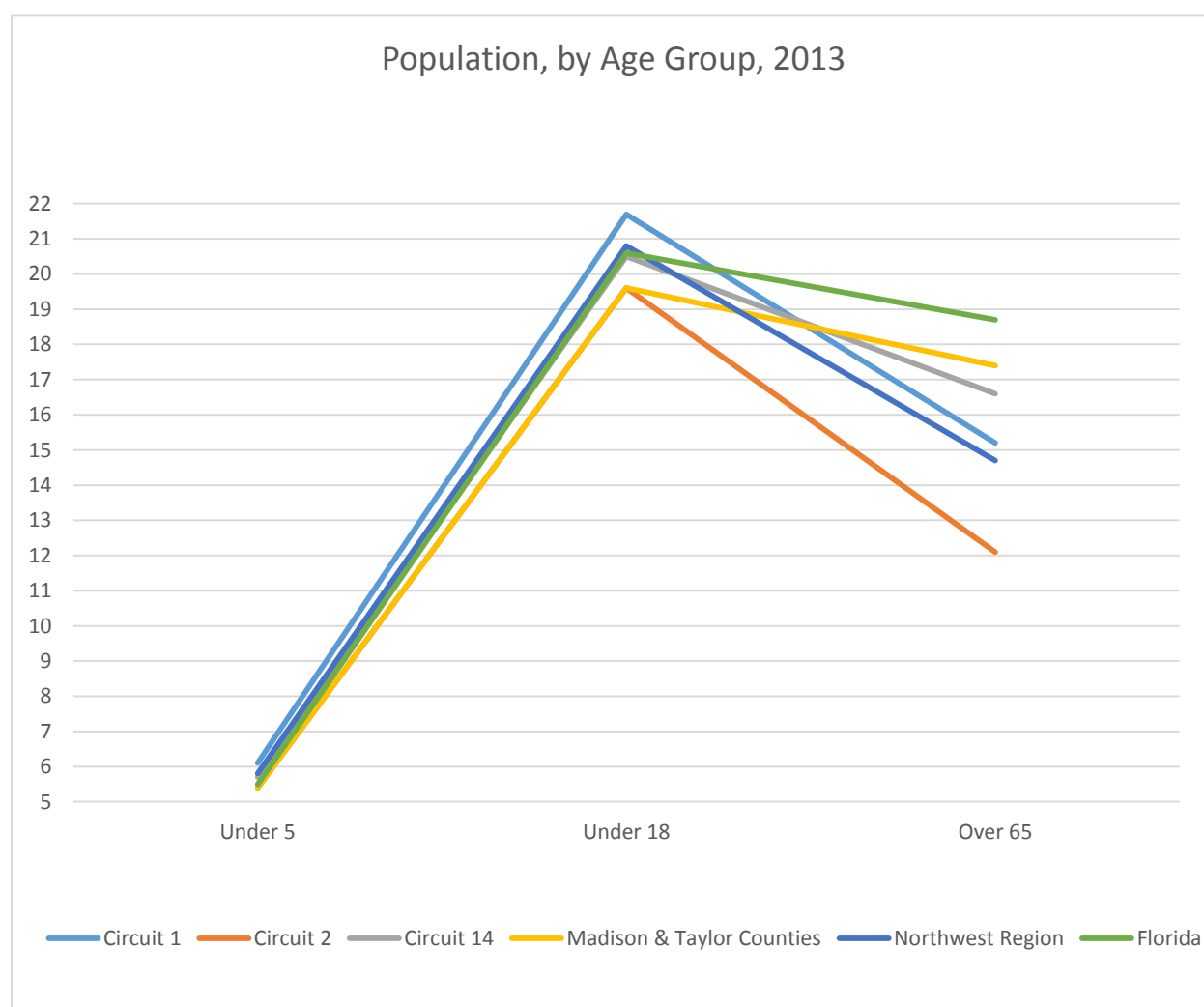


Figure 12: Age, by Circuit, 2013 estimated population



Household & Family Size

The average household size in the State of Florida is 2.48 persons, while the average family size is 3.01 persons. This is slightly lower than the national average of 2.58 persons per household and 3.14 persons per family.

The smallest household size in the Northwest region can be found in Franklin (2.29), Gulf (2.33) and Leon (2.35) counties, while the largest household size can be found in Gadsden (2.61), Wakulla (2.61) and Santa Rosa (2.59) counties.

The smallest family size in the Northwest Region can be found in Franklin (2.79), Gulf (2.83) and Walton (2.87) counties, while the largest family size can be found in Gadsden (3.12), Liberty (3.05), Calhoun (3.03) and Wakulla (3.03).

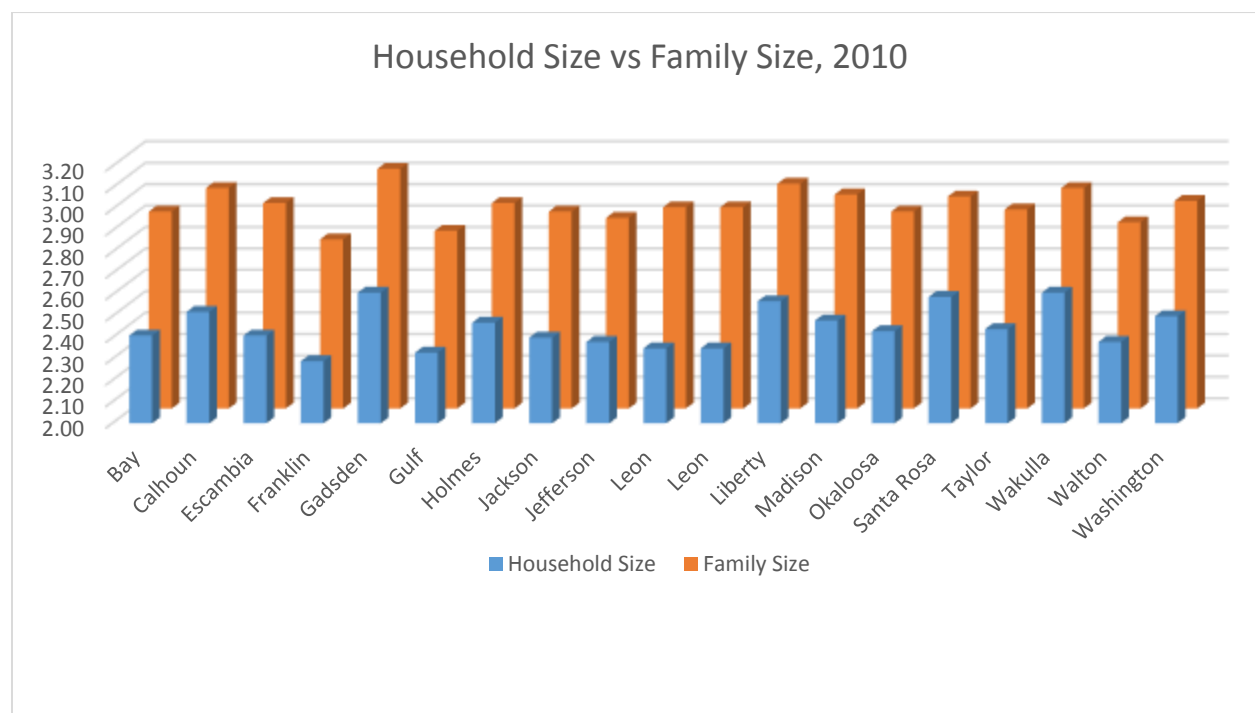


Figure 13: Household Size versus Family Size, 2010, by County

Veterans/Active Duty Military

The State of Florida has one of the largest veteran populations in the United States. This population is high in the Northwestern Region of the state, as is the number of active duty military. In the eighteen (18) counties in the Northwest Region of Florida there are multiple military bases. These eight (8) bases are part of either the Air Force or Navy.



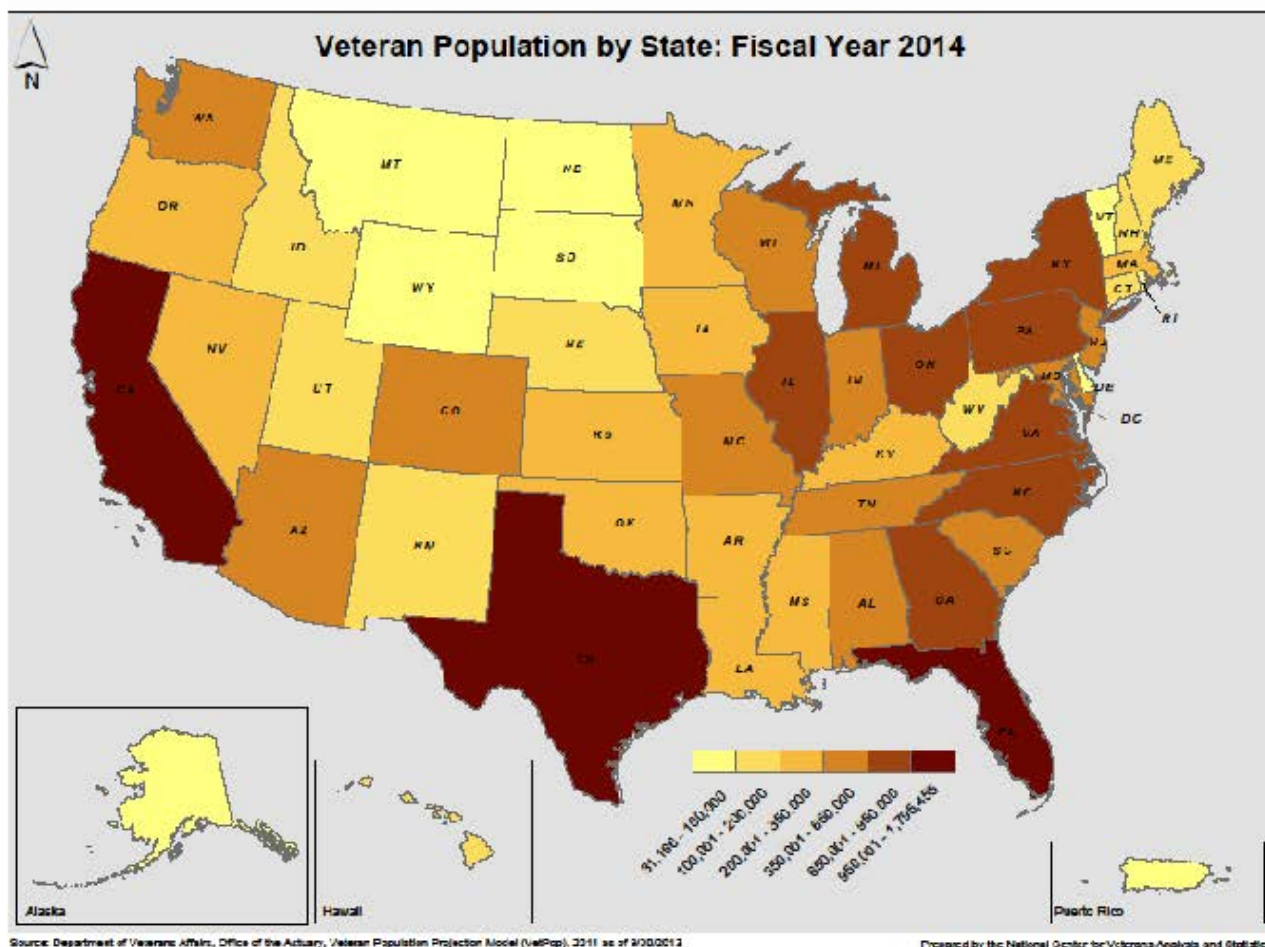


Figure 14: Veteran Population, by State, fiscal year 2014

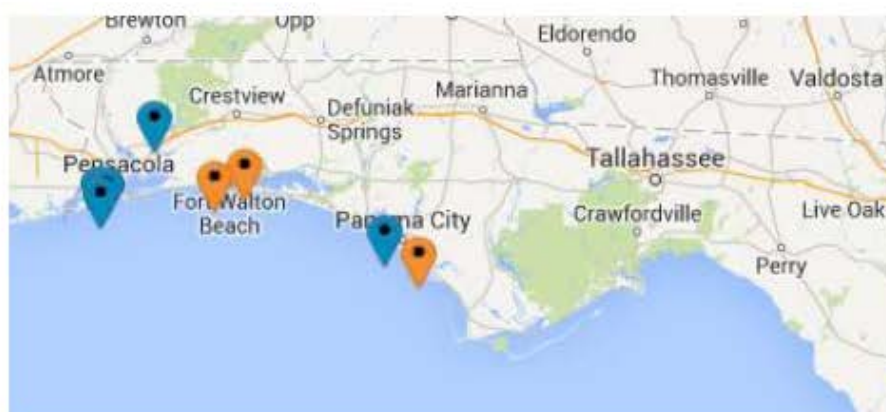


Figure 15: Map of Military Bases, Northwest Florida

Socioeconomics

Median Income

Median income is the amount of household income that divides the income distribution into two equal groups, half having income above that amount, and half having income below that amount. The household median income in the State of Florida is \$47,309. The majority of counties in the Northwest Region fall below the State of Florida median household income, with fourteen (14) of the eighteen (18) counties having a household median income of less than \$47,309, representing, 77.8% of all counties in the Northwest Region.

Median Household income in the Northwest Region ranges from \$57,491 (Santa Rosa) to \$32,480 (Calhoun). Santa Rosa County's median household income is 21.5% above the State of Florida median household income, while Calhoun County's median household income is 31.3% below the State of Florida median.

This median household income spread between Calhoun County at \$32,480/year and Santa Rosa County at \$57,491 represents a difference of 77.0% between the county with the lowest household median income and the county with the highest median household income. This difference represents an annual household income of \$25,011, more than 100% of the 2014 federal poverty guidelines for a family of four (which is \$23,850).

Wakulla County is the county with the third highest household median income at \$53,385, which is 12.8% above the state average. Wakulla County is bordered by Leon, Jefferson, Franklin and Liberty counties, each with a median household income of \$45,915, \$41,163, \$37,428 and \$39,225 respectively (all below the State of Florida average).

Madison and Taylor counties, located in Circuit 3, have the lowest median household incomes in the Northwest Region at \$34,361 and \$34,634 respectively, representing 27.4% and 26.8% below the State of Florida average.



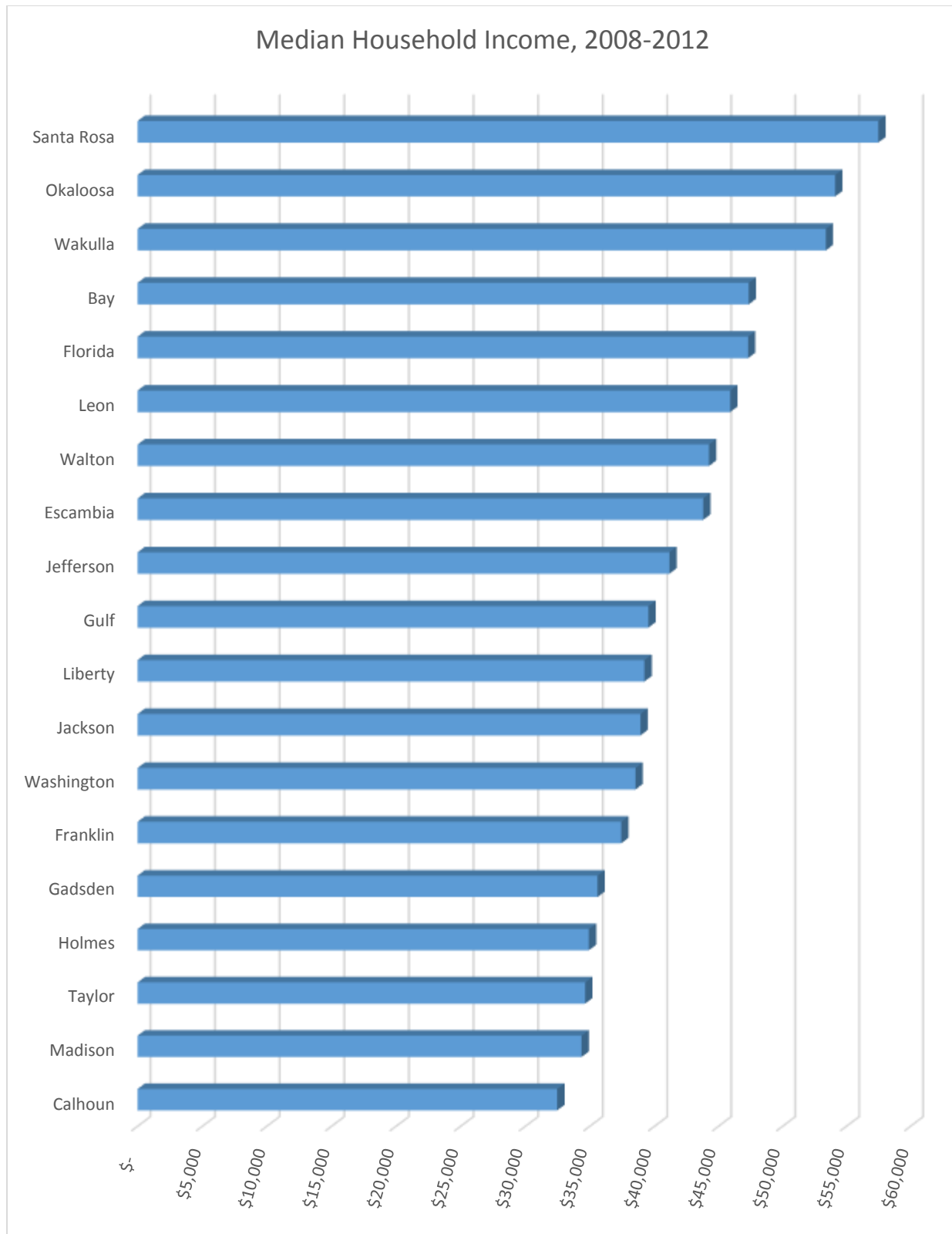


Figure 16: Median Household Income, by County, Northwest Florida, 2008-2012



Poverty

In the State of Florida it is estimated that over one (1) million children live in poverty and over two (2) million adults live in poverty. The statewide estimate is that approximately 25.1% of all children and 14.4% of all adults in Florida live at or below the poverty line. There is a large variation in poverty across the sixty-seven (67) counties within the state, with only 11.7% of children living in poverty in St. John's County, located in the Northeast Region, while 43.5% of children live in poverty in DeSoto County, in the Suncoast Region. This disparity can also be found in the total population, including both children and adults living in poverty, with 9.5% of the total population in St. John's County Florida living in poverty, while 30.2% of the total population in DeSoto County live in poverty.

In the Northwest Region an estimated 24.5% of children and 14.8% of adults live at or below the poverty line. In the Northwest, this is represented across a large range of individuals living in poverty, with between 18.0% – 39.9% percent of children living at or below 100% of the federal poverty guidelines, dependent upon county of residence. The percentage of adults across the eighteen (18) counties in the Northwest Region ranges from 8.1% – 18.5% of the adult population. These percentages equal an estimate of slightly over 74,000 children residing in poverty and over 170,000 adults living in poverty in the Northwest Region of Florida.

Poverty rates in the Northwest Region are highest for children in Gadsden (39.9%), Madison (35.5%) and Franklin (35.3%) counties, while the poverty rate for children is lowest in Santa Rosa (18.0%), Leon (20.7%) and Wakulla (22.8%) counties.

Poverty rates for adults, living in the Northwest Region are highest in Gulf (18.5%), Liberty (17.7%) and Franklin (17.7%), while lowest in Santa Rosa (8.1%), Okaloosa (8.7%) and Wakulla (10.6%).

The rate of all persons living in poverty is highest in Gadsden (26.7%) and Liberty (26.0%) counties, while lowest in Santa Rosa (12.3%) and Okaloosa (13.2%).



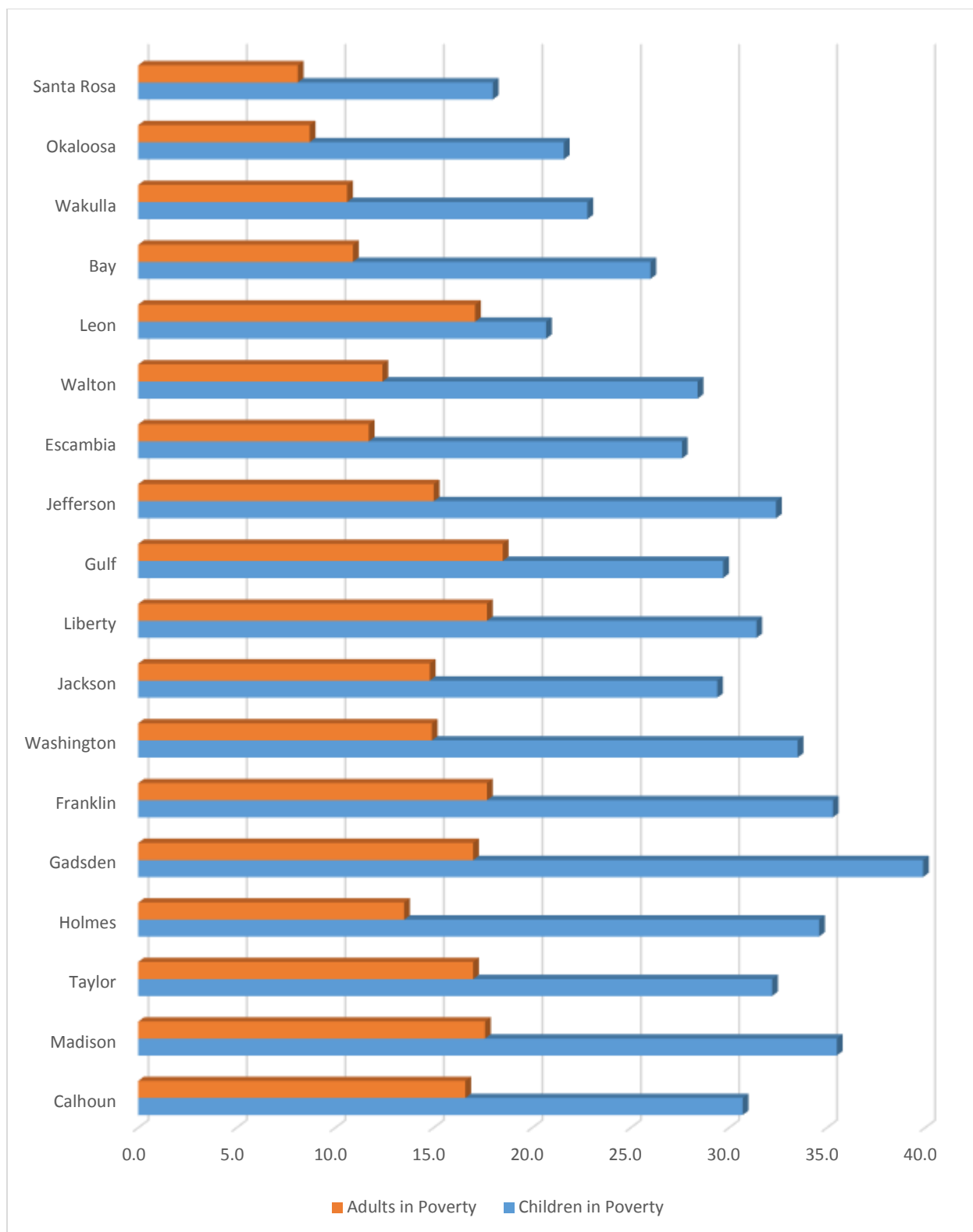


Figure 17: Percent of Adults and Children Living at or below 100% of Poverty, 2012



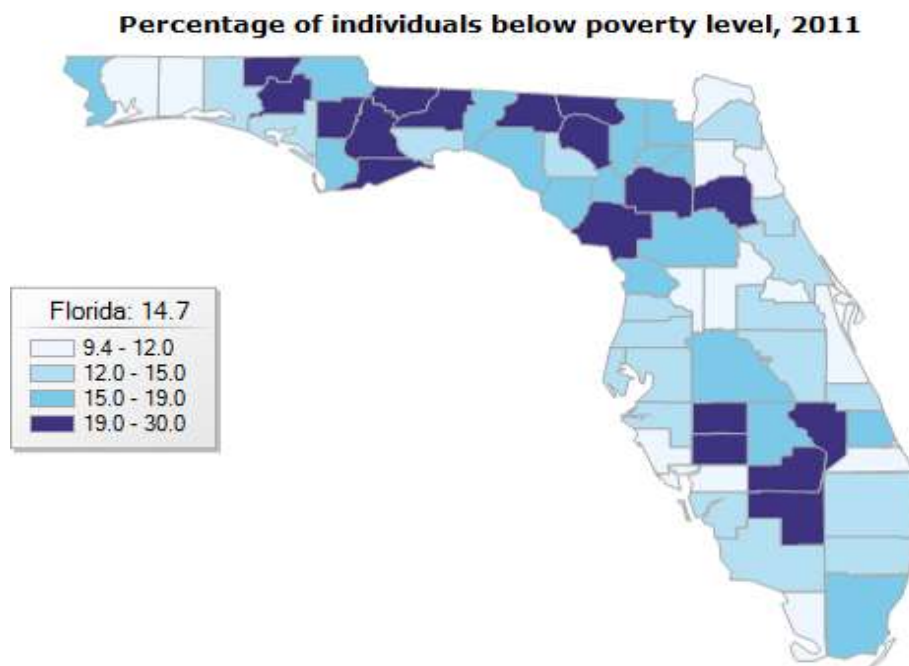


Figure 18: Percent of all persons living in poverty, 2011

Access to Mental Healthcare

In the State of Florida there is one (1) mental health provider for every nine-hundred and ten (910) individuals. Within the Northwest Region there are clear disparities in mental health provider availability, with thirteen (13) of the seventeen (17) counties reporting data on this measure being below the state of Florida average (Jefferson County did not report data on this measure).

In Escambia (857:1), Okaloosa (826:1), Bay (589:1) and Leon (666:1) there is a greater number of mental health providers to the population than the state of Florida average. However, when compared to Taylor County (26,306:1), Calhoun (5,561:1) and Washington (5,527:1) counties, there is a great deal of difference within this geographic region when trying to access treatment with a mental health professional.

Uninsured Rate

In the State of Florida 12% of children do not have access to healthcare coverage, while 29% of adults do not have access to healthcare coverage. This amounts to approximately 500,000 children and over four (4) million adults without access to healthcare coverage. It is important to note that these figures represent uninsured rates prior to the implementation of the Affordable Care Act.

In the Northwest Region, an average of 10% of children are uninsured accounting for approximately 31,000 children without healthcare coverage, while 24% of adults go without healthcare coverage accounting for approximately 275,000 adults.



The uninsured rate for children is highest in Walton County (15%) and lowest in Escambia (9%) and Taylor Counties (9%). The uninsured rate for adults is highest in Gadsden County (29%) and lowest in Wakulla County (21%).

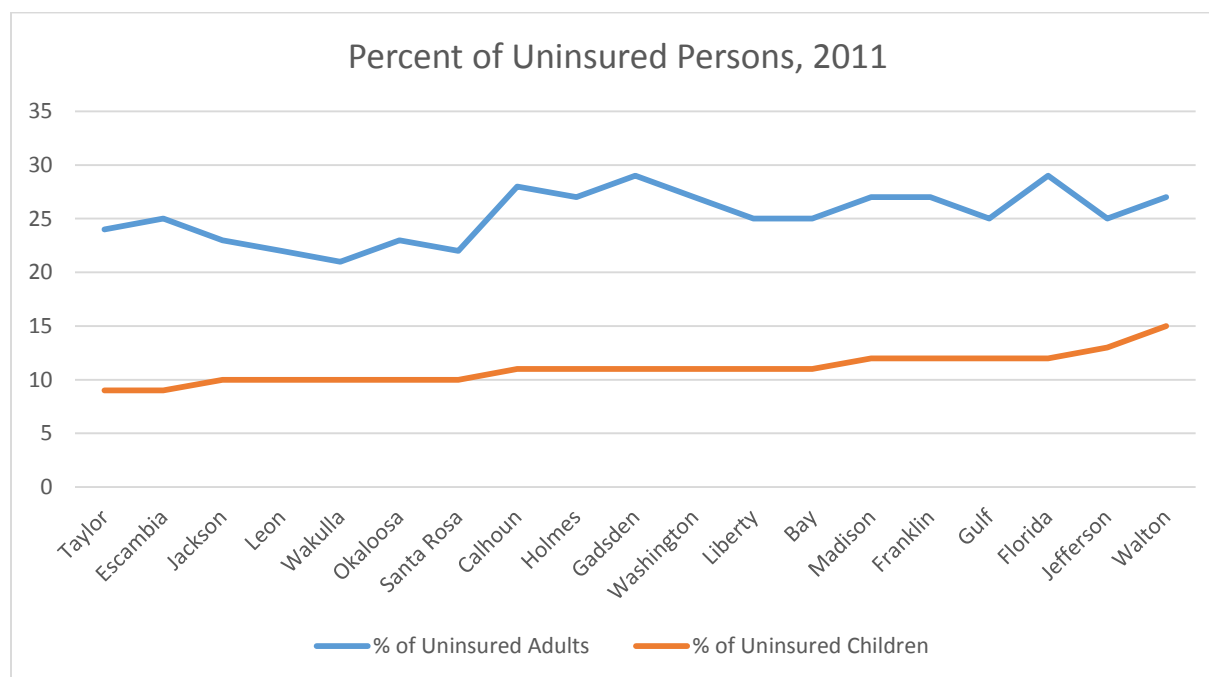


Figure 19: Percent of adults and children uninsured, by county, 2011

Health Outcomes and Health Factors

Each year, in a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin, each state is measured on various health outcomes and health factors utilizing available data from a variety of sources. This information is then used to rank each county within each state, to determine the “healthiest” counties and the “least healthy” counties. In the State of Florida there are sixty-seven (67) counties. In this section, the “healthiest” county, from the 2014 rankings is county “1” and the “least healthy” county is “67”.

In the eighteen (18) counties in the Northwest Region, the counties are ranked between “6” and “66” out of the sixty-seven (67) counties in the State of Florida for Health Outcomes. Santa Rosa is the “healthiest” county in the Northwest Region at “6” and Washington County is the “least healthy” at “66”.

When evaluated using four (4) quartiles of measurement (1st = 1-17; 2nd = 18-34, 3rd = 35-50 and 4th = 51-67), only 11.1% of the counties in the Northwest Region are in the top 1st quartile, 22.2% are in both the 2nd and 3rd quartiles and the majority of counties, 44.2%, are in the bottom (4th) quartile for Health Outcomes in the State of Florida.



The Health Outcomes measure is derived from using a series of data points associated with both quality of life and length of life. In evaluating the data to determine quality of life, data is examined regarding poor mental health days, low birth weight of babies and poor or fair health.

In the State of Florida, individuals report having an average of 3.8 days per month where they experience poor mental health. In ten (10) of the eighteen (18) counties in the Northwest Region individuals report higher than the statewide average in terms of poor mental health days. In Washington County, this number is the highest at 5.8 poor mental health days per month. In Liberty and Gulf Counties this number of poor mental health days is only 3.0, which is below the statewide average and also the lowest in the Northwest Region.

In Washington County, individuals report having an average of 5.8 poor mental health days per month, compared to the State of Florida average of 3.8.

In terms of low birth weight, in the State of Florida, 8.7% of babies born have a low birth weight of under 5.0lbs. In eleven (11) of the eighteen (18) counties in the Northwest Region this rate of low weight births is higher than the state of Florida average, with Gadsden having 11.7% of babies births at a low birth weight. Santa Rosa and Holmes Counties have the lowest rate of low birth weight babies delivered, both at 7.6% of all births.

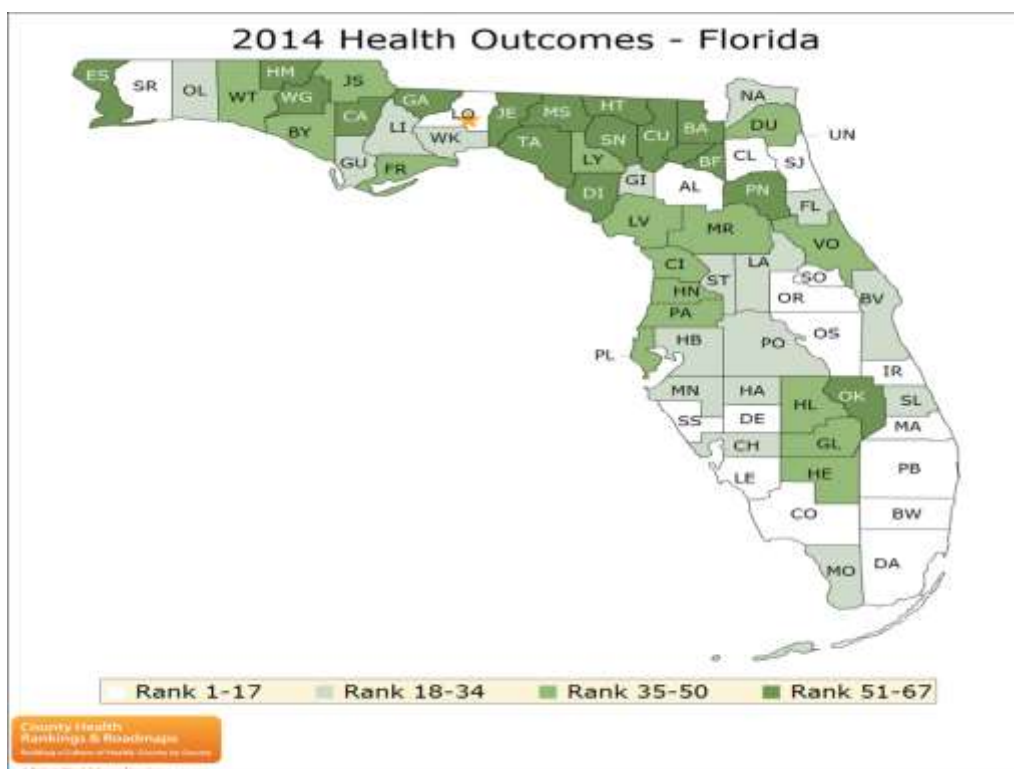


Figure 20: Health Outcomes, statewide by county, 2014



Health Factors account for a number of socioeconomic measures, including high school graduation, college attendance, unemployment rates, ratio of healthcare providers to population, single parent households, violent crime and commute to and from work.

In the Northwest Region, the range of rankings for Health Factors include “9” – “63”. Leon County is ranked as the highest in the Northwest at “9” and Gadsden is ranked the “least healthy” in the region at “63”.

When evaluated using four (4) quartiles of measurement (1st = 1-17; 2nd = 18-34, 3rd = 35-50 and 4th = 51-67), only 16.7% of the counties in the Northwest Region are in the top 1st quartile and the 2nd quartile and the majority of counties, 33.3%, are in the 3rd and bottom (4th) quartile for Health Factors in the State of Florida.

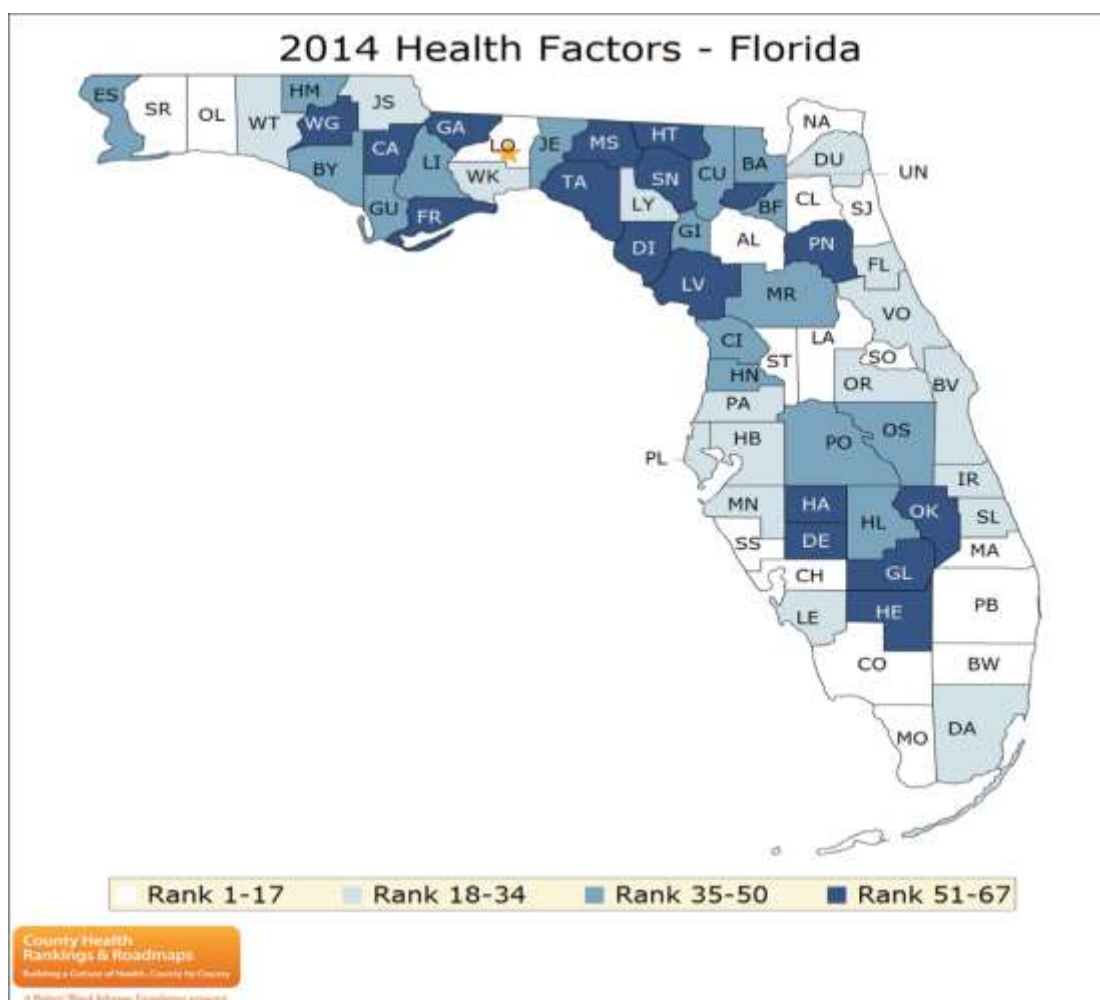


Figure 21: Health Factors, statewide by county, 2014

County	Health Outcome	Health Factor	Quartile	Circuit
Bay	48	38	3 rd	14
Calhoun	54	56	4 th	14
Escambia	57	39	3 rd	1
Franklin	36	52	3 rd	2
Gadsden	61	63	4 th	2
Gulf	34	49	3 rd	14
Holmes	51	46	3 rd	14
Jackson	47	31	3 rd	14
Jefferson	58	47	4 th	2
Leon	9	9	1 st	2
Liberty	32	48	3 rd	2
Madison	56	61	4 th	3
Okaloosa	19	10	1 st	1
Santa Rosa	6	14	1 st	1
Taylor	60	60	4 th	3
Wakulla	29	28	2 nd	2
Walton	46	29	3 rd	1
Washington	66	59	4 th	14

Figure 23: Health Outcomes, Health Factors, Quartile Rank by Circuit, 2014

Behavioral Health Care and other Social Services

Prevalence Data

The Substance Abuse and Mental Health Services Administration has published prevalence estimates for both substance use and misuse, as well as various mental health statics.

Substance Abuse and Dependence Prevalence

In the United States in 2010-2011, over four (4) million Americans over the age of twelve (12) suffered from illicit drug dependence, with that number nearing seven (7) million Americans when the definition is changed to include both drug dependence and drug abuse. In the State of Florida, these numbers represent over a quarter of a million individuals and over 400,000 individuals respectively.



In the United States, over twenty (20) million Americans suffer with alcoholism and/or illicit drug dependence or abuse while in the State of Florida this number is well over one (1) million state residents. In light of these high incident rates of drug and alcohol dependence and abuse, it is important to understand the rate at which individuals are able to obtain treatment for these disorders. In the United States, well over twenty-two (22) million Americans are in need of alcohol or illicit drug dependence treatment but are not receiving treatment services, this number is over one (1) million within the State of Florida.

Estimates indicate that over one million individuals in the State of Florida are currently not receiving alcohol or drug treatment that they need.

Mental Illness Prevalence

During 2010-2011, over fifteen (15) million Americans over the age of eighteen (18) suffered from a depressive episode, while in the State of Florida this indicator is over 850,000 individuals. In the State of Florida, nearly a half of a million individuals have been identified as having a serious mental illness, while well over two (2) million have been identified as having any mental illness and an estimated 487,000 individuals had thoughts of suicide at some point during the year.

Suicide

The age-adjusted suicide rate in the State of Florida in 2013 was 13.8, with 2,892 individuals losing their lives by suicide in this state (Table 15). Age-adjusted suicide rates take into account variations in population, by age, across different communities. The age-adjusted rates are rates that would have existed if the population under study had the same age distribution as the "standard" population within the comparison. This is a reduction in the rate of suicide in the State of Florida from 2012, when the rate was 14.2 and 2,922 lives were lost. However, this is an increase over the 2011 and 2010 suicide rates for the State of Florida, both at 13.5 (with 2,765 and 2,753 lives lost in those respective years).

Suicide Rates in 61% of Northwest Florida Counties are higher than the state average.

In the Northwest Region, 244 individuals died by suicide in 2013, which is a decrease from 2012 when 276 individuals died by suicide. However this is an increase from 2011, when only 211 lives were lost by suicide and 2010 when only 210 lives were lost by suicide in the Northwest Region.

The highest 2013 suicide rates in the Northwest Region are found in Taylor (26.0) and Okaloosa (22.9) counties, while the lowest rates are found in Calhoun (0), Liberty (0) and Washington (4.3) counties. Sixty-seven (67) percent of the counties in the Northwest Region had a reduction in the 2013 suicide rate from 2012, however forty-four (44) percent of counties had a 2013 suicide rate higher than the 2011 suicide rate. The counties with the most dramatic increase in suicide between 2012 and 2013 include: Taylor (16.6 increase) and Madison (6.1 increase) Counties, both located in Circuit 3. The counties with the greatest margin of reduction in the



suicide rate between 2012 and 2013 include: Washington (19.4 decrease) and Holmes (17.3 decrease) Counties, both in Circuit 14.

When examining the three (3) year suicide count and rate (rate is per 100,000 of the total population), by age, across the eighteen counties in Northwest Florida, Wakulla (4.9), Jackson (3.4), Escambia (2.5), Okaloosa (1.6) and Leon (1.6) report higher than the statewide average (1.3) of suicides by individuals under eighteen (18) years of age. It is important to note, that due to small population sizes, the rate in these counties is largely impacted by any suicide. The total number of suicides, for individuals under 18, between 2011 and 2013, is 13 occurring in all of the counties mentioned above, as well as Bay County.

In the State of Florida the average rate of suicide for individuals between the ages of eighteen (18) and twenty-four (24), in the three (3) year count (2011-2013) is 11.6. In the Northwest Region of Florida, 55.6% of the counties have a higher suicide rate for this age group, including the highest rates located in Madison (37.7), Okaloosa (22.1) and Jackson (21.9). For individuals ages 25-44 the statewide average climbs to 16.0, with 44.4% of the counties in the Northwest Region having a higher rate. In Circuit 1, the suicide rate for individuals 25-44 is higher than the statewide average in all four (4) counties, while in Circuit 2, only Wakulla has a higher than the State of Florida rate of suicide for this age range. In Circuit 14, 66.7% of the counties have a higher than average suicide rate for this age range, with Washington County having a rate of 30.9.

For individuals 45-64 and individuals over 65 years of age the majority of Northwest Florida counties continue to have higher than the statewide average (23.0 and 19.3 respectively) of suicides. 61.1% of counties in the Northwest Region have a higher than average suicide rate for individuals between 45 and 64 and individuals 65 years of age and older (11 out of 18 counties for each population).

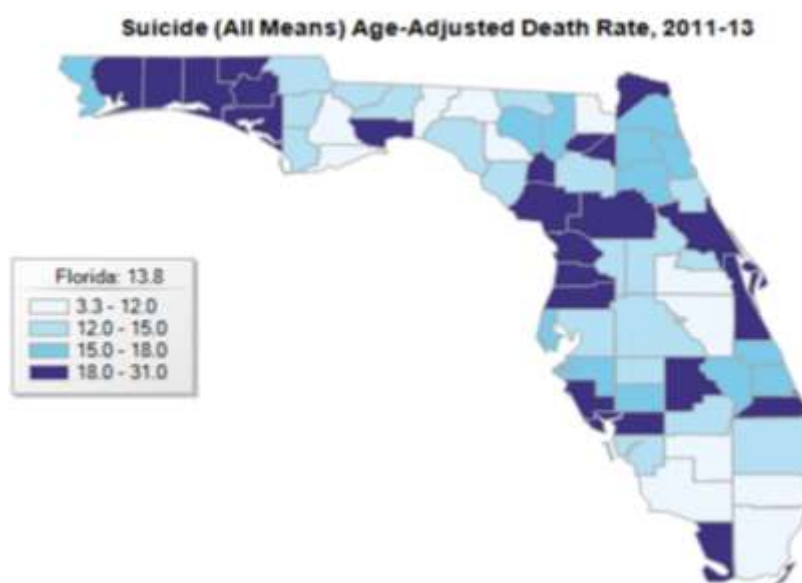


Figure: 24 Suicide rates in Florida, 2011-2013, Age Adjusted



Baker Acts Initiated

In 2013, over 170,000 Baker Acts were initiated to evaluate individuals for involuntary placement to receive mental health treatment, this is a 9.1% increase in Baker Act initiations from 2012. 6.9% of those Baker Acts were initiated in the Northwest Region of the state, representing an increase of 10.5% from 2012.

Year	Involuntary Exam Initiations	Percent Increase to 2013
2013	171,744	
2012	157,352	9.15%
2011	150,466	14.14%
2010	143,347	19.81%
2009	136,120	26.17%
2008	132,066	30.04%
2007	122,454	40.25%
2006	120,506	42.52%
2005	122,206	40.54%
2004	110,697	55.15%
2003	104,600	64.19%
2002	99,772	72.14%

Figure 25: 2002-2013, State of Florida Baker Act Initiation Totals, USF Annual Baker Act Report

61.1% percent of the eighteen (18) counties in the Northwest Region saw an increase in Baker Act initiations between 2012 and 2013. The largest change in Baker Act Initiations between 2012 and 2013 occurred in Franklin (increase of 74.2%), Madison (increase of 41.9%) and Calhoun (23.1) counties. In Taylor (-29.2), Jefferson (-20) and Wakulla (-12.4) they saw the greatest reduction in the number of Baker Act Initiations between 2012 and 2013.



In examining the three (3) year trend data for Baker Act initiations there is a lot of fluctuation, from year to year. Consistently, in the State of Florida, the number of Baker Act initiations has risen every year. However, Santa Rosa County is the only county in the Northwest Region to consistently see an increase over these three (3) years in the number of Baker Acts initiated, while Wakulla and Taylor counties have seen a decrease in Baker Act initiations over the course of this time period.

County	Involuntary Exam Initiations	County	Involuntary Exam Initiations	County	Involuntary Exam Initiations
Alachua	1,844	Hardee	157	Okeechobee	346
Baker	105	Hendry	176	Orange	10,612
Bay	1,364	Hernando	1,485	Osceola	2,404
Bradford	212	Highlands	981	Palm Beach	9,337
Brevard	5,415	Hillsborough	12,394	Pasco	4,878
Broward	13,019	Holmes	149	Pinellas	10,286
Calhoun	96	Indian River	985	Polk	6,264
Charlotte	1,268	Jackson	232	Putnam	403
Citrus	1,171	Jefferson	92	Saint Johns	871
Clay	933	Lafayette	*	Saint Lucie	2,867
Collier	1,447	Lake	2,152	Santa Rosa	1,053
Columbia	382	Lee	4,582	Sarasota	2,980
DeSoto	173	Leon	1,545	Seminole	3,118
Dixie	112	Levy	223	Sumter	397
Duval	7,277	Liberty	36	Suwannee	171
Escambia	4,316	Madison	227	Taylor	75
Flagler	460	Manatee	2,044	Union	71
Franklin	54	Marion	2,806	Volusia	3,816
Gadsden	286	Martin	806	Wakulla	120
Gilchrist	62	Miami-Dade	22,150	Walton	347
Glades	52	Monroe	484	Washington	184
Gulf	101	Nassau	226		
Hamilton	44	Okaloosa	1,561		

Figure 26: 2013 Baker Act Initiations, by County

Poor Mental Health Measures

A number of measures exist to look at the mental health of the populations. These measures include: adults with good mental health, adults who had poor mental health 14 or more of the



past 30 days, and the average number of days where poor mental or physical health interfered with activities of daily living.

In the Northwest Region, a rather narrow range of adults indicate that they have good mental health, with Gulf and Gadsden rated the highest at 90.8% of adults having good mental health, while Wakulla County has the lowest number of adults with good mental health at 83.7%. In the Northwest Region, 55.6% of the counties had a reduction in the percentage of adults with good mental health between 2007 and 2010, with Walton County showing the greatest decrease (-5.3%), while Liberty County showed the greatest increase (3.7%).

The percentage of adults who reported having poor mental health on 14 or more of the past 30 days, increased by 61.1% between 2007 and 2010, with Leon County (5.4% increase), Walton (5.3% increase) and Washington County (5.1% increase) showing the greatest rise in the number of individuals having 14 or more days of poor mental health in the past 30 days. However, in Liberty County (-3.7%) and Bay County (-3.4%) they saw a decrease in the number of individuals indicating poor mental health on 14 or more of the past 30 days. The percentage of individuals indicating they had poor mental health on 14 or more of the past 30 days was highest in Washington County (19.1%) and lowest in Gulf and Gadsden Counties (9.2%).

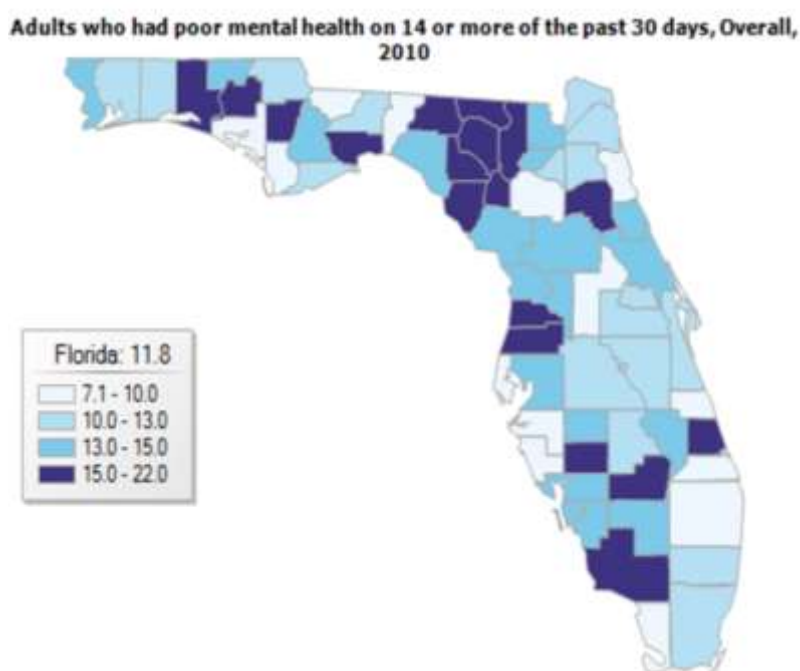


Figure 27: Poor Mental Health for 14 or days in the last 30, 2010

In the Northwest Region the number of days where poor mental health or physical health interfered with daily living ranges from 4.0 days (Okaloosa) to 7.6 days (Calhoun). 83.3% of



counties in the Northwest Region reported an increase in the average number of days where poor mental or physical health interfered with activities of daily living between 2007 and 2010.

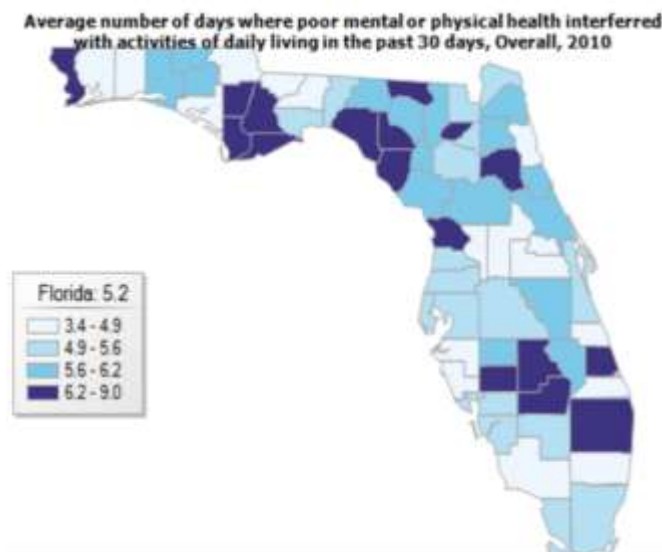


Figure 28: Average number of days that mental or physical health interfered with ability to do activities of daily living, 2010

Alcohol Related Crashes

Alcohol related crashes are a concern in the Northwest Region due to the higher than average rate of these incidents across this geographic region. In the state of Florida the 2009-2011 rate of alcohol related crashes is 97.2, which is a reduction in the rate from 2008-2010 (107) and the rate in 2007-2009 (116.7). In the Northwest Region, the range of alcohol related crash rates between the eighteen (18) counties is 85.2 (Holmes) to 226.3 (Bay County). Holmes (85.2) and Washington (94.3) are the only two (2) counties in Northwest Florida with a lower than statewide average of alcohol related traffic crashes. The counties with the highest rate of alcohol related crashes include: Bay County (226.3), Taylor County (182.1), Madison County (181.4), Walton County (176.5) and Escambia County (172.1). While these rates indicate a higher than average rate of alcohol related crashes across the large majority of the eighteen (18) counties in Northwest Florida, the rate of alcohol related crashes in 2009-2011 is a reduction in the rate for 88.9% of the counties in Northwest Florida when compared to 2008-2010.

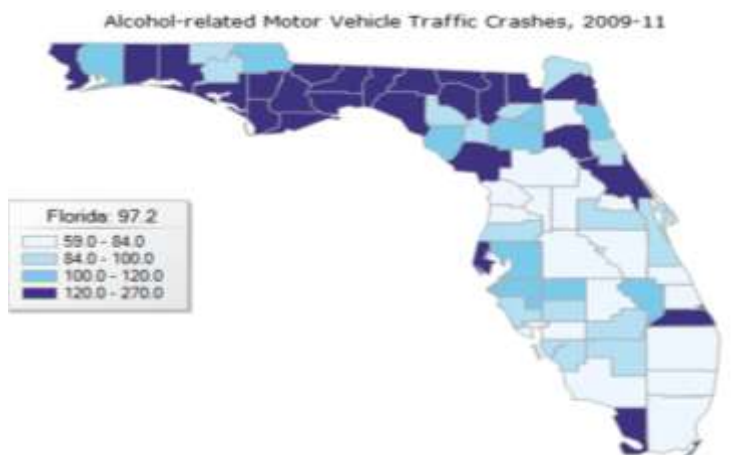


Figure 29: Alcohol related Motor Vehicle Crashes, per 1,000, 2009-2011, Florida CHARTS

Underage Drinking and Illicit Drug Use

In Northwest Florida, reports of middle school students who have engaged in binge drinking are significantly higher in the Circuit 14 counties of Gulf, Washington, Calhoun and Jackson. Across the eighteen (18) county region, Circuit 1 has the lowest rate of middle school youth engaging in binge drinking.

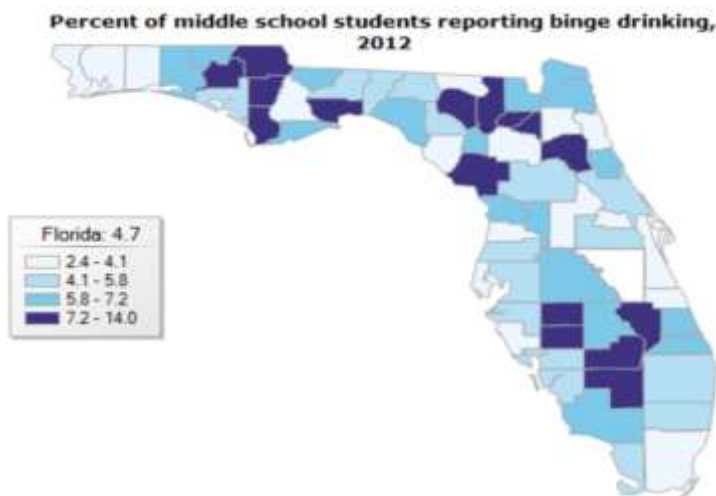


Figure 30: Percent of middle-school students engaging in binge drinking, 2012, Florida CHARTS

Rates for use of marijuana/hashish are significantly lower than reports of binge drinking. The rate for use of marijuana/hashish is higher in Washington, Gulf, Taylor and Franklin Counties while Escambia, Santa Rosa, Okaloosa, Holmes, Jackson, Gadsden, and Jefferson have lower rates.



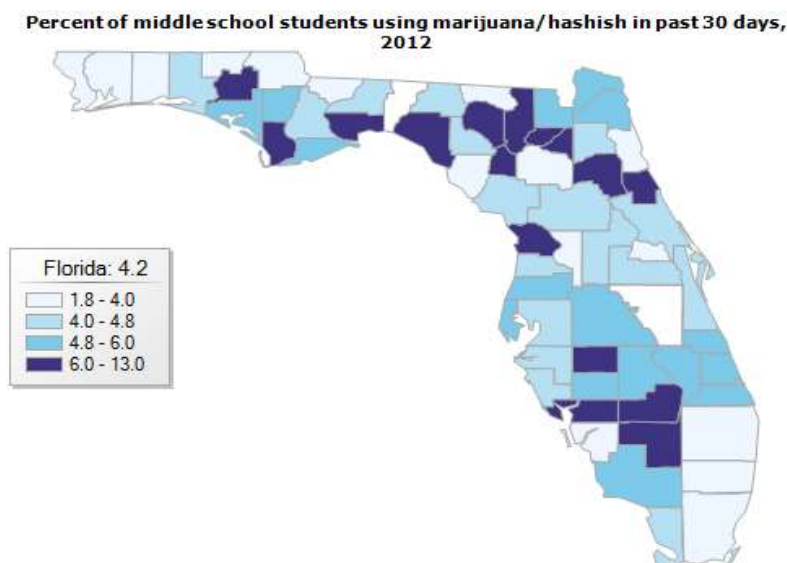


Figure 31: Percent of middle-school students engaging in the use of marijuana/hashish, 2012, Florida CHARTS

In Northwest Florida, reports of high school students who have engaged in binge drinking are significantly higher in seven (7) of the counties: Walton, Washington, Gadsden, Liberty, Franklin, Wakulla, and Taylor. Only three (3) Northwest Florida counties have relatively low rates of high school student binge drinking: Okaloosa, Jefferson and Madison

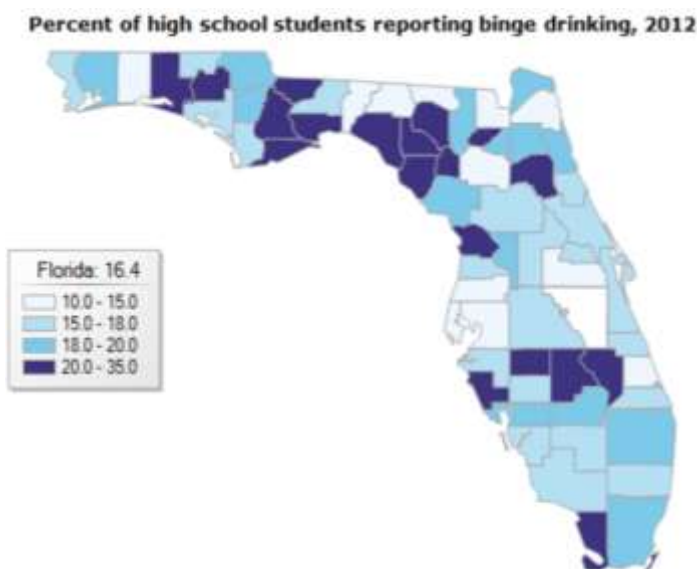


Figure 32: Percent of high-school students engaging in binge drinking, 2012, Florida CHARTS

Rates for use of marijuana/hashish reveal that seven (7) Northwest Florida Counties also have higher incidents of this type of drug use: Walton, Bay, Gulf, Franklin, Wakulla, Leon and Gadsden. However, there are also eight (8) Northwest Florida Counties that have a relatively low rate of marijuana/hashish use: Escambia, Okaloosa, Holmes, Jackson, Calhoun, Liberty, Madison and Taylor.



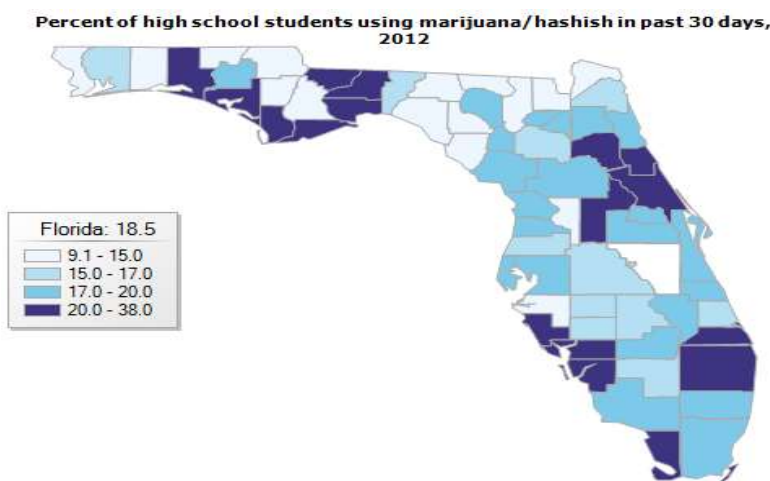


Figure 33: Percent of high-school students engaging in the use of marijuana/hashish, 2012, Florida CHARTS

Juvenile Justice

In 2012-2013, the Department of Juvenile Justice in the eighteen (18) county area in Northwest Florida received over 6,800 delinquency cases. The rate of delinquency cases throughout the region ranges from 0.89 to 3.48, with Escambia (3.48) and Madison (3.34) having the highest delinquency rates, while Jefferson (0.89) and Taylor (1.20) have the lowest rates. When the data is examined to see what the percent of commitment cases are in each county, when compared to the number of delinquency cases, Leon County (11.87%) has the highest rate of delinquency cases resulting in commitment while in Gulf and Liberty County zero commitments resulted from delinquency cases.

Domestic Violence

In the State of Florida, in 2013, 108,030 incidents of domestic violence were recorded establishing a statewide average rate of 559.2 per 1,000 of the total population. This rate has consistently declined between 2011 through 2013. In the Northwest Region, eight (8) of the counties are below the State of Florida average rate, while ten (10) are above the rate. The highest domestic violence offense rate is in Escambia County (1,038.5), Taylor County (979.5) and Bay County (942.8). The lowest rates of domestic violence exist in Liberty County (11.4), Gulf County (137.8) and Calhoun County (163.6). Nine (9) of the eighteen (18) counties had a decrease in the rate of domestic violence between 2013-2012, with the greatest decrease seen in Franklin County (-158.8) and Walton County (-208.5).

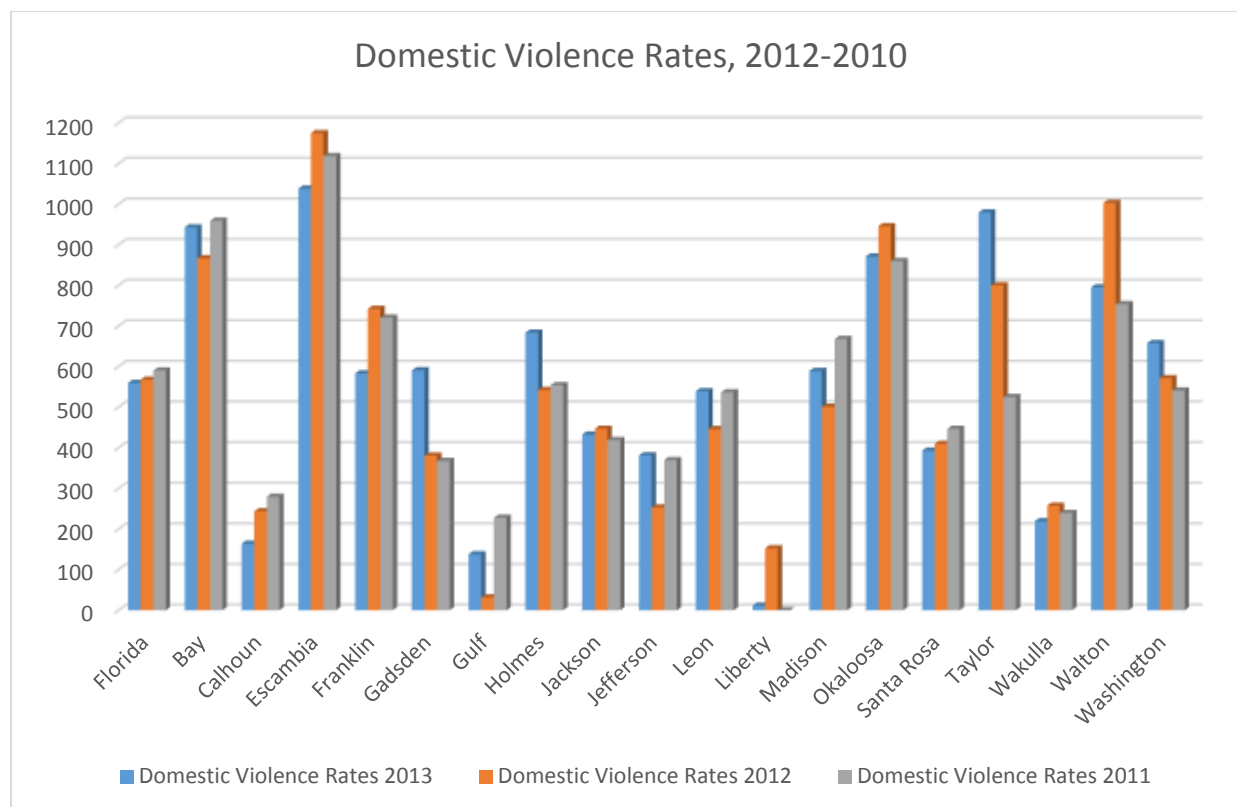


Figure 34: Domestic Violence Rates, 2011-2013

Funding

In the United States, the amount of money dedicated, by each State, for mental health and substance abuse treatment varies widely. It is estimated that \$37,592,900,000 was spent in the United States during 2012 by each of the State Mental Health Agencies. In the State of Florida it is estimated that in 2010 the State Mental Health Agency spent \$742,200,000 on mental health care. While in 2010, the State of Florida accounted for 6.09% of the total US population, as reported by the US Census Bureau, this annual spending amount only accounts for 1.97% of all funding expended on mental health services in 2010 in the US.

State spending on mental health services in 2010 ranged from \$57,400,000 (Idaho) to \$5,674,400,000 (California). According to the Kaiser Family Foundation (2010), the average per capita spending amount for mental health services in the United State is \$120.56. The range within the US for per capita spending on mental healthcare is \$22.97 (Puerto Rico) to \$346.92 (Maine). In the State of Florida the per capita spending rate for mental healthcare services is \$39.55. At \$39.55 per capita spent on mental healthcare in the State of Florida, the state ranks 48th in this measure compared to the other 50 States in the union, only ranked higher than Texas (\$38.99) and Idaho (\$36.64). While 2014 per capita spending analyses are not yet available, it is important to note that the State of Texas, recognizing the need for increased funding for their behavioral healthcare system, increased fiscal year 2014-2015 funding of this system by \$332 million, certainly bringing them closer to the national average for mental health care spending.



Significant increases in funding for the mental health and substance abuse system of care were not passed in the State of Florida's fiscal year 2014-2015 budget.

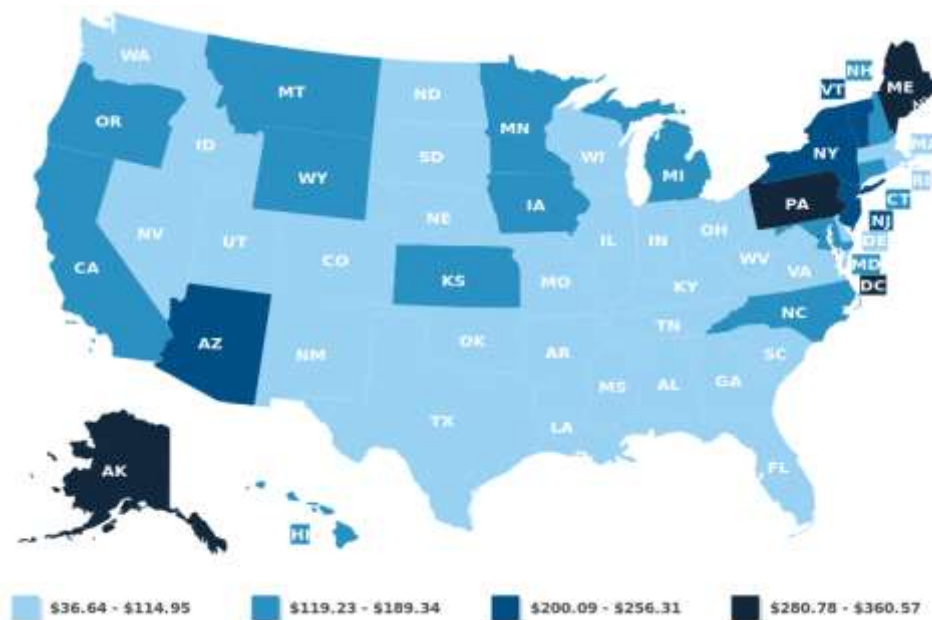


Figure 35: Per Capita Funding of Mental Health in the United States, by State, 2010 – Kaiser Family Foundation

Since 2004, the State of Florida has seen fluctuations on the per capita rate of spending for mental healthcare, with 2004 having a rate of \$35.96 as the low and 2008 being the peak of funding at \$42.11.

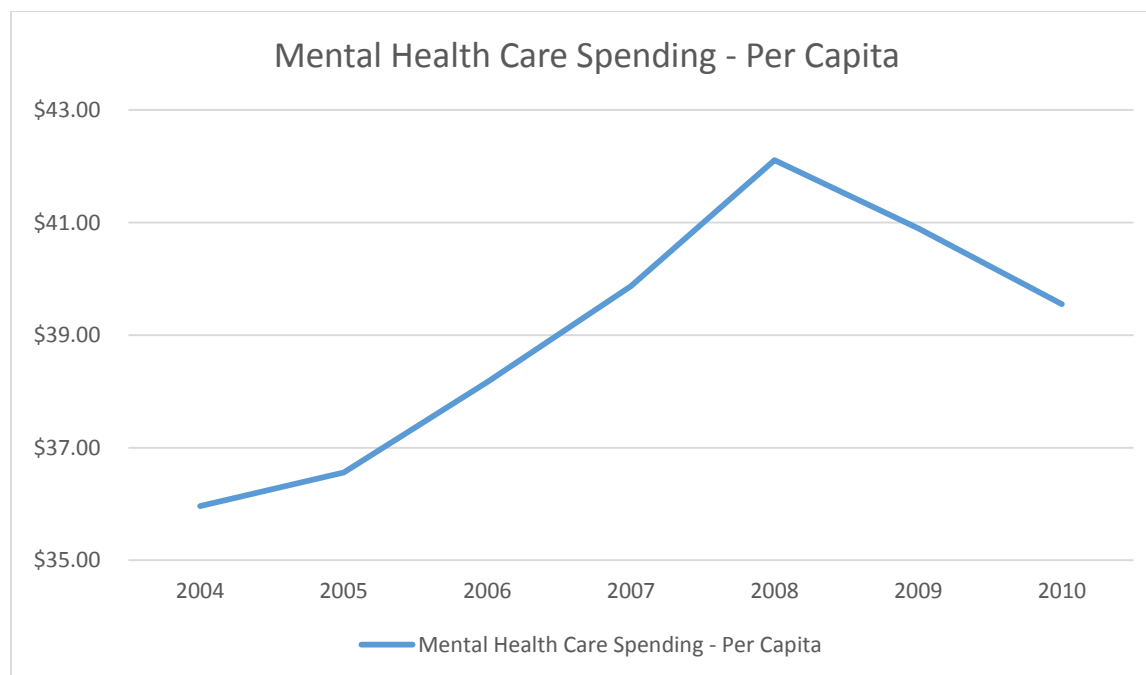


Figure 36: Per Capita Mental Health Funding for Mental Health, Florida, 2004-2010, Kaiser Family Foundation



In the State of Florida, seven (7) Managing Entities manage the Substance Abuse and Mental Health funds appropriated by the state legislature and various federal funds, including the federal block grants. Managing Entities are responsible for oversight and monitoring of the substance abuse and mental health system in a specific geographic area, as well as being responsible for system of care planning at the regional and community levels.

The Department of Children and Families began transition to a Managing Entity, private non-profit system of care management model in 2009 and transitioned the final geographic area in the state to managing entity responsibility in April 2013 with the award of the Big Bend Community Based Care Managing Entity contract. The Department of Children and Families awarded Managing Entity contracts based on historical contract allocations, with existing provider contracts being assigned to each managing entity, at existing funding levels upon contract award.

When examining the overall estimated 2015 population of the seven (7) Managing Entity catchment areas, the Suncoast Region, managed by Central Florida Behavioral Health Network has the largest population at 5,512,439 and Big Bend Community Based Care in the Northwest Region has the lowest total population at 1,457,783.

The following tables depict the total population distribution throughout the state of Florida, the uninsured rate throughout the State of Florida and the poverty rate throughout the State of Florida. Florida is the fourth (4th) largest state in the United State in terms of population. As funding rates within the State of Florida are reviewed, it is critical to understand that Florida, the fourth (4th) largest state in the United States, has inadequate funding levels,, falling at 48th out of the 50 states, and that the rate of uninsured and the rate of those living in poverty are higher than the United States average. While some areas, within the State of Florida, may be funded at a higher rate than others, when compared by per capita rates, rates by individuals uninsured and rates in individuals living in poverty, it is imperative to remember that all of the funding rates discussed are significantly below the national average.



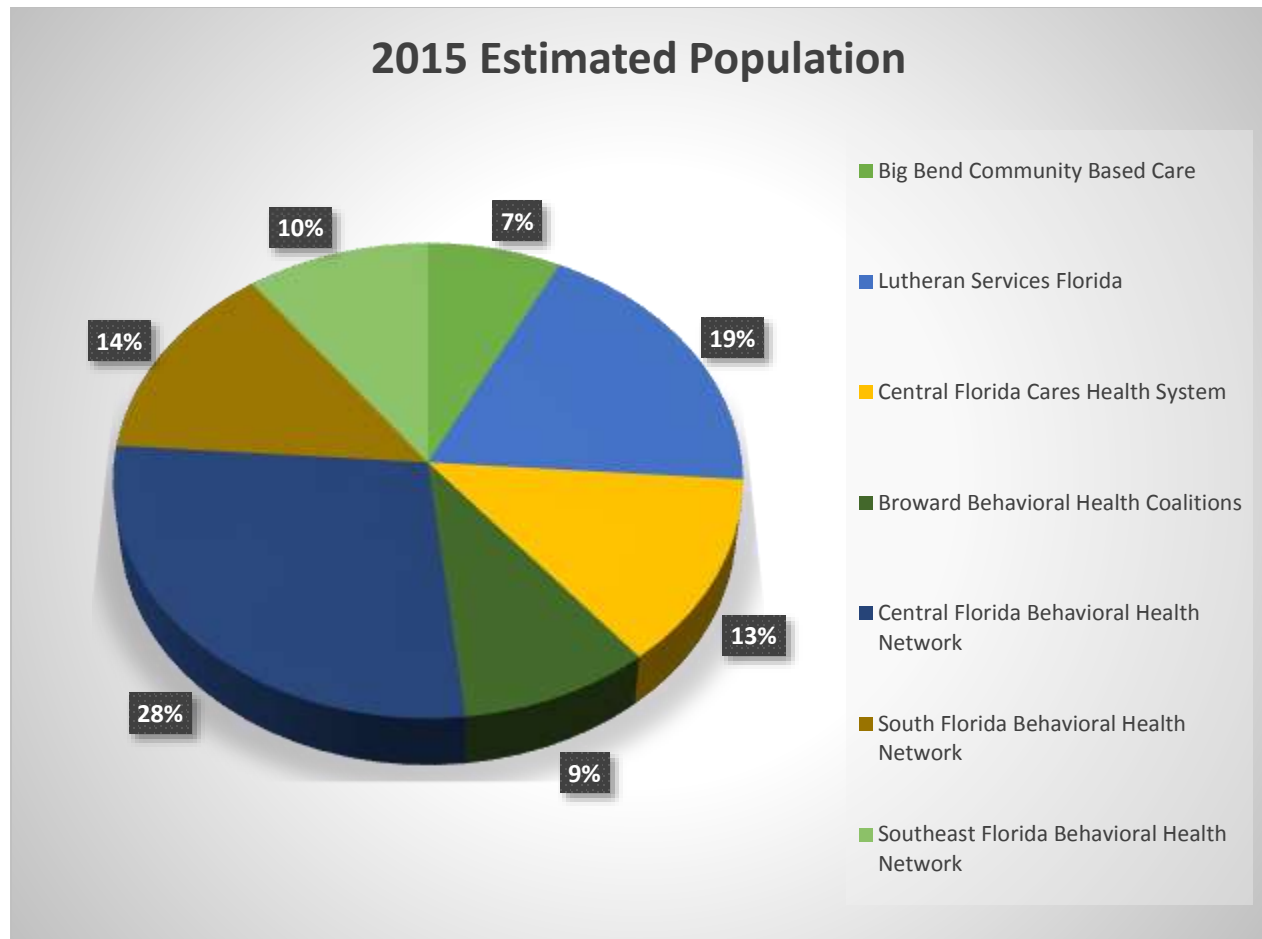


Figure 37: 2015 Estimated Population, Statewide, by Managing Entity Area



In the State of Florida, funding received by the seven (7) Managing Entities is intended for use among those living at or below 300% of poverty who have no other access to healthcare coverage for mental health or substance abuse services. It is critical, when considering the needs of the substance abuse and mental health system of care for the State of Florida to consider the uninsured rate, as well as the poverty rate.

There are approximately 3.2 million individuals in the State of Florida residing at or below 100% of poverty, with 7.5% of them located in the Northwest Region.

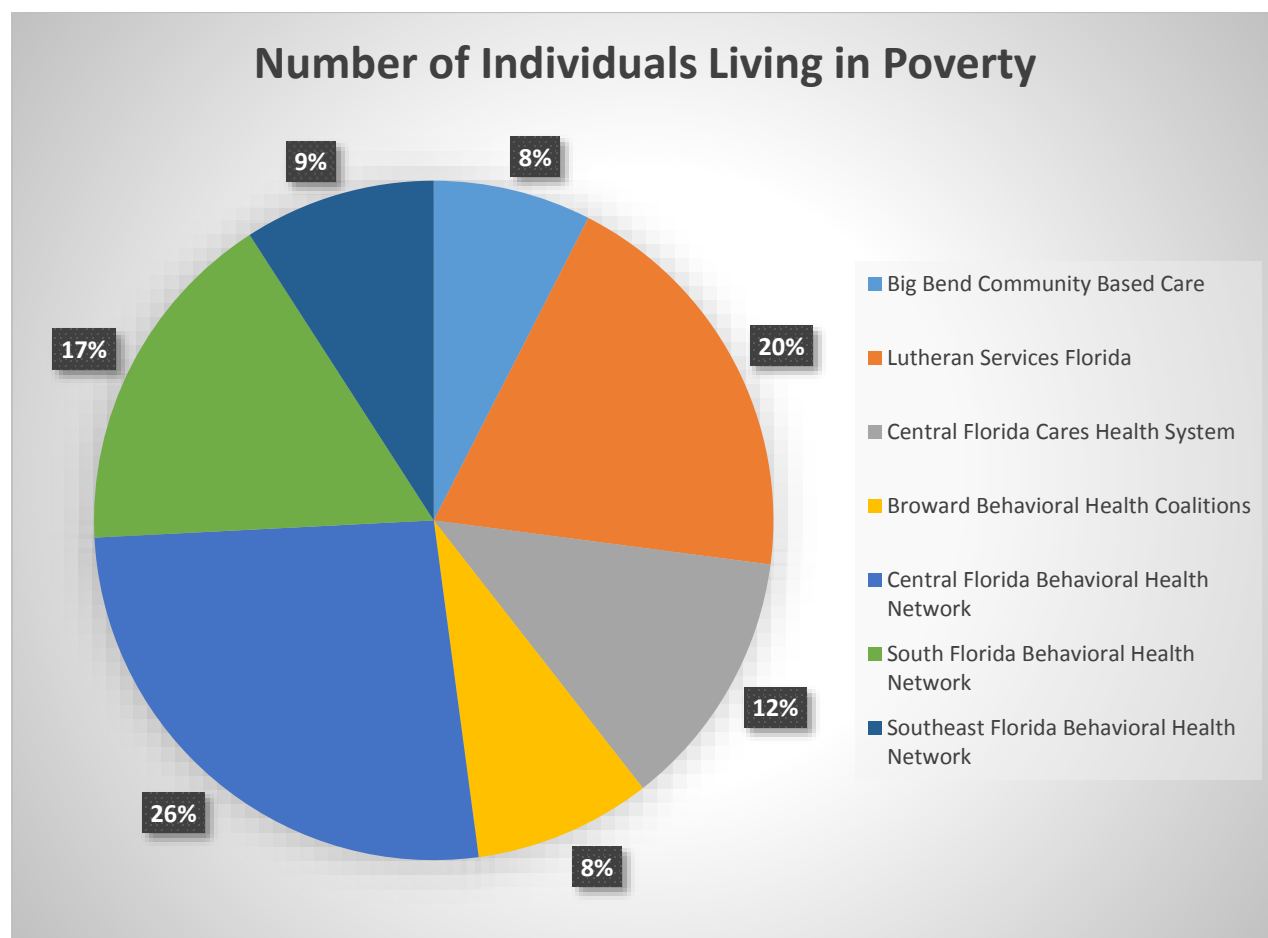


Figure 38: Individuals living at or below 100% of poverty, statewide, by Managing Entity

In the State of Florida approximately 12% of children (509,803) are uninsured while 29% of adults (4,453,654) do not have access to healthcare coverage.

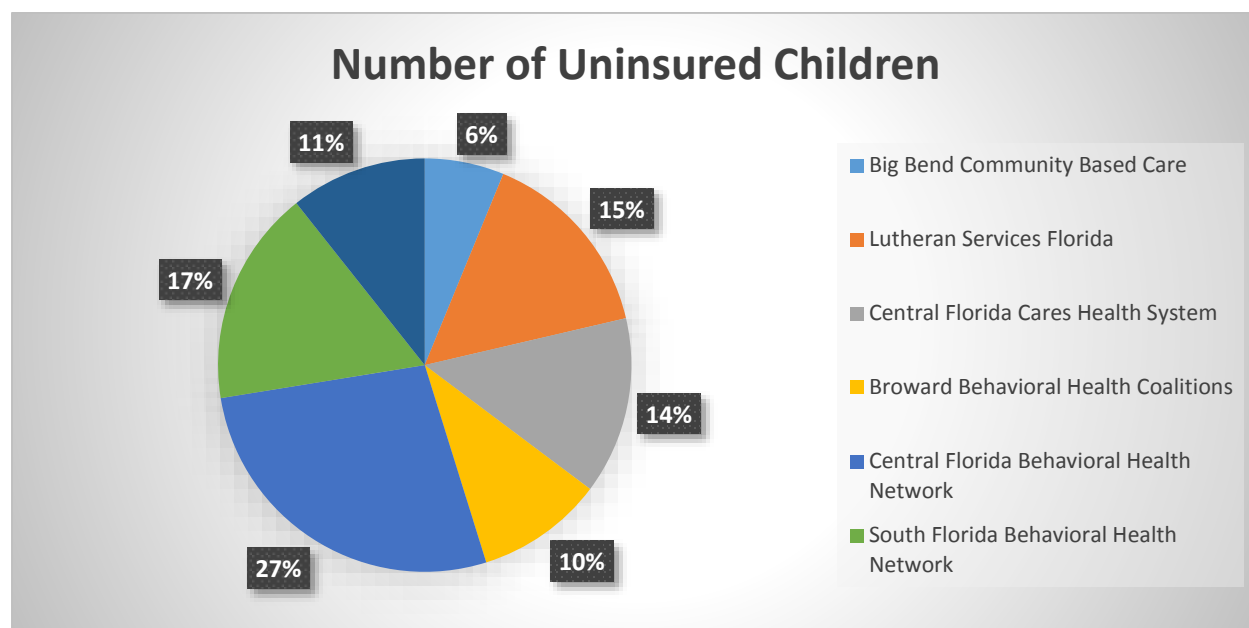


Figure 39: Number of Uninsured Children, 2011, statewide, by Managing Entity

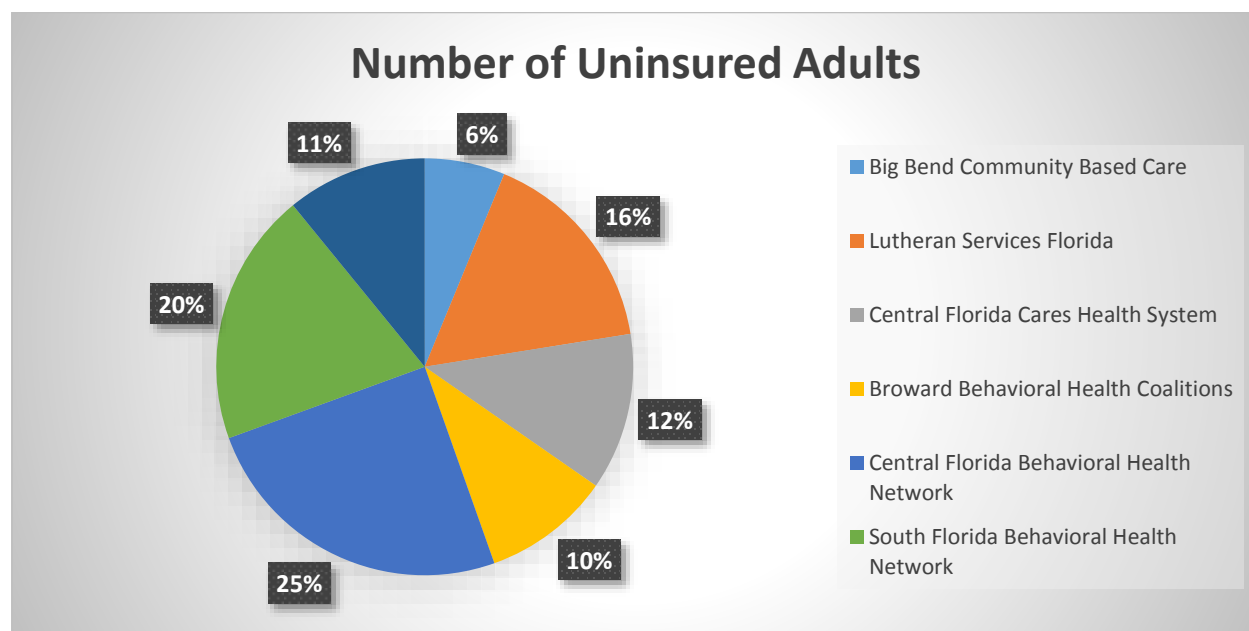


Figure 39: Number of Uninsured Adults, 2011, statewide, by Managing Entity



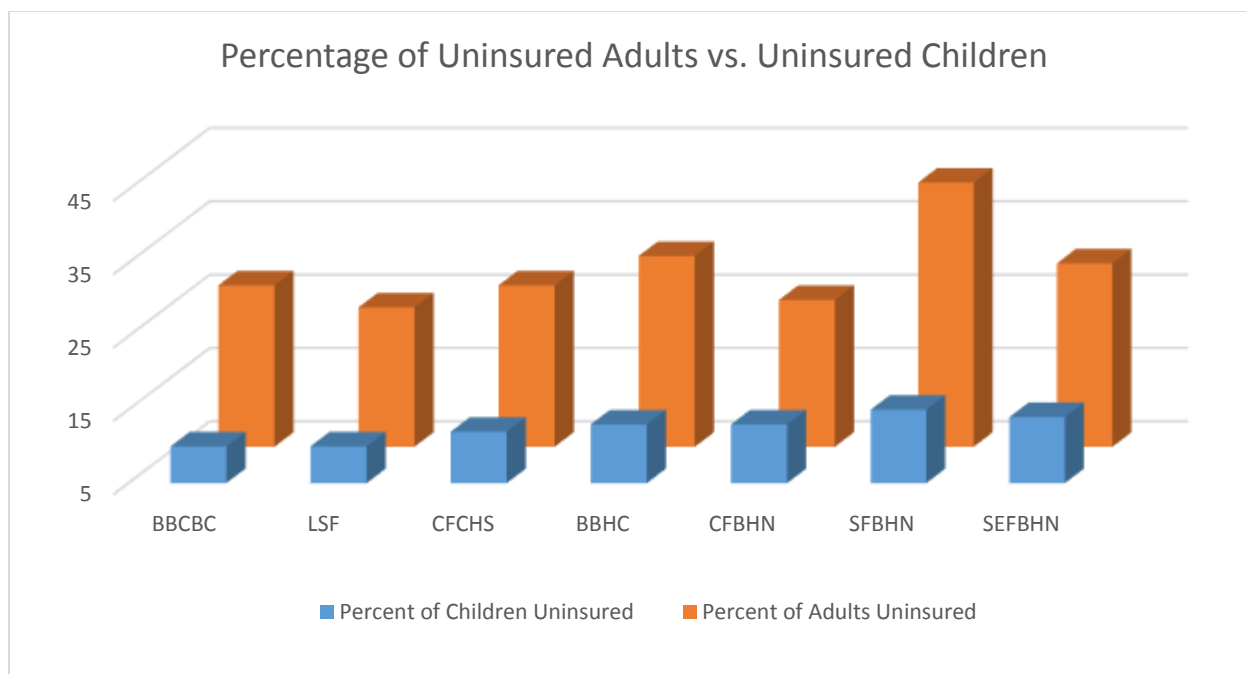


Figure 40: Percentage of Adults without insurance versus Children without insurance, statewide, by Managing Entity.

In total \$537,819,677 is contracted to Managing Entities throughout the State of Florida for use in the Substance Abuse and Mental Health, 52% of which is in Adult Mental Health, 24% in Adult Substance Abuse, 13% in Children's Substance Abuse and 11% in Children's Mental Health. Approximately 72% of these funds are appropriated by the State of Florida and 28% are Federal Funds.

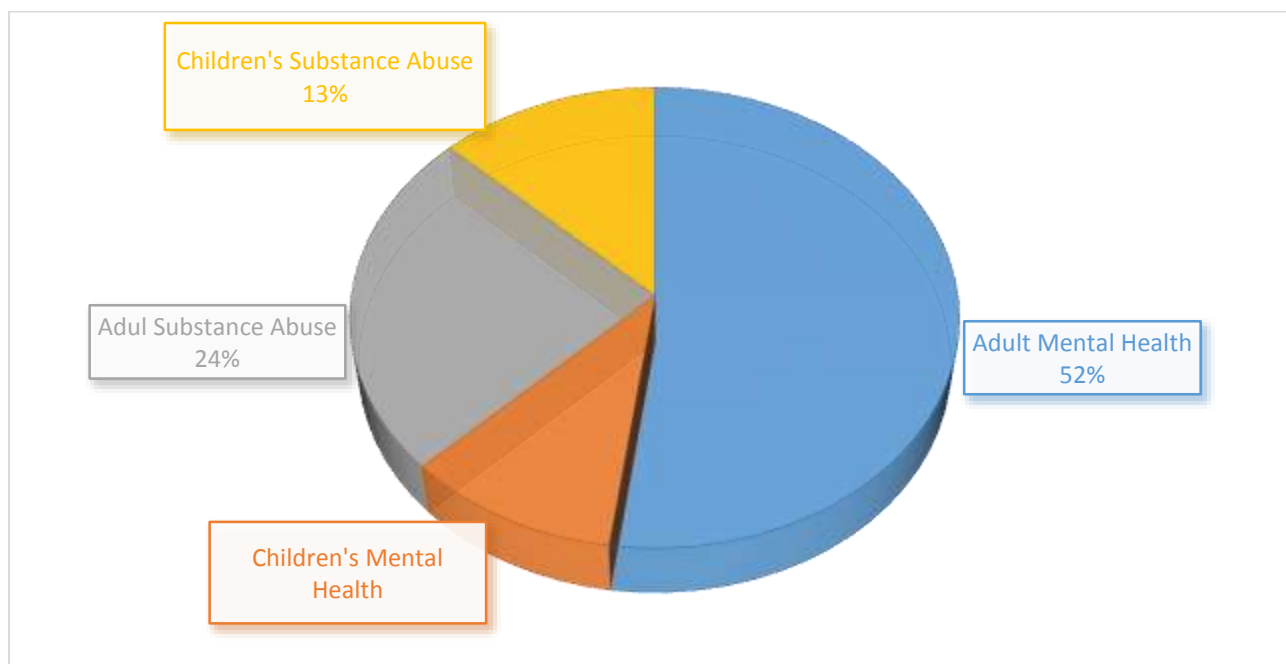


Figure 41: Statewide Funding of Managing Entities, by Fund Type, Fiscal Year 2015



The statistics related to poverty and uninsured rates are important to consider when examining statewide funding, in comparison to the funding received in the Northwest Region, by Big Bend Community Based Care to manage the substance abuse and mental health treatment system. In the State of Florida Big Bend Community Based Care is funded at the highest rate, per capita at \$33.37, as well as being funded at the highest rate for individuals living in poverty and uninsured individuals. When interpreting these numbers for planning, it is important to note that these totals include all types of funding inclusive of existing special projects funded by the legislature, statewide projects funded through a single Managing Entity and previously gained special projects moved into base funding. In the Northwest Region, most notably, one statewide project for treatment of forensic individuals in the community is contracted through the Big Bend Community Based Care Managing Entity for an amount over \$5 million, making their overall funding ratios slightly skewed higher.

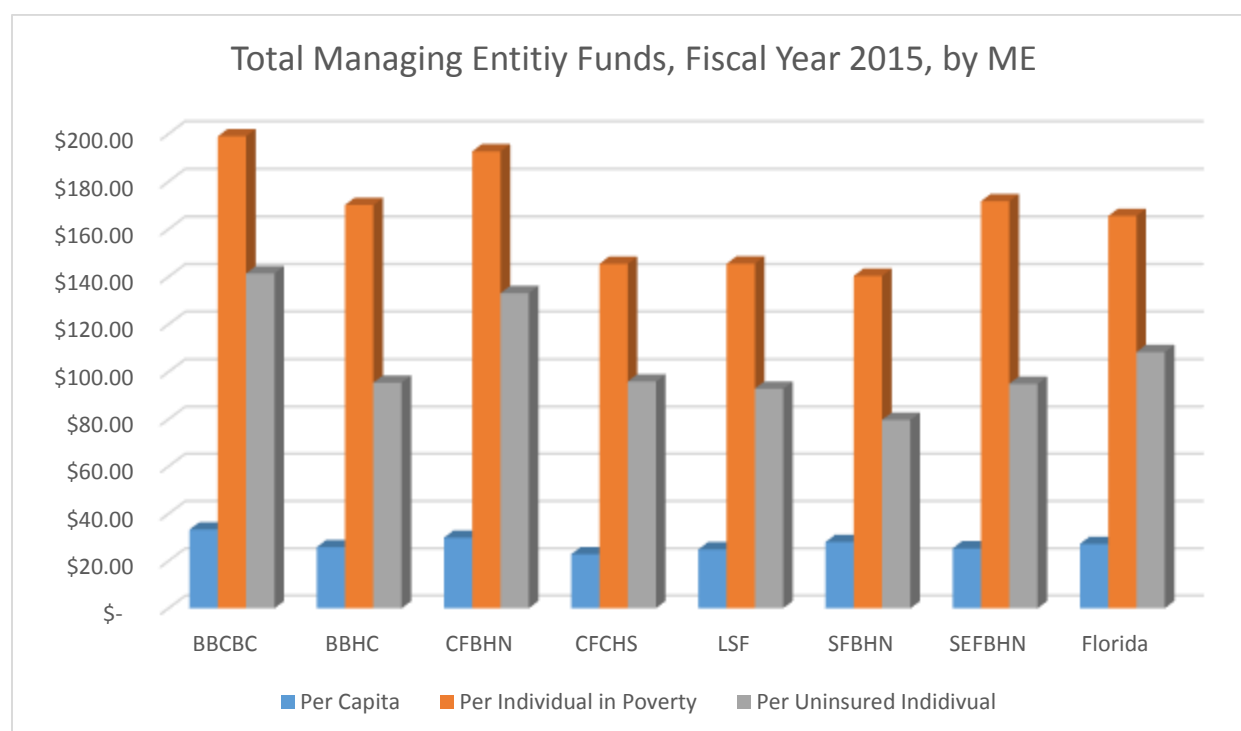


Figure 42: Fiscal Year 2015 Funds, Statewide, by Managing Entity, by per capita, per individual in poverty and per individual uninsured

The needs within communities may be different dependent upon the population make-up and the type of service most needed. It is important to understand the funding ratios in the adult mental health, children's mental health, adult substance abuse and children's substance abuse categories.

While Big Bend Community Based Care does have the highest rate of overall adult mental health funding in the state, it must be noted that this is the funding category where the community forensics program is accounted for in the budget. When only base funding for adult mental health is considered, absent of any special projects funding, Central Florida Behavioral Health Network has the highest rate of funding for adult mental health services at \$15.71. In sub-categories under adult mental health the most notable fluctuations in funding, between Managing

Entities occur in the FACT category, with a range of \$0.89/per capita (Broward Behavioral Health Coalition) and \$3.99/per capita (Central Florida Behavioral Health Network).

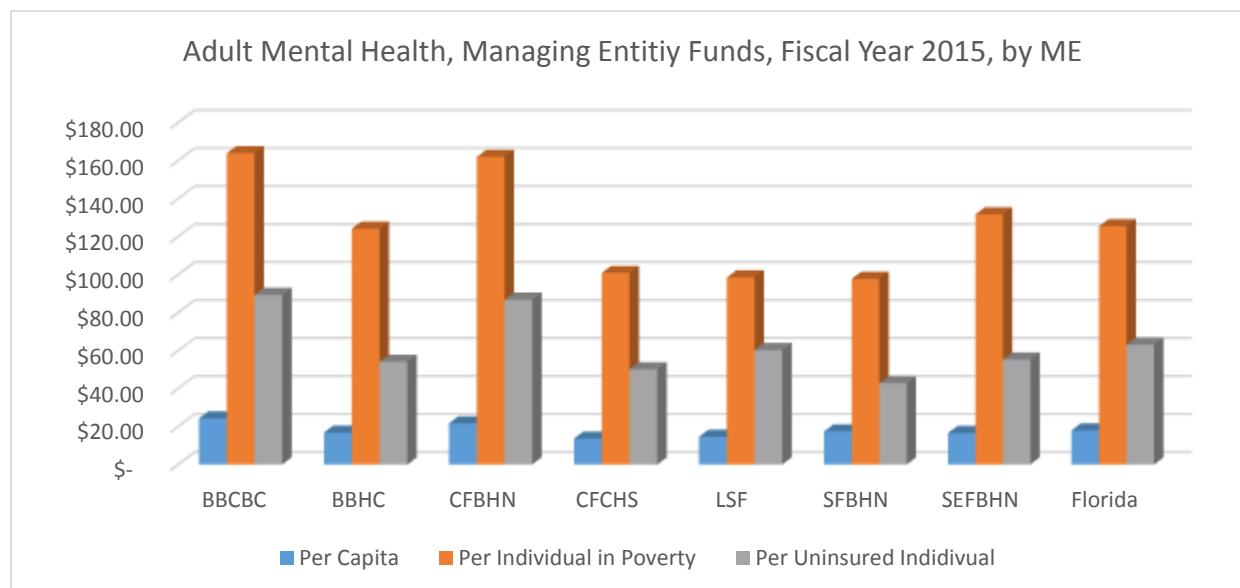


Figure 43: Fiscal Year 2015 Adult Mental Health Funds, Statewide, by Managing Entity, by per capita, per individual in poverty and per individual uninsured

In the Children's Mental Health funding category, for all funds received, the per capita funding range is \$17.28/per person (South Florida Behavioral Health Network) and \$12.45/per person (Central Florida Cares Health System). In this instance, South Florida Behavioral Health Network receives a large federal pass thru System of Care grant to redesign the children's mental health system in their area, when base funding alone is considered, the statewide funding range is \$11.61/per person (Broward Behavioral Health Coalition) down to \$8.87/per person (Central Florida Behavioral Health Network).

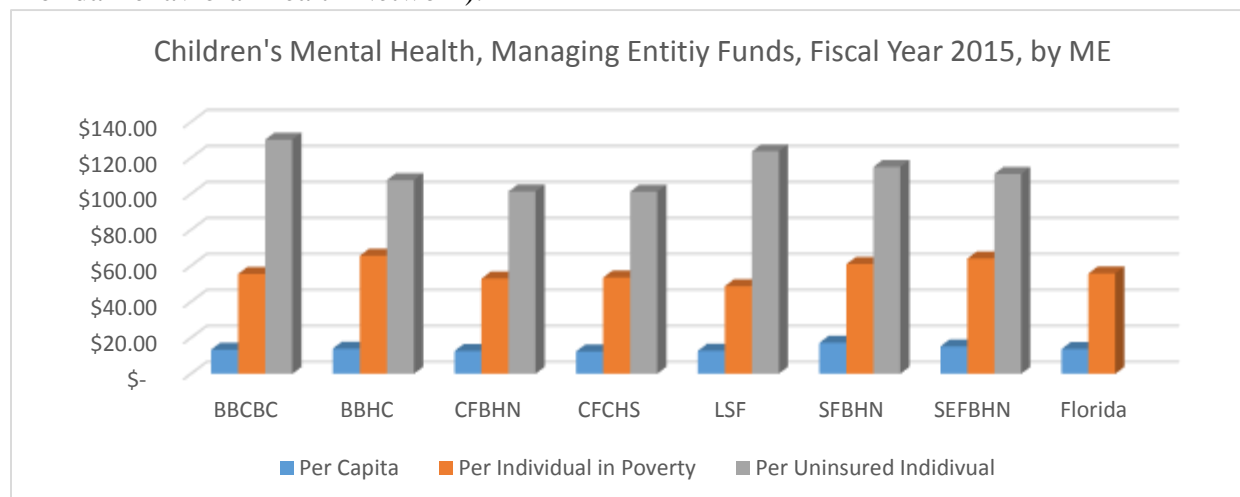


Figure 44: Fiscal Year 2015 Children's Mental Health Funds, Statewide, by Managing Entity, by per capita, per individual in poverty and per individual uninsured



In the Adult Substance Abuse Category the margin for per capita funding is \$9.11 (Lutheran Services Florida) to \$7.34 (Southeast Florida Behavioral Health Network). Big Bend Community Based Care, in the Northwest Region is ranked 2nd in adult substance abuse funding, with \$8.93/per individual, 5th per individual in poverty at \$60.34 per impoverished individuals and 2nd per individual without insurance coverage at \$32.87. When this funding category is considered with the inclusion of only base Managing Entity supports and Provider Services, then the funding range is lowered to \$6.76/person (Lutheran Services Florida) to \$5.39 (Southeast Florida Behavioral Health Network), with Big Bend Community Based Care ranking 2nd at \$6.59/person.

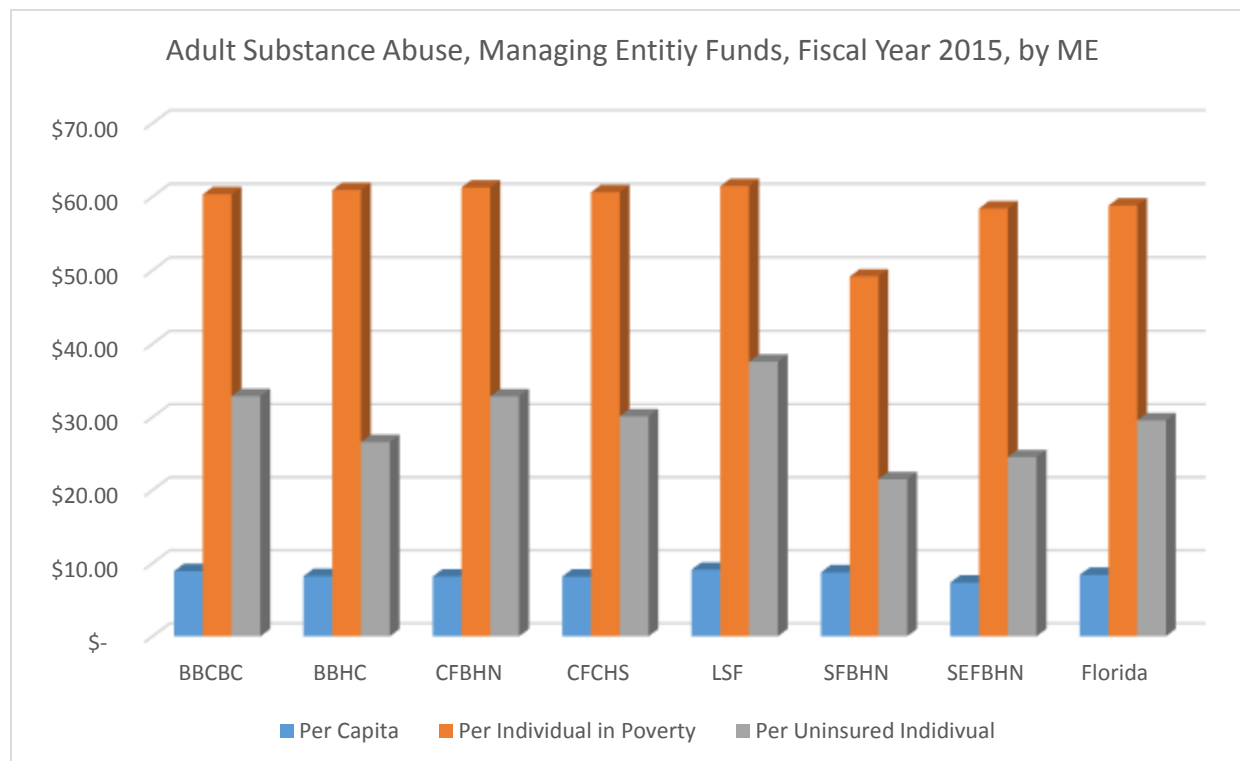


Figure 45: Fiscal Year 2015 Adult Substance Abuse Funds, Statewide, by Managing Entity, by per capita, per individual in poverty and per individual uninsured

In the Children's Substance Abuse funding category, the range of total funding rates in the state vary from \$20.68/person (Big Bend Community Based Care) to \$14.09/person (Central Florida Cares Health System). In this funding category, Big Bend Community Based Care is also the highest ranked Managing Entity in terms of funding for individuals who are living in poverty and uninsured individuals, at \$85.94 and \$201.58 respectively.

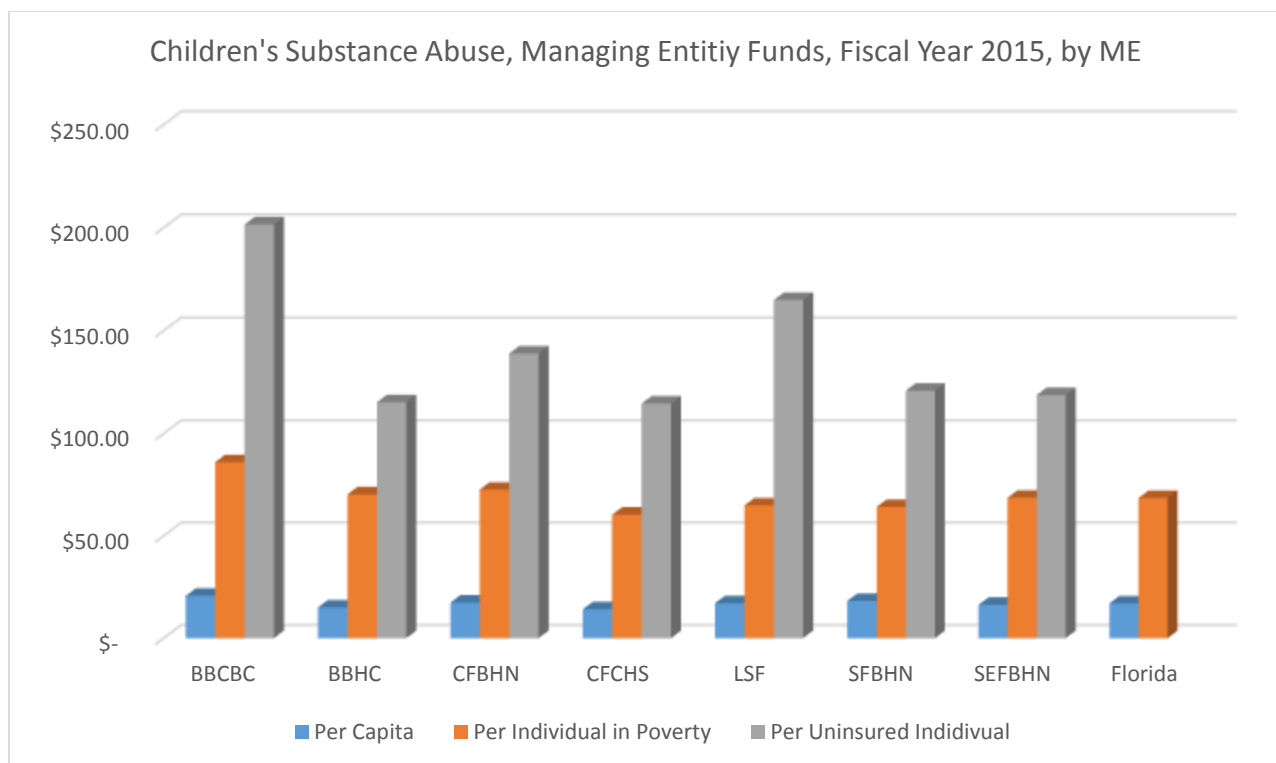


Figure 46: Fiscal Year 2015 Children's Substance Abuse Funds, Statewide, by Managing Entity, by per capita, per individual in poverty and per individual uninsured

In the Northwest Region, Big Bend Community Based Care has a contract with the Department of Children and Families totaling \$46,389,506, of which 27% are federal funds and 73% are state general revenue funds. This funding amount accounts for 9% of the state's overall funding. While Big Bend Community Based Care does only make up 7% of the state's total population, this catchment area accounts for 8% of all individuals, in the State of Florida living in poverty. These funds are inclusive of four (4) major funding categories: adult mental health, \$26,512,910; Children's Mental Health, \$3,914,413; Adult Substance Abuse, \$9,689,639; and Children's Substance Abuse, \$6,272,544.



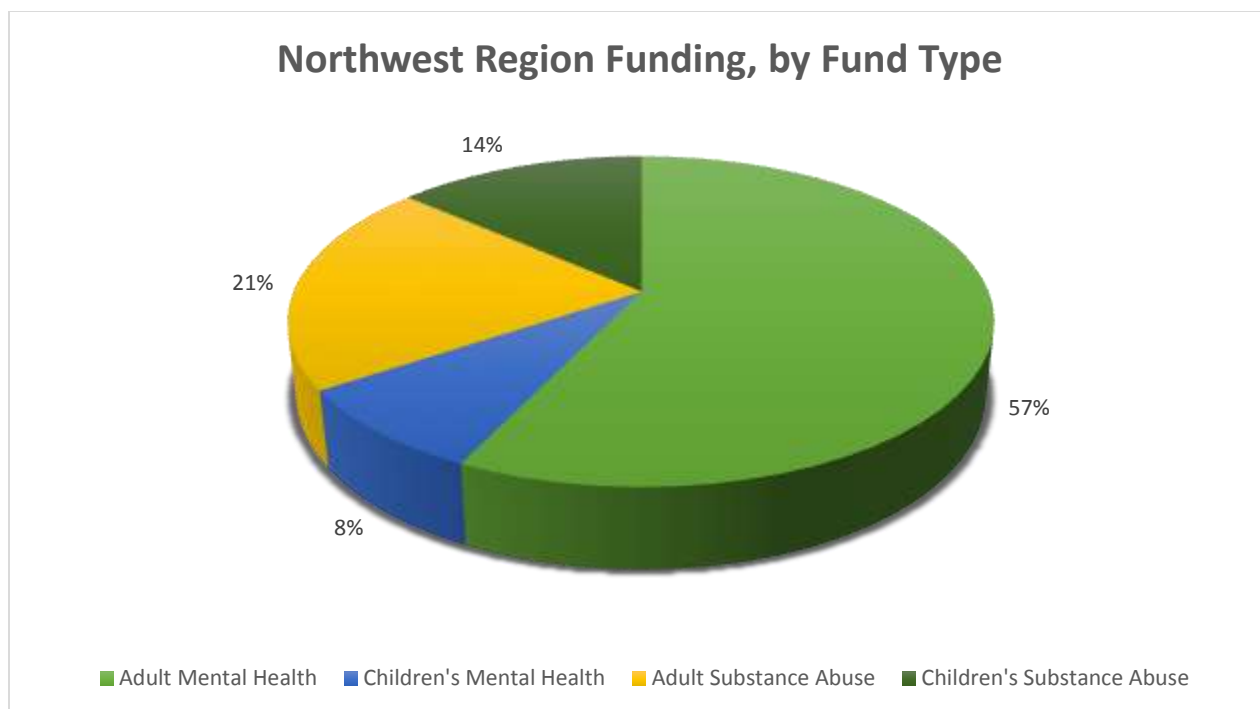


Figure 47: Northwest Region Funding, by Funding Category, fiscal year 2015

The Northwest Region is comprised of area within four (4) different Circuits: Circuit 1, Circuit 2, Circuit 3 (Madison and Taylor Counties only) and Circuit 14. Across this geographic area, there are eighteen (18) primary providers and two (2) ancillary providers. The largest provider, in terms of contract amount, is Apalachee Center in Circuit 2, with \$12,788,238 in annualized funding, followed by Lakeview Center in Circuit 1 with an annualized funding amount of \$11,091,295. Over \$5 million in adult mental health funding, received by Apalachee Center is specifically designated to serve statewide forensic consumers who are in need of community placement, treatment and monitoring. Circuit 1 receives \$19,107,008, Circuit 2/Madison & Taylor Counties receives \$17,230,787 and Circuit 14 receives \$9,908,576.



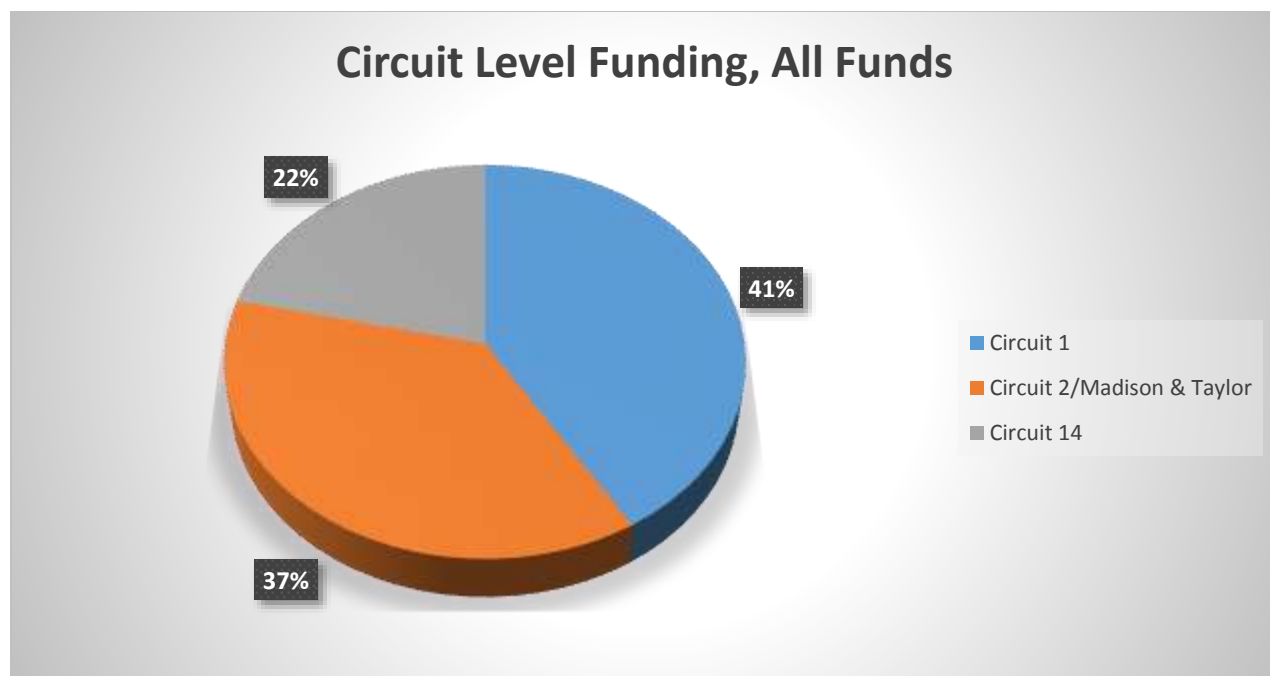


Figure 48: Northwest Region Funding, by Funding Category, fiscal year 2015

While the overall funding for Circuit 2, seems relatively high, given the proportions of population across the Circuits, this is in part due to the approximately \$5 million in special project funding for community based forensic treatment in the adult mental health funding category. When the adult mental health funding category is evaluated, without the inclusion of any special funding categories, this disparity is not found in the Circuit level funding amounts. In calculation of the adult mental health funding ratio, per capita across Circuit 1, 2 and 14 for adult mental health ME supports and provider services alone, the amount of funding is \$13.25/person, Circuit 1; \$9.78/person, Circuit 2/Madison and Taylor; and \$16.53/person for Circuit 14.

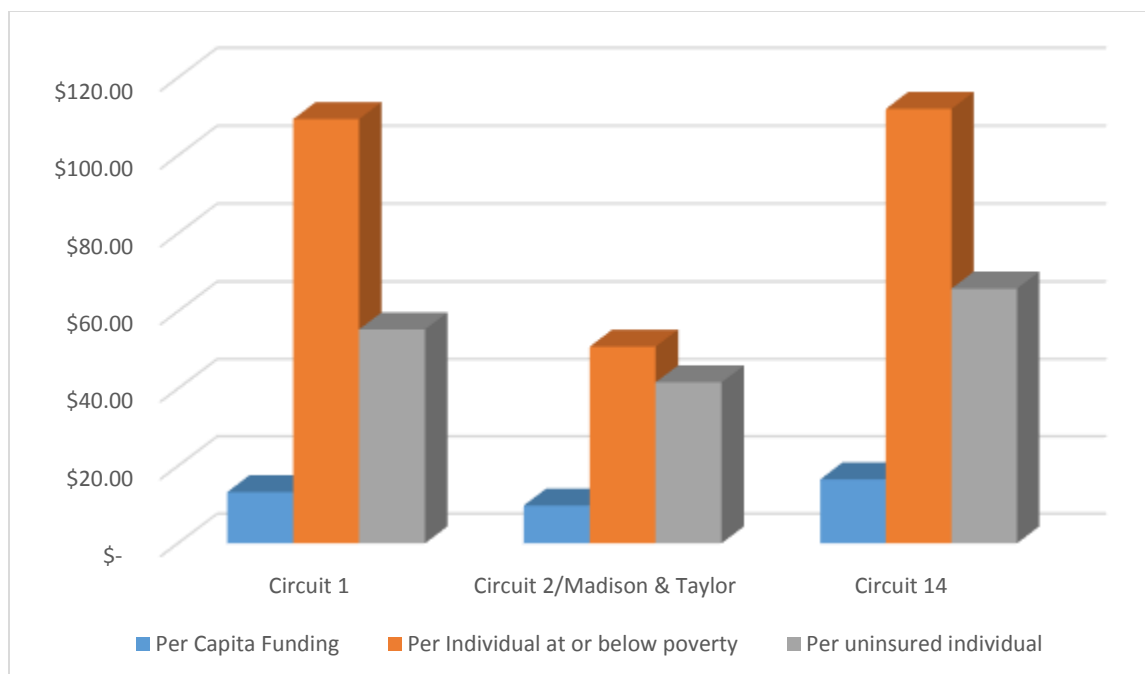


Figure 49: Adult Mental Health ME Supports and Provider Services Funding, Circuit-level, Northwest Region

In the Children's Mental Health funding category, Circuit 1 receives \$10.48/person, Circuit 2 & Madison/Taylor receives \$18.78/person and Circuit 14 receives \$25.74/person. This dramatic divergence between per capita funding level across Circuits is less pronounced when examined based on uninsured individuals: Circuit 1, \$105.03/uninsured individual; Circuit 2 & Madison/Taylor, \$93.12/uninsured individual and Circuit 14, \$94.23/uninsured individual.

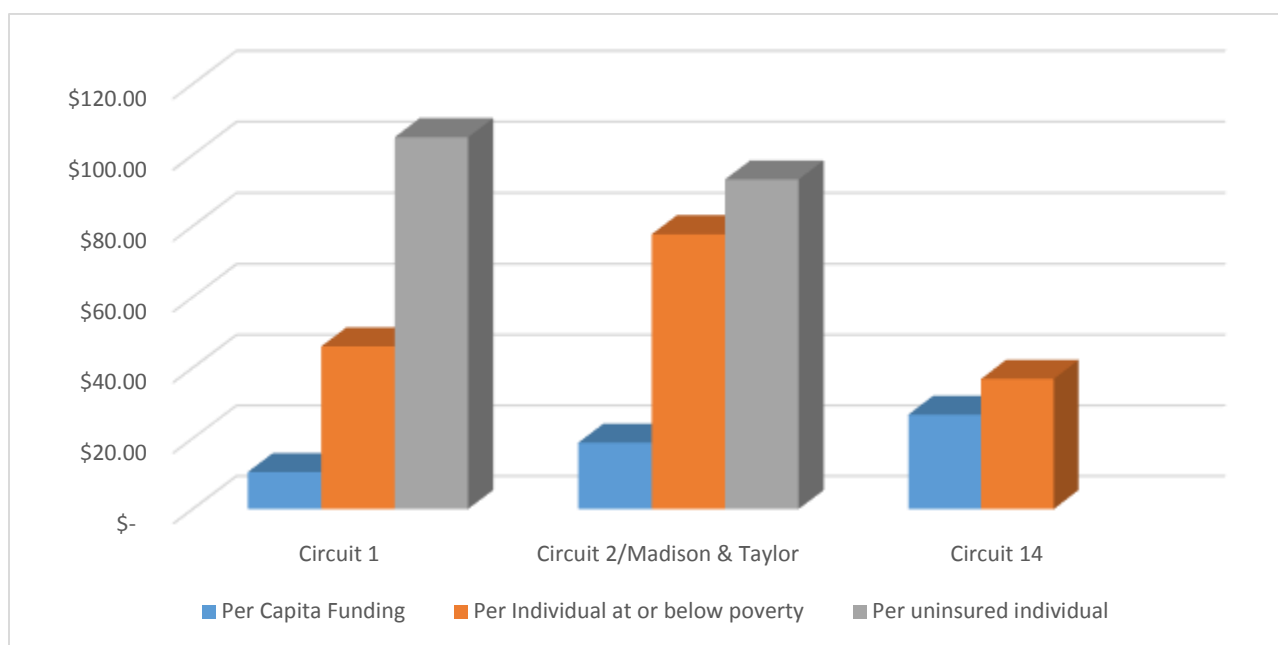


Figure 50: Children's Mental Health ME Supports and Provider Services Funding, Circuit-level, Northwest Region



Adult Substance Abuse Services, calculated considering ME Supports and Provider Services only, have a range of per capita funding of \$7.22/person, Circuit 1; \$11.42/person, Circuit 2 & Madison/Taylor and \$9.26/person, Circuit 14. This range of funding is similar to that of the range found for uninsured individuals, however the range for those individuals living in poverty is much smaller: \$59.54/impoverished individual, Circuit 1; \$59.42/impoverished individual, Circuit 2 & Madison/Taylor and \$62.69/impoverished individual, Circuit 14.

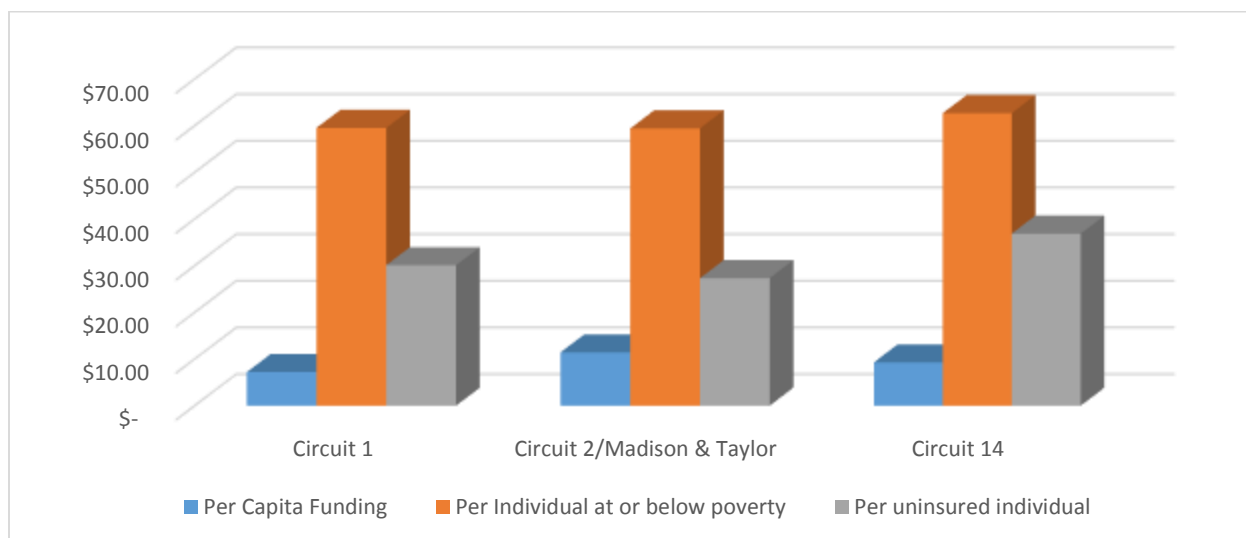


Figure 51: Adult Substance Abuse ME Supports and Provider Services Funding, Circuit-level, Northwest Region

The final category of funding is Children's Substance Abuse, when calculated utilizing ME Supports and Provider Service funds only has a per capita funding rate of \$17.87/person, Circuit 1; \$16.34/person, Circuit 2 & Madison/Taylor and \$14.42/person, Circuit 14. This disparity increases among those uninsured and those impoverished, with the range for the uninsured population being the highest at \$179.00/uninsured individual, Circuit 1; \$158.35/uninsured individual, Circuit 2 & Madison/Taylor and \$132.48/uninsured individual Circuit 14.

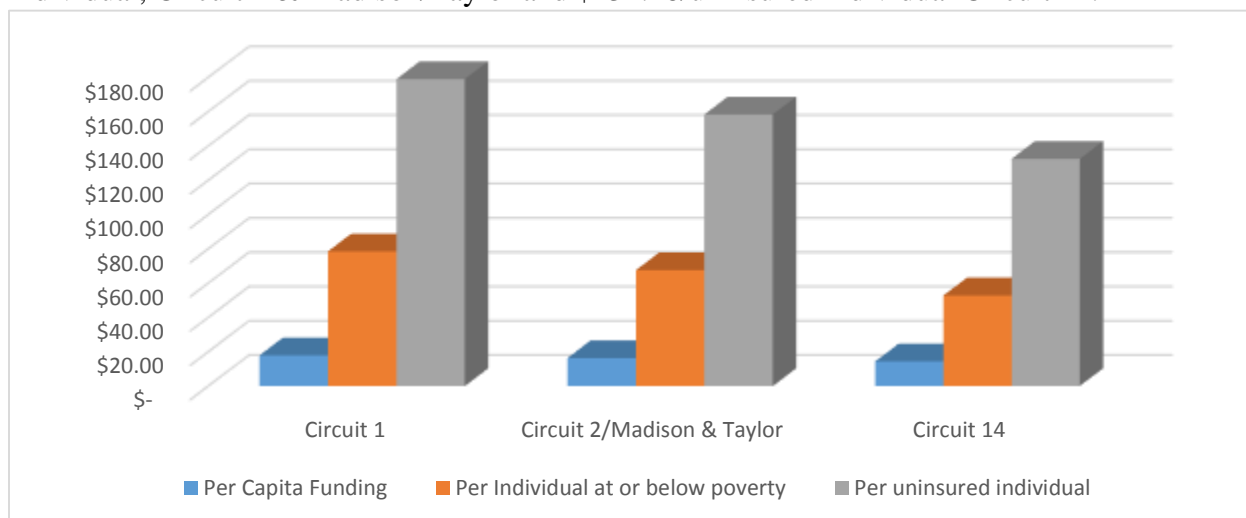


Figure 51: Children's Substance Abuse ME Supports and Provider Services Funding, Circuit-level, Northwest Region



Primary Data Collection

As part of the Needs Assessment process, Organizational Management Solutions, Inc. conducted primary data gathering through collection of multiple surveys, including: a consumer & family member survey, a stakeholder survey and a provider survey.

Stakeholder Survey

Survey Totals

Thirty-seven (37) stakeholder surveys were returned. Twenty-eight (28) of the respondents reported working in Circuit 1, representing 75.7% of the surveys returned. Nine (9) of the survey's respondents reported working Circuit 2, representing 24.3% of the surveys returned. One (1) of the respondents indicated working in Madison or Taylor Counties, representing 2.7% of the surveys returned. Four (4) of the respondents indicated working in Circuit 14, representing 10.81% of the respondents. (*Respondents were permitted to indicate a connection to more than one Circuit*).

Respondent Roles in the Community

Respondents represented the following roles in the community:

Role	Number of Respondents	Percent of Responses
Juvenile Justice System	2	5.4%
Criminal Justice System (adults)	3	8.1%
Child Welfare System	10	27.0%
DCF	5	13.5%
School System	4	10.8%
Homeless Services	1	2.7%
Domestic Violence Services	0	0%
Local, State or Federal Government	2	5.4%
Hospital	1	2.7%
State Institution	2	5.4%
Community Citizen/Volunteer	3	8.1%
Private Practice Provider	4	10.8%
Primary Care Physician	0	0%



Respondent Referrals for Treatment

54.1% of individuals have referred someone for adult mental health services, 62.2% have referred someone for children's mental health services, 46.0% have referred someone for adult substance abuse services, 40.5% have referred someone for children's substance abuse services and 18.9% have not referred anyone for treatment services.

81.1% of respondents indicated that they "strongly agree" or "agree" that they do know where to refer adults for mental health services in their community, however 10.8% indicated they "strongly disagree" or "disagree" that they know where to refer adults for mental health services in their community.

83.8% of respondents indicated that they "strongly agree" or "agree" that they do know where to refer children for mental health services in their community, however 13.5% indicated they "strongly disagree" or "disagree" that they know where to refer children for mental health services in their community.

77.8% of respondents indicated that they "strongly agree" or "agree" that they do know where to refer adults for substance abuse services in their community, however 11.1% indicated they "strongly disagree" or "disagree" that they know where to refer adults for substance abuse services in their community.

78.4% of respondents indicated that they "strongly agree" or "agree" that they do know where to refer children for substance abuse services in their community, however 16.2% indicated they "strongly disagree" or "disagree" that they know where to refer children for substance abuse services in their community.

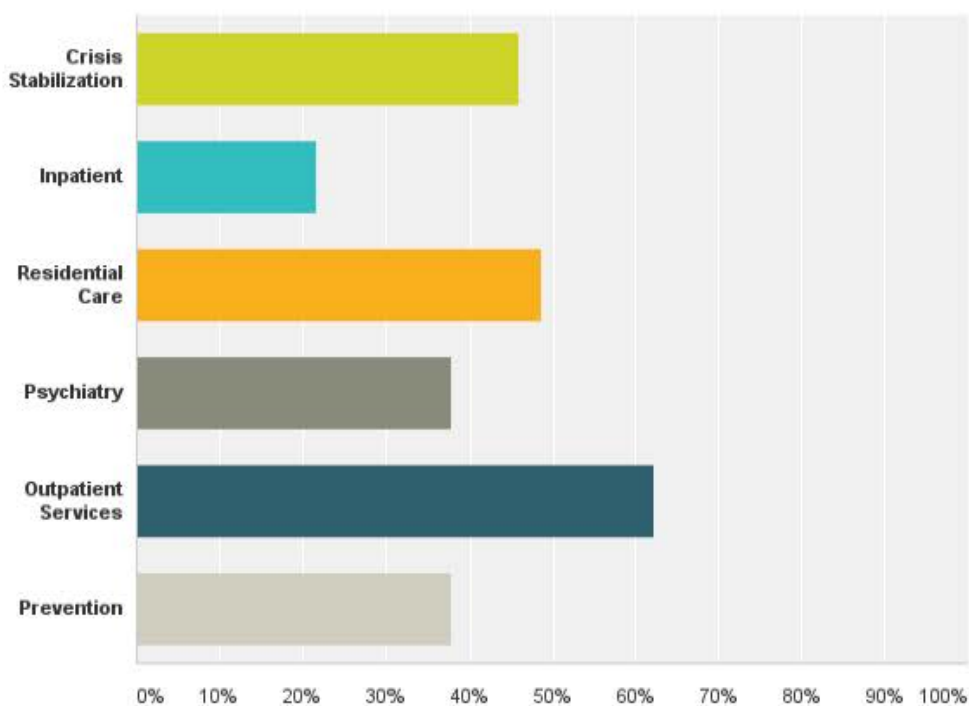


Needs in the Community

When asked what adult mental health services are needed in the community, stakeholders responded:

Q6 Which MENTAL HEALTH services for ADULTS need to have increased availability in your community? (please select no more than 3)

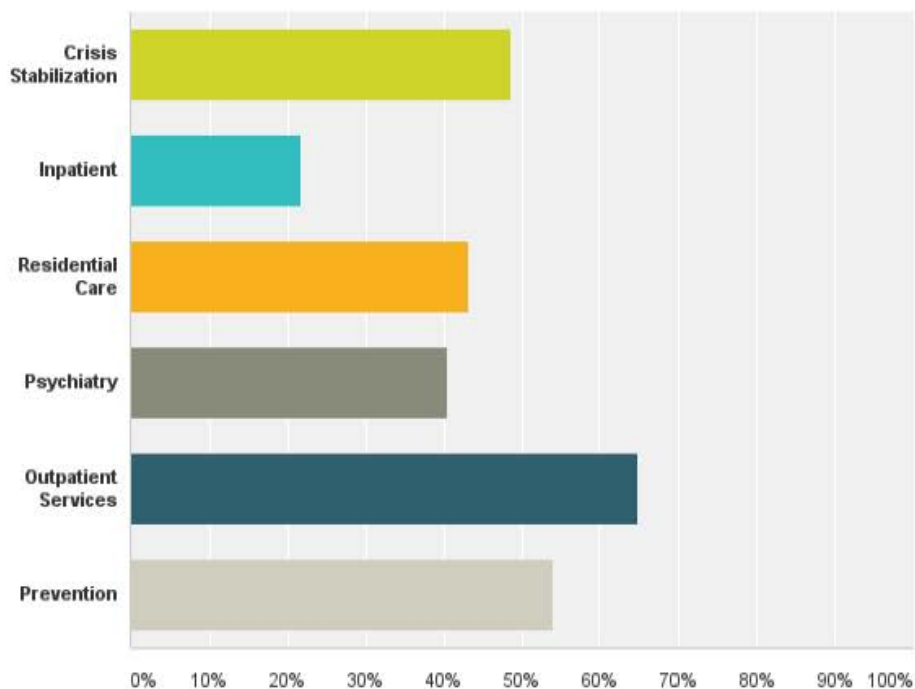
Answered: 37 Skipped: 0



When asked which children's mental health services are needed in the community, stakeholders responded:

Q7 Which MENTAL HEALTH services for CHILDREN need to have increased availability in your community? (please select no more than 3)

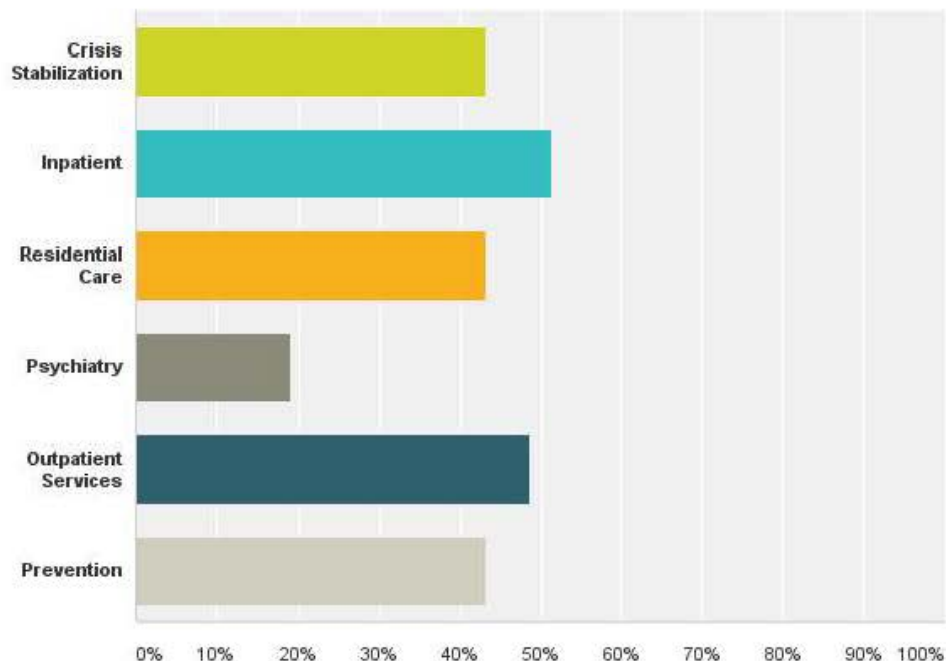
Answered: 37 Skipped: 0



When asked which adult substance abuse services are needed in the community stakeholders responded:

Q8 Which SUBSTANCE ABUSE services need to have increased availability in your community for ADULTS? (please select no more than 3)

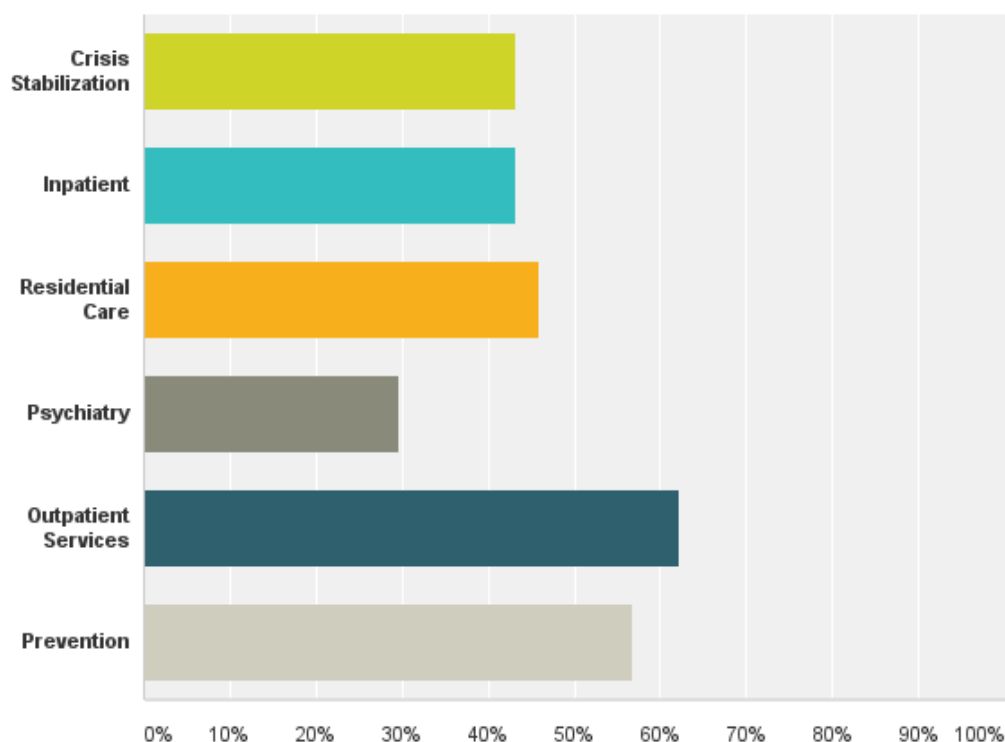
Answered: 37 Skipped: 0



When asked which children's substance abuse services are needed in the community stakeholders responded:

Q9 Which SUBSTANCE ABUSE services need to have increased availability in your community for CHILDREN? (please select no more than 3)

Answered: 37 Skipped: 0



Provider Survey

Survey Totals

Twenty-two (22) provider surveys were returned. Only one (1) survey was accepted from each agency, based on the first survey submitted according to date and time. After removal of duplicate surveys, thirteen (13) of the eighteen (18) network service providers in the Big Bend Community Based Care Managing Entity provider network completed surveys, representing 72.2% of the network. Nine (9) of the surveys returned were from providers in Circuit 1, representing 69.2% of the respondents, three (3) of the surveys returned were from providers in Circuit 2, representing 23.1% of the respondents, two (2) were from providers in Madison or Taylor Counties, representing 15.4% of the



respondents and four (4) were from providers in Circuit 14, representing 30.77% of the respondents. *(Providers operating in multiple areas were permitted to indicate all areas covered).*

A survey was received from the following network service provider agencies: 211 Big Bend, Apalachee Center, Bridgeway Center, Chemical Addiction Recovery Effort (CARE), Community Drug and Alcohol Council (CDAC), Children's Home Society (CHS-Escambia County), COPE Center, DISC Village, Escambia County Board of County Commissioners, Lakeview Center, Mental Health Association of Walton & Okaloosa, Okaloosa Board of County Commissioners and Turn About. A survey was not received from the following providers: Ability 1st, Bay District Schools, Children's Medical Services (CMS-Leon County), Ft. Walton Beach Medical Center and Life Management Center.

Most Important Services Provided

Providers indicated that the most important service provided, at their agencies, for the adult mental health population is outpatient services, with 46.2% of respondents choosing this service.

Providers indicated that the most important service provided, at their agencies, for the children's mental health population is outpatient services, with 46.2% of respondents choosing this service.

Providers indicated that the most important service provided, at their agencies, for the adult substance abuse population is outpatient services, with 76.9% of respondents choosing this service.

Providers indicated that the most important service provided, at their agencies, for the children's substance abuse population is outpatient services and prevention services, with 53.9% of respondents choosing these services.

Most Needed Services in the Community

Providers indicated that the services needing the most increased availability for adult mental health is outpatient services with 76.9% of the respondents choosing this service.

Providers indicated that the services needing the most increased availability for children's mental health is outpatient services and psychiatry with 69.2% of the respondents choosing these services.



Providers indicated that the services needing the most increased availability for adult substance abuse services is outpatient services with 69.2% of the respondents choosing this service.

Providers indicated that the services needing the most increased availability for children's substance abuse services is prevention services with 69.2% of the respondents choosing this service.

Supports Available to Deliver Treatment

Providers indicated the support available to them in the system of care for delivering treatment to consumers. Their responses are summarized in the Table below:

Support	Percent of Respondents
Easily accessible workforce	23.1%
Easy access to consumer medication	23.1%
Availability of consumer housing	7.7%
Adequate educational opportunities for staff	38.5%
Timely access and availability for consumer care	69.2%
Adequate levels of funding	0%
Logical and relevant policy implementation from funding sources	7.7%
Adequate rate of reimbursement	0%
Ease of regulatory requirements	0%
Staff enthusiasm	69.2%
None	0%



Barriers to Providing Treatment

Providers indicated the barriers in place in the system of care that impede their delivery of treatment to consumers. Their responses are summarized in the Table below:

Support	Percent of Respondents
Inadequate availability of workforce	7.7%
Lack of consumer access to medication	15.4%
Consumer housing is unavailable	38.5%
Inadequate educational opportunities for staff	0%
Unable to ensure timely access to care	23.0%
Adequate funding is not available	53.9%
Burdensome policy implementation from funding sources	15.4%
Inadequate rate of reimbursement	46.2%
Burdensome regulatory requirements	53.4%
Staff burnout	23.1%
None	0%

Supports and Barriers for Consumers in the System of Care

Providers indicated the benefits and supports available to their consumers, which most assist the consumers in obtaining treatment include: location of services is convenient (61.5%), assurance of confidentiality (64.5%) and affordable access to care (53.9%).

Providers indicated the barriers that exist, which prevent consumer from accessing care in their agencies include: unavailable transportation (84.6%), stigma (46.2%) and lack of availability of services (46.2%).



Consumer and Family Member Survey

Survey Totals

A total of one hundred and eighty-five (185) surveys were returned, nine (9) utilizing the online survey and one hundred and seventy-six (176) returning paper surveys. The Consumer and Family Member Surveys were received from consumers and family members residing in the following twelve (12) counties: Escambia, Okaloosa, Santa Rosa, Walton, Bay, Holmes, Jackson, Washington, Gadsden, Jefferson, Leon and Wakulla. Consumer and Family Member surveys were not completed by residents of the following six (6) counties: Calhoun, Gulf, Liberty, Madison and Taylor. A total of one hundred and fifty-four (154) of the surveys were completed by consumers and thirty-one (31) by family members. This represents a return rate of 83.2% of the surveys from consumers and 16.8% of the surveys returned by family members.

A total of one hundred and thirty (130) surveys were from Circuit 1, representing 70.3% of all surveys collected. A total of sixteen (16) surveys were from Circuit 14, representing 8.6% of all surveys collected. A total of thirty-nine (39) surveys were from Circuit 2, representing 21.1% of all surveys collected. Based on general population, this indicates an overrepresentation of surveys from Circuit 1, with a slight underrepresentation from Circuit 2 and a significant underrepresentation in survey completion from Circuit 14. Madison and Taylor Counties, located in the Northwest Region but within the boundaries of Circuit 3, did not return any surveys.

Survey Respondents – Race, Ethnicity and Age

One hundred and eighty-three (183) individuals indicated their race on the survey, as follows: 73.2% Caucasian, 18.0% Black, and 7.1% Multi-Racial, 1.6% American Indian/Alaskan Native, 0% Asian and 0% Native Hawaiian/Other Pacific Islander. This is a representative sample of the entire region, with the exception of higher return rate of surveys for Multi-Racial individuals and a lower return rate of surveys for Asians. *(The Northwest Regional racial demographic is as follows: 74.5% Caucasian, 19.6% Black, 2.8% Multi-Racial, 0.7% Asian, 0.9% American Indian/Alaskan Native, and 0.2% Native Hawaiian/Other Pacific Islander.)*

One hundred and eighty-four (184) individuals indicated their ethnicity, as follows: 6.0% Hispanic and 94.0% non-Hispanic. This is a representative ethnic sample for the Northwest Region. *(The Northwest Regional ethnic demographic is as follows: 5.8% Hispanic and 94.2% non-Hispanic.)*



One hundred and sixty-three (163) individuals indicated their age on the survey, as follows: 2.5% young child (0-5), 7.4% child (6-12), 9.8% teen (13-17), 20.2% young adult (18-25), 56.4% adult (26-64) and 3.7% senior (65 and over). This sample, when compared to the total population in Northwest Florida, is underrepresented by consumers under five (5) years of age and underrepresented by seniors over sixty-five (65). It should be noted that while those under the age of 5 are underrepresented, the total number of individuals surveyed under the age of eighteen (18) is representative of the same population in the Northwest Region. (*The Northwest Regional age demographic is as follows: 5.8% under 5, 20.8% under 18 and 14.7% over 65.*)

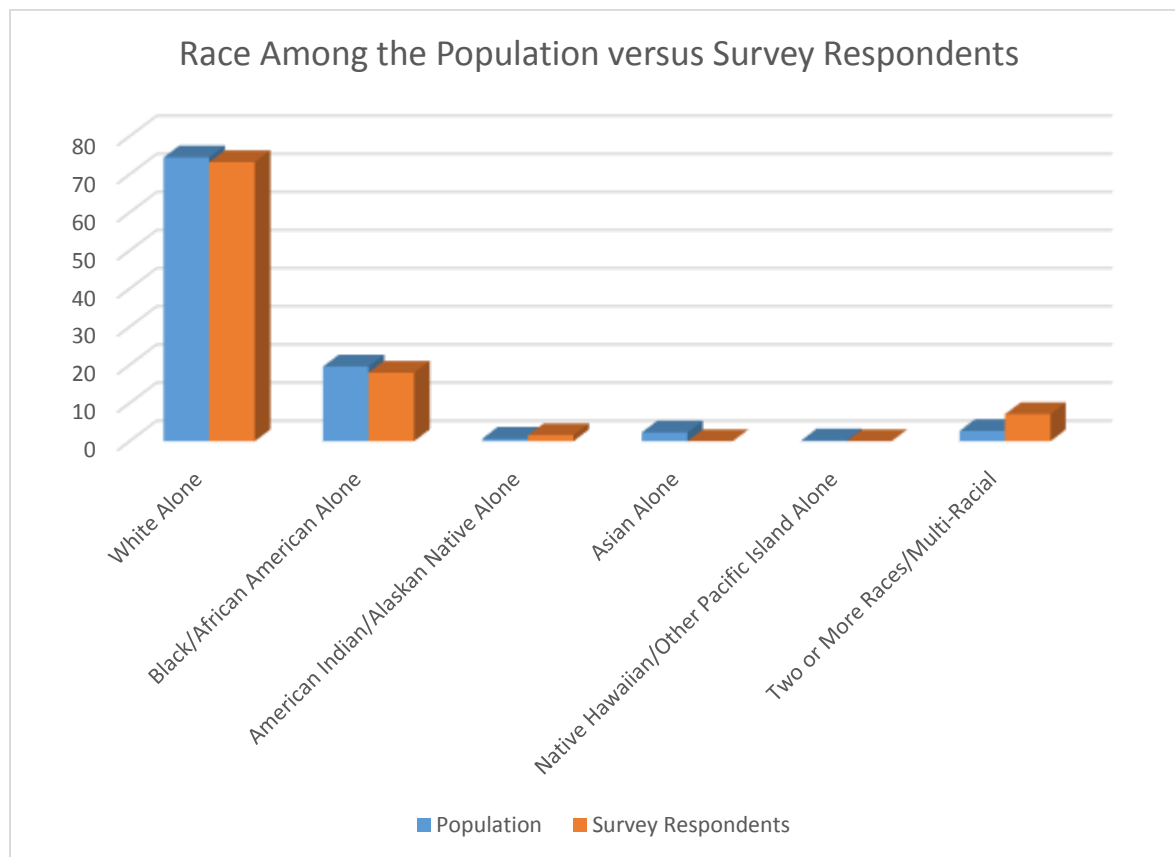


Figure 52: Race of Survey Respondents compared to the racial make-up of the Northwestern Florida total population.

Respondent Services and Providers

One hundred and eighty-three (183) survey respondents indicated the type of treatment currently being received in the substance abuse and mental health system of care, as follows: 51.9% receive mental health services only, 30.6% receive substance abuse services only and 17.5% receive both substance abuse and mental health services.

Consumers indicated, on the survey, the agency and/or agencies where they are currently receiving treatment. Fifteen (15) of the Big Bend Community Based Care Managing



Entity network service providers had consumers indicate they were currently enrolled in services at their agency (*Apalachee Center, DISC Village, Ability 1st, Life Management Center, Chemical Addictions Recovery Effort (CARE), Community Alcohol and Drug Council (CDAC), Children's Medical Services (CMS-Leon County), Children's Home Society (CHS-Western Division), Escambia County Board of County Commissioners, Okaloosa County Board of County Commissioners, Mental Health America (Okaloosa and Walton Counties), Lakeview Center, Bridgeway Center, COPE Center and Ft. Walton Beach Medical Center*), while three (3) network service providers did not have consumers currently enrolled in their programs complete a survey (*Bay Area Schools, Turn About and 211 Big Bend*). This survey represents feedback from consumers or family member of 83.3% of the network service providers in the Big Bend Community Based Care substance abuse and mental health network.



Provider and Service Attributes

Consumers/Family Members were asked to rate various attributes of their mental health service provider and/or mental health services. One hundred and twenty-seven (127) consumers indicated enrollment in mental health only or both mental health and substance abuse services. Not all consumers answered the questions related to provider attributes, only one hundred and nineteen (119) to one hundred and twenty (120) (dependent upon attribute) answered, representing 93.7% - 94.5% of consumers completing the survey who have received any type of mental health service. Consumers or their family members were asked to indicate if these attributes were present always, most of the time, sometimes, rarely or never. In tabulating average scores for this measure, “always” is equal to a value of one (1), “most of the time” is equal to a value of two (2), “sometimes” is equal to a value of three (3), “rarely” is equal to a value of four (4) and “never” is equal to a value of five (5). The table below represents the results of this portion of the survey.

Provider or Service Attributes	Number of Respondents	Average Numerical Rating	Type of Rating
I am able to schedule appointments when I need them.	120	1.6	Always/Most of the Time
The provider's hours are convenient for me.	119	1.6	Always/Most of the Time
I have transportation to the provider.	120	1.6	Always/Most of the Time
The staff at the provider are respectful of my privacy.	120	1.3	Always/Most of the Time
The staff at the provider are able to help me when I need assistance.	120	1.4	Always/Most of the Time
The staff at the provider are respectful of me.	120	1.4	Always/Most of the Time
I am satisfied with the care I receive.	120	1.5	Always/Most of the Time
My provider coordinates my care with my other healthcare providers.	120	1.7	Always/Most of the Time
I am included in decisions regarding my care.	120	1.5	Always/Most of the Time
My symptoms are improving while in care.	120	1.7	Always/Most of the Time
The services I receive are affordable.	119	1.5	Always/Most of the Time
My provider has informed me and educated me about my mental health diagnosis.	120	1.5	Always/Most of the Time
My provider's office is neat and comfortable.	120	1.3	Always/Most of the Time



Consumers were asked to rate various attributes of their substance service provider and/or mental health services. Eighty-eight (88) consumers indicated enrollment in substance abuse only or both mental health and substance abuse services. Not all consumers answered the questions related to provider attributes, only seventy-nine (79) to eighty-one (81) (dependent upon attribute) answered, representing 89.8% - 92.0% of consumers completing the survey who have received any type of substance abuse service. Consumers or their family members were asked to indicate if these attributes were present always, most of the time, sometimes, rarely or never. In tabulating average scores for this measure, “always” is equal to a value of one (1), “most of the time” is equal to a value of two (2), “sometimes” is equal to a value of three (3), “rarely” is equal to a value of four (4) and “never” is equal to a value of five (5). The table below represents the results of this portion of the survey.

Provider or Service Attributes	Number of Respondents	Average Numerical Rating	Type of Rating
I am able to schedule appointments when I need them.	80	1.5	Always/Most of the Time
The provider’s hours are convenient for me.	81	1.7	Always/Most of the Time
I have transportation to the provider.	80	1.5	Always/Most of the Time
The staff at the provider are respectful of my privacy.	81	1.3	Always/Most of the Time
The staff at the provider are able to help me when I need assistance.	81	1.5	Always/Most of the Time
The staff at the provider are respectful of me.	81	1.4	Always/Most of the Time
I am satisfied with the care I receive.	81	1.5	Always/Most of the Time
My provider coordinates my care with my other healthcare providers.	79	1.8	Always/Most of the Time
I am included in decisions regarding my care.	81	1.6	Always/Most of the Time
My symptoms are improving while in care.	81	1.4	Always/Most of the Time
The services I receive are affordable.	81	1.4	Always/Most of the Time
My provider has informed me and educated me about my substance abuse diagnosis.	81	1.4	Always/Most of the Time
I am knowledgeable about relapse prevention.	81	1.3	Always/Most of the Time
My provider’s office is neat and comfortable.	81	1.2	Almost/Most of the Time



Most Important Services

Consumers and/or family members were asked to indicate which mental health services are the most important in helping to maintain positive mental health for the consumer. Ninety-nine (99) consumers and/or family members indicated a response to this question, representing 78.0% of the consumers who completed the survey who are currently enrolled in mental health only or mental health and substance abuse services. Consumers and/or family members were asked to limit their selections to no more than three (3) for each respondent. The table below represents the results for this portion of the survey.

Service Type	Number of Respondents	Percent of Respondents
Individual Counseling	78	78.8%
Group Counseling	41	41.4%
Family Counseling	31	13.3%
Case Management	37	37.4%
Inpatient Treatment (CSU or Hospital)	14	14.1%
Psychiatric Medication Services	54	54.5%
Drop-In Center	12	12.1%
Clubhouse	2	2.0%
Certified Peer Specialist	2	2.0%
Residential Housing Support	15	15.2%
Supported Employment	10	10.1%
Support Group in the Community (NAMI or MHA)	13	13.1%
Alternative services: meditation, massage, acupuncture, exercise, etc.	12	12.1%
None	3	3.0%



Consumers and/or family members were asked to indicate which substance abuse services are the most important in helping to maintain positive mental health for the consumer. Sixty-four (64) consumers and/or family members indicated a response to this question, representing 72.7% of the consumers who completed the survey who are currently enrolled in substance abuse only or mental health and substance abuse services. Consumers and/or family members were asked to limit their selections to no more than three (3) for each respondent. The table below represents the results for this portion of the survey.

Service Type	Number of Respondents	Percent of Respondents
Detoxification Services	9	14.1%
Supported Employment	9	14.1%
Residential or Supportive Housing	13	20.3%
Case Management	20	31.3%
Residential Treatment	18	28.1%
Family Therapy	11	17.2%
Medication Services	12	18.8%
Alternative services: meditation, massage, acupuncture, exercise, etc.	8	12.5%
Support Group in the community (AA, NA, ALANON or other)	31	48.4%
Individual Outpatient	48	75.0%
Group Outpatient	45	70.3%
None	10	15.6%



Barriers to Treatment

Consumers and/or family members were asked to indicate which barriers to obtaining treatment, if any, exist in the substance abuse and mental health system. One hundred and twenty-nine (129) consumers and/or family members responded to this survey question, representing 69.7% of those completing the survey. The table below represents the results from this portion of the survey.

Barrier Description	Number of Respondents	Percent of Respondents
Treatment is unaffordable	19	14.7%
Transportation to treatment is not available	23	17.8%
Provider locations are not convenient	16	12.4%
I lack knowledge about what services are available	17	13.2%
Stigma	32	24.8%
I have concerns about confidentiality	17	13.2%
There is a lack of services available	35	27.1%
None	68	52.7%



Supports to Obtaining Treatment

Consumers and/or family members were asked to indicate which supports to obtaining treatment, if any, exist in the substance abuse and mental health system. One hundred and thirty five (135) consumers and/or family members responded to this survey question, representing 73.0% of those completing the survey. The table below represents the results from this portion of the survey.

Support Description	Number of Respondents	Percent of Respondents
Treatment is affordable	91	67.4%
Transportation is available	64	47.4%
I am assured of confidentiality	54	40.0%
There is availability of the services I need	64	47.4%
The location of services is convenient	75	55.6%
I am aware of the services available	60	44.4%
I have the support of family and friends	73	54.1%
None	21	15.6%



Consumer and Family Member Survey

Circuit 1 (Escambia, Okaloosa, Santa Rosa and Walton Counties)

Survey Totals

A total of one hundred and thirty (130) surveys were returned from Circuit 1, representing 70.3% of all surveys submitted as part of this needs assessment. Consumer and Family Member Surveys were received from consumers and family members residing in all four (4) of the Circuit 1 counties, including Escambia, Okaloosa, Santa Rosa and Walton. A total of one hundred and six (106) of the surveys were completed by consumers and twenty-four (24) by family members. This represents a return rate of 81.5% of the surveys from consumers and 18.5% of the surveys returned by family members.

Survey Respondents – Race Ethnicity and Age

One hundred and twenty-nine (129) individuals indicated their race on the survey, as follows: 74.4% Caucasian, 17.1% Black, and 7.0% Multi-Racial, 1.6% American Indian /Alaskan Native, 0% Asian and 0% Native Hawaiian /Other Pacific Islander. This is largely a representative sample of the Circuit, with the exception of a slightly higher return rate of surveys for Blacks and American Indian/Alaskan Native, as well as a slightly lower rate of return for Multi-Racial and Asians. *(The Circuit 1 racial demographic is as follows: 78.8% Caucasian, 14.3% Black, 3.3% Multi-Racial, 2.7% Asian, 0.9% American Indian/Alaskan Native, and 0.2% Native Hawaiian/Other Pacific Islander.)*

One hundred and thirty (130) individuals indicated their ethnicity, as follows: 5.4% Hispanic and 94.6% non-Hispanic. This is a representative ethnic sample for the Northwest Region. *(The Circuit 1 ethnic demographic is as follows: 6.1% Hispanic and 93.9% non-Hispanic.)*

One hundred and twenty-eight (128) individuals indicated their age on the survey, as follows: 3.1% young child (0-5), 7.0% child (6-12), 5.5% teen (13-17), 17.2% young adult (18-25), 53.9% adult (26-64) and 2.3% senior (65 and over). This sample, when compared to the total population in Circuit 1 is under represented by all consumers, except for adult who are overrepresented. *(The Circuit 1 age demographic is as follows: 6.1% under 5, 21.7% under 18 and 15.2% over 65.)*

Respondent Services and Providers

One hundred and eighty-three (183) survey respondents indicated the type of treatment currently being received in the substance abuse and mental health system of care, as



follows: 51.9% receive mental health services only, 30.6 receive substance abuse services only and 17.5% receive both substance abuse and mental health services.

Consumers indicated, on the survey, the agency and/or agencies where they are currently receiving treatment. All of the Big Bend Community Based Care Managing Entity network service providers in Circuit 1 had consumers indicate they were currently enrolled in services at their agency complete a survey.

Provider and Service Attributes

Consumers/Family Members were asked to rate various attributes of their mental health service provider and/or mental health services. In Circuit 1, one hundred and one (101) consumers indicated enrollment in mental health only or both mental health and substance abuse services. Not all consumers answered the questions related to provider attributes, only ninety-six (96) to ninety-seven (97) (dependent upon attribute) answered, representing 95.0% - 96.0% of consumers completing the survey who have received any type of mental health service. Consumers or their family members were asked to indicate if these attributes were present always, most of the time, sometimes, rarely or never. In tabulating average scores for this measure, “always” is equal to a value of one (1), “most of the time” is equal to a value of two (2), “sometimes” is equal to a value of three (3), “rarely” is equal to a value of four (4) and “never” is equal to a value of five (5). The table below represents the results of this portion of the survey.



Provider or Service Attributes	Number of Respondents	Average Numerical Rating	Type of Rating
I am able to schedule appointments when I need them.	97	1.5	Always/Most of the time
The provider's hours are convenient for me.	96	1.6	Always/Most of the time
I have transportation to the provider.	97	1.6	Always/Most of the time
The staff at the provider are respectful of my privacy.	97	1.3	Always/Most of the time
The staff at the provider are able to help me when I need assistance.	97	1.4	Always/Most of the time
The staff at the provider are respectful of me.	97	1.4	Always/Most of the time
I am satisfied with the care I receive.	97	1.5	Always/Most of the time
My provider coordinates my care with my other healthcare providers.	97	1.7	Always/Most of the time
I am included in decisions regarding my care.	97	1.5	Always/Most of the time
My symptoms are improving while in care.	97	1.7	Always/Most of the time
The services I receive are affordable.	96	1.5	Always/Most of the time
My provider has informed me and educated me about my mental health diagnosis.	97	1.5	Always/Most of the time
My provider's office is neat and comfortable.	97	1.3	Always/Most of the time



Consumers were asked to rate various attributes of their substance service provider and/or mental health services. In Circuit 1, forty-seven (47) consumers indicated enrollment in substance abuse only or both mental health and substance abuse services. Not all consumers answered the questions related to provider attributes, only forty-three (43) to forty-four (44) (dependent upon attribute) answered, representing 91.5% - 93.6% of consumers completing the survey who have received any type of substance abuse service. Consumers or their family members were asked to indicate if these attributes were present always, most of the time, sometimes, rarely or never. In tabulating average scores for this measure, “always” is equal to a value of one (1), “most of the time” is equal to a value of two (2), “sometimes” is equal to a value of three (3), “rarely” is equal to a value of four (4) and “never” is equal to a value of five (5). The table below represents the results of this portion of the survey.

Provider or Service Attributes	Number of Respondents	Average Numerical Rating	Type of Rating
I am able to schedule appointments when I need them.	43	1.5	Always/Most of the time
The provider’s hours are convenient for me.	44	1.6	Always/Most of the time
I have transportation to the provider.	44	1.6	Always/Most of the time
The staff at the provider are respectful of my privacy.	44	1.4	Always/Most of the time
The staff at the provider are able to help me when I need assistance.	44	1.5	Always/Most of the time
The staff at the provider are respectful of me.	44	1.5	Always/Most of the time
I am satisfied with the care I receive.	44	1.6	Always/Most of the time
My provider coordinates my care with my other healthcare providers.	43	1.7	Always/Most of the time
I am included in decisions regarding my care.	44	1.7	Always/Most of the time
My symptoms are improving while in care.	44	1.7	Always/Most of the time
The services I receive are affordable.	44	1.6	Always/Most of the time
My provider has informed me and educated me about my substance abuse diagnosis.	44	1.5	Always/Most of the time
I am knowledgeable about relapse prevention.	44	1.4	Always/Most of the time
My provider’s office is neat and comfortable.	44	1.3	Always/Most of the time



Most Important Services

Consumers and/or Family Members were asked to indicate which mental health services are the most important in helping to maintain positive mental health for the consumer. In Circuit 1, seventy-nine (79) consumers and/or family members indicated a response to this question, representing 78.2% of the consumers who completed the survey who are currently enrolled in mental health only or mental health and substance abuse services. Consumers and/or family members were asked to limit their selections to no more than three (3) for each respondent. The table below represents the results for this portion of the survey.

Service Type	Number of Respondents	Percent of Respondents
Individual Counseling	60	75.9%
Group Counseling	15	19.0%
Family Counseling	22	27.8%
Case Management	23	29.1%
Inpatient Treatment (CSU or Hospital)	5	6.3%
Psychiatric Medication Services	46	58.2%
Drop-In Center	6	7.6%
Clubhouse	1	1.3%
Certified Peer Specialist	2	2.5%
Residential Housing Support	10	12.7%
Supported Employment	5	6.3%
Support Group in the Community (NAMI or MHA)	7	8.9%
Alternative services: meditation, massage, acupuncture, exercise, etc.	6	7.6%
None	1	1.3%



Consumers and/or Family Members were asked to indicate which substance abuse services are the most important in helping to maintain positive mental health for the consumer. In Circuit 1, thirty-four (34) consumers and/or family members indicated a response to this question, representing 72.3% of the consumers and/or family members who completed the survey who are currently enrolled in substance abuse only or mental health and substance abuse services. Consumers and/or family members were asked to limit their selections to no more than three (3) for each respondent. The table below represents the results for this portion of the survey.

Service Type	Number of Respondents	Percent of Respondents
Detoxification Services	4	11.8%
Supported Employment	6	17.6%
Residential or Supportive Housing	9	26.5%
Case Management	14	41.2%
Residential Treatment	8	23.5%
Family Therapy	5	14.7%
Medication Services	8	23.5%
Alternative services: meditation, massage, acupuncture, exercise, etc.	6	17.6%
Support Group in the community (AA, NA, ALANON or other)	20	58.8%
Individual Outpatient	23	67.6%
Group Outpatient	19	55.9%
None	2	5.9%



Barriers to Treatment

Consumers and/or family members were asked to indicate which barriers to obtaining treatment, if any, exist in the substance abuse and mental health system. In Circuit 1, ninety (90) consumers and/or family members responded to this survey question, representing 69.2% of those completing the survey. The table below represents the results from this portion of the survey.

Barrier Description	Number of Respondents	Percent of Respondents
Treatment is unaffordable	19	21.1%
Transportation to treatment is not available	19	21.1%
Provider locations are not convenient	11	12.2%
I lack knowledge about what services are available	14	15.6%
Stigma	25	27.8%
I have concerns about confidentiality	12	13.3%
There is a lack of services available	21	23.3%
None	56	62.2%



Supports to Obtaining Treatment

Consumers and/or family members were asked to indicate which supports to obtaining treatment, if any, exist in the substance abuse and mental health system. In Circuit 1, eighty-six (86) consumers and/or family members responded to this survey question, representing 66.2% of those completing the survey. The table below represents the results from this portion of the survey.

Support Description	Number of Respondents	Percent of Respondents
Treatment is affordable	60	69.8%
Transportation is available	35	40.7%
I am assured of confidentiality	36	41.9%
There is availability of the services I need	44	51.2%
The location of services is convenient	51	59.3%
I am aware of the services available	38	44.2%
I have the support of family and friends	50	58.1%
None	17	19.8%

Consumer and Family Member Survey

Circuit 2 (Franklin, Gadsden, Jefferson, Leon, Liberty, Wakulla, Madison and Taylor Counties)

Survey Totals

A total of thirty-nine (39) were returned from Circuit 2, representing 21.1% of all surveys submitted as part of this needs assessment. Consumer and Family Member Surveys were received from consumers and family members residing in four (4) of the counties in Circuit 2 (inclusive of Madison and Taylor Counties), including: Gadsden, Jefferson, Leon and Wakulla. Surveys were not received from consumers and/or family members residing in the following counties: Franklin, Liberty, Madison or Taylor. A total of thirty-three (33) of the surveys were completed by consumers and six (6) by family members. This represents a return rate of 84.6% of the surveys from consumers and 15.4% of the surveys returned by family members.



Survey Respondents – Race, Ethnicity and Age

Thirty-eight (38) individuals indicated their race on the survey, as follows: 65.8% Caucasian, 23.7% Black, and 7.9% Multi-Racial, 2.6% American Indian /Alaskan Native, 0% Asian and 0% Native Hawaiian /Other Pacific Islander. This is largely a representative sample of the Circuit, with the exception of a lower return rate of surveys for Blacks and Asians, with a higher return rate for American Indian/Alaskan Native. *(The Circuit 2 racial demographic is as follows: 63.38% Caucasian, 32.0% Black, 0.1% Multi-Racial, 2.2% Asian, 0.4% American Indian/Alaskan Native, and 0.2% Native Hawaiian/Other Pacific Islander.)*

Thirty-nine (39) individuals indicated their ethnicity, as follows: 10.3% Hispanic and 89.7% non-Hispanic. This shows a slightly overrepresentation of Hispanics in this survey population. *(The Circuit 2 ethnic demographic is as follows: 6.1% Hispanic and 93.9% non-Hispanic.)*

Thirty-three (33) individuals indicated their age on the survey, as follows: 0% young child (0-5), 0% child (6-12), 17.9% teen (13-17), 20.5% young adult (18-25), 38.5% adult (26-64) and 7.7% senior (65 and over). This sample, when compared to the total population in Circuit 2 is underrepresented by children and seniors. *(The Circuit 1 age demographic is as follows: 6.1% under 5, 21.7% under 18 and 15.2% over 65.)*

Respondent Services and Providers

Thirty-nine (39) survey respondents indicated the type of treatment currently being received in the substance abuse and mental health system of care, as follows: 30.8% receive mental health services only, 46.2% receive substance abuse services only and 23.1% receive both substance abuse and mental health services.

Consumers indicated, on the survey, the agency and/or agencies where they are currently receiving treatment. All of the Big Bend Community Based Care Managing Entity network service providers in Circuit 2 had consumers indicate they were currently enrolled in services at their agency complete a survey except for 211 Big Bend and Turn About.



Provider and Service Attributes

Consumers/Family Members were asked to rate various attributes of their mental health service provider and/or mental health services. In Circuit 2, twenty-one (21) consumers indicated enrollment in mental health only or both mental health and substance abuse services. Not all consumers answered the questions related to provider attributes, only eighteen (18) (dependent upon attribute) answered, representing 85.7% of consumers completing the survey who have received any type of mental health service. Consumers or their family members were asked to indicate if these attributes were present always, most of the time, sometimes, rarely or never. In tabulating average scores for this measure, “always” is equal to a value of one (1), “most of the time” is equal to a value of two (2), “sometimes” is equal to a value of three (3), “rarely” is equal to a value of four (4) and “never” is equal to a value of five (5). The table below represents the results of this portion of the survey.

Provider or Service Attributes	Number of Respondents	Average Numerical Rating	Type of Rating
I am able to schedule appointments when I need them.	18	2.1	Most of the Time/Sometimes
The provider’s hours are convenient for me.	18	1.8	Always/Most of the time
I have transportation to the provider.	18	1.5	Always/Most of the time
The staff at the provider are respectful of my privacy.	18	1.4	Always/Most of the time
The staff at the provider are able to help me when I need assistance.	18	1.5	Always/Most of the time
The staff at the provider are respectful of me.	18	1.6	Always/Most of the time
I am satisfied with the care I receive.	18	1.6	Always/Most of the time
My provider coordinates my care with my other healthcare providers.	18	1.7	Always/Most of the time
I am included in decisions regarding my care.	18	1.7	Always/Most of the time
My symptoms are improving while in care.	18	1.6	Always/Most of the time
The services I receive are affordable.	18	1.5	Always/Most of the time
My provider has informed me and educated me about my mental health diagnosis.	18	1.5	Always/Most of the time
My provider’s office is neat and comfortable.	18	1.4	Always/Most of the time



Consumers were asked to rate various attributes of their substance service provider and/or mental health services. In Circuit 2, twenty-seven (27) consumers indicated enrollment in substance abuse only or both mental health and substance abuse services. Not all consumers answered the questions related to provider attributes, only twenty-three (23) to twenty-four (24) (dependent upon attribute) answered, representing 85.2% - 88.9% of consumers completing the survey who have received any type of substance abuse service. Consumers or their family members were asked to indicate if these attributes were present always, most of the time, sometimes, rarely or never. In tabulating average scores for this measure, “always” is equal to a value of one (1), “most of the time” is equal to a value of two (2), “sometimes” is equal to a value of three (3), “rarely” is equal to a value of four (4) and “never” is equal to a value of five (5). The table below represents the results of this portion of the survey.

Provider or Service Attributes	Number of Respondents	Average Numerical Rating	Type of Rating
I am able to schedule appointments when I need them.	24	1.6	Always/Most of the time
The provider’s hours are convenient for me.	24	1.6	Always/Most of the time
I have transportation to the provider.	23	1.3	Always/Most of the time
The staff at the provider are respectful of my privacy.	24	1.3	Always/Most of the time
The staff at the provider are able to help me when I need assistance.	24	1.3	Always/Most of the time
The staff at the provider are respectful of me.	24	1.2	Always/Most of the time
I am satisfied with the care I receive.	24	1.2	Always/Most of the time
My provider coordinates my care with my other healthcare providers.	24	1.7	Always/Most of the time
I am included in decisions regarding my care.	24	1.3	Always/Most of the time
My symptoms are improving while in care.	24	1.1	Always/Most of the time
The services I receive are affordable.	24	1.3	Always/Most of the time
My provider has informed me and educated me about my substance abuse diagnosis.	24	1.2	Always/Most of the time
I am knowledgeable about relapse prevention.	24	1.2	Always/Most of the time
My provider’s office is neat and comfortable.	24	1.2	Always/Most of the time



Most Important Services

Consumers and/or Family Members were asked to indicate which mental health services are the most important in helping to maintain positive mental health for the consumer. In Circuit 2, seventeen (17) consumers and/or family members indicated a response to this question, representing 81.0% of the consumers who completed the survey who are currently enrolled in mental health only or mental health and substance abuse services. Consumers and/or family members were asked to limit their selections to no more than three (3) for each respondent. The table below represents the results for this portion of the survey.

Service Type	Number of Respondents	Percent of Respondents
Individual Counseling	16	94.1%
Group Counseling	14	82.4%
Family Counseling	9	52.9%
Case Management	13	76.5%
Inpatient Treatment (CSU or Hospital)	9	52.9%
Psychiatric Medication Services	7	41.2%
Drop-In Center	6	35.3%
Clubhouse	1	5.9%
Certified Peer Specialist	0	0
Residential Housing Support	5	29.4%
Supported Employment	5	29.4%
Support Group in the Community (NAMI or MHA)	3	17.6%
Alternative services: meditation, massage, acupuncture, exercise, etc.	3	17.6%
None	2	11.8%



Consumers and/or Family Members were asked to indicate which substance abuse services are the most important in helping to maintain positive mental health for the consumer. In Circuit 2, twenty-three (23) consumers and/or family members indicated a response to this question, representing 85.2% of the consumers who completed the survey who are currently enrolled in substance abuse only or mental health and substance abuse services. Consumers and/or family members were asked to limit their selections to no more than three (3) for each respondent. The table below represents the results for this portion of the survey.

Service Type	Number of Respondents	Percent of Respondents
Detoxification Services	2	8.7%
Supported Employment	3	13.0%
Residential or Supportive Housing	4	17.4%
Case Management	6	26.1%
Residential Treatment	7	30.4%
Family Therapy	5	21.7%
Medication Services	3	13.0%
Alternative services: meditation, massage, acupuncture, exercise, etc.	2	8.7%
Support Group in the community (AA, NA, ALANON or other)	6	26.1%
Individual Outpatient	19	82.6%
Group Outpatient	22	95.7%
None	7	30.4%



Barriers to Treatment

Consumers and/or family members were asked to indicate which barriers to obtaining treatment, if any, exist in the substance abuse and mental health system. In Circuit 2, thirty-four (34) consumers and/or family members responded to this survey question, representing 87.2% of those completing the survey. The table below represents the results from this portion of the survey.

Barrier Description	Number of Respondents	Percent of Respondents
Treatment is unaffordable	0	0%
Transportation to treatment is not available	3	8.8%
Provider locations are not convenient	5	23.5%
I lack knowledge about what services are available	3	8.8%
Stigma	6	17.6%
I have concerns about confidentiality	5	23.5%
There is a lack of services available	12	35.3%
None	7	20.6%



Supports to Obtaining Treatment

Consumers and/or family members were asked to indicate which supports to obtaining treatment, if any, exist in the substance abuse and mental health system. In Circuit 2, thirty-three (33) consumers and/or family members responded to this survey question, representing 89.2% of those completing the survey. The table below represents the results from this portion of the survey.

Support Description	Number of Respondents	Percent of Respondents
Treatment is affordable	28	84.8%
Transportation is available	21	63.6%
I am assured of confidentiality	16	48.5%
There is availability of the services I need	16	48.5%
The location of services is convenient	19	57.6%
I am aware of the services available	17	51.5%
I have the support of family and friends	16	48.5%
None	1	3.0%

Consumer and Family Member Survey

Circuit 14 (Bay, Calhoun, Gulf, Holmes, Jackson, and Washington Counties)

Survey Totals

A total of sixteen (16) were returned from Circuit 14, representing 8.6% of all surveys submitted as part of this needs assessment. Consumer and Family Member Surveys were received from consumers and family members residing in four (4) of the counties in Circuit 14, including: Bay, Holmes, Jackson and Washington. Surveys were not received from consumers and/or family members residing in the following counties: Calhoun and Gulf. A total of fifteen (15) of the surveys were completed by consumers and one (1) by family members. This represents a return rate of 93.8% of the surveys from consumers and 6.2% of the surveys returned by family members.



Survey Respondents – Race, Ethnicity and Age

Sixteen (16) individuals indicated their race on the survey, as follows: 81.3% Caucasian, 12.5% Black, and 6.3% Multi-Racial, 0% American Indian /Alaskan Native, 0% Asian and 0% Native Hawaiian /Other Pacific Islander. This is largely a representative sample of the Circuit, with the exception of a slightly lower return rate of surveys for Blacks and Asians, with a higher return rate for Multi-Racial. *(The Circuit 2 racial demographic is as follows: 80.6% Caucasian, 14.3% Black, 2.7% Multi-Racial, 1.6% Asian, 0.9% American Indian/Alaskan Native, and 0.1% Native Hawaiian/Other Pacific Islander.)*

Fifteen individuals indicated their ethnicity, as follows: 0% Hispanic and 100% non-Hispanic. This shows an underrepresentation of Hispanics in this survey population. *(The Circuit 14 ethic demographic is as follows: 4.9% Hispanic and 95.1% non-Hispanic.)*

Sixteen (16) individuals indicated their age on the survey, as follows: 0% young child (0-5), 18.8% child (6-12), 12.5% teen (13-17), 18.8% young adult (18-25), 50.0% adult (26-64) and 0% senior (65 and over). This sample, when compared to the total population in Circuit 14 is over represented by individuals under eighteen (18) and underrepresented by seniors. *(The Circuit 1 age demographic is as follows: 6.1% under 5, 21.7% under 18 and 15.2% over 65.)*

Respondent Services and Providers

Sixteen (16) survey respondents indicated the type of treatment currently being received in the substance abuse and mental health system of care, as follows: 12.5% receive mental health services only, 68.8% receive substance abuse services only and 18.8% receive both substance abuse and mental health services.

Consumers indicated, on the survey, the agency and/or agencies where they are currently receiving treatment. All of the Big Bend Community Based Care Managing Entity network service providers in Circuit 14 had consumers indicate they were currently enrolled in services at their agency complete a survey except for Bay Area Schools.



Provider and Service Attributes

Consumers/Family Members were asked to rate various attributes of their mental health service provider and/or mental health services. In Circuit 14, five (5) consumers indicated enrollment in mental health only or both mental health and substance abuse services. All consumers answered, representing 100% of consumers completing the survey who have received any type of mental health service. Consumers or their family members were asked to indicate if these attributes were present always, most of the time, sometimes, rarely or never. In tabulating average scores for this measure, “always” is equal to a value of one (1), “most of the time” is equal to a value of two (2), “sometimes” is equal to a value of three (3), “rarely” is equal to a value of four (4) and “never” is equal to a value of five (5). The table below represents the results of this portion of the survey.

Provider or Service Attributes	Number of Respondents	Average Numerical Rating	Type of Rating
I am able to schedule appointments when I need them.	5	2.6	Most of the Time/Sometimes
The provider’s hours are convenient for me.	5	1.4	Almost/Most of the Time
I have transportation to the provider.	5	2.2	Most of the Time/Sometimes
The staff at the provider are respectful of my privacy.	5	1.2	Almost/Most of the Time
The staff at the provider are able to help me when I need assistance.	5	1.4	Almost/Most of the Time
The staff at the provider are respectful of me.	5	1.4	Almost/Most of the Time
I am satisfied with the care I receive.	5	1.4	Almost/Most of the Time
My provider coordinates my care with my other healthcare providers.	5	1.4	Almost/Most of the Time
I am included in decisions regarding my care.	5	1.4	Almost/Most of the Time
My symptoms are improving while in care.	5	1.6	Almost/Most of the Time
The services I receive are affordable.	5	1.6	Almost/Most of the Time
My provider has informed me and educated me about my mental health diagnosis.	5	1.6	Almost/Most of the Time
My provider’s office is neat and comfortable.	5	1	Almost/Most of the Time



Consumers were asked to rate various attributes of their substance service provider and/or services. In Circuit 14, fourteen (14) consumers indicated enrollment in substance abuse only or both mental health and substance abuse services. Not all consumers answered the questions related to provider attributes, only twelve (12) to thirteen (13) (dependent upon attribute) answered, representing 85.7% - 92.9% of consumers completing the survey who have received any type of substance abuse service. Consumers or their family members were asked to indicate if these attributes were present always, most of the time, sometimes, rarely or never. In tabulating average scores for this measure, “always” is equal to a value of one (1), “most of the time” is equal to a value of two (2), “sometimes” is equal to a value of three (3), “rarely” is equal to a value of four (4) and “never” is equal to a value of five (5). The table below represents the results of this portion of the survey.

Provider or Service Attributes	Number of Respondents	Average Numerical Rating	Type of Rating
I am able to schedule appointments when I need them.	13	1.5	Almost/Most of the Time
The provider's hours are convenient for me.	13	1.8	Almost/Most of the Time
I have transportation to the provider.	13	1.7	Almost/Most of the Time
The staff at the provider are respectful of my privacy.	13	1.2	Almost/Most of the Time
The staff at the provider are able to help me when I need assistance.	13	1.8	Almost/Most of the Time
The staff at the provider are respectful of me.	13	1.5	Almost/Most of the Time
I am satisfied with the care I receive.	13	1.3	Almost/Most of the Time
My provider coordinates my care with my other healthcare providers.	12	2.1	Most of the Time/Sometimes
I am included in decisions regarding my care.	13	1.7	Almost/Most of the Time
My symptoms are improving while in care.	13	1.2	Almost/Most of the Time
The services I receive are affordable.	13	1.2	Almost/Most of the Time
My provider has informed me and educated me about my substance abuse diagnosis.	13	1.5	Almost/Most of the Time
I am knowledgeable about relapse prevention.	13	1.3	
My provider's office is neat and comfortable.	13	1.2	Almost/Most of the Time



Most Important Services

Consumers and/or Family Members were asked to indicate which mental health services are the most important in helping to maintain positive mental health for the consumer. In Circuit 14, three (3) consumers and/or family members indicated a response to this question, representing 60.0% of the consumers who completed the survey who are currently enrolled in mental health only or mental health and substance abuse services. Consumers and/or family members were asked to limit their selections to no more than three (3) for each respondent. The table below represents the results for this portion of the survey.

Service Type	Number of Respondents	Percent of Respondents
Individual Counseling	2	66.7%
Group Counseling	2	66.7%
Family Counseling	0	0%
Case Management	1	33.3%
Inpatient Treatment (CSU or Hospital)	0	0%
Psychiatric Medication Services	1	33.3%
Drop-In Center	0	0%
Clubhouse	0	0%
Certified Peer Specialist	0	0%
Residential Housing Support	0	0%
Supported Employment	0	0%
Support Group in the Community (NAMI or MHA)	0	0%
Alternative services: meditation, massage, acupuncture, exercise, etc.	0	0%
None	0	0%



Consumers and/or Family Members were asked to indicate which substance abuse services are the most important in helping to maintain positive mental health for the consumer. In Circuit 14, seven (7) consumers and/or family members indicated a response to this question, representing 50.0% of the consumers who completed the survey who are currently enrolled in substance abuse only or mental health and substance abuse services. Consumers and/or family members were asked to limit their selections to no more than three (3) for each respondent. The table below represents the results for this portion of the survey.

Service Type	Number of Respondents	Percent of Respondents
Detoxification Services	3	42.9%
Supported Employment	0	0%
Residential or Supportive Housing	0	0%
Case Management	0	0%
Residential Treatment	3	42.9%
Family Therapy	1	14.3%
Medication Services	1	14.3%
Alternative services: meditation, massage, acupuncture, exercise, etc.	0	0%
Support Group in the community (AA, NA, ALANON or other)	5	71.4%
Individual Outpatient	6	85.7%
Group Outpatient	4	57.1%
None	1	14.3%



Barriers to Treatment

Consumers and/or family members were asked to indicate which barriers to obtaining treatment, if any, exist in the substance abuse and mental health system. In Circuit 14, eleven (11) consumers and/or family members responded to this survey question, representing 68.8%% of those completing the survey. The table below represents the results from this portion of the survey.

Barrier Description	Number of Respondents	Percent of Respondents
Treatment is unaffordable	0	0%
Transportation to treatment is not available	1	9.1%
Provider locations are not convenient	0	0%
I lack knowledge about what services are available	0	0%
Stigma	1	9.1%
I have concerns about confidentiality	0	0%
There is a lack of services available	2	18.2%
None	5	45.5%



Supports to Obtaining Treatment

Consumers and/or family members were asked to indicate which supports to obtaining treatment, if any, exist in the substance abuse and mental health system. In Circuit 14, ten (10) consumers and/or family members responded to this survey question, representing 62.5% of those completing the survey. The table below represents the results from this portion of the survey.

Support Description	Number of Respondents	Percent of Respondents
Treatment is affordable	3	30.0%
Transportation is available	8	80.0%
I am assured of confidentiality	2	20.0%
There is availability of the services I need	4	40.0%
The location of services is convenient	5	50.0%
I am aware of the services available	5	50.0%
I have the support of family and friends	7	70.0%
None	3	30.0%



Evidenced Based Practice Survey Report

Overview

Big Bend Community Based Care, Inc. serving as the Managing Entity for eighteen (18) counties in Northwest Florida has engaged Organizational Management Solutions, Inc. to complete a Community Needs Assessment of the Substance Abuse and Mental Health (SAMH) System of Care in their catchment area. Organizational Management Solutions, Inc. will complete this Community Needs Assessment by September 30th, 2014. As part of the Needs Assessment process, Organizational Management Solutions, Inc. has been engaged to complete a survey of all eighteen (18) Big Bend Community Based Care, Inc. network service providers to determine which Evidenced-based Practices (EBP) are being utilized in the substance abuse and mental health system of care.

EBP Survey Methodology

The SAMH System of Care EBP survey was developed utilizing the listing of Evidenced-based Practices maintained on the Substance Abuse and Mental Health Services Administration (SAMHSA) National Registry of Evidenced-based Programs and Practices (www.nrepp.samhsa.gov). The survey posed five questions, with each agency required to complete only one (1) EBP survey for their agency. The five questions asked are the following:

Name of the agency completing the survey.

Indicate all EBP's provided for Adult Mental Health at your agency.

Indicate all EBP's provided for Adult Substance Abuse at your agency.

Indicate all EBP's provided for Children's Mental Health at your agency.

Indicate all EBP's provided for Children's Substance Abuse at your agency.

The survey was created and opened for on-line completion on July 22nd, 2014. The survey remained open for provider completion through August 15th, 2014.



EBP Survey Results

The EBP survey was completed online, within the open survey period, by thirteen (13) of the eighteen (18) Big Bend Community Based Care Inc. Managing Entity network providers. One (1) provider submitted a listing of EBPs provided by their agency as a separate document from the survey. Four (4) of the network service providers verbally indicated that they are currently providing no EBPs (three (3) of which provide only non-client specific services). One (1) provider did not respond to requests for the EBP information.

Provider	EBP Submission Status
211 Big Bend	Verbal Submission
Ability 1 st	Verbal Submission
Apalachee Center	Online Survey Completed
Bay District Schools	Online Survey Completed
Bridgeway Center	Online Survey Completed
Chemical Addictions Recovery Effort (CARE)	Online Survey Completed
Community Alcohol and Drug Council (CDAC)	Online Survey Completed
Children's Home Society (CHS – Western Division)	Submission of separate document
Children's Medical Services (CMS – Leon County)	Online Survey Completed
COPE Center	Online Survey Completed
DISC Village	Online Survey Completed
Escambia County Board of County Commissioners	Online Survey Completed
Ft. Walton Beach Medical Center	No response from provider
Lakeview Center	Online Survey Completed
Life Management Center	Online Survey Completed
Mental Health Association of Okaloosa/Walton	Verbal Submission
Okaloosa County Board of County Commissioners	Online Survey Completed
Turn About	Online Survey Completed



Adult Mental Health Services

Adult Mental Health Services are provided by eleven (11) of the eighteen (18) network service providers in the Northwest Region. Three (3) of the eleven (11) adult mental health providers only provide non-client specific services, while eight (8) of the eleven (11) provide client specific services. Those three (3) providers delivering non-client specific services in the community include: 211 Big Bend, Ability 1st and the Mental Health Association of Okaloosa & Walton. These three (3) non-client specific service providers do not currently administer any Evidence-based Practices in the delivery of their services.

In the Northwest Region, 54.5% of all providers offer one (1) or more Evidence-based Practices for treatment of adults with a mental illness at their agency; of those providers offering a direct, client specific service, 75.0% offer an Evidence-based Practice (*Ft. Walton Beach Medical Center, who did not respond to the survey, is assumed to offer no EBP's for purposes of calculating this rate.*)

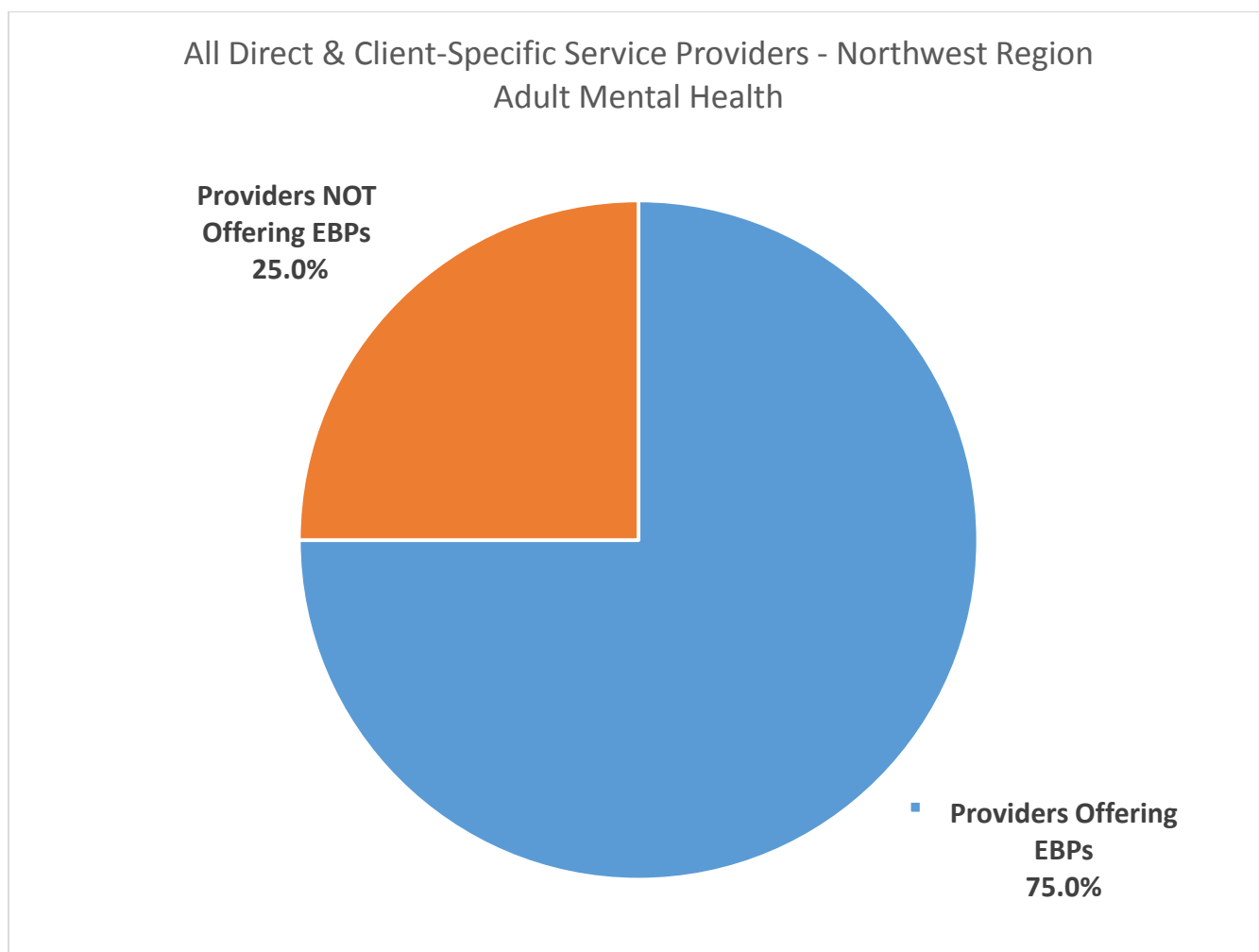


Figure 53: Providers Offering EBPs in the Northwest Region



In the Northwest Region, twenty-four (24) EBPs are offered for consumers receiving adult mental health services. The most common EBP offered for this population is Seeking Safety, with four (4) network providers delivering this service, representing 50.0% of the direct and client specific adult mental health providers. Two (2) of these providers are located in Circuit 1, one (1) of the providers is located in Circuit 14 and one (1) of the providers is located in Circuit 2.

Family Behavior Therapy is offered by three (3) of the adult mental health providers, representing 37.5% of the direct and client specific adult mental health providers. Nurturing Parenting Programs, Clinician-based Cognitive Psychoeducational Intervention for Families (Family Talk), Eye Movement Desensitization and Reprocessing, Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) and Dialectical Behavioral Therapy are each offered by two (2) of the network providers, representing 25.0% of all direct and client-specific adult mental health providers. All other Evidenced-based practices are offered by only one (1) provider in the network.



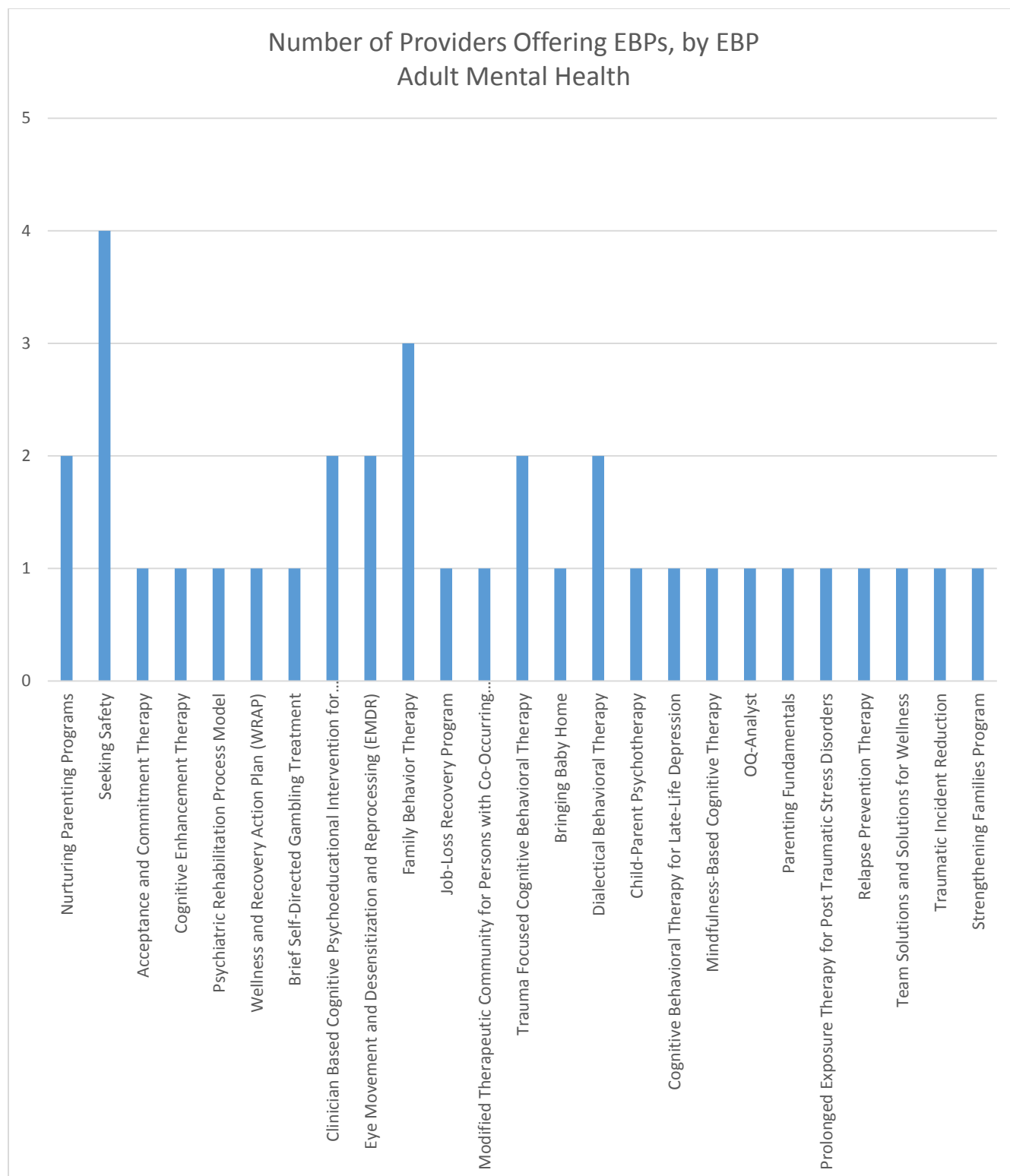


Figure 53: Types of Adult Mental Health EBPs offered – Northwest Region



In the Northwest Region, the following EBP's are offered across all Circuits for adult mental health: Family Behavior Therapy and Seeking Safety.

In Circuit 1, fourteen (14) EBPs are offered for adults seeking mental health treatment out of the total EBPs offered in the Northwest Region of twenty-five (25), representing 56.0% of the adult mental health EBPs offered in the Northwest Region being available in Circuit 1.

In Circuit 2/Madison and Taylor, fifteen (15) of the EBPs are offered for adults seeking mental health treatment out of the total EBPs offered in the Northwest Region of twenty-five (25), representing 62.5% of the adult mental health EBPs offered in the Northwest Region being available in Circuit 2/Madison and Taylor.

In Circuit 14, four (4) of the EBPs are offered for adults seeking mental health treatment out of the total EBPs offered in the Northwest Region of twenty-five (25), representing 16.0% of the adult mental health EBPs offered in the Northwest Region being available in Circuit 14.



Program	Circuit 1	Circuit 2/Madison & Taylor	Circuit 14
Acceptance and Commitment Therapy (ACT)	X		
Brief Self-Directed Gambling Treatment	X		
Bringing Baby Home	X		
Child-Parent Psychotherapy		X	
Clinician-Based Cognitive Psychoeducational Intervention for Families (Family Talk)	X	X	
Cognitive Behavioral Therapy for Late-Life Depression		X	
Cognitive Enhancement Therapy	X		
Dialectical Behavior Therapy		X	X
Eye Movement Desensitization and Reprocessing (EMDR)	X	X	
Family Behavior Therapy	X	X	X
Job-Loss Recovery Program	X		
Mindfulness-Based Cognitive Therapy (MBCT)		X	
Modified Therapeutic Community for Persons with Co-Occurring Disorders	X		
Nurturing Parenting Programs	X		
OQ Analyst		X	
Parenting Fundamentals		X	
Prolonged Exposure Therapy for Posttraumatic Stress Disorders		X	
Psychiatric Rehabilitation Process Model	X		
Relapse Prevention Therapy (RPT)		X	
Seeking Safety	X	X	X
Strengthening Families Program		X	
Team Solutions (TS) and Solutions for Wellness (SFW)		X	
Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)	X		X
Traumatic Incident Reduction		X	
Wellness and Recovery Action Plan (WRAP)	X		

Figure 54: Adult Mental Health EBPs Offered – by Circuit



Evidence-based Practice's: Adult Mental Health, Providers, by Circuit

The eight (8) providers who deliver direct client specific services in the Big Bend Community Based Care Managing Entity SAMH network for adults in need of mental health treatment, along with the Evidence-based Programs or Practices they deliver include:

Circuit 1

In Circuit 1, seven (7) providers offer services funded by adult mental health dollars. Four (4) of the seven (7) providers offer EBPs for consumers enrolled in treatment with their agency. One (1) of the providers not offering any EBPs provides non-client specific services, one (1) of the providers did not respond to requests for information on EBPs provided and one (1) provider offers no EBPs to consumers enrolled in their programs. In Circuit 1, therefore, 57.1% of all providers offer an Evidence-based Practice; with 66.7% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Bridgeway Center

Nurturing Parenting Programs and Seeking Safety.

(Additionally this provider reports providing to the Adult Mental Health population: Motivational Interviewing, SOAR Services, Person-Centered Care, Trauma-Informed Care, Thinking for Change, Focused-Brief Solution Therapy, Cognitive Behavioral Therapy, Integrated Co-Occurring Treatment, and Stages of Change.)

COPE Center, Inc.

Acceptance and Commitment Therapy (ACT), Cognitive Enhancement Therapy, Nurturing Parenting Programs, Psychiatric Rehabilitation Process Model, Seeking Safety, and Wellness Recovery Action Plan (WRAP).

Escambia County Board of County Commissioners

None

Fort Walton Beach Medical Center

Provider did not respond to e-mail requests for survey completion or voicemails requesting the EBP information.

Lakeview Center

Brief Self-Directed Gambling Treatment, Clinician-Based Cognitive Psychoeducational Intervention for Families (Family Talk), Eye Movement Desensitization and Reprocessing (EMDR), Family Behavior Therapy, Job-Loss Recovery Program, Modified Therapeutic Community for Persons with Co-occurring Disorders, Nurturing Parenting Programs, Seeking Safety, Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)



(Additionally this provider reports providing to the Adult Mental Health population: Solution Focused Brief Therapy, Cognitive Behavioral Therapy, Dialectic Behavioral Treatment, Matrix Model, Art Therapy, Motivational Enhancement, Motivational Interviewing, and Peer Support)

Okaloosa County Board of County Commissioners

Bringing Baby Home

Circuit 2 (inclusive of Madison and Taylor Counties)

In Circuit 2, three (3) providers offer services funded by adult mental health dollars. One (1) of the three (3) providers offer EBPs for consumers enrolled in treatment with their agency. Two (2) of the providers not offering any EBPs provides non-client specific services only. In Circuit 2, therefore, 33.3% of all providers offer an Evidence-based Practice; with 100.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Apalachee Center

Child-Parent Psychotherapy (CPP), Clinician-Based Cognitive Psychoeducational Intervention for Families (Family Talk), Cognitive Behavioral Therapy for Late-Life Depression, Dialectical Behavior Therapy, Eye Movement Desensitization and Reprocessing (EMDR), Family Behavior Therapy, Mindfulness-Based Cognitive Therapy (MBCT), OQ-Analyst, Parenting Fundamentals, Prolonged Exposure Therapy for Posttraumatic Stress Disorders, Relapse Prevention Therapy (RPT), Seeking Safety, Strengthening Families Program, Team Solutions (TS) and Solutions for Wellness (SFW) and Traumatic Incident Reduction.

Circuit 14

In Circuit 14, one (1) provider offers services funded by adult mental health dollars. One (1) of the one (1) providers offer EBPs for consumers enrolled in treatment with their agency. In Circuit 14, therefore, 100.0% of all providers offer an Evidence-based Practice; with 100.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Life Management Center

Dialectical Behavior Therapy, Family Behavior Therapy, Seeking Safety, Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)

(Additionally this provider reports providing to the Adult Mental Health population: Cognitive Behavioral Therapy, Motivational Interviewing, and Individualized Dual Diagnosis Program.



Adult Substance Abuse Services

Adult Substance Abuse Services are provided by nine (9) of the eighteen (18) network service providers in the Northwest Region. All nine (9) of these providers provide client specific services. Five (5) of the providers are located in Circuit 1, three (3) of the providers are located in Circuit 2 (inclusive of Madison and Taylor Counties) and one (1) of the providers in located in Circuit 14. All nine (9) of the adult substance abuse service providers offer EBPs to the consumers they treat, representing an EBP rate for adult mental health of 100.0%.

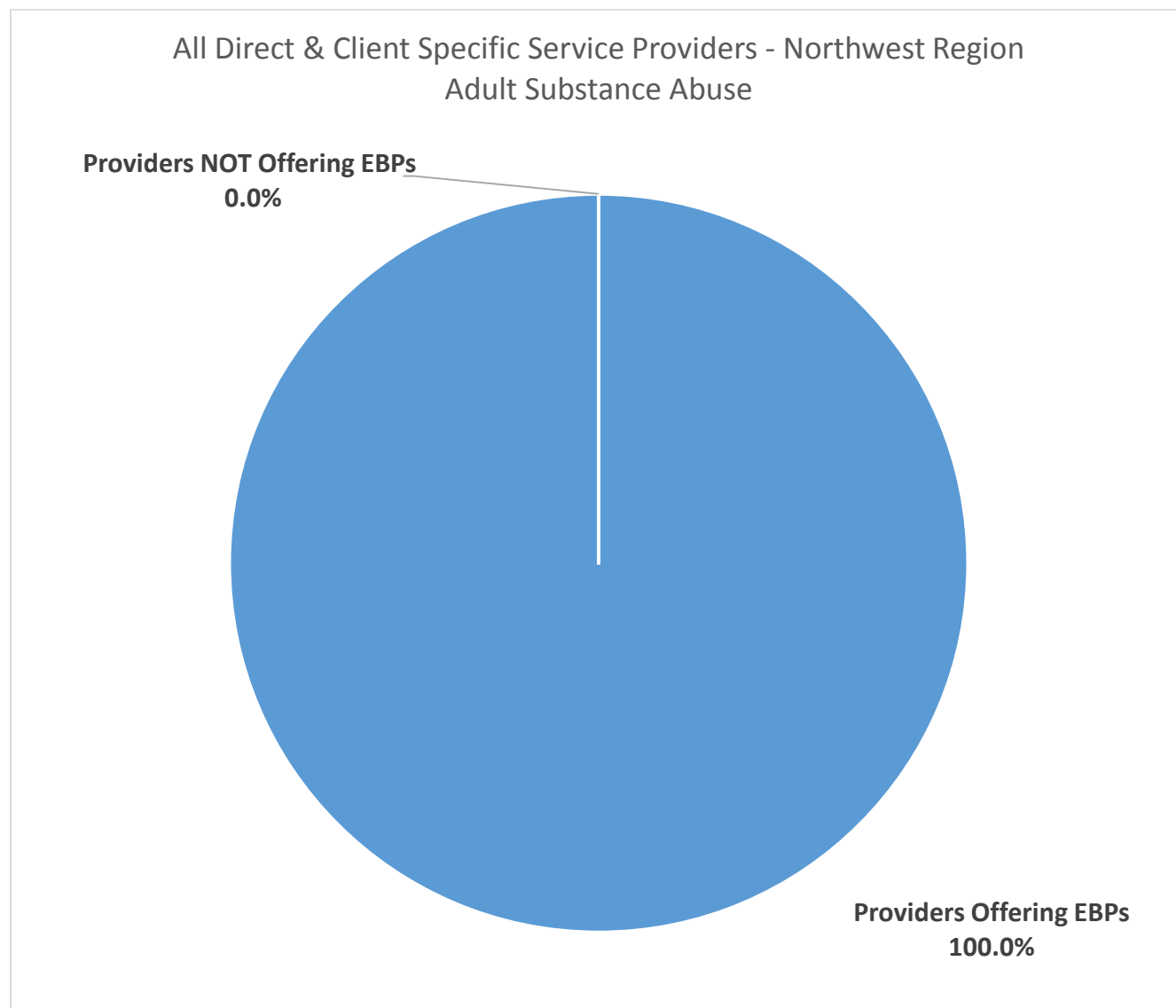


Figure 55: Providers Offering Adult Substance Abuse EBPs – Northwest Region



In the Northwest Region, nineteen (19) EBP's are offered for consumers receiving adult substance abuse services. The most common EBP offered for this population is Motivational Interviewing, with six (6) network providers delivering this service.

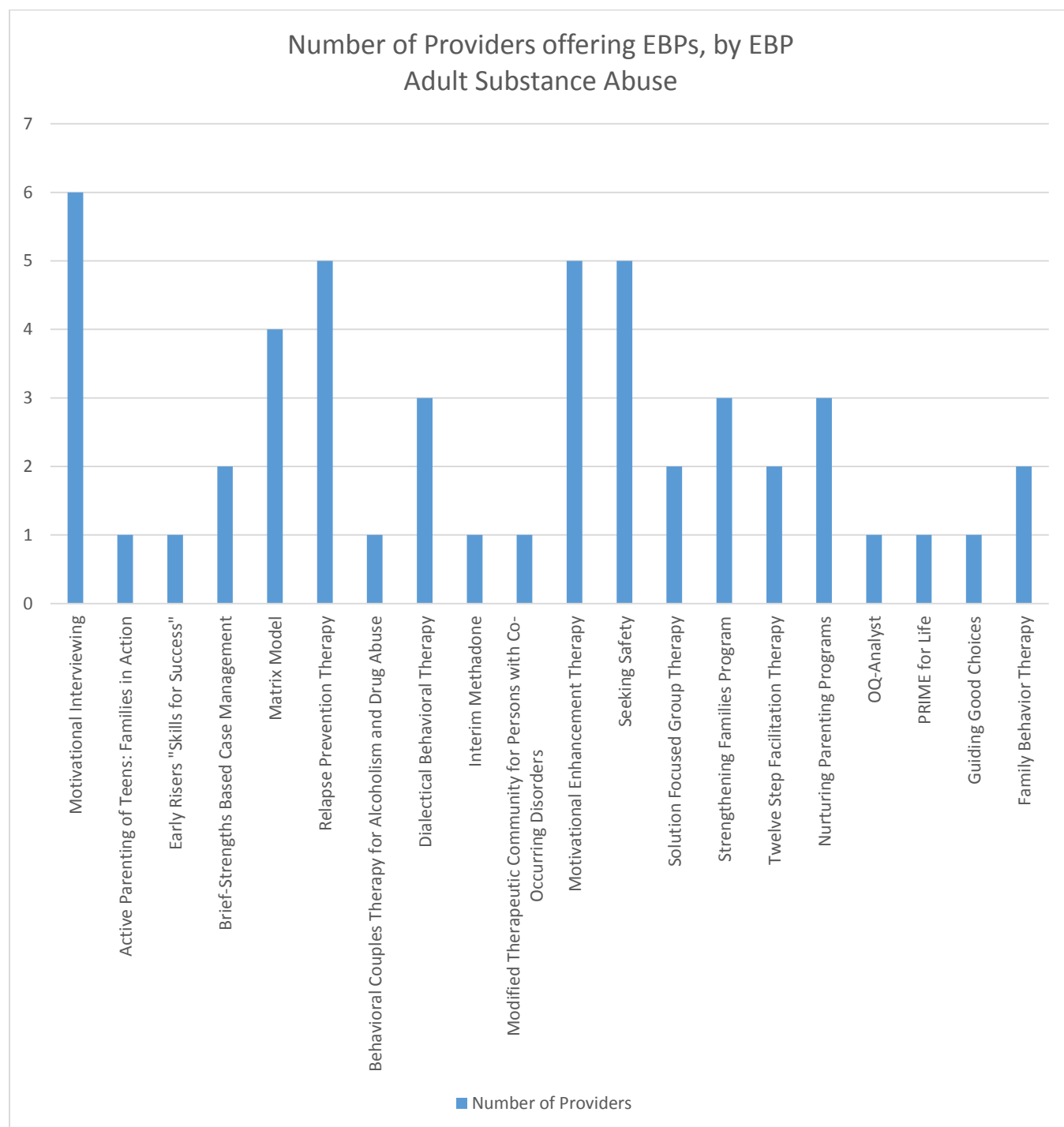


Figure 56: Types of Adult Substance Abuse EBP's offered – Northwest Region



In the Northwest Region, the following EBP's are offered across all Circuits for adult substance abuse treatment: Matrix Model, Motivational Enhancement Therapy, Motivational Interviewing, Nurturing Parenting Program, Relapse Prevention Therapy, Seeking Safety, Strengthening Families and Twelve Step Facilitation Therapy.

In Circuit 1, sixteen (16) EBPs are offered for adults seeking substance abuse treatment out of the total EBPs offered in the Northwest Region of twenty (20), representing 80.0% of the adult substance abuse EBPs offered in the Northwest Region being available in Circuit 1.

In Circuit 2/Madison and Taylor, fourteen (14) of the EBPs are offered for adults seeking substance abuse treatment out of the total EBPs offered in the Northwest Region of twenty (20), representing 70.0% of the adult substance abuse EBPs offered in the Northwest Region being available in Circuit 2/Madison and Taylor.

In Circuit 14, nine (9) of the EBPs are offered for adults seeking substance abuse treatment out of the total EBPs offered in the Northwest Region of twenty (20), representing 45.0% of the adult substance abuse EBPs offered in the Northwest Region being available in Circuit 14.



Program	Circuit 1	Circuit 2/Madison & Taylor	Circuit 14
Active Parenting of Teens: Families in Action	X		
Behavioral Couples Therapy for Alcoholism and Drug Abuse	X		
Brief-Strengths Based Case Management for Substance Abuse	X		X
Dialectical Behavioral Therapy	X	X	
Early Risers "Skills for Success"	X		
Family Behavior Therapy		X	
Guiding Good Choices		X	
Interim Methadone Maintenance	X		
Matrix Model	X	X	X
Modified Therapeutic Community for Persons with Co-Occurring Disorders	X		
Motivational Enhancement Therapy	X	X	X
Motivational Interviewing	X	X	X
Nurturing Parenting Programs	X	X	X
OQ-Analyst		X	
PRIME for Life		X	
Relapse Prevention Therapy	X	X	X
Seeking Safety	X	X	X
Solution Focused Group Therapy	X	X	
Strengthening Families Program	X	X	X
Twelve Step Facilitation Therapy	X	X	X

Figure 57: Adult Substance Abuse EBPs offered – by Circuit

Evidenced-based Practices – Adult Substance Abuse, Providers, by Circuit



The nine (9) providers who deliver direct client specific services in the Big Bend Community Based Care Managing Entity SAMH network for adults in need of substance abuse treatment, along with the Evidence-based Programs or Practices they deliver include:

Circuit 1

In Circuit 1, five (5) providers offer services funded by adult substance abuse dollars. Four (4) of the five (5) providers offer EBPs for consumers enrolled in treatment with their agency. One (1) of the providers did not respond to requests for information on EBPs provided, and is assumed to offer no EBPs at this time due to this lack of response. In Circuit 1, therefore, 80.0% of all providers offer an Evidence-based Practice; with 80.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Bridgeway Center

Motivational Interviewing, Seeking Safety

(Additionally this provider reports providing to the Adult Substance Abuse population: Motivational Interviewing, SOAR Services, Person-Centered Care, Trauma-Informed Care, Thinking for Change, Focused-Brief Solution Therapy, Cognitive Behavioral Therapy, Integrated Co-Occurring Treatment, and Stages of Change.)

Community Drug and Alcohol Council (CDAC)

Active Parenting of Teens: Families in Action, Brief Strengths-Based Case Management for Substance Abuse, Early Risers “Skills for Success”, Motivational Interviewing and Nurturing Parenting Programs.

(Additionally this provider reports providing to the Adult Substance Abuse population: Community Trial Intervention To Reduce High-Risk Drinking, Trauma-Informed Care, Strength-based Practices, Family-Centered Practices and Solution-Focused Practices.)

COPE Center

Matrix Model, Motivational Interviewing and Relapse Prevention Therapy (RPT).

Fort Walton Beach Medical Center

Provider did not respond to e-mail requests for survey completion or voicemails requesting the EBP information.

Lakeview Center

Behavioral Couples Therapy for Alcoholism and Drug Abuse, Dialectical Behavioral Therapy, Interim Methadone Maintenance, Matrix Model, Modified Therapeutic Community for Persons with Co-occurring Disorders, Motivational Enhancement Therapy, Motivational Interviewing, Relapse Prevention Therapy (RPT), Seeking Safety, Solution-Focused Group Therapy, Strengthening Families Program and Twelve Step Facilitation Therapy.



*(Additionally this provider reports providing to the Adult Substance Abuse population:
Cognitive Behavioral Therapy.)*

Circuit 2 (inclusive of Madison and Taylor Counties)

In Circuit 2, three (3) providers offer services funded by adult substance abuse dollars. Three (3) of the three (3) providers offer EBPs for consumers enrolled in treatment with their agency. In Circuit 2, therefore, 100.0% of all providers offer an Evidence-based Practice; with 100.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Apalachee Center

Dialectical Behavior Therapy, Family Behavior Therapy, Motivational Enhancement Therapy, Motivational Interviewing, OQ-Analyst, PRIME for Life, Relapse Prevention Therapy (RPT), Seeking Safety, Solution-Focused Group Therapy, Strengthening Families Program and Twelve Step Facilitation Therapy.

DISC Village

Guiding Good Choices, Matrix Model, Motivational Enhancement Therapy, Motivational Interviewing, Nurturing Parenting Programs, Relapse Prevention Therapy (RPT) and Seeking Safety.

Turn About

Dialectical Behavioral Therapy, Family Behavior Therapy, Matrix Model, Motivational Enhancement Therapy and Motivational Interviewing.

Circuit 14

In Circuit 14, one (1) provider offers services funded by adult substance abuse dollars. One (1) of the one (1) providers offer EBPs for consumers enrolled in treatment with their agency. In Circuit 14, therefore, 100.0% of all providers offer an Evidence-based Practice; with 100.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Chemical Addictions Recovery Effort (CARE)

Brief Strengths-Based Case Management for Substance Abuse, Matrix Model, Motivational Enhancement Therapy, Motivational Interviewing, Nurturing Parenting Programs, Relapse Prevention Therapy (RPT), Seeking Safety, Strengthening Families Program and Twelve Step Facilitation Therapy.



(Additionally this provider reports providing the following to the Adult Substance Abuse population: Cognitive Behavioral Therapy, Thinking for Change, Stages of Change, Trauma-Focused Cognitive Behavioral Therapy and Reactive Emotive Therapy.)



Children's Mental Health Services

Children's Mental Health Services are provided by nine (9) of the eighteen (18) network service providers in the Northwest Region. Eight (8) out of nine (9) of these providers provide client specific services. One (1) of the providers receiving children's mental health funds, 211 Big Bend, provides only non-client specific services and does not deliver any Evidence-based practices associated with the children's mental health funding they receive. One (1) of the providers did not respond to requests for information on EBPs provided. In the Northwest Region, 77.8% of the providers offer an EBP for services funded with Children's Mental Health funds, with 87.5% of providers who provider direct and client specific services offering EBPs.

Five (5) of the providers are located in Circuit 1, three (3) of the providers (including 211 Big Bend) are located in Circuit 2 (inclusive of Madison and Taylor Counties) and one (1) of the providers is located in Circuit 14.

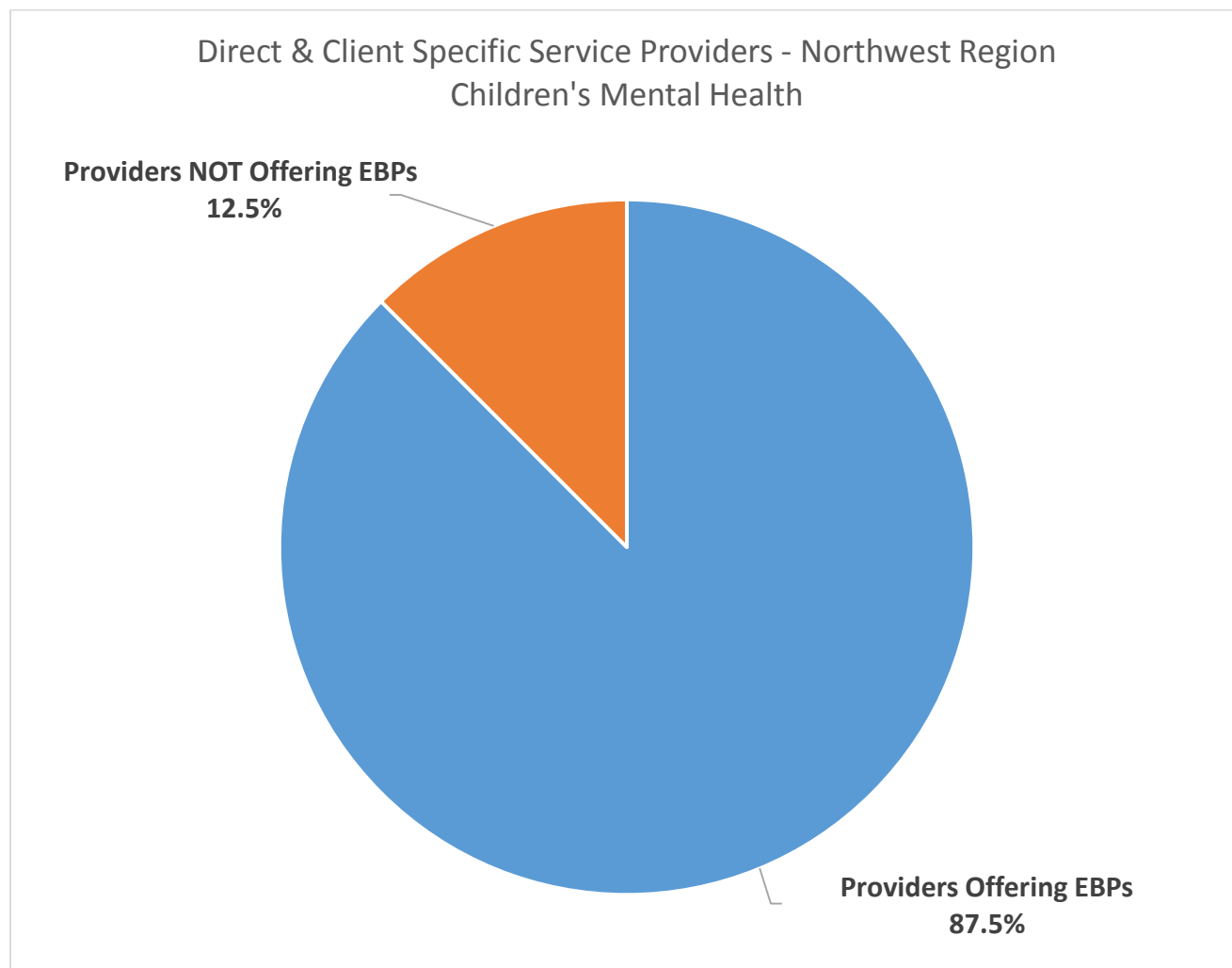


Figure 58: Providers offering Children's Mental Health Services EBPs – Northwest Region



In the Northwest Region, twenty-eight (28) EBPs are offered for consumers receiving children's mental health services. The most common EBPs offered for this population being Nurturing Parenting Programs, Trauma-Focused Cognitive Behavioral Therapy and Family Behavior Therapy, with four (4) network providers delivering this service.

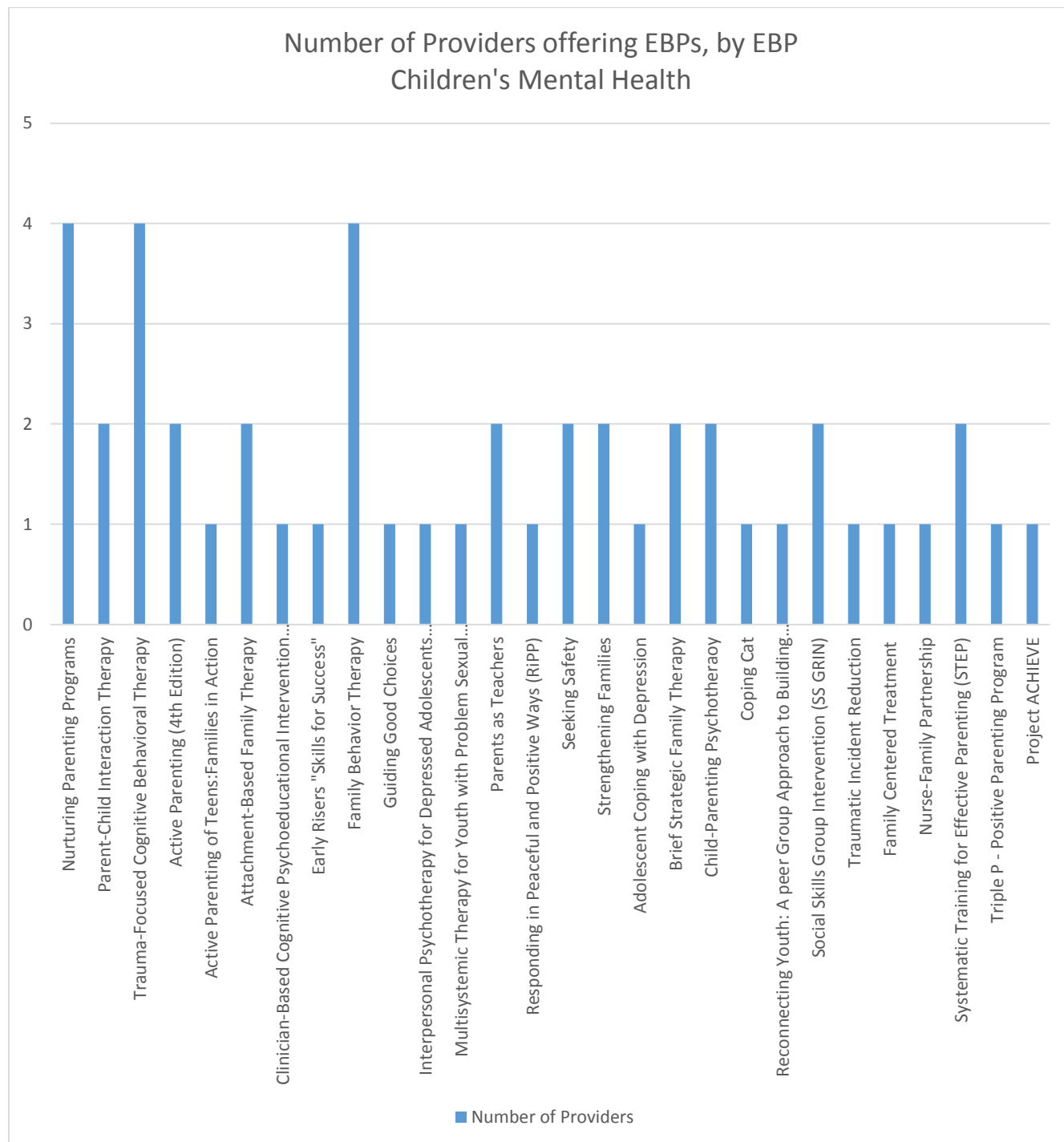


Figure 59: Types of Children's Mental Health EBP's offered – Northwest Region



In the Northwest Region, the following EBP's are offered across all Circuits for children's mental health treatment: Family Behavior Therapy, Nurturing Parenting Programs and Trauma-Focused Cognitive Behavioral Therapy.

In Circuit 1, sixteen (16) EBPs are offered for children seeking mental health treatment out of the total EBPs offered in the Northwest Region of twenty-eight (28), representing 57.1% of the children's mental health EBPs offered in the Northwest Region being available in Circuit 1.

In Circuit 2/Madison and Taylor, eighteen (18) of the EBPs are offered for children seeking mental health treatment out of the total EBPs offered in the Northwest Region of twenty-eight (28), representing 64.3% of the children's mental health EBPs offered in the Northwest Region being available in Circuit 2/Madison and Taylor.

In Circuit 14, seven (7) of the EBPs are offered for children seeking mental health treatment out of the total EBPs offered in the Northwest Region of twenty-eight (28), representing 25.0% of the children's mental health EBPs offered in the Northwest Region being available in Circuit 14.



Program	Circuit 1	Circuit 2/Madison & Taylor	Circuit 14
Active Parenting (4th Edition)	X		X
Active Parenting of Teens: Families in Action			X
Adolescent Coping with Depression		X	
Attachment-Based Family Therapy	X	X	
Brief Strategic Family Therapy		X	X
Child-Parenting Psychotherapy		X	
Clinician-Based Cognitive Psychoeducational Intervention for Families (Family Talk)	X		
Coping Cat		X	
Early Risers "Skills for Success"	X		
Family Behavior Therapy	X	X	X
Family Centered Treatment		X	
Guiding Good Choices	X		
Interpersonal Psychotherapy for Depressed Adolescents (IPT-A)	X		
Multisystemic Therapy for Youth with Problem Sexual Behaviors (MST-PSB)	X		
Nurse-Family Partnership		X	
Nurturing Parenting Programs	X	X	X
Parent-Child Interaction Therapy	X		
Parents as Teachers	X	X	
Project ACHIEVE	X		
Reconnecting Youth: A peer Group Approach to Building Life Skills		X	
Responding in Peaceful and Positive Ways (RiPP)	X		
Seeking Safety	X	X	
Social Skills Group Intervention (SS GRIN)		X	
Strengthening Families	X	X	
Systematic Training for Effective Parenting (STEP)		X	X
Trauma-Focused Cognitive Behavioral Therapy	X	X	X
Traumatic Incident Reduction		X	
Triple P - Positive Parenting Program		X	

Figure 60: Children's Mental Health EBPs offered – by Circuit



Evidence-based Practices – Children’s Mental Health, Provider, by Circuit

The eight (8) providers who deliver direct client specific services for children’s mental health in the Big Bend Community Based Care Managing Entity SAMH network, along with the Evidence-based Programs or Practices they deliver include:

Circuit 1

In Circuit 1, five (5) providers offer services funded by children’s mental health dollars. Four (4) of the five (5) providers offer EBPs for consumers enrolled in treatment with their agency. One (1) of the providers did not respond to requests for information on EBPs provided, and is assumed to offer no EBPs at this time due to this lack of response. In Circuit 1, therefore, 80.0% of all providers offer an Evidence-based Practice; with 80.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Bridgeway

Nurturing Parenting Programs and Parent-Child Interaction Therapy.

Children’s Home Society (CHS Western Division)

Parenting-Child Interaction Therapy and Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)

COPE Center

Active Parenting (4th Edition) and Nurturing Parenting Programs.

(Additionally this provider reports providing the following to the Children’s Mental Health population: Students Taking Active Responsibility (STAR).

Fort Walton Beach Medical Center

Provider did not respond to e-mail requests for survey completion or voicemails requesting the EBP information.

Lakeview Center

Attachment-Based Family Therapy (ABFT), Clinician-Based Cognitive Psychoeducational Intervention for Families (Family Talk), Early Risers “Skills for Success”, Family Behavior Therapy, Guiding Good Choices, Interpersonal Psychotherapy for Depressed Adolescents (IPT-A), Multisystemic Therapy for Youth with Problem Sexual Behavioral (MST-PSB), Parents as Teachers, Project ACHIEVE, Responding in Peaceful and Positive Ways (RiPP), Seeking Safety, Strengthening Families Program and Trauma-Focused Cognitive Behavioral Therapy (TF-CBT).

(Additionally this provider reports providing the following to the Children’s Mental Health population: Solutions-Focused Brief Therapy, Cognitive Behavioral Therapy, Pet Therapy, Art Therapy, Motivational Enhancement Therapy and Motivational Interviewing.)



Circuit 2 (inclusive of Madison and Taylor Counties)

In Circuit 2, three (3) providers offer services funded by children's mental health dollars. Two (2) of the Three (3) providers offer EBPs for consumers enrolled in treatment with their agency. One (1) of the providers does not provide any client-specific services with this funding. In Circuit 2, therefore, 66.7% of all providers offer an Evidence-based Practice; with 100.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Apalachee Center

Adolescent Coping with Depression (CWD-A), Brief Strategic Family Therapy, Child-Parenting Psychotherapy (CPP), Coping Cat, Family Behavior Therapy, Reconnecting Youth: A Peer Group Approach to Building Life Skills, Seeking Safety, Social Skills Group Intervention (S.S. GRIN) 3-5, Strengthening Families and Traumatic Incident Reduction.

Children's Medical Services (CMS)

Attachment-Based Family Therapy (ABFT), Child-Parent Psychotherapy (CPP), Family Behavior Therapy, Family Centered Treatment (FCT), Nurse-Family Partnership, Nurturing Parenting Programs, Parents as Teachers, Social Skills Group Intervention (S.S. GRIN) 3-5, Systematic Training for Effective Parenting (STEP), Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) and Triple P – Positive Parenting Program.

(Additionally this provider reports providing the following to the Children's Mental Health population: Eye Movement Desensitization and Reprocessing (EMDR), Cognitive Behavioral Therapy and Problem-Focused Therapy)

Circuit 14

In Circuit 14, one (1) provider offers services funded by children's mental health dollars. One (1) of the one (1) providers offer EBPs for consumers enrolled in treatment with their agency. In Circuit 14, therefore, 100.0% of all providers offer an Evidence-based Practice; with 100.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Life Management Center

Active Parenting (4th Edition), Active Parenting of Teens: Families in Action, Brief Strategic Family Therapy, Family Behavior Therapy, Nurturing Parenting Programs, Systematic Training for Effective Parenting (STEP) and Trauma-Focused Cognitive Behavioral Therapy (TF-CBT).

(Additionally this provider reports providing the following to the Children's Mental Health population: Cognitive Behavioral Therapy, Motivational Interviewing and Wraparound)



Children's Substance Abuse Services

Children's Substance Abuse Services are provided by eight (8) of the eighteen (18) network service providers in the Northwest Region. All eight (8) of these providers provide client specific services. Four (4) of the providers are located in Circuit 1, two (2) of the providers are located in Circuit 2 (inclusive of Madison and Taylor Counties) and two (2) of the providers are located in Circuit 14. All eight (8) of the providers funded with Children's Substance Abuse funding utilize EBPs in their treatment delivery, representing a rate of 100.0% of the providers in the Northwest Region Utilizing EBPs.

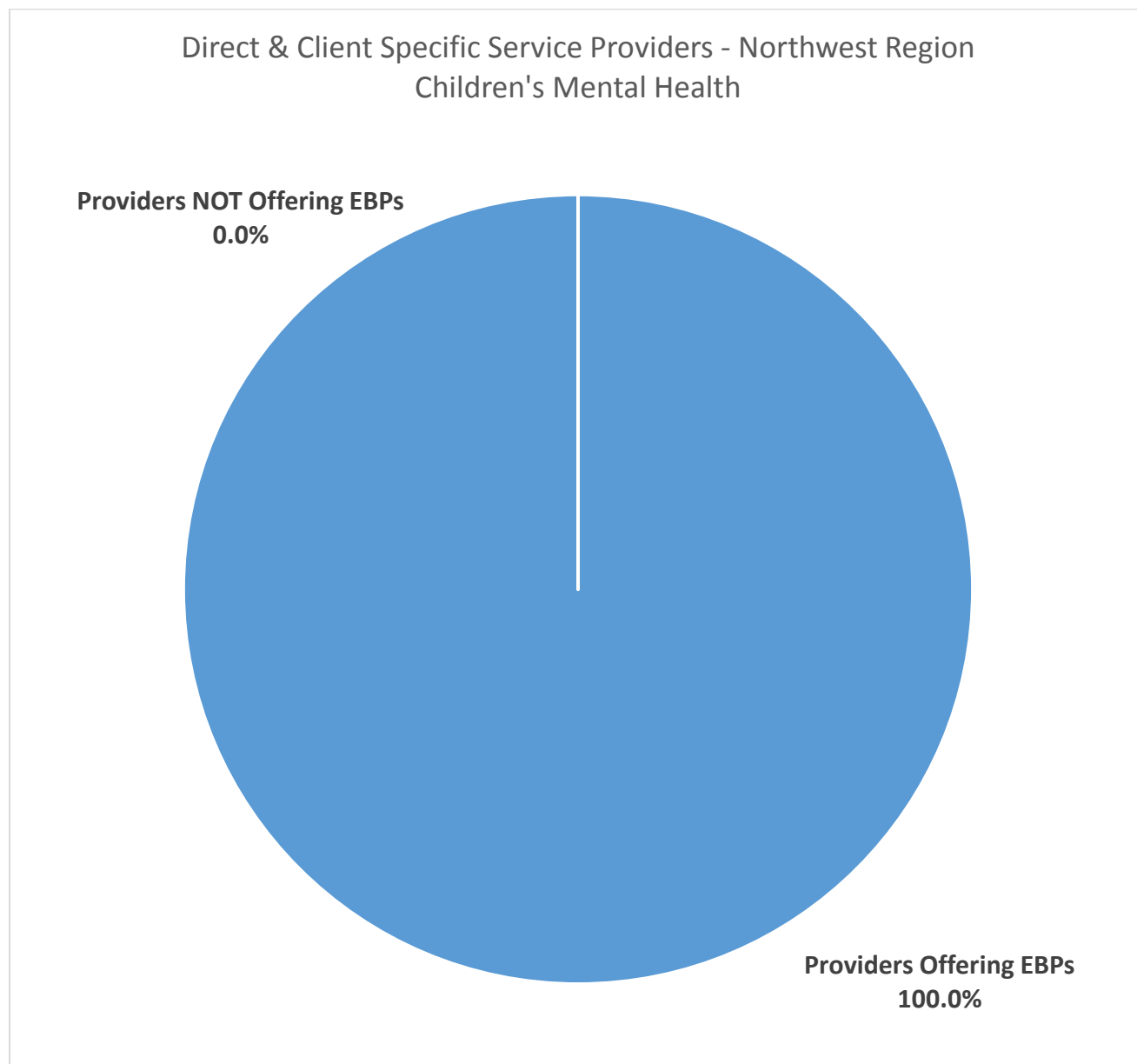


Figure 61: Providers offering Children's Substance Abuse EBPs – Northwest Region



In the Northwest Region, thirteen (13) EBP's are offered for consumers receiving children's substance abuse services. The most common EBP offered for this population is Life Skills Training, with five (5) network providers delivering this service.

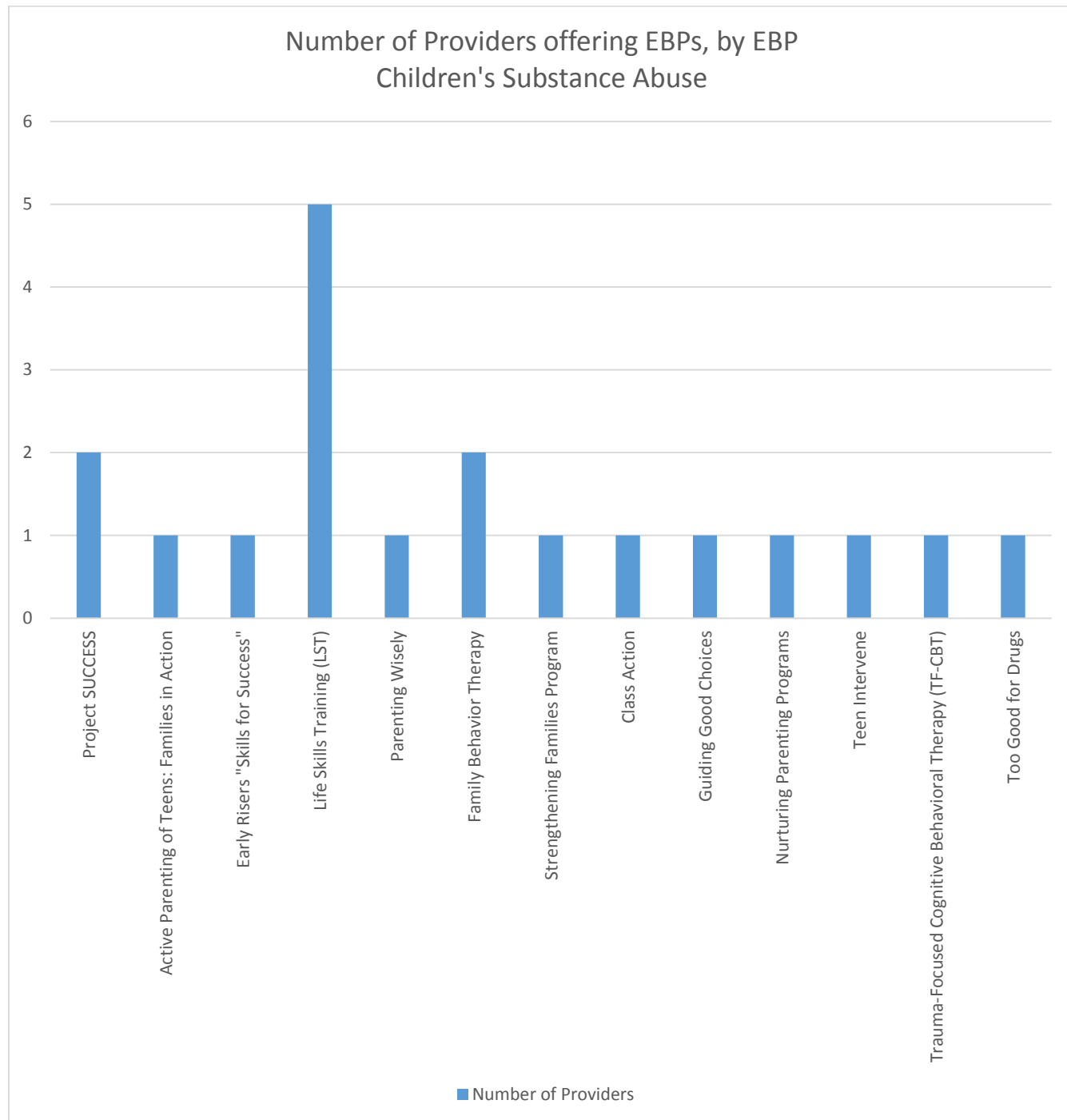


Figure 62: Types of Children's Substance Abuse EBP's offered – Northwest Region



In the Northwest Region, none of the EBP's for children's substance abuse are offered across all Circuits.

In Circuit 1, seven (7) EBPs are offered for children seeking substance abuse treatment out of the total EBPs offered in the Northwest Region of thirteen (13), representing 53.8% of the children's substance abuse EBPs offered in the Northwest Region being available in Circuit 1.

In Circuit 2/Madison and Taylor, six (6) of the EBPs are offered for children seeking substance abuse treatment out of the total EBPs offered in the Northwest Region of thirteen (13), representing 53.8% of the children's substance abuse EBPs offered in the Northwest Region being available in Circuit 2/Madison and Taylor.

In Circuit 14, three (3) of the EBPs are offered for children seeking substance abuse treatment out of the total EBPs offered in the Northwest Region of seven (7), representing 42.9% of the children's substance abuse EBPs offered in the Northwest Region being available in Circuit 14.

Program	Circuit 1	Circuit 2/Madison & Taylor	Circuit 14
Active Parenting of Teens: Families in Action	X		
Class Action		X	
Early Risers "Skills for Success"	X		
Family Behavior Therapy	X	X	
Guiding Good Choices		X	
Life Skills Training (LST)	X		X
Nurturing Parenting Programs		X	
Parenting Wisely	X		
Project SUCCESS	X	X	
Strengthening Families Program	X		
Teen Intervene		X	
Too Good for Drugs			X
Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)			X



Evidence-based Practices – Children’s Substance Abuse, Providers, by Circuit

The eight (8) providers who deliver direct client specific services for children’ in need of substance abuse treatment in the Big Bend Community Based Care Managing Entity SAMH network, along with the Evidence-based Programs or Practices they deliver include:

Circuit 1

In Circuit 1, four (4) providers offer services funded by children’s substance abuse dollars. Four (4) of the four (4) providers offer EBPs for consumers enrolled in treatment with their agency. In Circuit 1, therefore, 100.0% of all providers offer an Evidence-based Practice; with 100.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Bridgeway

Project SUCCESS

Community Drug and Alcohol Council (CDAC)

Active Parenting of Teens: Families in Action, Early Risers “Skills for Success”, Life Skills Training (LST) and Parenting Wisely.

(Additionally this provider reports providing the following to the Children’s Substance Abuse population: Incredible Years, Trauma Informed Care, Strengths-Based Practices and Family Centered Practice.)

COPE Center

Life Skills Training (LST)

Lakeview

Family Behavior Therapy, Life Skills Training and Strengthening Families Program.

(Additionally this provider reports providing the following to the Children’s Substance Abuse population: Cognitive Behavioral Therapy, Pet Therapy and Art Therapy.)

Circuit 2 (inclusive of Madison and Taylor Counties)

In Circuit 2, two (2) providers offer services funded by children’s substance abuse dollars. Two (2) of the two (2) providers offer EBPs for consumers enrolled in treatment with their agency. In Circuit 2, therefore, 100.0% of all providers offer an Evidence-based Practice; with 100.0% of



providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

DISC Village

Class Action, Guiding Good Choices, Nurturing Parenting Programs and Teen Intervene.

Turn About

Family Behavior Therapy and Project SUCCESS.

Circuit 14

In Circuit 14, two (2) providers offer services funded by children's substance abuse dollars. Two (2) of the two (2) providers offer EBPs for consumers enrolled in treatment with their agency. In Circuit 14, therefore, 100.0% of all providers offer an Evidence-based Practice; with 100.0% of providers offering a direct and client specific service providing an Evidence-based Practice, as follows:

Bay Area Schools

Life Skills Training (LST)

Chemical Addictions Recovery Effort (CARE)

Life Skills Training (LST), Trauma-Focused Cognitive Behavioral Therapy (TF-CBT) and Too Good for Drugs.

(Additionally this provider reports providing the following to the Children's Substance Abuse population: Cognitive Behavioral Therapy, Motivational Interviewing and Rational Emotive Therapy.)



Big Bend Community Based Care Utilization Data

Big Bend Community Based Care, Inc. contracts with PsychCare for collection and management of the utilization data for the Managing Entity. PsychCare collects data directly from the providers in the Northwest Region and submits this data to the Department of Children and Families. Data is collected and reported by providers on a monthly basis (at a minimum). The information contained in this section, represents data collected by PsychCare for services delivered in the Big Bend Community Based Care Substance Abuse and Mental Health Network between July 1st, 2013 and June 30th, 2014 (fiscal year 2013-2014).

Numbers Served

Demographic Records are intended to be completed for all consumers receiving treatment in the Big Bend Community Based Care Network, when that client receives individualized treatment services (client-specific). The unduplicated client count based on the submission of Demographic records, for all payor sources, for fiscal year 2013-2014 was 64,726.

Race and Ethnicity

In the Northwest Region, 72.5% of the individuals served are white alone, 22.5% are black/African American alone, 0.5% are American Indian or Alaskan Native alone, 0.5% are Asian alone, 0.2% are Native Hawaiian or Other Pacific Islander alone and 3.8% are multi-racial.

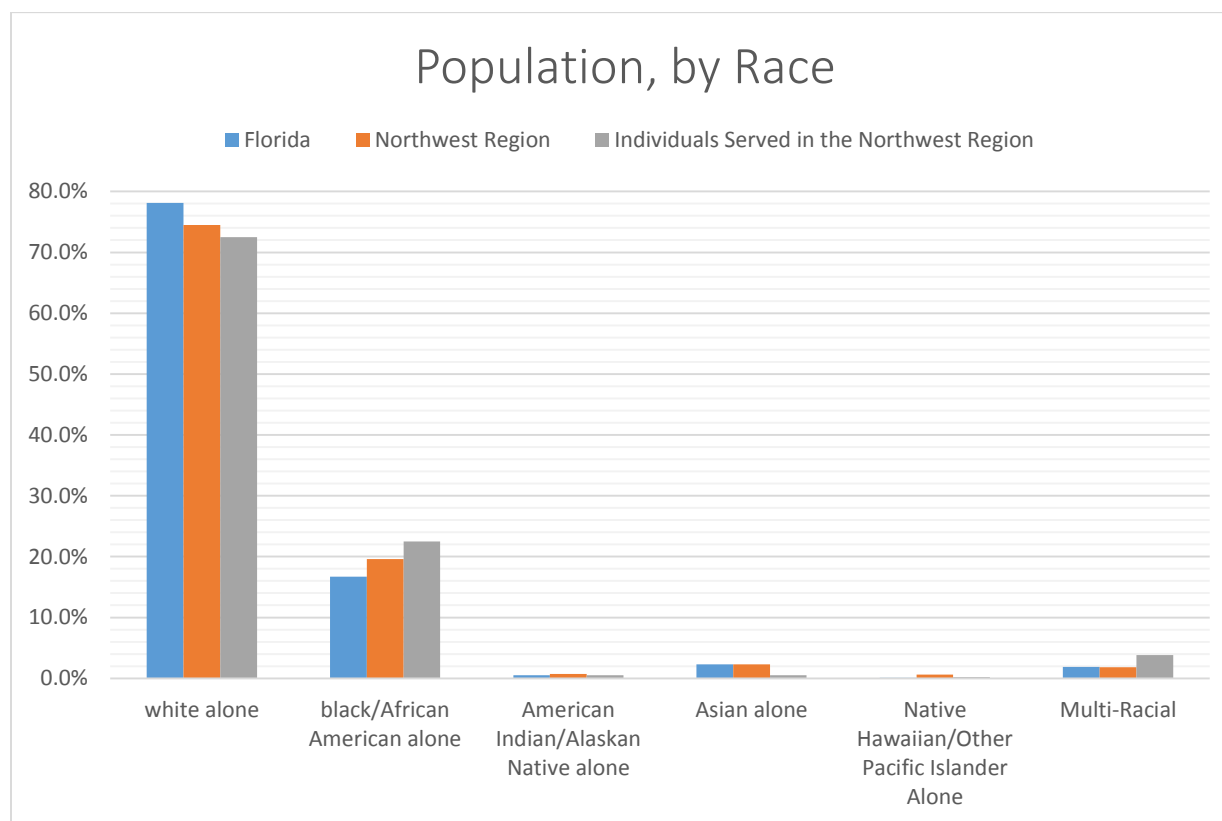


Figure 63: Race & Ethnicity, 2013 population, Florida, Northwest Region, and Individuals Served



Among individuals served in the Northwest Region, 2.4% are Hispanic. This is lower than the average rate of Hispanics in the Northwest Region, which averages 5.8% of the 2013 population.

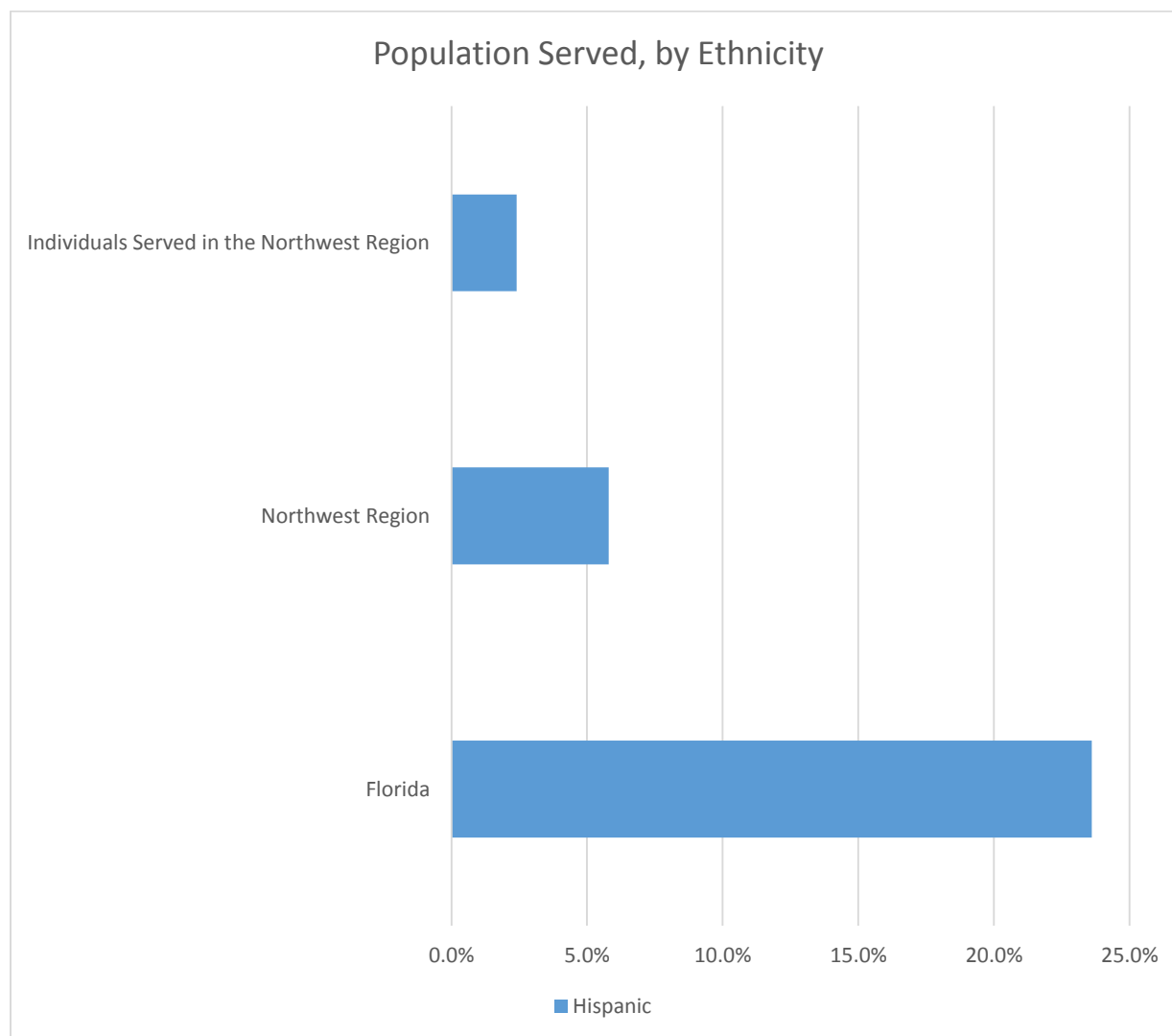


Figure 64: 2013 Population by Ethnicity, Florida, Northwest Region and Individuals Served



Gender

In the Northwest Region, 48.9% of the individuals served are male, while 51.1% of the individuals served are female. This is identical to the gender make-up in the State of Florida but varies slightly from the population make-up of the Northwest Region, which is 49.5% female and 50.5% male.

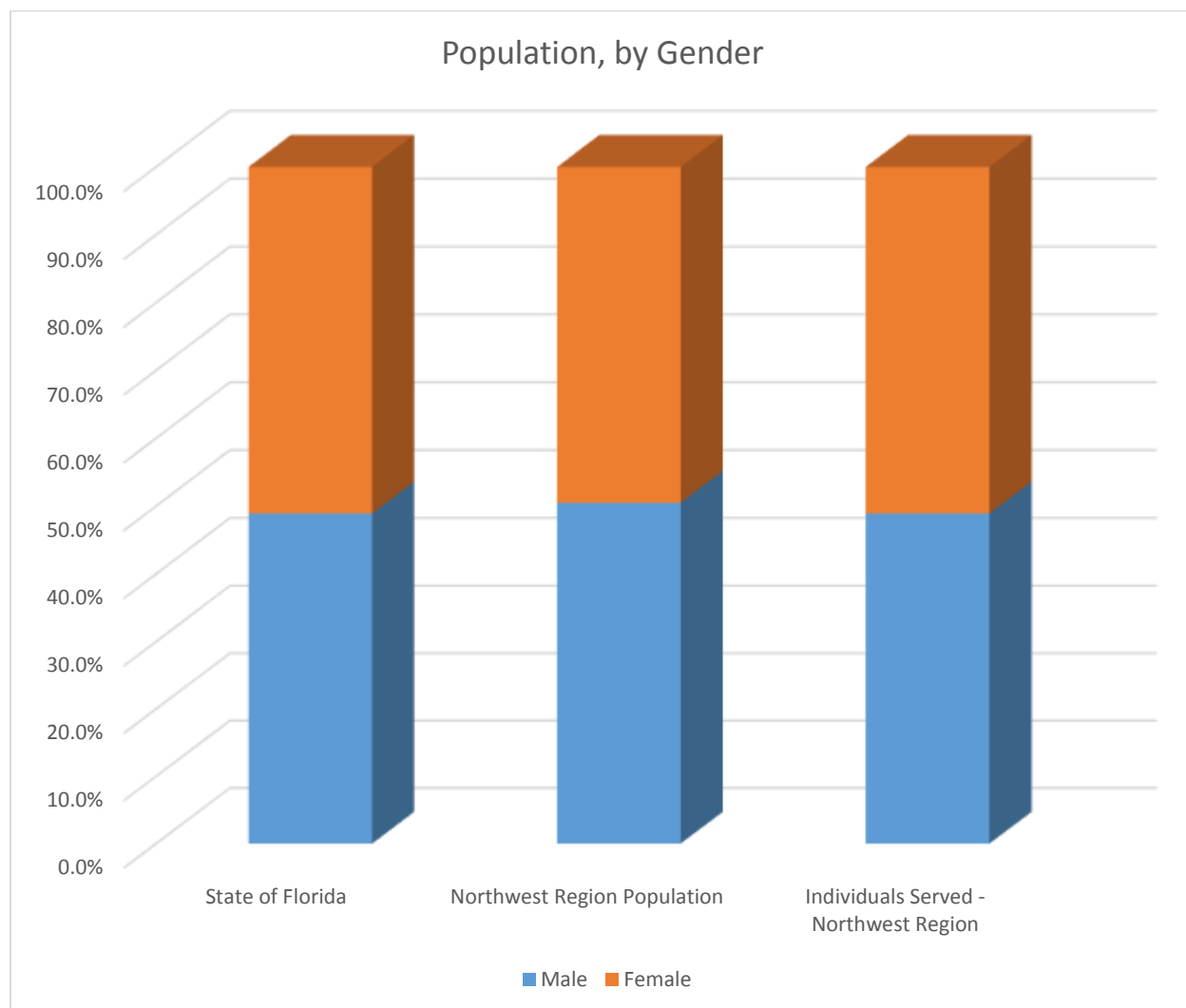


Figure 65: 2013 Population, by Gender, State of Florida, Northwest Region and Individuals Served

Age

Individuals in the Northwest Region, receiving services are 1.1% 0-5 years of age, 8.5% 5-13 years of age, 13.7% 10 to 18 years of age, 14.0% 18 to 25 years of age, 59.0% 26 to 65 years of age and 3.7% 65 years of age and older. In the Northwest Region, 5.5% of the total population is under 5 years old, which is a slight deviation from the numbers served. However, the number of individuals served under the age of eighteen (18) is 23.3%, which is slightly higher than the Northwest Region population average for this age group of 20.6%. In the individuals served, at



an age of sixty-five (65) and over, there is a significant difference in the overall population average of 14.7%, while individuals served at this age range is only 3.7%.

Providers

There were thirteen (13) providers with client specific data entered into the data system for fiscal year 2013-2014: Children's Home Society, Lakeview Center, Apalachee Center, Bridgeway, Life Management Center, CDAC, COPE, DISC Village, Turn About, CARE, DOH/Leon County CMS, Escambia County Board of County Commissioners and Okaloosa County Board of County Commissioners. All providers, who currently deliver client specific services do have submitted to Big Bend Community Based Care, with the exception of Ft. Walton Beach Medical Center.

The demographic data provided for fiscal year 2013-2014 shows that Life Management Center served the largest number of unduplicated clients, regardless of payor source, with 29.6% of individuals for whom a demographic record was submitted receiving treatment at this facility, followed by Lakeview Center (25.88%) and CDAC (12.76%). In Circuit 1, all clients seen in this area represent 50.19% of individuals treated, in Circuit 2, this total is 15.76% and in Circuit 14 this total is 34.06%. This is relatively representative of the 2013 population ratio in Circuit 1, with 49.6% of the total population in the Northwest Region residing in this geographic area, but it is not representative of Circuit 2 (inclusive of Madison and Taylor) which accounts for 29.9% of the total population and Circuit 14, which represents 20.5% of the population. This unduplicated client count is taken from the Substance Abuse and Mental Health Demographics Record and does vary from the client specific information regarding clients served (which is discussed in a later section).

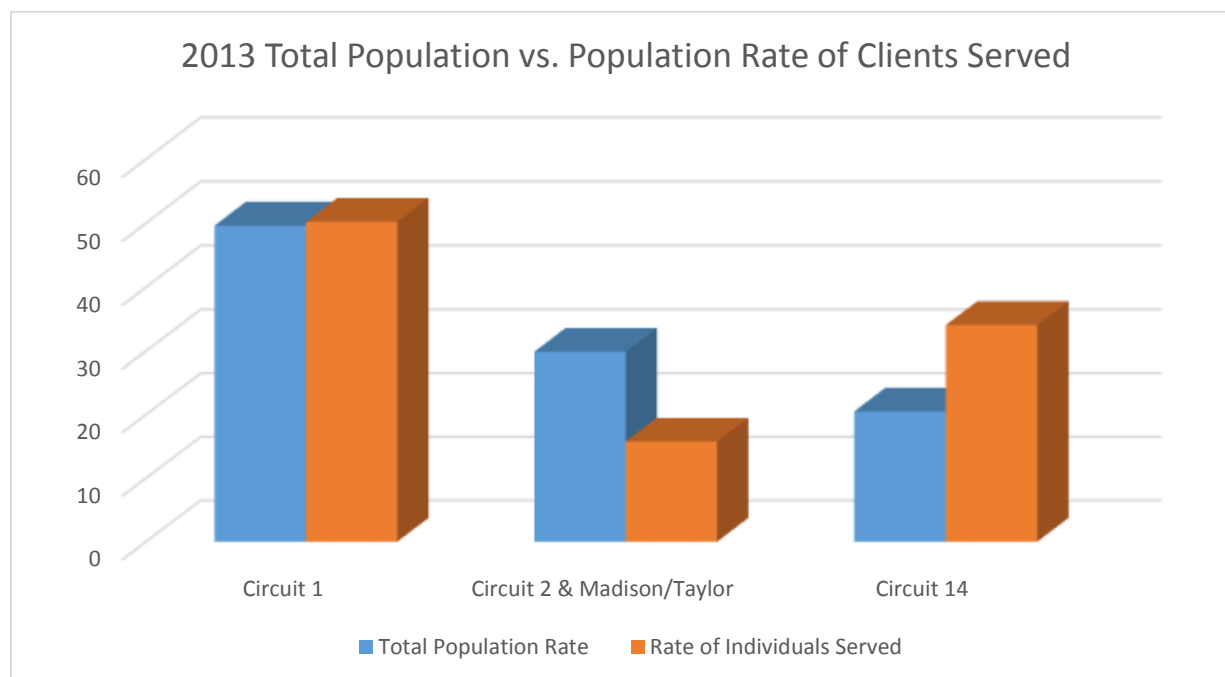


Figure 66: 2013 Population compared to the Individuals Served, by Circuit



Event Records – Non-Client Specific Services

In the data submission, providers who deliver non-client specific services are required to report on the services delivered through a “Non-Client Specific Service Event Form”. In this data set, providers indicate the type of service, age group being served, service location, primary service delivered, and the total number of clients participating but they do not report any individualized information about the participants themselves.

In fiscal year 2013-2014, 26,842 individuals received services through this service type. Due to the absence of client specific information, we cannot determine if any of these individuals are or are not individuals also receiving client-specific services, nor can we determine if any individual is counted more than once. Mental Health focused services were delivered to 309 of these individuals and Substance Abuse services reached 26,533 individuals. The large majority of participants were over the age of twenty-two (22).

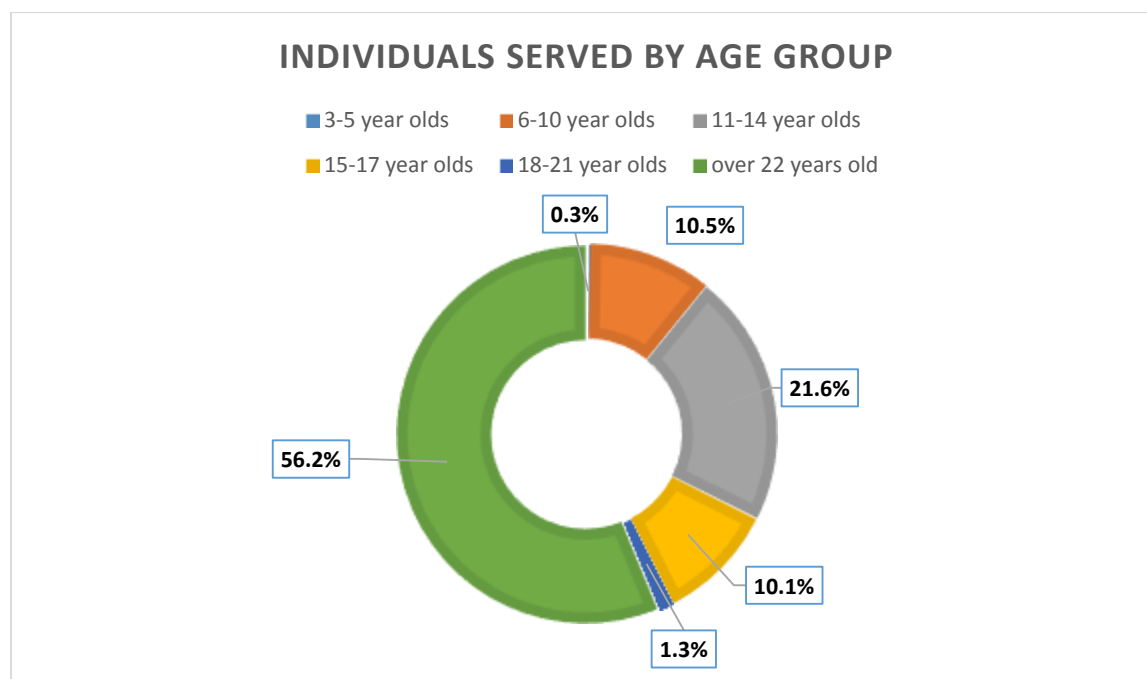


Figure 67: Individuals Served, by Age Group

The most commonly delivered service in this non-client specific category, delivered in the Northwest Region, is Outreach, Outreach accounts for 64.2% of the services delivered as non-client specific, followed by Prevention at 34.7% and Crisis Support/Emergency Services at 1.1%. These are the only three (3) types of non-client specific service events entered into the data system for fiscal year 2013-2014.



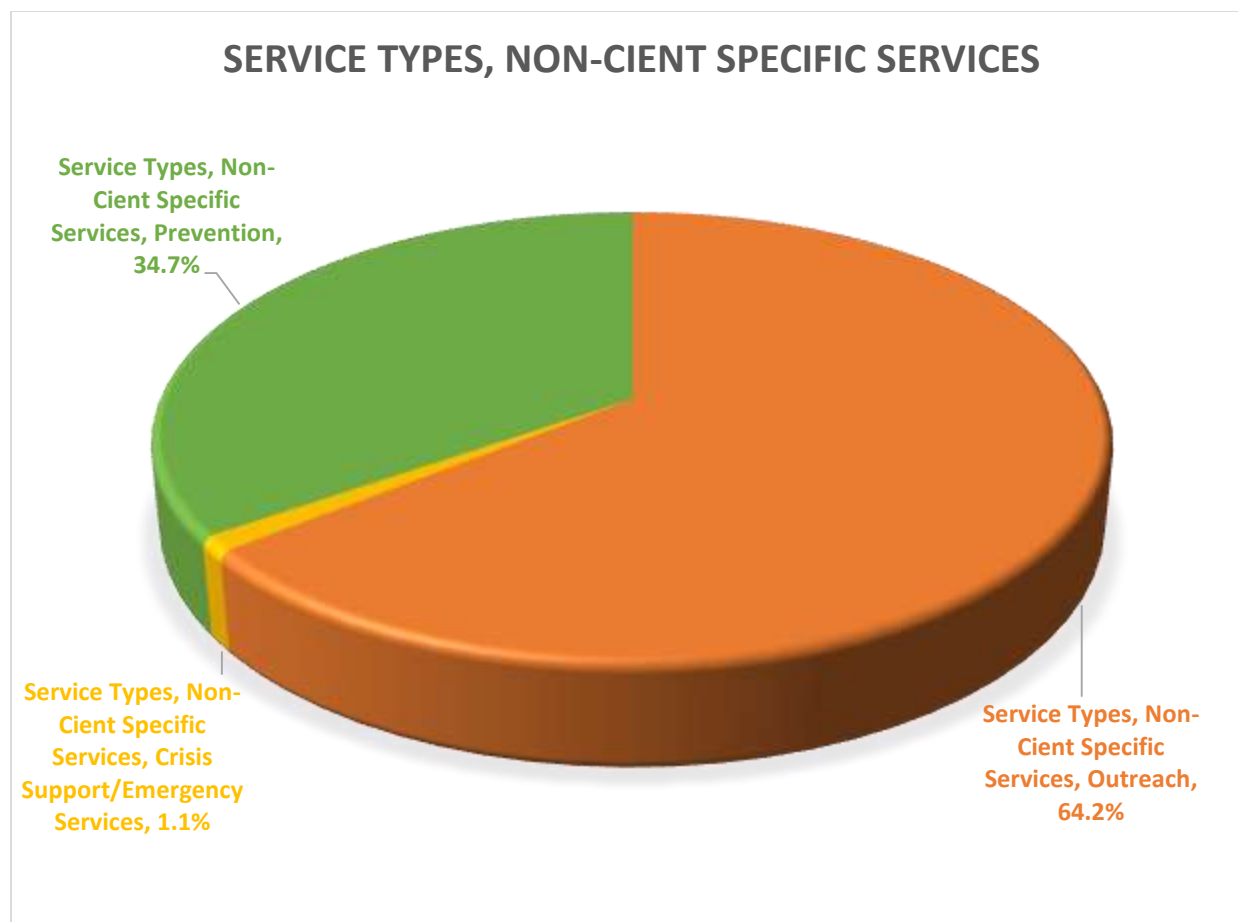


Figure 68: Non-client specific service provided, fiscal year 2013-2014

Non-client specific event data is entered with an indication of the county where the service is being provided. In the Northwest Region, EVNT records for these non-client specific services were entered in nine (9) of the eighteen (18) counties: Bay, Calhoun, Escambia, Gulf, Holmes, Leon, Wakulla, Walton and Washington. Over half of the individuals served through non-client specific services received Outreach services in Bay County (59.85%), followed by Prevention services in Escambia County (33.69%).

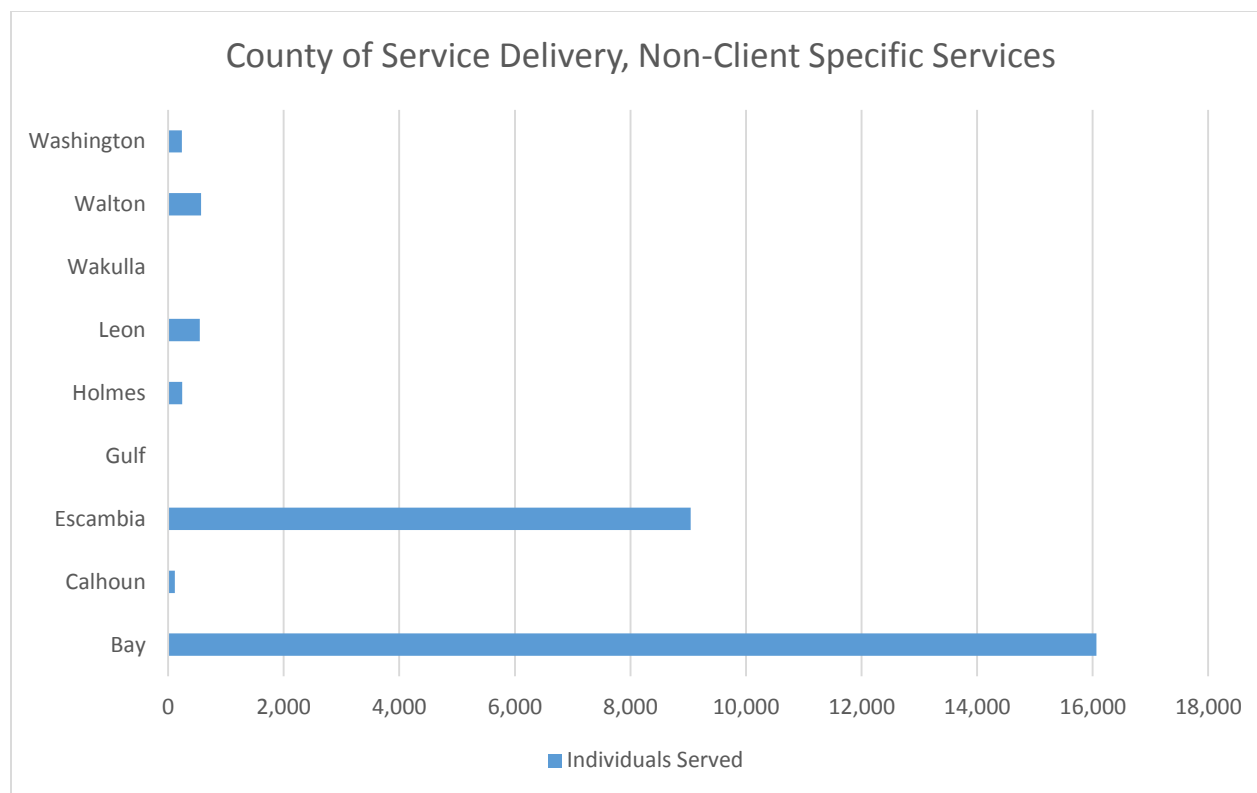


Figure 69: County of Service Delivery, non-client specific services, fiscal year 2013-2014

Prevention Services funded in the Northwest Region total \$1,769,776 for fiscal year 2014-2015. These funds are split between children's substance abuse prevention at \$505,581 and adult substance abuse prevention at \$1,264,195. Data, entered into the Prevention Data System (KITS), indicates that prevention services are provided in all eighteen (18) of the counties in the Northwest Region. It is estimated that these prevention funds will reach over 25,000 individuals in the Northwest Region.

Service Records – Client Specific Services

Providers are required to complete "Client Specific Service Event Forms" (frequently referred to as SERV records) on all client specific services delivered. This form provides individualized information about the client receiving treatment services, including: social security number, service date, cost center (type of service), service setting, service location, county of service delivery and other information about the provider.

In the Northwest Region, in fiscal year 2013-2014, 44,479 individuals received treatment, 69.7% of them for Mental Health and 30.3% of them for Substance Abuse. Twelve (12) of the eighteen (18) providers in the Northwest Region have submitted client specific data: Children's Home Society, Lakeview Center, Apalachee Center, Bridgeway Center, Life Management Center, CDAC, COPE, DISC Village, Turn About, CARE, Escambia County Board of County Commissioners and Okaloosa County Board of County Commissioners.



In Circuit 1, providers delivered services to 57.61% of the individuals served through a client specific service. In Circuit 2 (including Madison and Taylor counties), providers served 19.90% of the individuals treated with a client specific service. In Circuit 14, providers served 22.49% of the individuals who received a client specific service in the Northwest Region. In the Big Bend Community Based Care catchment area, Lakeview Center served the highest percentage of individuals receiving client-specific services at 39.55%, followed by Life Management Center at 16.11% and Apalachee Center at 12.76%. The data also reveals that a small number of individuals (9) received treatment in the Northwest Region, but resided elsewhere in the state of Florida, including: Duval County (2 individuals), Flagler County (1 individual), Lee County (2 individuals), Manatee County (1 individual), Palm Beach County (1 individual), Pinellas County (1 individual) and St. John's County (1 individual). These individuals, from outside of the Northwest Region received a mix of services, including: Assessment, Individual Intervention, Outpatient Group, Outpatient Individual and Incidental Expense.

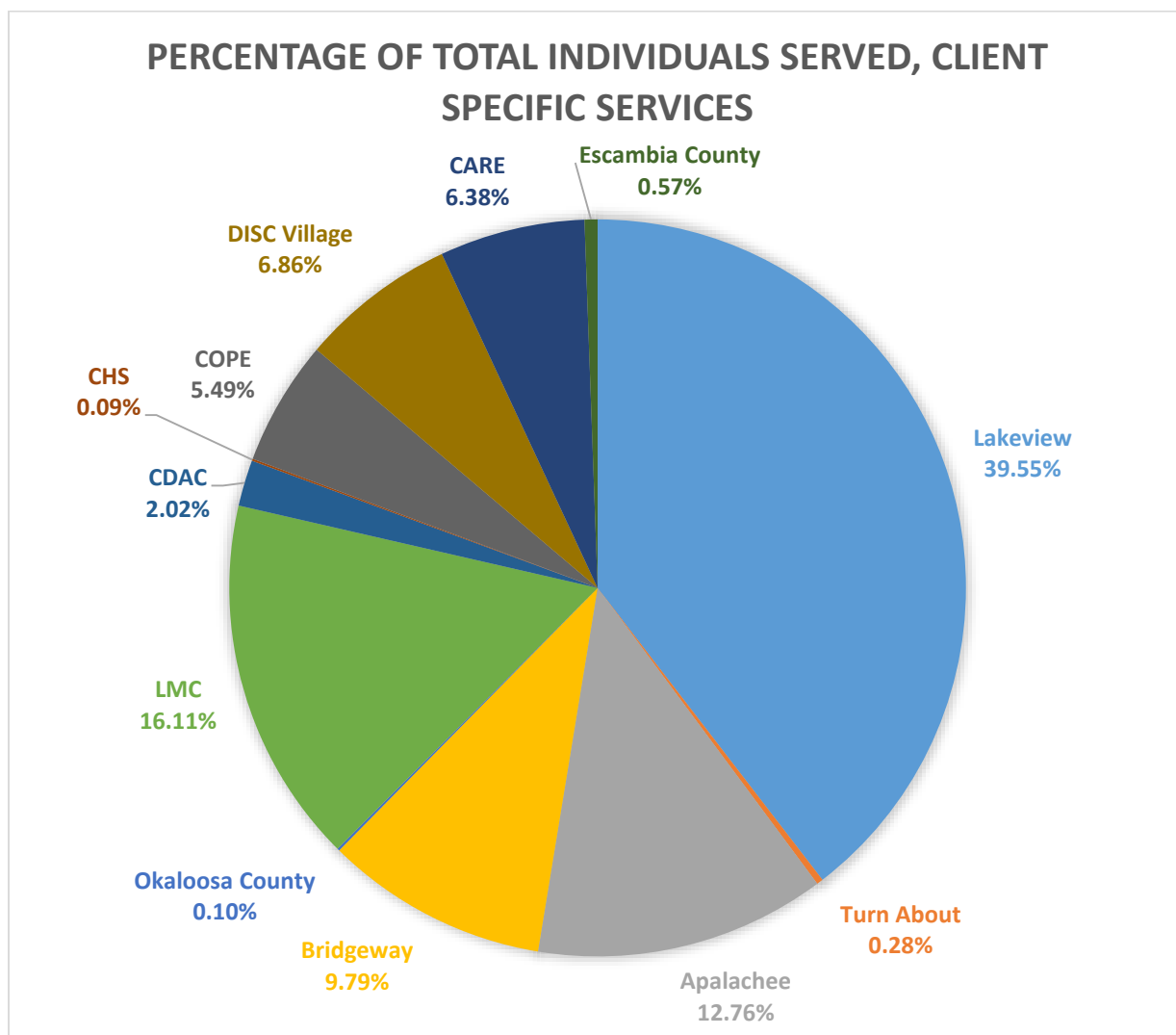


Figure 70: Individuals Served in fiscal year 2013-2014, by provider



Services Provided

A wide range of services are provided throughout the Northwest Region. In the data system, the type of service delivered is indicated by the “cost center” reported. In the Northwest Region, thirty-three (33) different cost centers have been entered into the data system for fiscal year 2013-2014. In an analysis of unduplicated client count, by cost center, the highest number of individuals are served in Medical Services (Medication Management), followed by Outpatient Individual and Case Management. In recent years, there has been a concern over the number of individuals served in higher levels of care, such as Crisis Stabilization, Substance Abuse Detoxification and/or Residential Care. A review of the data for fiscal year 2013-2014 indicates that 6.04% of the individuals served received treatment in a Crisis Stabilization Unit and 3.94% of individuals served received treatment in Substance Abuse Detoxification. The Residential Care service array, comprised of Residential Level 1, Residential Level 2, Residential Level 3, Residential Level 4, Room & Board Level 1, Room & Board Level 2, Room & Board Level 3 and Short Term Residential accounted for less than 2% of the individuals served for each cost center.



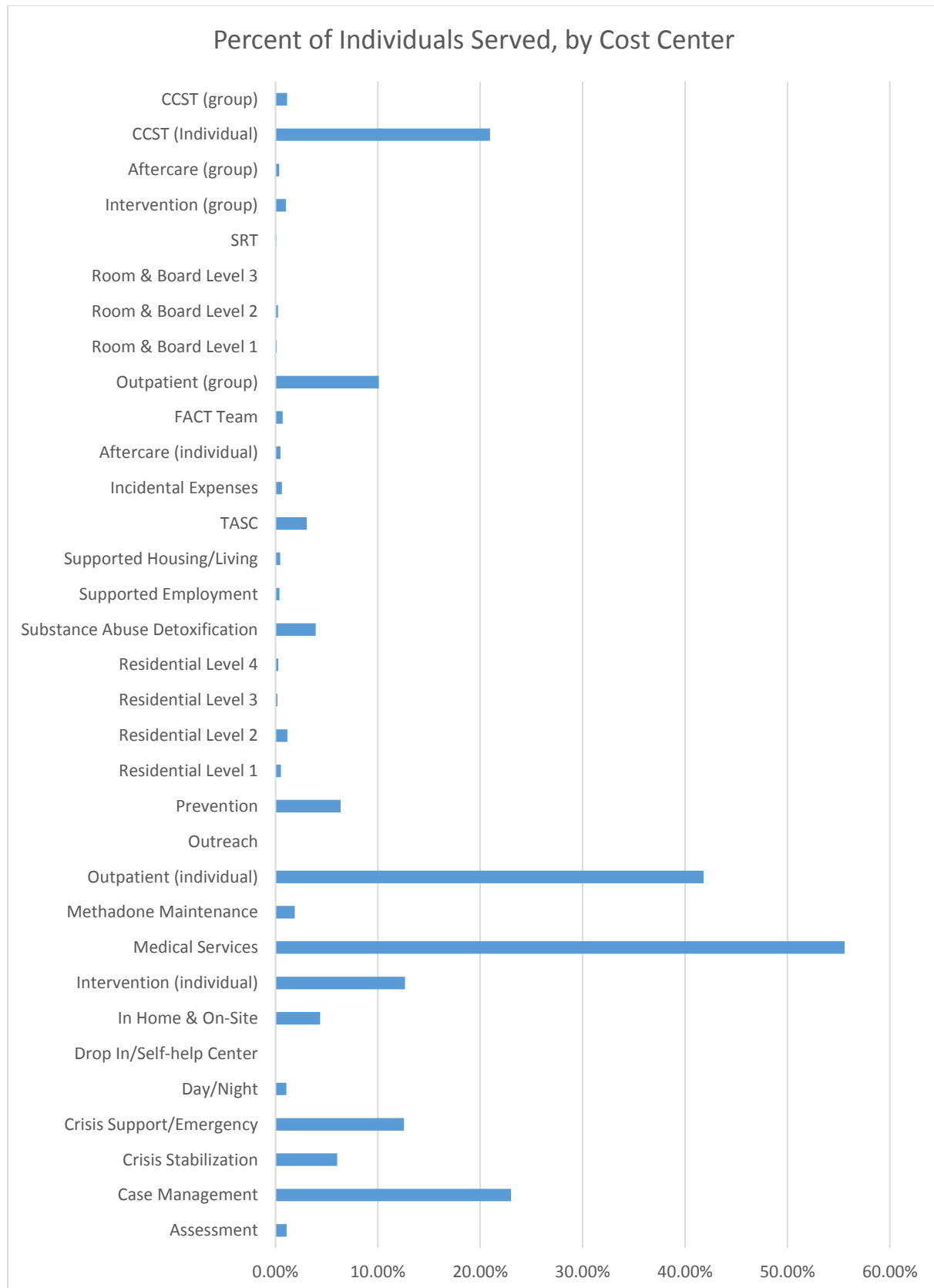


Figure 71: Type of Service provided, fiscal year 2013-2014



The service array in each county or Circuit is slightly different. The number of cost centers billed for in each county ranges from a minimum of six (6) cost centers delivered in Jefferson County to twenty-three (23) cost centers delivered in Leon County. The average number of cost centers delivered across the eighteen (18) county region is 12.33 cost centers per county.

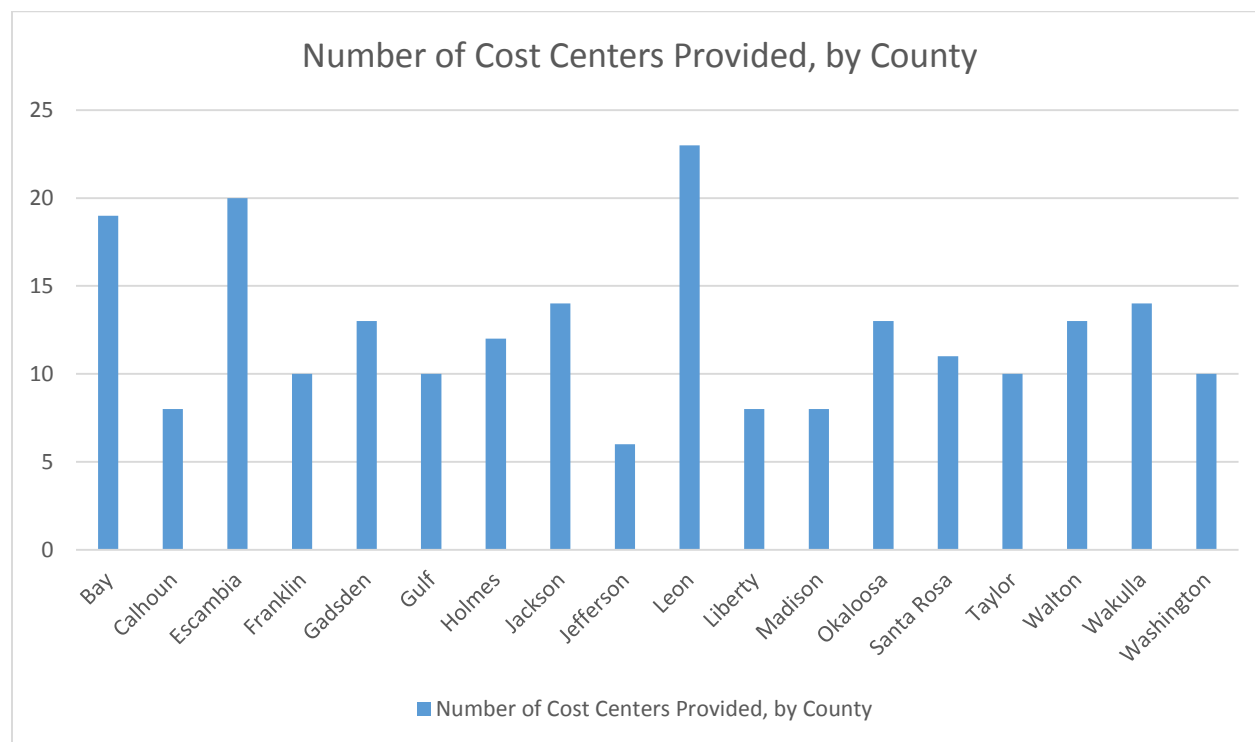


Figure 72: Type of service provided, by County, fiscal year 2013-2014

The types of service also vary by provider. The number of cost centers provided, by provider, varies from one (1) cost center, offered by both Okaloosa County and Escambia County to twenty (20) cost centers provided by Lakeview Center. In examining the Substance Abuse and Mental Health System of Care, by Circuit, it is important to note the following:

- Circuit 1 does not have providers offering the following: Aftercare (group), CCST (individual), CCST (group), Outreach, Room & Board Level 1, Room and Board Level 3 and Short-Term Residential (SRT). CCST (individual) and CCST (group) are bundled billing codes for the delivery of an outpatient services array. Circuit 1 providers opt not to utilize this bundled service code, but do provide the outpatient services array individually. Also, Outreach is typically a client non-specific service and providers in Circuit 1 have entered this service type as a provided service under the Client Non-Specific Event data set.



- Circuit 2 does not have providers offering: Day/Night, Drop-In/Self Help, Methadone Maintenance, Outreach, Room & Board Level 3, Residential Level 1, Residential Level 3, Supported Housing/Living or TASC. Outreach is typically a client non-specific service and providers in Circuit 2 have entered this service type as a provided service under the Client Non-Specific Event data set. Also, TASC is a specialized service. Providers in Circuit 2, do provide the outpatient array of services to the priority population of juvenile offenders that TASC seeks to treat, however they opt not to utilize this billing code for delivery of those services.
- Circuit 14 does not have providers offering: Day/Night, Drop-In/Self-help, Intervention (group), Methadone Maintenance, Prevention, Room and Board Level 1, Residential Level 1, Short Term Residential (SRT), Supported Housing/Living or TASC. Prevention is often a client non-specific service. Providers in Circuit 14, have entered data regarding prevention under non-client specific service delivery. Also, TASC is a specialized service. Providers in Circuit 2, do provide the outpatient array of services to the priority population of juvenile offenders that TASC seeks to treat, however they opt not to utilize this billing code for delivery of those services.



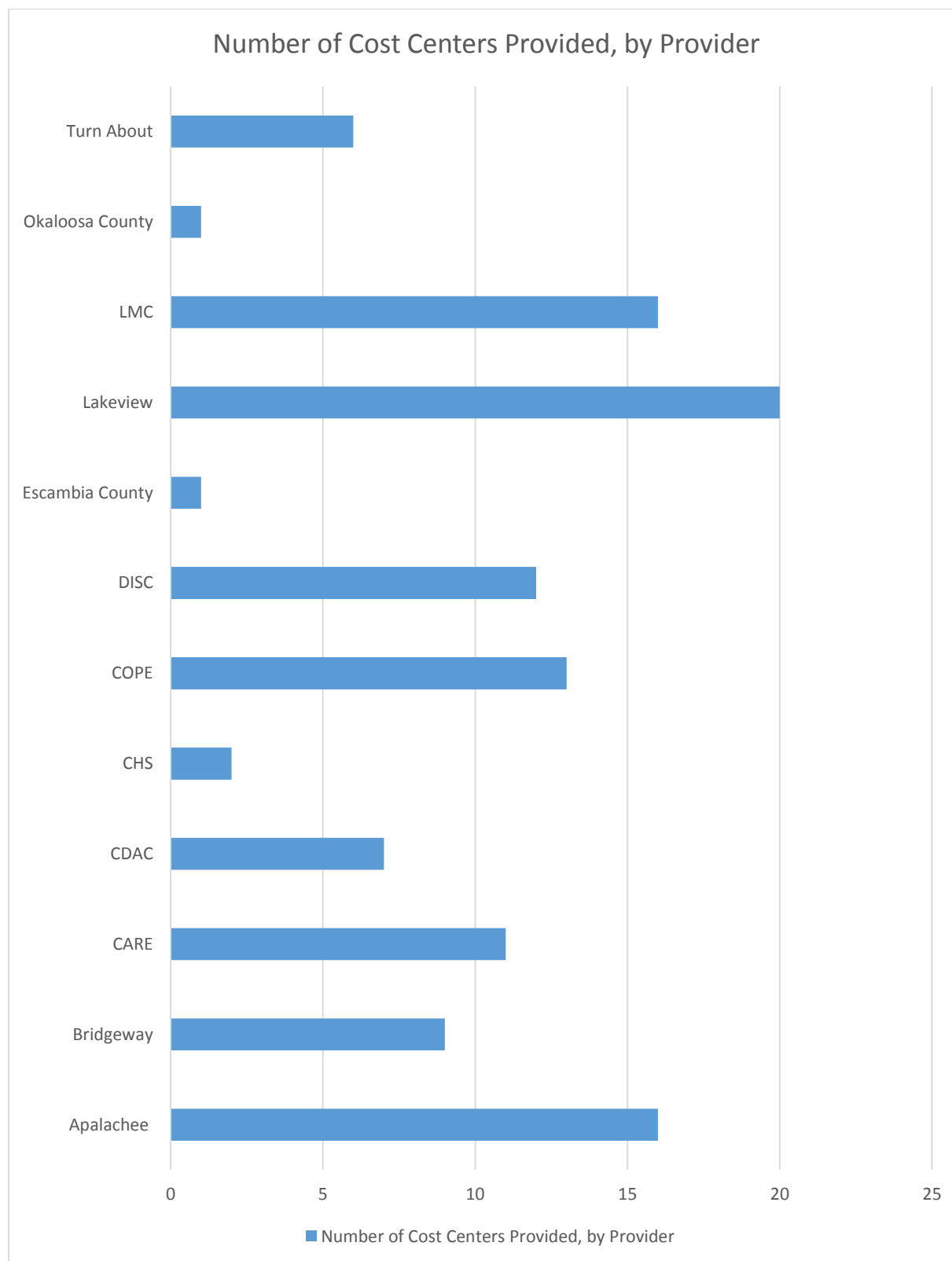


Figure 73: Type of Service Provided by Provider



	Apalachee	Bridgeway	CARE	CDAC	CHS	COPE	DISC	Escambia County	Lakeview	LMC	Okaloosa County	Turn About
Aftercare (group)			X				X					
Aftercare (individual)			X			X	X					X
Assessment					X			X		X		X
Case Management	X	X	X	X		X			X	X	X	X
CCST (group)	X									X		
CCST (individual)	X									X		
Crisis Support/Emergency	X	X				X			X	X		
Crisis Stabilization	X								X	X		
Day/Night				X					X			
Detoxification	X		X						X			
Drop-In/Self-help		X										
FACT Team	X								X	X		
Incidental Expenses			X	X			X					
In-Home & On-Site	X			X		X	X		X	X		
Intervention (group)						X	X					
Intervention (individual)		X	X			X	X		X			X
Medical Services	X	X				X			X	X		
Methadone Maintenance									X			
Outpatient (group)	X	X	X	X		X	X		X	X		X
Outpatient (individual)	X	X	X	X	X	X	X		X	X		X
Outreach										X		
Prevention							X		X			
Room & Board Level 1	X											
Room & Board Level 2	X		X			X	X			X		
Room & Board Level 3										X		
Residential Level 1				X					X			
Residential Level 2			X			X	X		X			
Residential Level 3						X			X	X		
Residential Level 4	X		X				X		X			
SRT	X											
Supported Employment	X								X	X		
Supported Housing/Living		X							X			
TASC		X				X			X			

Figure 74: Type of Service provided, by Provider for fiscal year 2013-2014



	Circuit 1	Circuit 2 (including Madison & Taylor)	Circuit 14
Aftercare (group)	0	1	1
Aftercare (individual)	1	2	1
Assessment	2	1	1
Case Management	5	2	2
CCST (group)	0	1	1
CCST (individual)	0	1	1
Crisis Support/Emergency	3	1	1
Crisis Stabilization	1	1	1
Day/Night	2	0	0
Detoxification	1	1	1
Drop-In/Self-help	1	0	0
FACT Team	1	1	1
Incidental Expenses	1	1	1
In-Home & On-Site	3	2	1
Intervention (group)	1	1	0
Intervention (individual)	3	2	1
Medical Services	3	1	1
Methadone Maintenance	1	0	0
Outpatient (group)	4	3	2
Outpatient (individual)	5	3	2
Outreach	0	0	1
Prevention	1	1	0
Room & Board Level 1	0	1	0
Room & Board Level 2	1	2	2
Room & Board Level 3	0	0	1
Residential Level 1	2	0	0
Residential Level 2	2	1	1
Residential Level 3	2	0	1
Residential Level 4	1	2	1
SRT	0	1	0
Supported Employment	1	1	1
Supported Housing/Living	2	0	0
TASC	3	0	0

Figure 75: Type of Service, by Circuit, Number of Providers Delivering in fiscal year 2013-2014



Mental Health Services

Clients receiving individualized, client specific services for mental health care have unique data which is required for submission regarding their care. Providers delivering these client specific mental health care services must complete and submit data specified on the Mental Health Outcome (PERF) form. In the Northwest Region, the unduplicated of consumers for which this data was completed in fiscal year 2013-2014 was 22,191. This Mental Health Outcome (PERF) form is filled out on multiple occasions throughout treatment, including at admission, during treatment for re-evaluation and at discharge. The unduplicated count of individuals with a Mental Health Outcome (PERF) data set equals 16,216, which is not that same unduplicated count for total individuals for which a Mental Health Outcome (PERF) form was completed. Providers in the Northwest Region completed 314 Mental Health Outcome (PERF) records for individuals with an unknown county of residence, 299 for individuals with an out-of state address and 24 for individuals residing in Florida but outside of the eighteen (18) county area in Northwest Florida, which all account for 2.82% of all Mental Health Outcome (PERF) records completed during fiscal year 2013-2014. Within the Northwest Region, 32.80% of the Mental Health Outcome (PERF) records submitted were for clients in Escambia County, followed by Okaloosa County at 15.41%. The smallest number of client Mental Health Outcome (PERF) records were entered in Franklin County at only 0.41% of all client records submitted.



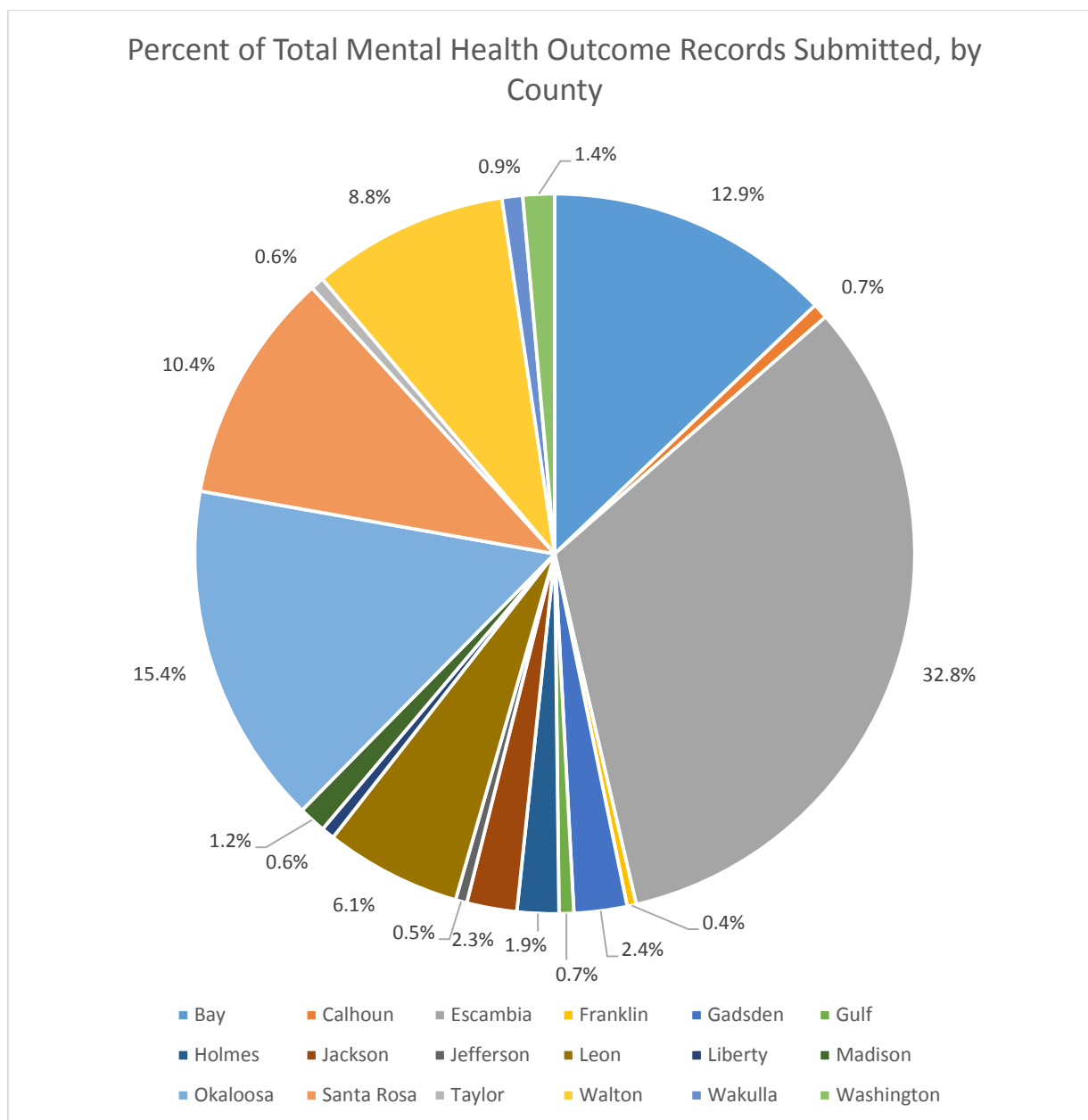


Figure 76: Total MH Outcome Records Submitted, by County for fiscal year 2013-2014

There were 22,230 Mental Health Outcome (PERF) records submitted where an indication was provided of whether or not the client was under an involuntary Baker Act order at the time of evaluation or not. In the Northwest Region, 27.55% of the Mental Health Outcome (PERF) forms were submitted for individuals under an existing Baker Act order for involuntary treatment.

The three (3) most common individual diagnoses for clients receiving treatment are Attention Deficient Hyperactivity Disorder, Unknown Causes and Affective Psychosis. In considering the diagnostic data among disorder types, without diagnostic specification, the most common types



of diagnoses include: Attention Deficient Hyperactivity Disorder, Depression, Schizophrenia and Bi-polar Disorder.

Substance Abuse Services

The unique data submissions required for clients receiving substance abuse treatment include the Substance Abuse Admission Form and the American Society of Addiction Medicine (ASAM) Form. In the Northwest Region, in fiscal year 2013-2014, 9,609 unduplicated client records were entered as Substance Abuse Admission Forms. The largest portion of these individuals received their treatment at DISC Village, followed by Lakeview Center and CARE.

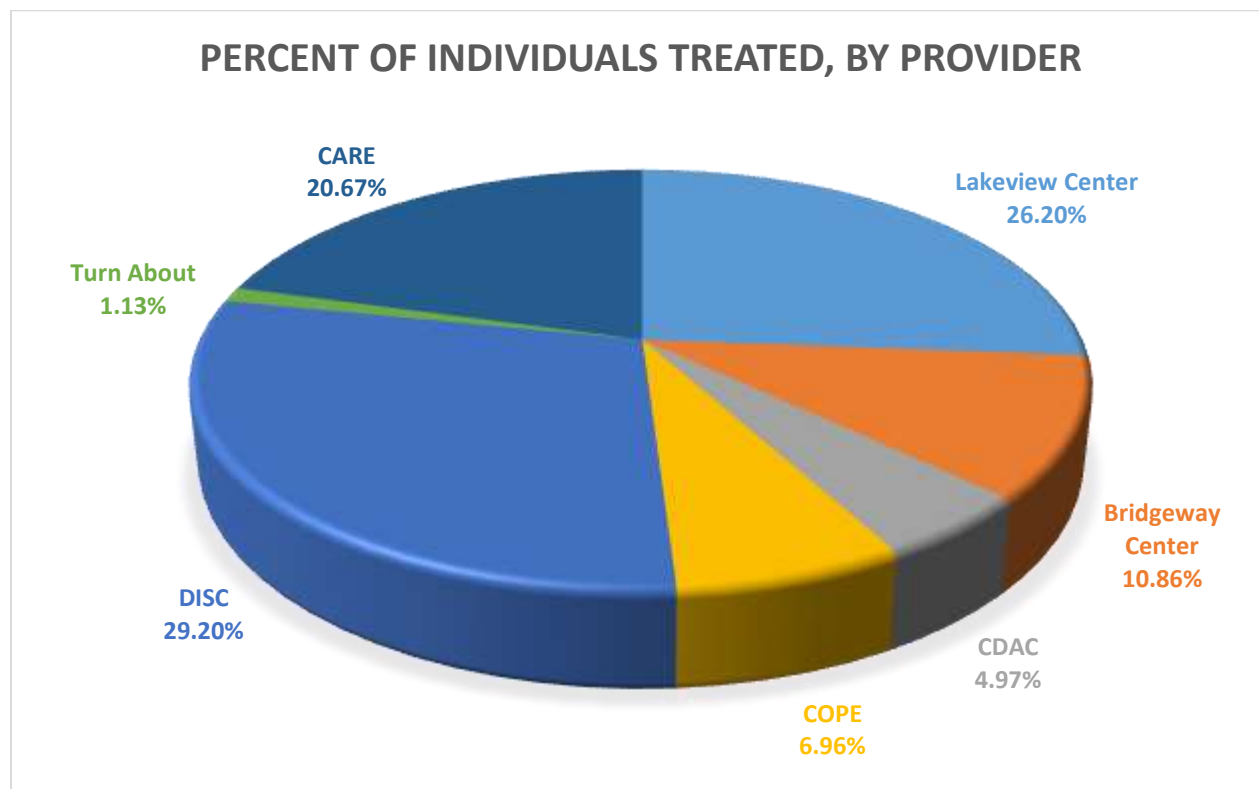


Figure 77: Percent of Individuals Treated, by Provider in fiscal year 2013-2014



The vast majority of individuals served in substance abuse, client specific services, are from the Northwest Region. However, 1.26% of the clients treated were from outside of this geographic Region or from out of the State of Florida. The largest number of clients served in substance abuse treatment are from Leon County, followed by Escambia and Okaloosa Counties.

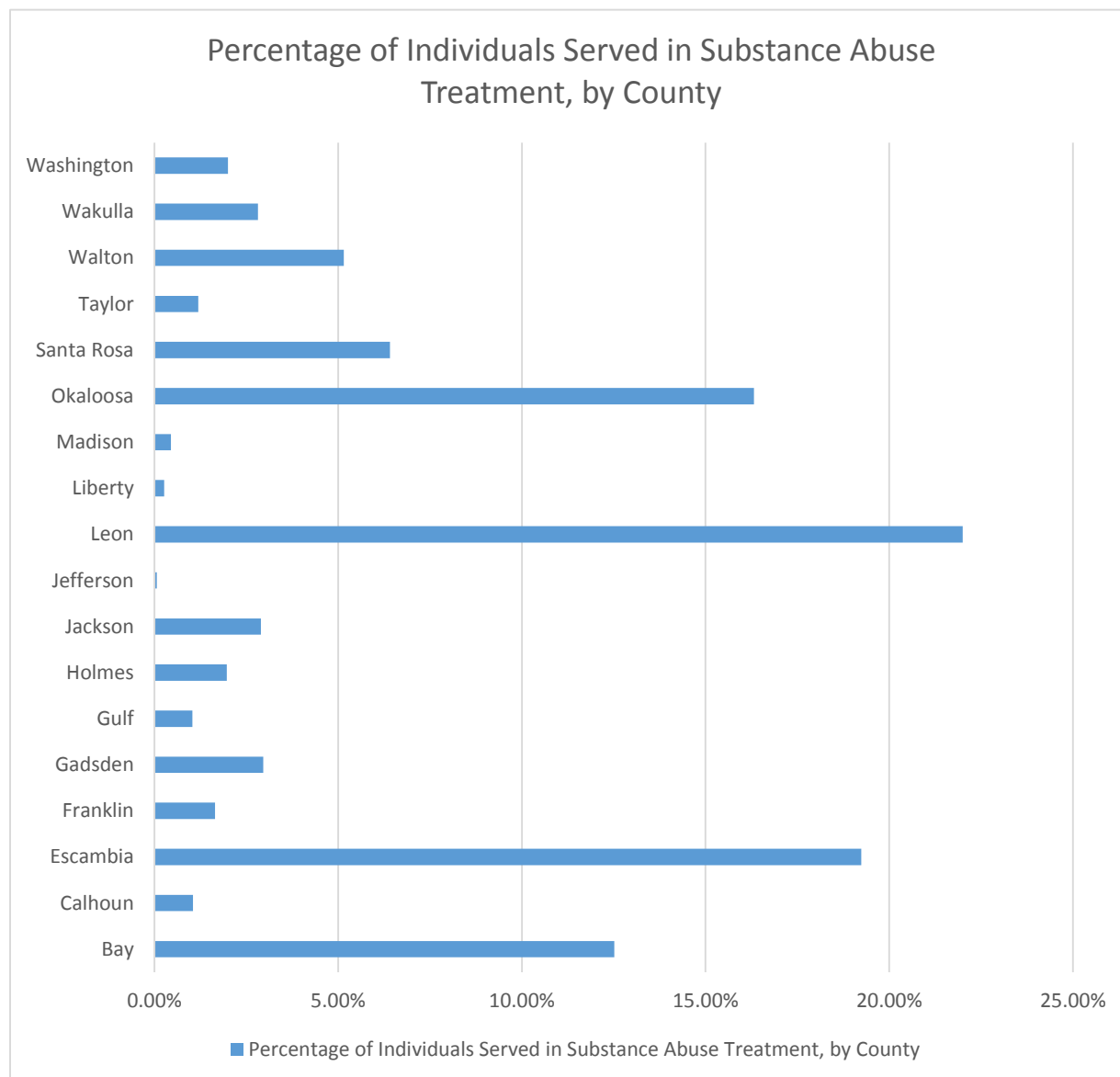


Figure 78: Individuals Served in substance abuse treatment, by county for fiscal year 2013-2014

The individuals receiving substance abuse treatment typically do so voluntarily. In a review of the data for the Northwest Region, this remains true with only 1.03% of the individuals in substance abuse treatment currently under a Marchman Act order for involuntary treatment. In the Northwest Region, 17.34% of individuals are involved with Drug Court, and may be engaged in treatment connected to charges referred to this special offenders program.

One of the focuses in substance abuse treatment involves the treatment of women who are pregnant or post-partum. The fiscal year 2013-2014 data indicates that 1.83% of the individuals



treated were women currently pregnant and 10.61% had given birth in the past twelve (12) months. Additionally the integration of substance abuse treatment and child welfare is critical for families to remain intact. 35.41% of individuals treated for substance abuse addiction have dependent children and 15.91% of parents reported involvement with the child welfare system.

The most common primary substance abuse diagnosis for individuals receiving treatment in the Northwest Region system of care include: Alcohol, Cannabis and Opiates. These individuals, enrolled in substance abuse treatment, often have a mental health diagnosis as well. In the Northwest Region, those individuals in substance abuse treatment, with an identified co-occurring mental illness total 24.84% of the individuals served.

One of the primary diagnostic instruments utilized in the substance abuse field is the American Society of Addiction Medicine (ASAM) tool. An ASAM may be completed, and reported into the data system, at admission, for continued stay or at discharge. In the Northwest Region, 14,320 ASAMs were completed during fiscal year 2013-2014 with 70.71% of them completed for adults and 29.29% completed for children/adolescents. The unduplicated count of consumers receiving an ASAM during this time period equals 7,650 with 70.32% being for adults and 29.68% being for children/adolescents. The majority of ASAMs were completed upon admission (54.69%), with continued stay being only 7.11% of total completed ASAMs and Discharge being 38.16% of the ASAMs completed. Continued Stay ASAMs were higher for children/adolescents with 18.09% of all child/adolescent ASAMs being completed for Continued Stay, while only 10.95% of the ASAMs completed for adults were done for Continued Stay.

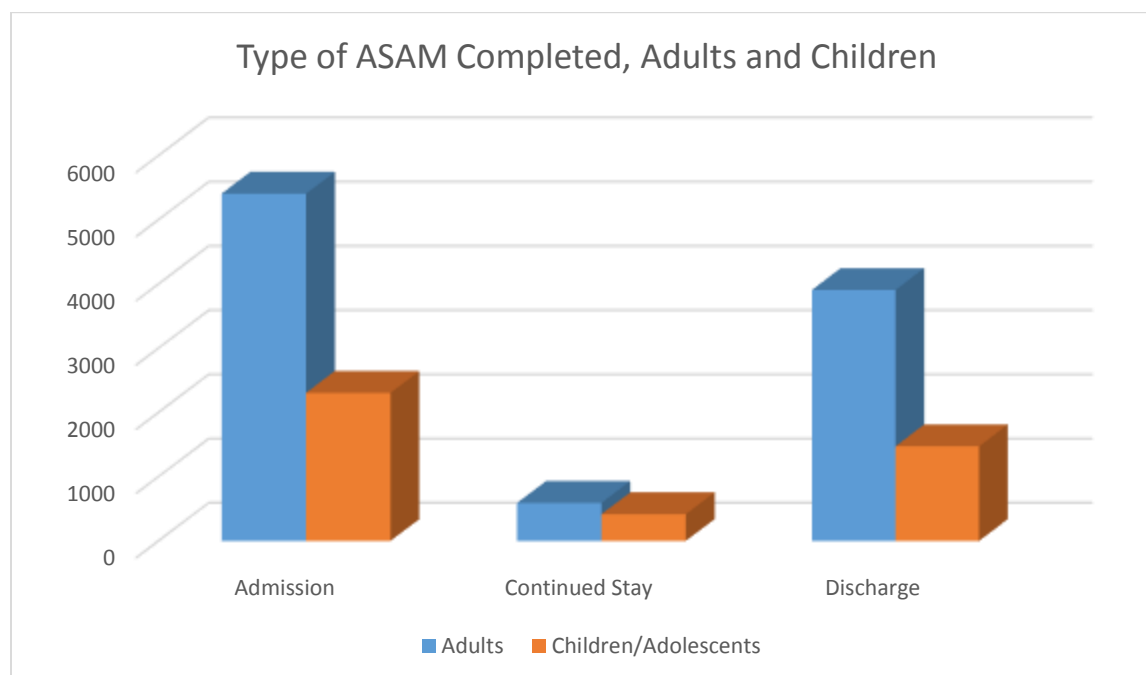


Figure 79: Types of ASAM, by Adult versus Children/Adolescent



In the Northwest Region, eight (8) of the providers entered data regarding completed ASAMs in fiscal year 2013-2014: Lakeview Center, Apalachee Center, Bridgeway Center, CDAC, COPE, DISC, Turn About and CARE. However, only seven (7) providers indicated in the record the required level of care at admission and only three (3) of the providers entering data related to the level of care recommended at discharge.

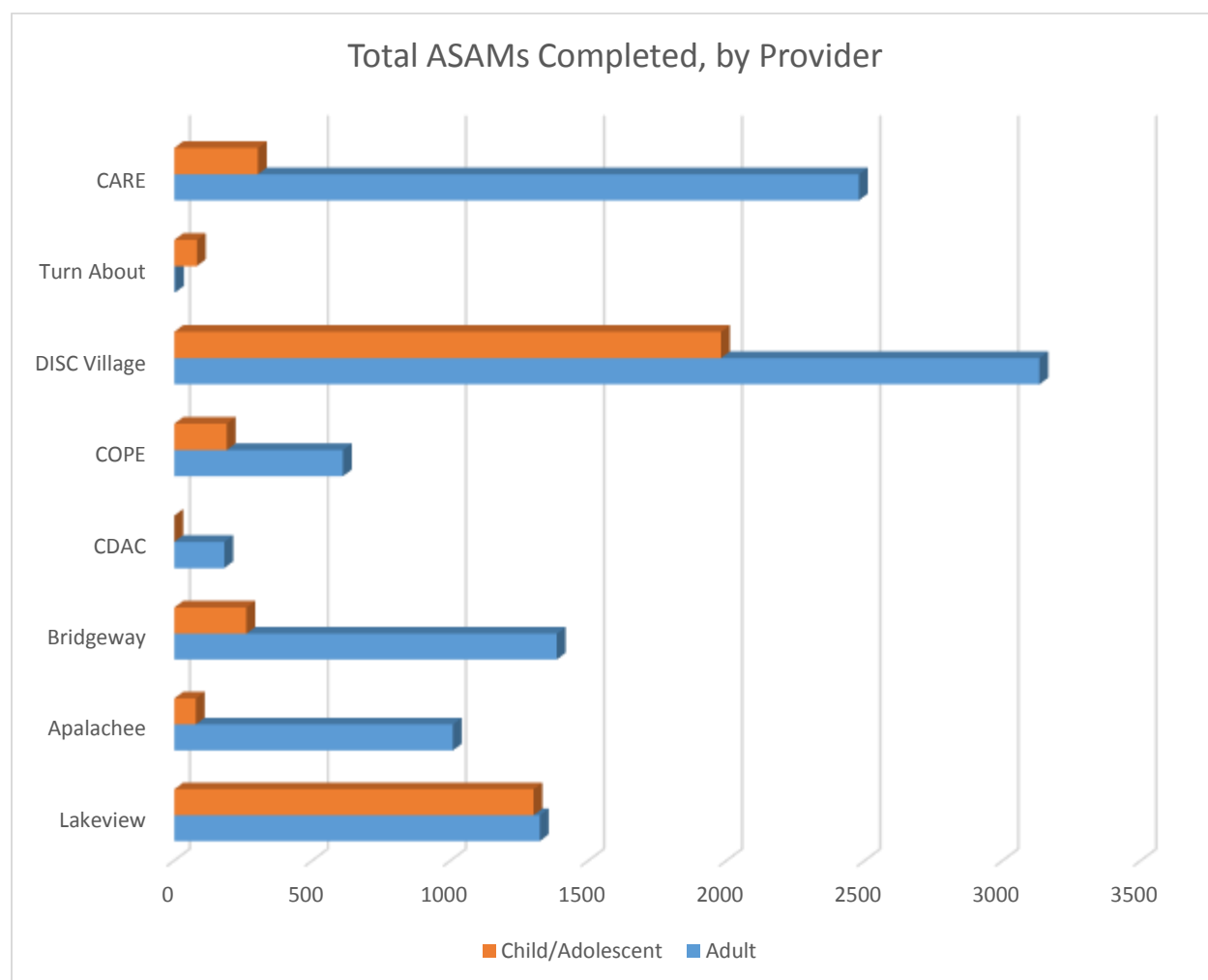


Figure 80: ASAM completed by provider in fiscal year 2013-2014

The most common recommended level of care at admission for substance abuse treatment for adults is Outpatient treatment, which accounts for 53.94% of the recommendations. Only 13.81% of adults are recommended for Detoxification services and less than 5% of adults are recommended for Residential Care. The most commonly recommended level of care for children and adolescents receiving an ASAM at admission in fiscal year 2013-2014 was Intervention, accounting for 76.45% of the recommendations made. Less than 2% of children and adolescents were recommended for Detoxification and fewer than 5% were recommended for Residential treatment.



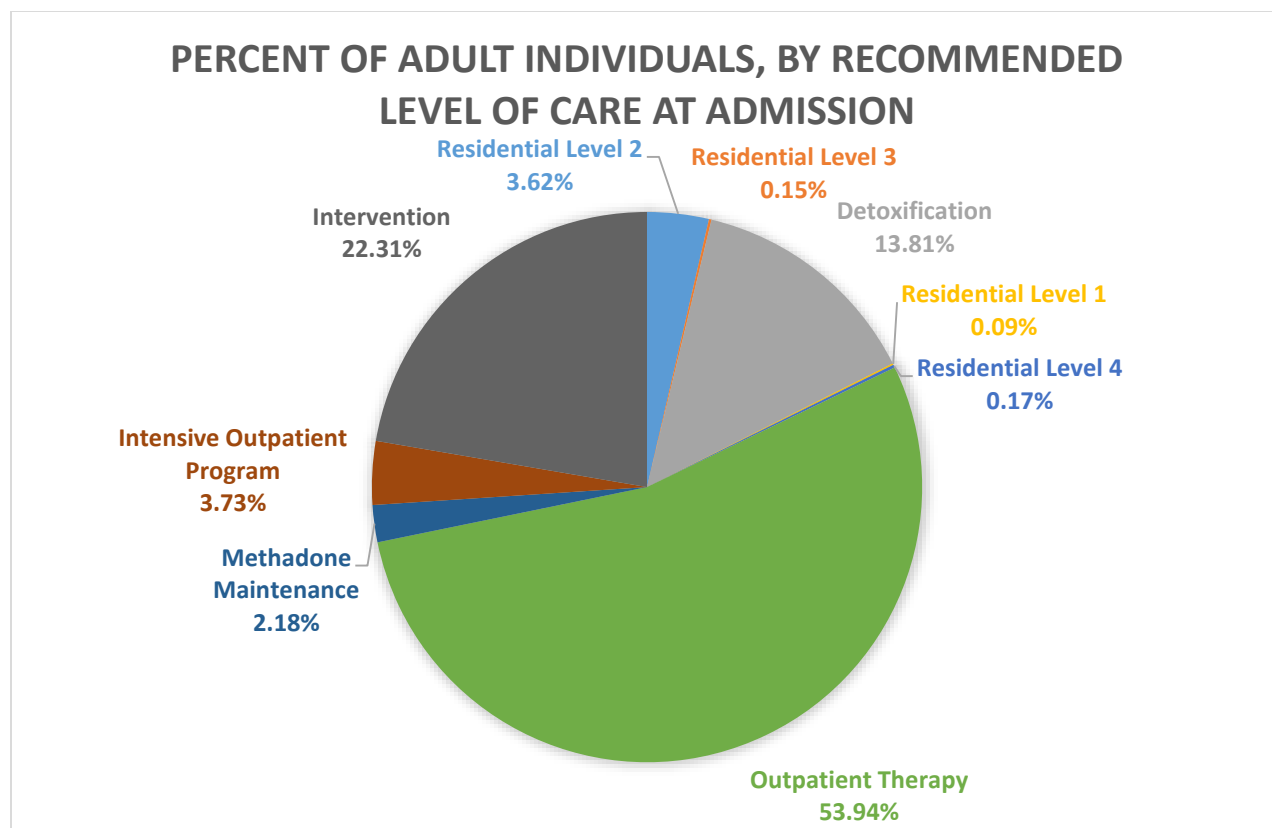


Figure 81: Recommended level of care for adults on the ASAM, fiscal year 2013-2014

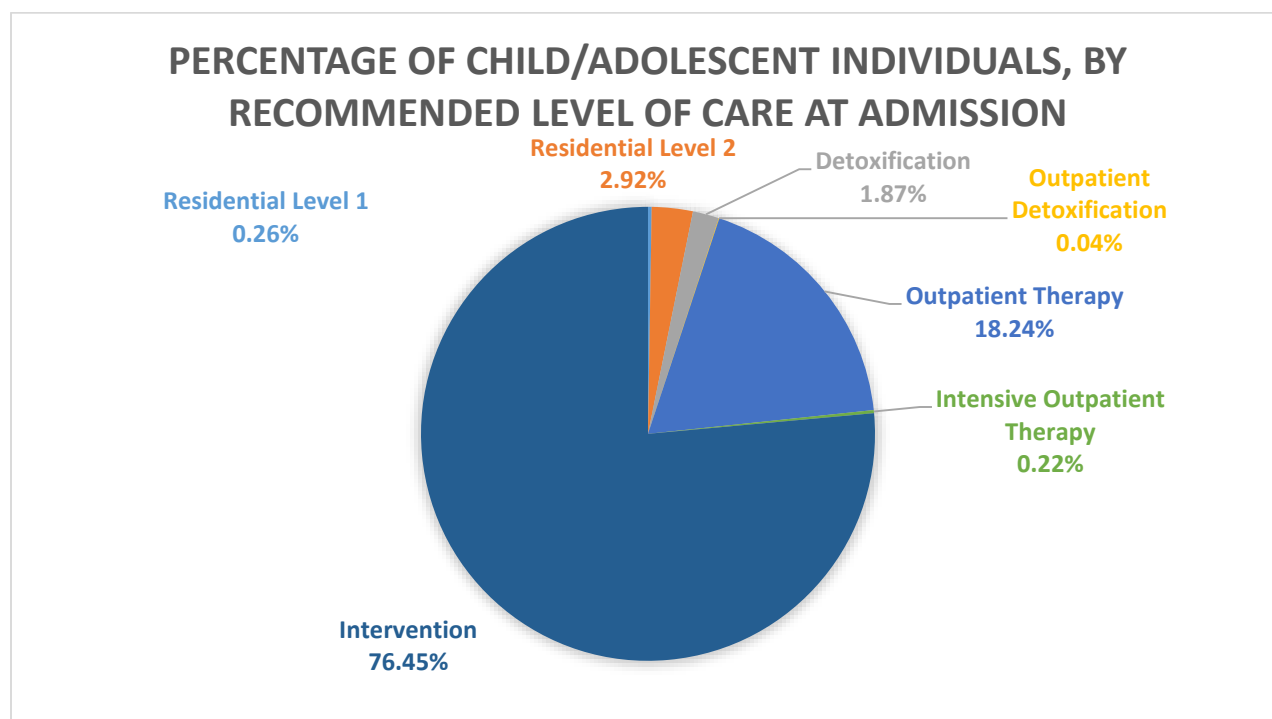


Figure 82: Recommended level of care for children on the ASAM, fiscal year 2013-2014



Key Findings

Demographics

Key Finding: Big Bend Community Based Care has one of the largest geographical regions among Managing Entities in the State of Florida. This provides unique barriers to community based strategic planning, due to physical distance and should be planned for accordingly.

Key Finding: The eighteen (18) counties contained in the Big Bend Community Based Care Managing Entity catchment area have a dramatic range of population density from 10.0 in Liberty County to 453.4 in Escambia County. Community planning and delivery of community based substance abuse and mental health services may be different based on the classification of communities as either urban or rural.

Key Finding: A large presence of military personnel, across the military bases in the Northwest Region requires collaboration and planning with both those military installations and the Department of Veterans Affairs to ensure coordination of care between the two treatment systems.

Socioeconomics

Key Finding: The lowest median household income in the Northwest Region is in Calhoun County at \$32,480 and the highest median household income is in Santa Rosa County at \$57,491. Fourteen (14) of the eighteen (18) counties in Northwest Florida have a lower median household income than the average in the State of Florida.

Key Finding: Poverty rates in the State of Florida are higher than the average poverty rate in the United States. In the Northwest Region of Florida these poverty rates are even higher, with eight (8) of the eighteen (18) counties being among the highest poverty rates in the state.

Key Finding: Uninsured rates for children and adults in the State of Florida are above the national average of individual's uninsured. Uninsured rates in the Northwest reveal that approximately 31,000 children and 275,000 adults in this area are without healthcare coverage.

Health Outcomes

Key Finding: The Northwest Region of Florida has a majority of its counties in the bottom quartile for Health Outcomes. In particular, individuals in the Northwest Region report more days per month of poor mental health, lower than average incidents of



low-birth weight babies and a larger than average percentage of the population reporting poor or fair health.

Health Factors

Key Finding: Health Factor rankings, which are indicators of health in a community that may impact long-term Health Outcomes, are among the lowest in Northwest Florida, with over 66% of the counties in this area being in the bottom half of the State's counties.

Behavioral Healthcare and Other Social Services

Key Finding: The suicide rate in Northwest Florida counties is higher in many areas than the State of Florida average. Most notably, in Circuit 1 and Circuit 14, the suicide rate spikes in multiple counties.

Key Finding: Significant increases in Baker Acts occurred in Franklin County (74.2% increase) and Madison County (41.9%) between 2012 and 2013.

Key Finding: Alcohol related motor vehicle crashes are extremely high in the Northwest Region of Florida, with only two (2) of the counties in Northwest Florida having a rate lower than the State of Florida average.

Key Finding: Multiple counties in the Northwest Region have high rates of both middle school and high school students binge drinking and using marijuana/hashish. This is most concerning among the high school population, where for each measure eight (8) of the counties in the Northwest have a rate of binge drinking and marijuana/hashish use that is classified as high.

Key Finding: Domestic Violence, often correlated to substance misuse, is higher than the statewide average in ten (10) of the counties in Northwest Florida, spiking in Escambia County where the domestic violence rate is nearly double the state average.

System Funding

Key Finding: The State of Florida funding for substance abuse and mental health is among the lowest in the United States, with Florida ranked 48th out of 50 states in 2010 for mental health funding.

Key Finding: Big Bend Community Based Care is the Managing Entity funded highest in the State of Florida calculated utilizing all funds received by per capita, individuals



uninsured and individuals impoverished. It should be noted, however, that Big Bend Community Based Care is the contractor for a statewide community forensic mental health program totaling over \$5 million (approximately 11% of Big Bend Community Based Care's total budget).

Key Finding: Equity disparities exist among the Circuits in the Northwest Region, in all funding categories.

Key Finding: Budget changes in the Department of Children and Families system over the course of time, have moved numerous programs, originally funded through member special projects, into base funding. It is unclear what amount of existing base funding in each Region and/or Circuit is related to funding that originated as a special project and continues to be utilized for the originally appropriated programming.

Consumer, Family Member, Stakeholder and Provider Surveys

Key Finding: More than 10% of stakeholder survey respondents indicated that they are not aware of where to refer an individual in need of one of the four (4) treatment types (adult mental health, children's mental health, adult substance abuse or children's substance abuse).

Key Finding: Stakeholders, Providers and Consumers/Family members all indicated that the outpatient array of services, as well as psychiatric care (medication management) are the most needed in the community.

Key Finding: Adult Substance Abuse Consumers/Family members indicated that support groups in the community are critical for maintaining their sobriety.

Key Finding: Providers indicate that the greatest barriers to providing services to consumers in the community are inadequate funding, inadequate rate of reimbursement and burdensome regulatory requirements.

Key Finding: A large majority (62.2%) of Consumers/Family members indicated that they could not identify barriers to receiving treatment, while other indicated stigma and a lack of available services provide barriers to access.

Key Finding: Consumers/Family members indicated that the supports available for them to access treatment include, affordability of care, support of family and friends, and convenient location of services.

Key Finding: Consumers/Family members ranked provider attributes as positive, indicating that the majority of providers meet their needs always/most of the time.



Evidence-based Practice Data Collection

Key Finding: Five (5) of the providers contracted to provide adult mental health service do not have identified Evidenced-based Practices offered at their agencies.

Key Finding: 100.0% of the nine (9) providers offering services with Adult Substance Abuse Funding offer EBPs.

Key Finding: Two (2) of the providers contracted to provide children's mental health services do not have identified Evidenced-based Practices offered at their agencies.

Key Finding: 100.0% of the nine (9) providers offering services with Children's Substance Abuse Funding offer EBPs.

Utilization Data

Key Finding: The rate of service to individuals by race and ethnicity, when compared to the total population in the Northwest is relatively representative for race but under-represented by those of Hispanic ethnicity.

Key Finding: All providers have entered client-specific data, with the exception of Fort Walton Beach Medical Center (a new provider in FY 13-14). Fort Walton Beach is entering this client specific data in fiscal year 2014-2015.

Key Finding: There is a significant disparity between numbers served, by provider, when examining demographic records when compared to numbers served when examining EVNT and SERV records. This is a statewide concern, as existing system validations do not require a demographic record for each EVNT or SERV record submitted.

Key Finding: There is a disparity in the numbers served by Circuit compared to the total population ratios by Circuits, as reported on demographic records. According to 2013 population estimates, 24.1% of the Northwest Region population resides in Circuit 2, including Madison and Taylor Counties and 20.5% of the population resides in Circuit 14 and 44.6% in Circuit 1. Demographic records indicate that 15.76% of the individuals served in the Northwest Region were served in Circuit 2, including Madison and Taylor Counties, 34.06% of the individuals served were from Circuit 14 and 49.82% are from Circuit 1..

Key Finding: The majority of non-client specific services offered are in Substance Abuse Outreach to individuals of twenty-two (22) years of age.

Key Finding: When examining client specific SERV records, the largest number of clients received treatment at Lakeview Center, followed by Life Management Center and Apalachee Center. This is a slight variation from the funding amounts in the



Region, with Life Management Center more highly represented than would be anticipated.

Key Finding: A relatively low proportion of individuals served receive care in a high level of care (HLOC) such as Crisis Stabilization, Detoxification or Residential Care. The majority of individuals served receive treatment services in the Outpatient Services array.

Key Finding: Each cost center allowable in the State service matrix is provided in each of the Circuits in the Northwest Region. Some Circuits lack Drop-In Centers, Short Term Residential Treatment (SRTs) or varying levels of Residential Care.

Key Finding: PERF data, submitted for purposes of evaluating Mental Health Outcomes for clients, are most frequently completed in Escambia and Okaloosa Counties which is consistent with the population distribution in the Northwest Region.

Key Finding: The number of clients receiving substance abuse treatment in each county is comparable to the overall population ratio for each county within the region.

Key Finding: Nearly one-fourth of all substance abuse treatment clients have a co-occurring mental health diagnosis.

Key Finding: A relatively small number of substance abuse treatment clients (15.91%) report involvement in the child welfare system. However, over one-third of all substance abuse treatment clients report having children.

Key Finding: There is a disparity between the number of providers who have entered any ASAM records, providers who have entered an admission record and providers who have entered a discharge record.

Key Finding: Low numbers of adults and children are recommended for higher levels of care (HLOC) for substance abuse treatment following the completion of an ASAM. The large majority of adults are recommended for Outpatient Treatment and children/adolescents are most often recommended for Intervention Services.



Conclusion

The eighteen (18) county area, where Big Bend Community Based Care provide oversight of the publically funded substance abuse and mental health system of care in a large geographic area with a wide range of population diversity, socioeconomic characteristics, community strengths and system of care gaps.

The Key Findings in this report are intended to provide information for beginning an analysis of the system, and should be carefully reviewed by the Managing Entity to determine what enhancements may or may not be necessary in management of the Substance Abuse and Mental Health System of Care, as well as the prioritization of those potential enhancements. The data, information and key findings should be utilized as a baseline understanding of the system that can be utilized for short-term and long range strategic planning.

In any strategic planning initiative it is imperative to consider the unique data points, contained in this needs assessment report, which describe some of the unique attributes of each community within Northwest Florida. Community-based, comprehensive strategic planning, should encompass the information contained in this needs assessment, in addition to collaboration and communication with key community stakeholders, most notably: consumers, family members and treatment providers.

In addition, strategic planning, for the substance abuse and mental health system of care, should contain additional information regarding substance abuse and mental health services provided through additional funding sources, including, but not limited to: Medicaid, Medicare, private insurance, Veteran's Administration services, private foundation funding, direct federal grant funding, county funding/local match, city/municipality funding and other state agency funding directed towards the treatment of individuals with a mental illness or a substance abuse addiction.



Appendix A

Substance Abuse and Mental Health Stakeholder Survey 2014

Big Bend Community Based Care, Inc. serving as the Managing Entity for eighteen (18) counties in Northwest Florida has engaged Organizational Management Solutions, Inc. to complete a Community Needs Assessment of the Substance Abuse and Mental Health System of Care.

The Community Needs Assessment of the Substance Abuse and Mental Health System of Care in Northwest Florida will be accomplished in three (3) main phases: Planning, Primary & Secondary Data Gathering and Analysis, and the Community Needs Assessment Final Report.

During the primary data gathering phase of this community needs assessment, multiple surveys will be distributed to consumers, family members, community stakeholders and providers to afford the community an opportunity to provide feedback and input into the current state of the substance abuse and mental health system of care in Northwest Florida, as well as suggestions for system strengths and needed improvements.

This survey is your opportunity to provide feedback on the substance abuse and mental health services within your community.

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Appendix A

Substance Abuse and Mental Health Stakeholder Survey 2014	
<p>*1. In which Circuit(s) do you engage with the community mental health or substance abuse system of care? (select all that apply)</p> <p><input type="checkbox"/> Circuit 1 (Escambia, Okaloosa, Santa Rosa or Walton Counties)</p> <p><input type="checkbox"/> Circuit 2 (Franklin, Gadsden, Jefferson, Leon, Liberty or Wakulla Counties)</p> <p><input type="checkbox"/> Circuit 3 (Madison or Taylor Counties)</p> <p><input type="checkbox"/> Circuit 14 (Bay, Calhoun, Gulf, Holmes, Jackson or Washington Counties)</p> <p>*2. Please indicate which category best describes your role in the community.</p> <p><input type="radio"/> Juvenile Justice System</p> <p><input type="radio"/> Criminal Justice System (Adults)</p> <p><input type="radio"/> Child Welfare System</p> <p><input type="radio"/> Department of Children and Families</p> <p><input type="radio"/> School System</p> <p><input type="radio"/> Homeless Services</p> <p><input type="radio"/> Domestic Violence Services</p> <p><input type="radio"/> Local, State or Federal Government Official (legislator, mayor, councilman, etc.)</p> <p><input type="radio"/> Hospital</p> <p><input type="radio"/> State Institution</p> <p><input type="radio"/> Community Citizen/Volunteer</p> <p><input type="radio"/> Private Practice Provider</p> <p><input type="radio"/> Primary Care Physician</p> <p>Other (please specify)</p> <div></div> <p>*3. Please identify which service categories you have referred someone to treatment for in the past 12 months. (please indicate all that apply)</p> <p><input type="checkbox"/> Adult Mental Health Services</p> <p><input type="checkbox"/> Children's Mental Health Services</p> <p><input type="checkbox"/> Adult Substance Abuse Services</p> <p><input type="checkbox"/> Children's Substance Abuse Services</p> <p><input type="checkbox"/> None</p>	

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Appendix A

Substance Abuse and Mental Health Stakeholder Survey 2014

***4. Please indicate which agencies you have an established relationship with in your community. (please select all that apply)**

- ☐ Apalachee Center
- ☐ Bay District Schools
- ☐ 211 Big Bend
- ☐ Bridgeway Center
- ☐ Ability 1st
- ☐ CARE (Chemical Addictions Recovery Effort)
- ☐ CDAC (Community Drug & Alcohol Council)
- ☐ CHS of Escambia County (Children's Home Society)
- ☐ COPE Center (Chautauqua Offices of Psychotherapy and Evaluation)
- ☐ CMS of Leon County (Children's Medical Services)
- ☐ DISC Village
- ☐ Escambia County Board of County Commissioners
- ☐ Ft. Walton Beach Medical Center
- ☐ Lakeview Center
- ☐ Life Management Center
- ☐ Mental Health Association of Okaloosa/Walton Counties
- ☐ Okaloosa County Board of County Commissioners
- ☐ Turn About

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Appendix A

Substance Abuse and Mental Health Stakeholder Survey 2014						
* 5. Please indicate your level of agreement to each question below. Indicate "n/a" if you do not have an opinion on the question posed.						
	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	N/A
I know where to direct an adult in need of mental health services in my community for assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know where to direct a child in need of mental health services in my community for assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know where to direct an adult in need of substance abuse services in my community for assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know where to direct a child in need of substance abuse services in my community for assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
* 6. Which MENTAL HEALTH services for ADULTS need to have increased availability in your community? (please select no more than 3)						
<input type="checkbox"/> Crisis Stabilization						
<input type="checkbox"/> Inpatient						
<input type="checkbox"/> Residential Care						
<input type="checkbox"/> Psychiatry						
<input type="checkbox"/> Outpatient Services						
<input type="checkbox"/> Prevention						
Other (please specify)						
<input type="text"/>						

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Appendix A

Substance Abuse and Mental Health Stakeholder Survey 2014

***7. Which MENTAL HEALTH services for CHILDREN need to have increased availability in your community? (please select no more than 3)**

- ☐ Crisis Stabilization
- ☐ Inpatient
- ☐ Residential Care
- ☐ Psychiatry
- ☐ Outpatient Services
- ☐ Prevention

Other (please specify)

***8. Which SUBSTANCE ABUSE services need to have increased availability in your community for ADULTS? (please select no more than 3)**

- ☐ Crisis Stabilization
- ☐ Inpatient
- ☐ Residential Care
- ☐ Psychiatry
- ☐ Outpatient Services
- ☐ Prevention

Other (please specify)

***9. Which SUBSTANCE ABUSE services need to have increased availability in your community for CHILDREN? (please select no more than 3)**

- ☐ Crisis Stabilization
- ☐ Inpatient
- ☐ Residential Care
- ☐ Psychiatry
- ☐ Outpatient Services
- ☐ Prevention

Other (please specify)

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Appendix A

Substance Abuse and Mental Health Stakeholder Survey 2014

*** 10. What supports and/or benefits are available to consumers for accessing care in your community? (please select no more than 3)**

- ☐ Available transportation
- ☐ Support of friends, family, and the community in awareness of the need for mental health treatment
- ☐ Assurance of confidentiality
- ☐ Affordable access to services
- ☐ Availability of needed services
- ☐ Awareness of available services
- ☐ Location of services is convenient
- ☐ None

Other (please specify)

*** 11. What barriers do consumers face in accessing care in your community? (please select no more than 3)**

- ☐ Transportation unavailable
- ☐ Stigma (fear, shame or worried about what others will think)
- ☐ Concerns about confidentiality
- ☐ Unaffordable treatment
- ☐ Lack of availability of services
- ☐ Lack of knowledge about available services
- ☐ Location of services is not convenient
- ☐ None

Other (please specify)

12. Please indicate any additional comments regarding strengths and or concerns in the mental health and substance abuse system of care in your community.

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Appendix B

Substance Abuse and Mental Health Provider Survey 2014

Big Bend Community Based Care, Inc. serving as the Managing Entity for eighteen (18) counties in Northwest Florida has engaged Organizational Management Solutions, Inc. to complete a Community Needs Assessment of the Substance Abuse and Mental Health System of Care.

The Community Needs Assessment of the Substance Abuse and Mental Health System of Care in Northwest Florida will be accomplished in three (3) main phases: Planning, Primary & Secondary Data Gathering and Analysis, and the Community Needs Assessment Final Report.

During the primary data gathering phase of this community needs assessment, multiple surveys will be distributed to consumers, family members, community stakeholders and providers to afford the community an opportunity to provide feedback and input into the current state of the substance abuse and mental health system of care in Northwest Florida, as well as suggestions for system strengths and needed improvements.

This survey is your opportunity to provide feedback on the substance abuse and mental health services at your agency, as well as services within the system of care in your community. Please complete only one (1) survey for your agency.

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Appendix B

Substance Abuse and Mental Health Provider Survey 2014	
*1. In which Circuit(s) do you provide services? (select all that apply)	
<input type="checkbox"/>	Circuit 1 (Escambia, Okaloosa, Santa Rosa or Walton Counties)
<input type="checkbox"/>	Circuit 2 (Franklin, Gadsden, Jefferson, Leon, Liberty or Wakulla Counties)
<input type="checkbox"/>	Circuit 3 (Madison or Taylor Counties)
<input type="checkbox"/>	Circuit 14 (Bay, Calhoun, Gulf, Holmes, Jackson or Washington Counties)
*2. Please indicate which provider agency you represent.	
<input type="radio"/>	211 Big Bend
<input type="radio"/>	Ability 1st
<input type="radio"/>	Apalachee Center
<input type="radio"/>	Bay District Schools
<input type="radio"/>	Bridgeway Center
<input type="radio"/>	CARE
<input type="radio"/>	CDAC
<input type="radio"/>	CHS - Escambia County
<input type="radio"/>	CMS - Leon County
<input type="radio"/>	COPE Center
<input type="radio"/>	DISC Village
<input type="radio"/>	Escambia County Board of County Commissioners
<input type="radio"/>	Fl. Walton Beach Medical Center
<input type="radio"/>	Lakeview Center
<input type="radio"/>	Life Management Center
<input type="radio"/>	Mental Health Association of Okaloosa/Walton Counties
<input type="radio"/>	Okaloosa County Board of County Commissioners
<input type="radio"/>	Turn About

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Appendix B

Substance Abuse and Mental Health Provider Survey 2014
<p>*3. Which MENTAL HEALTH services, offered by your agency, are most the most critical services in your continuum of care for the ADULT consumers who receive treatment at your agency? (please select no more than 3 options)</p> <p><input type="checkbox"/> Crisis Stabilization</p> <p><input type="checkbox"/> Inpatient</p> <p><input type="checkbox"/> Residential Care</p> <p><input type="checkbox"/> Psychiatry</p> <p><input type="checkbox"/> Outpatient Services</p> <p><input type="checkbox"/> Prevention</p> <p><input type="checkbox"/> Not applicable (don't provide services in this category)</p> <p>Other (please specify)</p> <div></div>
<p>*4. Which MENTAL HEALTH services for ADULTS need to have increased availability in your community? (please select no more than 3)</p> <p><input type="checkbox"/> Crisis Stabilization</p> <p><input type="checkbox"/> Inpatient</p> <p><input type="checkbox"/> Residential Care</p> <p><input type="checkbox"/> Psychiatry</p> <p><input type="checkbox"/> Outpatient Services</p> <p><input type="checkbox"/> Prevention</p> <p>Other (please specify)</p> <div></div>

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Appendix B

Substance Abuse and Mental Health Provider Survey 2014

***5. Which MENTAL HEALTH services, provided by your agency are the most critical services in your continuum of care for the CHILD consumers who receive treatment at your agency? (please select no more than 3 options)**

- ☐ Crisis Stabilization
- ☐ Inpatient
- ☐ Residential Care
- ☐ Psychiatry
- ☐ Outpatient Services
- ☐ Prevention
- ☐ Not applicable (don't provide services in this category)

Other (please specify)

***6. Which MENTAL HEALTH services for CHILDREN need to have increased availability in your community? (please select no more than 3)**

- ☐ Crisis Stabilization
- ☐ Inpatient
- ☐ Residential Care
- ☐ Psychiatry
- ☐ Outpatient Services
- ☐ Prevention

Other (please specify)

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Appendix B

Substance Abuse and Mental Health Provider Survey 2014
<p>*7. Which SUBSTANCE ABUSE services, provided at your agency, are the most critical in your continuum of care for the ADULT consumers who receive treatment at your agency? (please select no more than 3 options)</p> <p><input type="checkbox"/> Crisis Stabilization</p> <p><input type="checkbox"/> Inpatient</p> <p><input type="checkbox"/> Residential Care</p> <p><input type="checkbox"/> Psychiatry</p> <p><input type="checkbox"/> Outpatient Services</p> <p><input type="checkbox"/> Prevention</p> <p><input type="checkbox"/> Not applicable (don't provide services in this category)</p> <p>Other (please specify)</p> <div></div>
<p>*8. Which SUBSTANCE ABUSE services need to have increased availability in your community for ADULTS? (please select no more than 3)</p> <p><input type="checkbox"/> Crisis Stabilization</p> <p><input type="checkbox"/> Inpatient</p> <p><input type="checkbox"/> Residential Care</p> <p><input type="checkbox"/> Psychiatry</p> <p><input type="checkbox"/> Outpatient Services</p> <p><input type="checkbox"/> Prevention</p> <p>Other (please specify)</p> <div></div>

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Appendix B

Substance Abuse and Mental Health Provider Survey 2014	
*9. Which SUBSTANCE ABUSE services, offered by your agency, are the most critical in your continuum of care for the CHILD consumers who receive treatment at your agency? (please select no more than 3 options)	
<input type="checkbox"/>	Crisis Stabilization
<input type="checkbox"/>	Inpatient
<input type="checkbox"/>	Residential Care
<input type="checkbox"/>	Psychiatry
<input type="checkbox"/>	Outpatient Services
<input type="checkbox"/>	Prevention
<input type="checkbox"/>	Not Applicable (don't provide services in this category)
Other (please specify)	
<input type="text"/>	
*10. Which SUBSTANCE ABUSE services need to have increased availability in your community for CHILDREN? (please select no more than 3)	
<input type="checkbox"/>	Crisis Stabilization
<input type="checkbox"/>	Inpatient
<input type="checkbox"/>	Residential Care
<input type="checkbox"/>	Psychiatry
<input type="checkbox"/>	Outpatient Services
<input type="checkbox"/>	Prevention
Other (please specify)	
<input type="text"/>	

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Appendix B

Substance Abuse and Mental Health Provider Survey 2014	
* 11. What strengths are present, for you as a provider, to assist you in meeting the needs of your consumers? (please select no more than 3)	
<input type="checkbox"/>	easily available workforce
<input type="checkbox"/>	easy access to consumer medication
<input type="checkbox"/>	availability of consumer housing
<input type="checkbox"/>	adequate education opportunities for staff
<input type="checkbox"/>	timely access and availability for consumer care
<input type="checkbox"/>	adequate levels of funding
<input type="checkbox"/>	logical and relevant policy implementation from funding sources
<input type="checkbox"/>	adequate rate of reimbursement
<input type="checkbox"/>	ease of regulatory requirements
<input type="checkbox"/>	staff enthusiasm
<input type="checkbox"/>	None
Other (please specify): <div></div>	
* 12. What barriers do you face, as a provider, when trying to meet the needs of consumers in your community? (please select no more than 3)	
<input type="checkbox"/>	Inadequate availability of a workforce
<input type="checkbox"/>	lack of consumer access to medication
<input type="checkbox"/>	consumer housing is unavailable
<input type="checkbox"/>	Inadequate education opportunities for staff
<input type="checkbox"/>	unable to ensure timely access to care
<input type="checkbox"/>	adequate funding is not available
<input type="checkbox"/>	burdensome policy implementation from funding sources
<input type="checkbox"/>	Inadequate rate of reimbursement
<input type="checkbox"/>	burdensome regulatory requirements
<input type="checkbox"/>	staff burnout
<input type="checkbox"/>	None
Other (please specify): <div></div>	

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Appendix B

Substance Abuse and Mental Health Provider Survey 2014	
* 13. What supports and/or benefits are available to consumers for accessing care in your community (please select no more than 3)	
<input type="checkbox"/>	Available transportation
<input type="checkbox"/>	Support of friends, family and the community in awareness of the need for mental health treatment
<input type="checkbox"/>	Location of services is convenient
<input type="checkbox"/>	Assurance of confidentiality
<input type="checkbox"/>	Affordable access to services
<input type="checkbox"/>	Availability of needed services
<input type="checkbox"/>	Awareness of available services
<input type="checkbox"/>	None
Other (please specify)	
<input type="text"/>	
* 14. What barriers do consumers face in accessing care in your community? (please select no more than 3)	
<input type="checkbox"/>	Transportation unavailable
<input type="checkbox"/>	Stigma (fear, shame or worried about what others would think)
<input type="checkbox"/>	Concerns about confidentiality
<input type="checkbox"/>	Location of the service is not convenient
<input type="checkbox"/>	Unaffordable treatment
<input type="checkbox"/>	Lack of availability of services
<input type="checkbox"/>	Lack of knowledge about available services
<input type="checkbox"/>	None
Other (please specify)	
<input type="text"/>	

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Substance Abuse and Mental Health Provider Survey 2014	
15. Please indicate all sources of referrals to your agency.	
<input type="checkbox"/>	Self/Consumer
<input type="checkbox"/>	Family/Friend of the Consumer
<input type="checkbox"/>	Primary Care
<input type="checkbox"/>	Hospital
<input type="checkbox"/>	Child Welfare
<input type="checkbox"/>	Criminal Justice/Prison System
<input type="checkbox"/>	Juvenile Justice
<input type="checkbox"/>	School
<input type="checkbox"/>	Homeless Services Provider
<input type="checkbox"/>	Law Enforcement
<input type="checkbox"/>	Domestic Violence Shelters/Providers
<input type="checkbox"/>	Other Mental Health and Substance Abuse Providers
Other (please specify)	
<div></div>	
16. Please indicate any additional comments regarding strengths or concerns about the mental health and substance abuse system of care in your community.	
<div></div>	

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Appendix C

Substance Abuse and Mental Health Consumer or Family Member Survey

A community needs assessment of the substance abuse and mental health system of care in your area is being conducted. As part of this community needs assessment, surveys are being given to consumers of substance abuse and mental health services, as well as their family members or individuals who support them.

If you are a consumer of substance abuse and mental health services or the family member/support person of an individual who receives substance abuse or mental health services, this survey is your opportunity to provide feedback on the services received, including: the strengths of the services received and any concerns regarding the services received.

Some questions are personal in nature, but we ask them to better understand your needs and/or the needs of your family member/individual you support. Please be as honest as possible in answering the survey questions.

All survey answers will be anonymous. You will not be asked to provide your name on this survey. All survey responses will be combined, with no identifying information regarding individual survey responses provided.

This survey can be obtained, in paper format, from your substance abuse or mental health provider. You may complete it by hand and return it to Organizational Management Solutions, Inc. in the self-addressed stamped envelope available from your provider or you may return the completed survey, sealed, in the self-addressed stamped envelope to your provider to mail for you.

In the event you would like to complete this survey electronically, it is available on-line and you may do so by visiting the Big Bend Community Based Care website at www.bigbendcbc.org and clicking on the link for the Substance Abuse and Mental Health Consumer and Family Member Survey.

Thank you for taking the time to complete this survey.

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Appendix C

Substance Abuse and Mental Health Consumer or Family Member Survey

***1. Please indicate if you are a consumer, currently receiving substance abuse or mental health services or if you are the family member/support of an individual currently receiving substance abuse or mental health services.**

- ☐ A consumer of substance abuse and/or mental health services
- ☐ A family member/support of an individual receiving substance abuse and/or mental health services

***2. Please indicate the county where you/your family member/someone you support resides.**

- ☐ Bay
- ☐ Calhoun
- ☐ Escambia
- ☐ Franklin
- ☐ Gadsden
- ☐ Gulf
- ☐ Holmes
- ☐ Jackson
- ☐ Jefferson
- ☐ Leon
- ☐ Liberty
- ☐ Madison
- ☐ Okaloosa
- ☐ Santa Rosa
- ☐ Taylor
- ☐ Wakulla
- ☐ Walton
- ☐ Washington

Other (please specify)

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Substance Abuse and Mental Health Consumer or Family Member Survey	
*3. Please indicate the county where you/your family member/someone you support receives mental health or substance abuse treatment. (please indicate all that apply)	
<input type="checkbox"/>	Bay
<input type="checkbox"/>	Calhoun
<input type="checkbox"/>	Escambia
<input type="checkbox"/>	Franklin
<input type="checkbox"/>	Gadsden
<input type="checkbox"/>	Gulf
<input type="checkbox"/>	Holmes
<input type="checkbox"/>	Jackson
<input type="checkbox"/>	Jefferson
<input type="checkbox"/>	Leon
<input type="checkbox"/>	Liberty
<input type="checkbox"/>	Madison
<input type="checkbox"/>	Okaloosa
<input type="checkbox"/>	Santa Rosa
<input type="checkbox"/>	Taylor
<input type="checkbox"/>	Wakulla
<input type="checkbox"/>	Walton
<input type="checkbox"/>	Washington
Other (please specify)	
<input type="text"/>	
*4. Please indicate you/your family members/someone you support's race.	
<input type="radio"/>	Asian
<input type="radio"/>	Black
<input type="radio"/>	American Indian/Alaskan Native
<input type="radio"/>	Caucasian
<input type="radio"/>	Native Hawaiian/Other Pacific Islander
<input type="radio"/>	Multi-Racial
Other (please specify)	
<input type="text"/>	

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Substance Abuse and Mental Health Consumer or Family Member Survey

***5. Please indicate your/your family members/someone you support's ethnicity.**

- ☐ Hispanic
☐ Non-Hispanic

6. Please indicate which of the following you/your family member/someone you support are:

- ☐ Young Child (ages 0-5)
☐ Child (ages 6-12)
☐ Teen (ages 13-17)
☐ Young Adult (ages 18-25)
☐ Adult (ages 26 - 64)
☐ Senior (ages 65 and over)

7. Please indicate the type of service that you/your family member/someone you support receives. (please indicate all that apply)

- ☐ Mental Health Treatment
☐ Substance Abuse Treatment

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Substance Abuse and Mental Health Consumer or Family Member Survey

***8. Please indicate where you/your family member/someone you support received treatment in the past 12 months (indicate all that apply).**

- ☐ 211 Big Bend
- ☐ Ability 1st
- ☐ Apalachee Center
- ☐ Bay District Schools
- ☐ Bridgeway Center
- ☐ CARE (Chemical Addictions Recovery Effort)
- ☐ CDAC (Community Drug & Alcohol Council)
- ☐ CHS of Escambia County (Children's Home Society)
- ☐ CMS of Leon County (Children's Medical Services)
- ☐ COPE Center (Chautauqua Offices of Psychotherapy and Evaluation)
- ☐ DISC Village
- ☐ Escambia County Board of County Commissioners (jail based services)
- ☐ Ft. Walton Beach Medical Center
- ☐ Lakeview Center
- ☐ Life Management Center
- ☐ Mental Health Association of Okaloosa/Walton Counties
- ☐ Okaloosa County Board of County Commissioners (court based services)
- ☐ Turn About

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Substance Abuse and Mental Health Consumer or Family Member Survey

***9. Please answer the following questions in regards to you/your family member/someone you support's primary mental health provider. Please select "n/a" if you have not received mental health services in the past 12 months.**

	Always	Most of the time	Sometimes	Rarely	Never
I am able to schedule appointments when I need them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The provider's hours are convenient for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have transportation to the provider.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff at the provider are respectful of my privacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff at the provider are able to help me when I need assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff at the provider treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the care I receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My provider coordinates my care with my other healthcare providers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am included in decisions regarding my care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My symptoms are improving while in care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The services I receive are affordable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My provider has informed me and educated me about my mental health diagnosis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My provider's office is clean, neat and comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Substance Abuse and Mental Health Consumer or Family Member Survey

*** 10. Please answer the following questions in regards to you/your family member/someone you support's primary substance abuse provider. Please select "n/a" if you have not received substance abuse services in the past 12 months.**

	Always	Most of the time	Sometimes	Rarely	Never
I am able to schedule appointments when I need them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The provider's hours are convenient for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have transportation to the provider.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff at the provider are respectful of my privacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff at the provider are able to help me when I need assistance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The staff at the provider treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the care I receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My provider coordinates my care with my other healthcare providers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am included in decisions regarding my care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My symptoms are improving while in care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The services I receive are affordable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My provider has informed me and educated me about my substance abuse addiction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am knowledgeable about relapse prevention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My provider's office is clean, neat and comfortable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Substance Abuse and Mental Health Consumer or Family Member Survey

*** 11. Please indicate the level of MENTAL HEALTH treatment you/your family member/someone you support has received in the last 12 months. Please chose all that apply.**

- ☐ Screening or Assessment
- ☐ Involuntary Hospitalization (Baker Act)
- ☐ Voluntary Psychiatric Hospitalization
- ☐ Psychiatric Medication Management
- ☐ Outpatient Individual Treatment
- ☐ Outpatient Group Treatment
- ☐ Drop-In or other Self-Help Center (Clubhouse)
- ☐ Case Management
- ☐ FACT Team Services
- ☐ Residential Treatment/Supportive Housing (including ALF and group home)
- ☐ Supported Employment
- ☐ Jail or Prison based services
- ☐ NAMI or MHA Support Group Meetings
- ☐ Information and Referral
- ☐ State Psychiatric Hospital
- ☐ NONE

Other (please specify)

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Substance Abuse and Mental Health Consumer or Family Member Survey

*** 12. Please indicate the level of SUBSTANCE ABUSE treatment you/your family member/someone you support has received in the last 12 months. Please choose all that apply.**

- ☐ Inpatient Detoxification
- ☐ Outpatient Detoxification
- ☐ Methadone Maintenance
- ☐ Residential Substance Abuse Treatment
- ☐ Screening or Assessment
- ☐ Case Management
- ☐ Intensive Outpatient
- ☐ Individual Outpatient
- ☐ Group Outpatient
- ☐ Medication Management
- ☐ Treatment Accountability for Safer Communities (TASC)
- ☐ Jail or Prison based services
- ☐ 12 step programs (ALANON, AA, NA or Other)
- ☐ Information and Referral

Other (please specify)

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Substance Abuse and Mental Health Consumer or Family Member Survey

*** 13. Which MENTAL HEALTH services are most important for you/your family member/someone you support to help maintain positive mental health? (please select no more than 3)**

- ☐ Individual Counseling
- ☐ Group Counseling
- ☐ Family Counseling
- ☐ Case Management
- ☐ Inpatient Treatment (CSU or hospital)
- ☐ Psychiatric Medication Services
- ☐ Drop-In Center
- ☐ Clubhouse
- ☐ Certified Peer Specialist
- ☐ Residential Housing Support
- ☐ Supported Employment
- ☐ Support Group in the Community (NAMI or MHA)
- ☐ Alternative Services: meditation, massage, acupuncture, exercise, etc.
- ☐ NONE

Other (please specify)

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Substance Abuse and Mental Health Consumer or Family Member Survey

*** 14. Which SUBSTANCE ABUSE services are most important for you/your family member/someone you support to help maintain positive substance abuse recovery? (please select no more than 3)**

- ☐ Detoxification Services
- ☐ Supported Employment
- ☐ Residential Housing Support
- ☐ Case Management
- ☐ Residential Treatment
- ☐ Family Counseling
- ☐ Medication Services
- ☐ Alternative Services: meditation, massage, acupuncture, exercise, etc.
- ☐ Support Group in the Community (AA, NA, ALANON or other)
- ☐ Individual Counseling
- ☐ Group Counseling
- ☐ NONE

Other (please specify)

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Substance Abuse and Mental Health Consumer or Family Member Survey

*** 15. Please indicate what benefits and/or supports are available to you/your family member/someone you support which made accessing MENTAL HEALTH or SUBSTANCE ABUSE services easier in the last 12 months. (please select no more than 3)**

- ☐ Affordable access to treatment
- ☐ Available Transportation
- ☐ Assurance of confidentiality
- ☐ Availability of needed services
- ☐ Location of the service is convenient
- ☐ Awareness of the available services
- ☐ Support of family, friends and the community in awareness of the need for mental health and/or substance abuse treatment
- ☐ None

Other (please specify)

*** 16. What were some of the barriers to you/your family member/someone you support getting the MENTAL HEALTH and/or SUBSTANCE ABUSE services needed during the last 12 months? (please select no more than 3).**

- ☐ Unaffordable treatment
- ☐ Transportation unavailable
- ☐ Location of the service is not convenient
- ☐ Lack of knowledge about available services
- ☐ Stigma (fear, shame, worried about what others would think)
- ☐ Concerns about confidentiality
- ☐ Lack of available services
- ☐ None

Other (please specify)

17. Please add any additional comments regarding strengths or concerns about you/your family member/someone you support's mental health and/or substance abuse services.

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Appendix D

Evidence-Based Practice Survey - Managing Entity Network
<p>Dear Provider,</p> <p>Big Bend Community Based Care, as the Managing Entity for the 16 counties in Northwest Florida is conducting a survey to determine which Evidence-Based Practices are currently being used in the substance abuse and mental health system through your agency's efforts.</p> <p>Please complete this brief survey to indicate which Evidence-Based Practices your agency currently utilizes in the prevention, intervention and treatment of substance abuse and/or mental illness in your community. Thank you for your participation.</p>



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

***1. Please indicate the provider agency for which you are completing this survey.**

***2. Please indicate all of the Evidence-Based Practices utilized by your agency for ADULT MENTAL HEALTH prevention, intervention and treatment services.**

- ☐ Acceptance and Commitment Therapy (ACT)
- ☐ Acceptance-Based Behavioral Therapy for Generalized Anxiety Disorder
- ☐ Active Parenting (4th Edition)
- ☐ Active Parenting of Teens: Families in Action
- ☐ Adolescent Community Reinforcement Approach (A-CRA)
- ☐ Alcohol Behavioral Couple Therapy
- ☐ Behavioral Couples Therapy for Alcoholism and Drug Abuse
- ☐ Behavioral Day Treatment and Contingency Managed Housing and Work Therapy
- ☐ Brief Self-Directed Gambling Treatment
- ☐ Bringing Baby Home
- ☐ CAST (Coping And Support Training)
- ☐ Celebrating Families!
- ☐ Chestnut Health Systems-Bloomington Adolescent Outpatient (OP) and Intensive Outpatient (IOP) Tx Model
- ☐ Chicago Parent Program
- ☐ Child-Parent Psychotherapy (CPP)
- ☐ Children in Between
- ☐ Clinician-Based Cognitive Psychoeducational Intervention for Families (Family Talk)
- ☐ Cognitive Behavioral Therapy for Late-Life Depression
- ☐ Cognitive Enhancement Therapy
- ☐ Community Advocacy Project (CAP)
- ☐ Compeer Model
- ☐ Computer-Assisted System for Patient Assessment and Referral (CASPAR)
- ☐ Computer-Based Cognitive Behavioral Therapy, Beating the Blues
- ☐ Contracts, Prompts, and Reinforcement of Substance Use Disorder Continuing Care (CPR)
- ☐ Coping With Work and Family Stress
- ☐ Correctional Therapeutic Community for Substance Abusers



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

- ☐ Critical Time Intervention
- ☐ DARE to be You
- ☐ Dialectical Behavior Therapy
- ☐ Early Risers "Skills for Success"
- ☐ Emergency Department Means Restriction Education
- ☐ EnhanceWellness
- ☐ Eye Movement Desensitization and Reprocessing
- ☐ Family Behavior Therapy
- ☐ Family Expectations
- ☐ Family Spirit
- ☐ Family Wellness: Survival Skills for Healthy Families
- ☐ Functional Adaptation Skills Training (FAST)
- ☐ Guiding Good Choices
- ☐ Helping Women Recover and Beyond Trauma
- ☐ IMPACT (Improving Mood—Promoting Access to Collaborative Treatment)
- ☐ Incredible Years
- ☐ Interactive Journaling
- ☐ Job-Loss Recovery Program
- ☐ JOBS Program
- ☐ Life Goals Collaborative Care (LGCC)
- ☐ Mental Health First Aid
- ☐ Mindfulness-Based Cognitive Therapy (MBCT)
- ☐ Mindfulness-Based Stress Reduction (MBSR)
- ☐ Modified Therapeutic Community for Persons With Co-Occurring Disorders
- ☐ MoodGYM
- ☐ Moral Reconciliation Therapy
- ☐ Multi-Family Psychoeducational Psychotherapy (MF-PEP)
- ☐ National Alliance on Mental Illness (NAMI) Family-to-Family Education Program
- ☐ Nurse-Family Partnership
- ☐ Nurturing Parenting Programs
- ☐ OQ-Analyst
- ☐ Panic Control Treatment (PCT)
- ☐ Parent-Child Interaction Therapy



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

- ☐ ParentCorps
- ☐ Parenting Fundamentals
- ☐ Parenting Through Change
- ☐ Partners for Change Outcome Management System (PCOMS): International Cnt. for Clinical Excellence
- ☐ Partners for Change Outcome Management System (PCOMS): The Heart and Soul of Change Project
- ☐ Pathways' Housing First Program
- ☐ Penn Resilience Training for College Students
- ☐ Prevention and Relationship Enhancement Program (PREP)
- ☐ Program of All-inclusive Care for the Elderly (PACE)
- ☐ Project ACHIEVE
- ☐ Project MAGIC (Making A Group and Individual Commitment)
- ☐ Prolonged Exposure Therapy for Posttraumatic Stress Disorders
- ☐ Psychiatric Rehabilitation Process Model
- ☐ Psychoeducational Multifamily Groups
- ☐ QPR Gatekeeper Training for Suicide Prevention
- ☐ Reconnecting Youth: A Peer Group Approach to Building Life Skills
- ☐ Relapse Prevention Therapy (RPT)
- ☐ Say It Straight (SIS)
- ☐ Seeking Safety
- ☐ Six Core Strategies To Prevent Conflict and Violence: Reducing the Use of Seclusion and Restraint
- ☐ Strengthening Families Program
- ☐ Strengthening Families Program: For Parents and Youth 10-14
- ☐ Systematic Training for Effective Parenting (STEP)
- ☐ Systems Training for Emotional Predictability and Problem Solving (STEPPS)
- ☐ TCU (Texas Christian University) Mapping-Enhanced Counseling
- ☐ Team Solutions (TS) and Solutions for Wellness (SFW)
- ☐ TEAMcare
- ☐ Transtheoretical Model (TTM)-Based Stress Management Program
- ☐ Trauma Affect Regulation: Guide for Education and Therapy (TARGET)
- ☐ Trauma Recovery and Empowerment Model (TREM)
- ☐ Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)
- ☐ Traumatic Incident Reduction
- ☐ Triple P-Positive Parenting Program



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

☐ Virginia Student Threat Assessment Guidelines

☐ Wellness Recovery Action Plan (WRAP)

☐ None

Other (please specify)



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

***3. Please indicate all of the Evidence-Based Practices utilized by your agency for CHILDREN'S MENTAL HEALTH prevention, intervention and treatment services.**

- ☐ Active Parenting (4th Edition)
- ☐ Active Parenting of Teens: Families In Action
- ☐ Adolescent Coping With Depression (CWD-A)
- ☐ A's Pals: Kids Making Healthy Choices
- ☐ All Stars
- ☐ American Indian Life Skills Development/Zuni Life Skills Development
- ☐ ATHENA (Athletes Targeting Healthy Exercise & Nutrition Alternatives)
- ☐ Attachment-Based Family Therapy (ABFT)
- ☐ Brief Strategic Family Therapy
- ☐ CAPSLE: Creating a Peaceful School Learning Environment
- ☐ Caring School Community
- ☐ CAST (Coping And Support Training)
- ☐ Celebrating Families!
- ☐ Challenging Horizons Program (CHP)
- ☐ Chestnut Health Systems-Bloomington Adolescent Outpatient (OP) and Intensive Outpatient (IOP) Tx Model
- ☐ Chicago Parent Program
- ☐ Child-Parent Psychotherapy (CPP)
- ☐ Children in Between
- ☐ Children of Divorce Intervention Program (CODIP)
- ☐ Children's Summer Treatment Program (STP)
- ☐ Clinician-Based Cognitive Psychoeducational Intervention for Families (Family Talk)
- ☐ Cognitive Behavioral Intervention for Trauma in Schools (CBITS)
- ☐ Collaborative HIV Prevention and Adolescent Mental Health Project (CHAMP) Family Program
- ☐ Cool Kids Child and Adolescent Anxiety Management Program
- ☐ Coping Cat
- ☐ Cross-Age Mentoring Program (CAMP) for Children With Adolescent Mentors
- ☐ Cultural Adaptation of Cognitive Behavioral Therapy (CBT) for Puerto Rican Youth
- ☐ Curriculum-Based Support Group (CBSSG) Program
- ☐ DARE to be You
- ☐ Early Risers "Skills for Success"
- ☐ Emergency Department Means Restriction Education



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

- ☐ Families and Schools Together (FAST)
- ☐ Family Behavior Therapy
- ☐ Family Centered Treatment (FCT)
- ☐ Family Spirit
- ☐ Footprints for Life
- ☐ FRIENDS Program
- ☐ Good Behavior Game (GBG)
- ☐ Guiding Good Choices
- ☐ Healing Species Violence Intervention and Compassion Education Program
- ☐ HighScope Curriculum
- ☐ HOMEBUILDERS
- ☐ I Can Problem Solve (ICPS)
- ☐ Incredible Years
- ☐ Interpersonal Psychotherapy for Depressed Adolescents (IPT-A)
- ☐ Lions Quest Skills for Adolescence
- ☐ Mendota Juvenile Treatment Center Program
- ☐ Michigan Model for Health
- ☐ Mindfulness-Based Stress Reduction (MBSR)
- ☐ Moral Reconnection Therapy
- ☐ Multi-Family Psychoeducational Psychotherapy (MF-PEP)
- ☐ Multidimensional Treatment Foster Care (MTFC)
- ☐ Multisystemic Therapy (MST) for Juvenile Offenders
- ☐ Multisystemic Therapy for Youth With Problem Sexual Behaviors (MST-PSB)
- ☐ Multisystemic Therapy With Psychiatric Supports (MST-Psychiatric)
- ☐ New Beginnings Program
- ☐ Nurse-Family Partnership
- ☐ Nurturing Parenting Programs
- ☐ Open Circle
- ☐ Parent-Child Interaction Therapy
- ☐ ParentCorps
- ☐ Parenting Fundamentals
- ☐ Parenting Through Change
- ☐ Parenting Wisely



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

- ☐ Parents as Teachers
- ☐ PAX Good Behavior Game (PAX GBG)
- ☐ Primary Project
- ☐ Project ACHIEVE
- ☐ Project KIND
- ☐ Project MAGIC (Making A Group and Individual Commitment)
- ☐ Promoting Alternative Thinking Strategies (PATHS), PATHS Preschool
- ☐ Reconnecting Youth: A Peer Group Approach to Building Life Skills
- ☐ Relationship Smarts PLUS (RS+)
- ☐ Responding in Peaceful and Positive Ways (RIPP)
- ☐ Ripple Effects Whole Spectrum Intervention System (Ripple Effects)
- ☐ Safe & Civil Schools Positive Behavioral Interventions and Supports Model
- ☐ Say It Straight (SIS)
- ☐ Second Step
- ☐ Seeking Safety
- ☐ Six Core Strategies To Prevent Conflict and Violence: Reducing the Use of Seclusion and Restraint
- ☐ Social Skills Group Intervention (S.S.GRIN) 3-5
- ☐ Steps to Respect: A Bullying Prevention Program
- ☐ Strengthening Families Program
- ☐ Strengthening Families Program: For Parents and Youth 10-14
- ☐ Students Taking A Right Stand (STARS) Nashville Student Assistance Program
- ☐ Systematic Training for Effective Parenting (STEP)
- ☐ Teaching Kids to Cope (TKC)
- ☐ Teaching Students To Be Peacemakers
- ☐ Too Good for Violence
- ☐ Trauma Affect Regulation: Guide for Education and Therapy (TARGET)
- ☐ Trauma Focused Coping (Multimodality Trauma Treatment)
- ☐ Trauma-Focused Cognitive Behavioral Therapy (TF-CBT)
- ☐ Traumatic Incident Reduction
- ☐ Triple P-Positive Parenting Program
- ☐ Virginia Student Threat Assessment Guidelines
- ☐ Zippy's Friends
- ☐ None



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Evidence-Based Practice Survey - Managing Entity Network

Other (please specify)

4. Please indicate all of the Evidence-Based Practices utilized by your agency for ADULT SUBSTANCE ABUSE prevention, intervention and treatment services.

- ☐ Active Parenting of Teens: Families In Action
- ☐ Adolescent Community Reinforcement Approach (A-CRA)
- ☐ Alcohol Behavioral Couple Therapy
- ☐ Alcohol Literacy Challenge
- ☐ Behavioral Couples Therapy for Alcoholism and Drug Abuse
- ☐ Behavioral Day Treatment and Contingency Managed Housing and Work Therapy
- ☐ Brief Alcohol Screening and Intervention for College Students (BASICS)
- ☐ Brief Self-Directed Gambling Treatment
- ☐ Brief Strengths-Based Case Management for Substance Abuse
- ☐ CAST (Coping And Support Training)
- ☐ Celebrating Families!
- ☐ Chestnut Health Systems-Bloomington Adolescent Outpatient (OP) and Intensive Outpatient (IOP) Tx Model
- ☐ CHOICES: A Program for Women About Choosing Healthy Behaviors
- ☐ Choosing Life: Empowerment! Action! Results! (CLEAR) Program for Young People Living With HIV
- ☐ Cocaine-Specific Coping Skills Training
- ☐ College Drinker's Check-up (CDCU)
- ☐ Community Trials Intervention To Reduce High-Risk Drinking
- ☐ Computer-Assisted System for Patient Assessment and Referral (CASPAR)
- ☐ Contracts, Prompts, and Reinforcement of Substance Use Disorder Continuing Care (CPR)
- ☐ COPE: Collaborative Opioid Prescribing Education
- ☐ Coping With Work and Family Stress
- ☐ Correctional Therapeutic Community for Substance Abusers
- ☐ DARE to be You
- ☐ Dialectical Behavior Therapy



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

- ☐ Early Risers "Skills for Success"
- ☐ Enough Snuff
- ☐ Family Behavior Therapy
- ☐ Family Split
- ☐ Forever Free
- ☐ Functional Family Therapy for Adolescent Alcohol and Drug Abuse
- ☐ Guiding Good Choices
- ☐ Healthy Workplace
- ☐ Helping Women Recover and Beyond Trauma
- ☐ Interactive Journaling
- ☐ Interim Methadone Maintenance
- ☐ Keep A Clear Mind (KACM)
- ☐ Matrix Model
- ☐ Modified Therapeutic Community for Persons With Co-Occurring Disorders
- ☐ Moral Reconnection Therapy
- ☐ Motivational Enhancement Therapy
- ☐ Motivational Interviewing
- ☐ Network Therapy
- ☐ Nurse-Family Partnership
- ☐ Nurturing Parenting Programs
- ☐ OQ-Analyst
- ☐ Pathways' Housing First Program
- ☐ PRIME For Life
- ☐ Prize Incentives Contingency Management for Substance Abuse
- ☐ Project ASSERT
- ☐ Project EX
- ☐ Project MAGIC (Making A Group and Individual Commitment)
- ☐ Project Towards No Drug Abuse
- ☐ Protecting You/Protecting Me
- ☐ Psychiatric Rehabilitation Process Model
- ☐ Reconnecting Youth: A Peer Group Approach to Building Life Skills
- ☐ Recovery Training and Self-Help
- ☐ Reinforcement-Based Therapeutic Workplace



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

- ☐ Relapse Prevention Therapy (RPT)
- ☐ Reward & Reminder
- ☐ Say It Straight (SIS)
- ☐ Seeking Safety
- ☐ Self-Help in Eliminating Life-Threatening Diseases (SHIELD)
- ☐ Solution-Focused Group Therapy
- ☐ Strengthening Families Program
- ☐ Strengthening Families Program: For Parents and Youth 10-14
- ☐ TCU (Texas Christian University) Mapping-Enhanced Counseling
- ☐ Team Awareness
- ☐ Telephone Monitoring and Adaptive Counseling (TMAC)
- ☐ The Brief Negotiation Interview for Harmful and Hazardous Drinkers
- ☐ Trauma Affect Regulation: Guide for Education and Therapy (TARGET)
- ☐ Trauma Recovery and Empowerment Model (TREM)
- ☐ Twelve Step Facilitation Therapy
- ☐ Wellness Initiative for Senior Education (WISE)
- ☐ Wellness Outreach at Work
- ☐ None

Other (please specify)



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

5. Please indicate all of the Evidence-Based Practices utilized by your agency for CHILDREN'S SUBSTANCE ABUSE prevention, intervention and treatment services.

- ☐ Across Ages
- ☐ Active Parenting of Teens: Families in Action
- ☐ Adolescent Community Reinforcement Approach (A-CRA)
- ☐ All's Pals: Kids Making Healthy Choices
- ☐ Alcohol Literacy Challenge
- ☐ All Stars
- ☐ ATHENA (Athletes Targeting Healthy Exercise & Nutrition Alternatives)
- ☐ Brief Strategic Family Therapy
- ☐ Caring School Community
- ☐ CAST (Coping And Support Training)
- ☐ Celebrating Families!
- ☐ Chestnut Health Systems-Bloomington Adolescent Outpatient (OP) and Intensive Outpatient (IOP) Tx Model
- ☐ Class Action
- ☐ Climate Schools: Alcohol and Cannabis Course
- ☐ Community Trials Intervention To Reduce High-Risk Drinking
- ☐ Curriculum-Based Support Group (CSBG) Program
- ☐ DARE to be You
- ☐ Early Risers "Skills for Success"
- ☐ Families and Schools Together (FAST)
- ☐ Family Behavior Therapy
- ☐ Family Centered Treatment (FCT)
- ☐ Family Spirit
- ☐ Family Support Network (FSN)
- ☐ Footprints for Life
- ☐ Functional Family Therapy for Adolescent Alcohol and Drug Abuse
- ☐ Good Behavior Game (GBG)
- ☐ Guiding Good Choices
- ☐ Healing Species Violence Intervention and Compassion Education Program
- ☐ Hip-Hop 2 Prevent Substance Abuse and HIV (H2P)
- ☐ I Can Problem Solve (ICPS)
- ☐ Keep A Clear Mind (KACM)
- ☐



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

- ☐ LifeSkills Training (LST)
- ☐ Lions Quest Skills for Adolescence
- ☐ Michigan Model for Health
- ☐ Moral Reconation Therapy
- ☐ Multidimensional Family Therapy (MDFT)
- ☐ Multisystemic Therapy (MST) for Juvenile Offenders
- ☐ Not On Tobacco (N-O-T)
- ☐ Nurse-Family Partnership
- ☐ Nurturing Parenting Programs
- ☐ Parenting Wisely
- ☐ Peer Assistance and Leadership (PAL)
- ☐ Project ALERT
- ☐ Project ASSERT
- ☐ Project EX
- ☐ Project MAGIC (Making A Group and Individual Commitment)
- ☐ Project Northland
- ☐ Project SUCCESS
- ☐ Project Towards No Drug Abuse
- ☐ Project Towards No Tobacco Use
- ☐ Promoting Alternative Thinking Strategies (PATHS), PATHS Preschool
- ☐ Protecting You/Protecting Me
- ☐ Reconnecting Youth: A Peer Group Approach to Building Life Skills
- ☐ Reward & Reminder
- ☐ Ripple Effects Whole Spectrum Intervention System (Ripple Effects)
- ☐ Say It Straight (SIS)
- ☐ Second Step
- ☐ Seeking Safety
- ☐ SPORT Prevention Plus Wellness
- ☐ Stay on Track
- ☐ Storytelling for Empowerment
- ☐ Strengthening Families Program
- ☐ Strengthening Families Program: For Parents and Youth 10-14
- ☐ Students Taking A Right Stand (STARS) Nashville Student Assistance Program
- ☐



Appendix D

Evidence-Based Practice Survey - Managing Entity Network

☐ Teen Intervene

☐ The PreVenture Programme: Personality-Targeted Interventions for Adolescent Substance Misuse

☐ Too Good for Drugs

☐ None

Other (please specify)

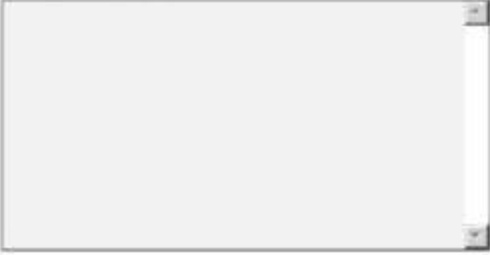




Table 1: 2010 Census Population, 2013 Population Estimate, by Gender

Location	Total Population 2010 Census	Total Population 2013 Estimate	2010 – 2013 Percent Change	Male		Female	
				Percent	Number	Percent	Number
Escambia	297,619	305,817	2.8	49.7	151,991	50.3	153,826
Okaloosa	180,822	193,811	7.2	50.8	98,756	49.2	95,355
Santa Rosa	151,372	161,096	6.4	51.0	82,159	49.0	78,937
Walton	55,043	59,807	8.7	50.8	30,382	49.2	29,425
Circuit 1	684,856	720,531	5.2	50.4	363,288	49.6	357,543
Bay	168,852	174,987	3.6	49.6	86,794	50.4	88,193
Calhoun	14,625	14,682	0.4	54.4	7,987	45.6	6,695
Gulf	15,863	15,829	-0.2	60.0	9,497	40.0	6,332
Holmes	19,927	19,717	-1.1	53.3	10,509	46.7	9,208
Jackson	49,746	48,922	-1.7	55.0	26,907	45.0	22,015
Washington	24,896	24,624	-1.1	54.6	13,445	45.4	11,179
Circuit 14	293,909	298,761	1.7	51.9	155,139	48.1	143,622
Franklin	11,549	11,598	0.4	57.3	6,646	42.7	4,952
Gadsden	46,389	46,194	-3.3	50.1	23,143	49.9	23,051
Jefferson	14,761	14,194	-3.8	52.3	7,423	47.7	6,771
Leon	275,487	281,845	2.3	47.5	133,876	52.5	147,969
Liberty	8,365	8,349	-0.2	61.7	5,151	38.3	3,198
Wakulla	30,776	31,022	0.8	55.1	17,093	44.9	13,929
Circuit 2	387,327	393,202	1.5	49.2	193,332	50.8	199,870
Madison	19,224	18,728	-2.6	52.7	9,870	47.3	8,858
Taylor	22,570	22,857	1.3	56.4	12,891	43.6	9,966
Circuit 3 (selected portion)	41,794	41,585	-0.05	54.7	22,761	45.3	18,824
18-County Region (Northwest)	1,407,886	1,454,079	3.3	50.5	734,520	49.5	719,859
Florida	18,801,310	19,552,860	4.0	48.9	9,561,349	51.1	9,991,511

Source: US Census Bureau, 2010

Prepared by: Organizational Management Solutions, Inc.



Table 2: US Census 2013 Population Estimates, by Race

Location	Total Population 2013 Estimate	White Alone		Black/African American Alone	
		Percent	Number	Percent	Number
Escambia	305,817	70.1	214,378	22.8	69,726
Okaloosa	193,811	82.1	159,119	9.9	19,187
Santa Rosa	161,096	87.3	140,637	6.5	10,471
Walton	59,807	89.5	53,527	5.9	3,529
Circuit 1	720,531	78.8	567,661	14.3	102,913
Bay	174,987	82.6	144,539	11.2	19,599
Calhoun	14,682	82.3	12,083	13.4	1,967
Gulf	15,829	78.2	12,378	19.0	3,008
Holmes	19,717	89.7	17,686	6.6	1,301
Jackson	48,922	69.9	34,196	26.9	13,160
Washington	24,624	80.3	19,773	15.5	3,817
Circuit 14	298,761	80.6	240,655	14.3	42,852
Franklin	11,598	82.9	9,615	14.2	1,647
Gadsden	46,194	42.1	19,448	55.4	25,591
Jefferson	14,194	62.0	8,800	35.6	5,053
Leon	281,845	63.0	177,562	31.4	88,499
Liberty	8,349	77.7	6,487	19.1	1,595
Wakulla	31,022	81.7	25,345	15.1	4,684
Circuit 2	393,202	62.9	247,257	32.3	127,069
Madison	18,728	58.7	10,993	39.0	7,304
Taylor	22,857	75.8	17,326	20.9	4,777
Circuit 3 (selected portion)	41,585	68.1	28,319	29.1	12,081
18-County Region (Northwest)	1,454,079	74.5	1,083,892	19.6	284,915
Florida	19,552,860	78.1	15,270,784	16.7	3,265,328

Source: American Community Survey (ACS)

Prepared by: Organizational Management Solutions, Inc.



Table 2 (continued): US Census 2013 Population Estimates, by Race

Location	Total Population 2013 Estimate	American Indian Alone and Alaskan Native Alone		Asian Alone	
		Percent	Number	Percent	Number
Escambia	305,817	0.9	2,752	3.0	9,175
Okaloosa	193,811	0.7	1,357	3.2	6,202
Santa Rosa	161,096	0.9	1,450	2.1	3,383
Walton	59,807	1.0	598	1.0	598
Circuit 1	720,531	0.9	6,157	2.7	19,358
Bay	174,987	0.8	1,400	2.3	4,025
Calhoun	14,682	1.3	191	0.7	103
Gulf	15,829	0.5	79	0.4	63
Holmes	19,717	0.9	177	0.7	138
Jackson	48,922	0.8	391	0.6	294
Washington	24,624	1.4	35	0.6	148
Circuit 14	298,761	0.8	2,273	1.6	4,771
Franklin	11,598	0.7	81	0.6	70
Gadsden	46,194	0.6	277	0.7	323
Jefferson	14,194	0.4	57	0.4	57
Leon	281,845	0.3	846	3.1	8,737
Liberty	8,349	1.3	109	0.4	33
Wakulla	31,022	0.7	217	0.5	155
Circuit 2	393,202	0.4	1,587	2.4	9,375
Madison	18,728	0.7	131	0.3	56
Taylor	22,857	0.9	206	0.8	183
Circuit 3 (selected portion)	41,585	0.8	337	0.6	239
18-County Region (Northwest)	1,454,079	0.7	10,354	2.3	33,743
Florida	19,552,860	0.5	97,764	2.7	527,927

Source: American Community Survey (ACS)

Prepared by: Organizational Management Solutions, Inc.



Table 2 (continued): US Census 2013 Population Estimates, by Race

Location	Total Population 2013 Estimate	Native Hawaiian Alone and Other Pacific Islander Alone		Two or More Races	
		Percent	Number	Percent	Number
Escambia	305,817	0.2	612	3.0	9,175
Okaloosa	193,811	0.3	581	3.9	7,559
Santa Rosa	161,096	0.2	322	3.0	4,833
Walton	59,807	0.2	120	2.4	1,435
Circuit 1	720,531	0.2	1,635	3.2	23,002
Bay	174,987	0.1	175	3.0	5,250
Calhoun	14,682	0.2	29	2.1	308
Gulf	15,829	-	-	1.8	285
Holmes	19,717	0.1	20	2.0	394
Jackson	48,922	0.2	98	1.6	783
Washington	24,624	0.1	25	2.1	517
Circuit 14	298,761	0.1	347	2.5	7,537
Franklin	11,598	0.1	12	1.6	186
Gadsden	46,194	0.1	46	1.1	508
Jefferson	14,194	-	-	1.5	213
Leon	281,845	0.1	282	2.1	5,919
Liberty	8,349	-	-	1.5	125
Wakulla	31,022	0.1	31	1.9	589
Circuit 2	393,202	0.09	371	1.9	7,540
Madison	18,728	0.3	56	1.3	243
Taylor	22,857	0.8	183	1.7	389
Circuit 3 (selected portion)	41,585	0.6	239	1.5	632
18-County Region (Northwest)	1,454,079	0.2	2,592	2.7	38,711
Florida	19,552,860	0.1	19,553	1.9	371,504

Source: American Community Survey (ACS)

Prepared by: Organizational Management Solutions, Inc.



Table 3: 2013 Estimated Population, by Ethnicity

Location	Total Population 2013 Estimate	Hispanic or Latino		Non- Hispanic or Non-Latino	
		Percent	Number	Percent	Number
Escambia	305,817	5.2	15,902	94.8	289,915
Okaloosa	193,811	8.3	16,086	91.7	177,725
Santa Rosa	161,096	5.1	8,216	94.9	152,880
Walton	59,807	6.2	3,708	93.8	56,099
Circuit 1	720,531	6.1	43,912	93.9	676,619
Bay	174,987	5.4	9,449	94.6	165,538
Calhoun	14,682	5.7	837	94.3	13,845
Gulf	15,829	4.8	760	95.2	15,069
Holmes	19,717	2.7	532	97.3	19,185
Jackson	48,922	4.5	2,201	95.5	46,721
Washington	24,624	3.4	837	96.6	23,787
Circuit 14	298,761	4.9	14,616	95.1	284,145
Franklin	11,598	4.9	568	95.1	11,030
Gadsden	46,194	10.3	4,758	89.7	41,436
Jefferson	14,194	4.1	582	95.9	13,612
Leon	281,845	6.0	16,911	94.0	264,934
Liberty	8,349	6.5	543	93.5	7,806
Wakulla	31,022	3.6	1,117	96.4	29,905
Circuit 2	393,202	6.3	24,479	93.8	368,723
Madison	18,728	5.0	936	95.0	17,785
Taylor	22,857	3.9	891	96.1	21,966
Circuit 3 (selected portion)	41,585	4.4	1,827	95.6	39,751
18-County Region (Northwest)	1,454,079	5.8	84,834	94.2	1,369,238
Florida	19,552,860	23.6	4,614,475	76.4	14,938,385

Source: American Community Survey (ACS)

Prepared by: Organizational Management Solutions, Inc.



Table 4: 2013 Estimated Population, by Age

Location	Total Population 2013 Estimate	Persons Under 5		Persons Under 18		Persons Over 65	
		Percent	Number	Percent	Number	Percent	Number
Escambia	305,817	6.1	18,655	21.0	64,222	15.5	47,402
Okaloosa	193,811	6.7	12,985	22.2	43,026	14.7	28,490
Santa Rosa	161,096	5.8	9,344	22.8	36,730	14.0	22,553
Walton	59,807	5.5	3,289	20.4	12,201	18.1	10,825
Circuit 1	720,531	6.1	44,273	21.7	156,179	15.2	109,270
Bay	174,987	6.2	10,849	21.5	37,622	15.9	27,823
Calhoun	14,682	5.6	822	21.2	3,098	16.9	2,481
Gulf	15,829	4.3	681	15.7	2,485	17.4	2,754
Holmes	19,717	5.2	1,025	20.3	4,003	18.5	3,648
Jackson	48,922	4.9	2,397	18.7	9,148	17.6	8,610
Washington	24,624	5.0	1,231	20.3	4,999	16.8	4,137
Circuit 14	298,761	5.7	17,005	20.5	61,355	16.6	49,453
Franklin	11,598	4.4	510	16.6	1,925	19.8	2,296
Gadsden	46,194	6.3	2,910	22.7	10,486	14.9	6,883
Jefferson	14,194	4.8	681	17.5	2,484	19.5	2,768
Leon	281,845	5.4	15,220	19.2	54,114	10.9	30,721
Liberty	8,349	4.8	401	20.0	1,670	11.5	960
Wakulla	31,022	5.3	1,644	21.0	6,515	12.8	3,971
Circuit 2	393,202	5.4	21,366	19.6	77,194	12.1	47,599
Madison	18,728	5.5	1,030	20.3	3,802	17.5	3,277
Taylor	22,857	5.4	1,234	19.0	4,343	17.3	3,954
Circuit 3 (selected portion)	41,585	5.4	2,264	19.6	8,145	17.4	7,231
18-County Region (Northwest)	1,454,079	5.8	84,908	20.8	302,873	14.7	213,553
Florida	19,552,860	5.5	1,075,407	20.6	4,027,889	18.7	3,656,385

Source: American Community Survey (ACS)

Prepared by: Organizational Management Solutions, Inc.



Table 5: 2015 Estimated Population, by Age

Location	Total Population 2015	Ages 0-4		Ages 5-17		Ages 18-24	
		Percent	Number	Percent	Number	Percent	Number
Escambia	302,871	6.1	18,546	15.7	47,512	10.9	33,088
Okaloosa	190,832	6.1	11,725	16.2	30,963	9.2	17,561
Santa Rosa	162,526	5.7	9,532	16.8	27,305	9.5	15,411
Walton	60,413	5.8	3,495	15.1	9,107	7.6	4,609
Circuit 1	716,642	6.0	43,298	16.0	114,887	9.9	70,669
Bay	173,292	6.1	10,603	15.6	27,003	8.9	15,445
Calhoun	14,827	5.9	880	14.6	2,168	8.6	1,273
Gulf	16,212	4.0	654	11.1	1,801	8.2	1,324
Holmes	20,138	5.5	1,117	14.9	2,999	9.4	1,898
Jackson	50,329	5.1	2,558	13.9	7,010	9.3	4,703
Washington	25,159	5.6	1,398	15.2	3,815	9.3	2,330
Circuit 14	299,957	5.7	17,210	14.9	44,796	9.0	26,973
Franklin	11,657	4.8	562	12.1	1,406	7.8	904
Gadsden	48,312	6.6	3,195	15.8	7,623	8.9	4,291
Jefferson	14,692	5.2	758	12.9	1,888	7.1	1,050
Leon	283,218	5.4	15,392	14.2	40,233	21.5	60,968
Liberty	8,795	5.2	459	12.1	1,325	9.3	814
Wakulla	31,737	5.5	1,737	16.2	5,151	8.7	2,770
Circuit 2	398,411	5.5	22,103		57,626	17.8	70,797
Madison	19,530	6.1	1,188	15.2	2,972	9.0	1,754
Taylor	23,243	5.5	1,267	13.5	3,135	8.5	1,981
Circuit 3 (selected portion)	42,773	5.7	2,455	14.3	6,107	8.7	3,735
18 County Region (Northwest)	1,457,783	5.8	85,066	15.3	223,416	11.8	172,174

Source: Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies

Prepared by: Organizational Management Solutions, Inc.



Table 6: 2015 Estimated Population, by Age, Statewide

Location	Total Population 2015	Ages 0-17		Ages 18 and over	
		Percent	Number	Percent	Number
Big Bend Community Based Care (BBCBC)					
Bay	173,292	21.7	37,606	78.3	135,686
Calhoun	14,827	20.6	3,048	79.4	11,779
Escambia	302,871	21.8	66,058	78.2	236,813
Franklin	11,657	16.9	1,968	83.1	9,689
Gadsden	48,312	22.4	10,818	77.6	37,494
Gulf	16,212	15.1	2,455	84.9	10,440
Holmes	20,138	20.4	4,116	79.6	16,022
Jackson	50,329	19.0	9,568	81.0	40,761
Jefferson	14,692	18.0	2,646	82.0	12,046
Leon	283,218	19.6	55,625	80.4	227,593
Liberty	8,795	20.3	1,784	79.7	7,011
Madison	19,530	21.3	4,160	78.7	15,370
Okaloosa	190,832	22.4	42,688	77.6	148,144
Santa Rosa	162,526	22.7	36,837	77.3	125,689
Taylor	23,243	18.9	4,402	81.1	18,841
Wakulla	31,737	21.7	6,888	78.3	24,849
Walton	60,413	20.9	12,602	79.1	47,811
Washington	25,159	20.7	5,213	79.3	19,946
BBCBC Total	1,457,783	21.2	308,482	78.8	1,149,301
Lutheran Services Florida (LSF)					
Alachua	252,556	18.1	45,650	81.9	206,906
Baker	27,621	24.6	6,791	75.4	20,830
Bradford	27,507	20.5	5,627	79.5	21,880
Citrus	143,798	14.7	21,162	85.3	122,636
Clay	200,672	24.6	49,361	75.4	151,311
Columbia	68,894	21.5	14,819	78.5	54,075
Dixie	16,617	18.2	3,017	81.8	13,600
Duval	890,696	23.3	207,968	76.7	682,728
Flagler	104,985	19.4	20,335	81.6	84,650
Gilchrist	17,189	20.0	3,432	80.0	13,757
Hamilton	14,725	19.5	2,874	80.5	11,851
Hernando	180,212	18.8	33,823	81.2	146,389
LaFayette	8,769	21.1	1,849	78.9	6,920
Lake	316,923	19.9	63,151	80.1	253,772
Levy	41,275	20.1	8,296	79.9	32,979
Marion	346,964	18.6	64,658	81.4	282,306
Nassau	77,444	20.4	15,792	79.6	51,652
Putnam	72,782	21.8	15,881	78.2	56,901
St. John's	214,307	22.0	47,109	78.0	167,198
Sumter	113,848	8.8	9,996	91.2	103,852
Suwannee	44,821	21.3	9,568	78.7	35,253
Union	16,063	18.3	2,934	81.7	13,129
Volusia	506,475	18.3	92,785	81.7	413,690
LSF Total	3,705,143	20.2	746,878		2,958,265



Table 6 (continued): 2015 Estimated Population, by Age, Statewide

Location	Total Population 2015	Ages 0-17		Ages 18 and over	
		Percent	Number	Percent	Number
Central Florida Cares Health System (CFCHS)					
Brevard	558,489	18.7	104,676	81.3	453,813
Orange	1,251,729	23.7	296,622	76.3	955,107
Osceola	306,924	25.1	77,094	74.9	229,830
Seminole	439,649	22.0	96,866	78.0	342,783
CFCHS Total	2,556,791	22.5	575,258	77.5	1,981,533
Broward Behavioral Health Coalitions (BBHC)					
Broward	1,802,981	21.7	390,479	78.3	1,412,502
BBHC Total	1,802,981	21.7	390,479	78.3	1,412,502
Central Florida Behavioral Health Network (CFBHN)					
Charlotte	166,304	13.4	22,316	86.6	143,988
Collier	345,100	19.2	66,123	80.8	278,977
DeSoto	34,505	22.8	7,864	77.2	26,641
Glades	12,894	19.0	2,454	81.0	10,440
Hardee	27,743	27.0	7,479	73.0	20,264
Hendry	38,121	28.5	10,867	71.5	27,254
Highlands	100,876	17.6	17,713	82.4	83,163
Hillsborough	1,319,740	23.7	312,901	76.3	1,006,839
Lee	673,826	19.0	128,304	81.0	545,522
Manatee	344,566	20.1	69,398	79.9	275,168
Pasco	492,687	20.8	102,638	79.2	390,049
Pinellas	927,988	17.1	158,374	82.9	769,614
Polk	634,415	23.0	145,744	77.0	488,671
Sarasota	393,674	14.9	58,843	85.1	334,831
Total CFBHN	5,512,439	20.2	1,111,018	79.8	4,401,421
South Florida Behavioral Health Network (SFBHN)					
Miami-Dade	2,635,261	21.3	562,313	78.7	2,072,948
Monroe	73,340	14.9	10,895	85.1	62,445
Total SFBHN	2,708,601	21.2	573,208	78.8	2,135,393
Southeast Florida Behavioral Health Network					
Indian River	143,755	17.8	25,523	82.2	118,232
Martin	151,388	18.5	24,986	81.5	126,402
Okeechobee	40,235	23.7	9,521	76.3	30,714
Palm Beach	1,374,312	19.9	273,098	80.1	1,101,214
St. Lucie	293,805	21.6	63,526	78.4	230,279
Total SEFBHN	2,003,495	19.8	396,654	20.2	1,606,841
Florida	19,747,233	20.8	4,101,977	79.2	15,645,256

Source: Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies
Prepared by: Organizational Management Solutions, Inc.



Table 7: Land Area in Square Miles, Persons per Square Mile, Household size, Family Size, 2010

Location	2010 Land Area (square miles)	Persons per Square Mile	Average Household Size	Average Family Size
Escambia	656.46	453.4	2.41	2.96
Okaloosa	930.25	194.4	2.43	2.92
Santa Rosa	1,011.61	149.6	2.59	2.99
Walton	1,037.63	53	2.38	2.87
Circuit 1	3,635.95	188.36	-	-
Bay	758.46	222.6	2.41	2.92
Calhoun	567.33	25.8	2.52	3.03
Gulf	564.01	28.1	2.33	2.83
Holmes	478.78	41.6	2.47	2.96
Jackson	917.76	54.2	2.40	2.92
Washington	582.80	42.7	2.50	2.97
Circuit 14	3,869.14	75.96	-	-
Franklin	534.73	21.6	2.29	2.79
Gadsden	516.33	89.8	2.61	3.12
Jefferson	598.10	24.7	2.38	2.89
Leon	666.85	413.1	2.35	2.94
Liberty	835.56	10	2.57	3.05
Wakulla	606.42	50.8	2.61	3.03
Circuit 2	3,757.99	103.07	-	-
Madison	695.95	27.6	2.48	3.00
Taylor	1,043.31	21.6	2.44	2.93
Circuit 3 (selected portion)	1,739.26	24.03	-	-
18-County Region (Northwest)	13,002.34	108.28	-	-
Florida	53,624.76	350.6	2.58	3.14

-Source: US Census Bureau, 2010

Prepared by: Organizational Management Solutions, Inc.



Table 8: Median Household Income

Location	Median Income 2008-2012	Above/Below Florida Average		Ranking Comparison	
		Percent	Number	Region	Circuit
Escambia	43,806	-7.4	-3,503	7	4
Okaloosa	54,118	14.4	6,809	2	2
Santa Rosa	57,491	21.5	10,182	1	1
Walton	44,254	-6.5	-3,055	6	3
Circuit 1	-	-	-	-	-
Bay	47,364	0.1	55	4	1
Calhoun	32,480	-31.3	-14,829	9	6
Gulf	39,535	-16.4	-7,774	10	2
Holmes	34,928	-26.2	-12,381	16	5
Jackson	38,917	-17.7	-8,392	12	3
Washington	38,536	-18.5	-8,773	13	4
Circuit 14	-	-	-	-	-
Franklin	37,428	-20.9	-9,881	14	5
Gadsden	35,593	-24.8	-11,716	15	6
Jefferson	41,163	-13.0	-6,146	8	3
Leon	45,915	-2.9	-1,394	5	2
Liberty	39,225	-17.1	-8,084	11	4
Wakulla	53,385	12.8	6,076	3	1
Circuit 2	-	-	-	-	-
Madison	34,361	-27.4	-12,948	18	2
Taylor	34,634	26.8	-12,675	17	1
Circuit 3 (selected portion)	-	-	-	-	-
18-County Region (Northwest)	-	-	-	-	-

Source: US Census Bureau, 2010

Prepared by: Organizational Management Solutions, Inc.



Table 9: Persons and Rate of Persons at or below poverty, Northwest Region, 2012

Location	Population Base (2012)	Children in Poverty		Adults in Poverty		All Persons in Poverty	
		Percent	Number	Percent	Number	Percent	Number
Escambia	283,899	27.6	17,401	11.7	33,133	17.8	50,534
Okaloosa	184,447	21.6	8,921	8.7	15,426	13.2	24,347
Santa Rosa	151,837	18.0	6,425	8.1	12,251	12.3	18,676
Walton	55,555	28.4	3,241	12.4	6,870	18.2	10,111
Circuit 1	675,738	-	35,988	-	67,680	-	103,668
Bay	168,194	26.0	9,460	10.9	18,292	16.5	27,752
Calhoun	12,708	30.7	935	16.6	2,115	24.0	3,050
Gulf	12,189	29.7	725	18.5	2,249	24.4	2,974
Holmes	19,930	34.6	1,414	13.5	2,692	22.9	4,106
Jackson	40,561	29.4	2,692	14.8	5,988	21.4	8,680
Washington	22,137	33.5	1,694	14.9	3,309	22.6	5,003
Circuit 14	275,719	-	16,920	-	34,645	-	51,565
Franklin	9,824	35.3	671	17.7	1,736	24.5	2,407
Gadsden	44,022	39.9	4,280	17.0	7,474	26.7	11,754
Jefferson	13,028	32.4	825	15.0	1,950	21.3	2,775
Leon	271,199	20.7	10,806	17.1	46,417	21.1	57,223
Liberty	6,300	31.4	524	17.7	1,114	26.0	1,638
Wakulla	27,429	22.8	1,507	10.6	2,909	16.1	4,416
Circuit 2	371,802	-	18,613	-	61,600	-	80,213
Madison	16,887	35.5	1,353	17.6	2,970	25.6	4,323
Taylor	19,079	32.2	1,369	17.0	3,248	24.2	4,617
Circuit 3 (selected portion)	35,966	-	2,722	-	6,218	-	8,940
18 County Region (Northwest)	3,359,225	-	74,243	-	170,143	-	244,386

Source: Small Area Income and Poverty Estimates, US Census Bureau

Prepared by: Organizational Management Solutions, Inc.



Table 10: Persons and Rate of Persons at or below poverty, Statewide

	% of children living in poverty (2012)	Estimated # of Children in Poverty (2012)	% of all persons living in Poverty (2012)	# of all persons living in poverty	Estimated # of Adults in Poverty (2012)
Big Bend Community Based Care (BBCBC)					
Bay	26.0	9,460	16.5	27,752	18,292
Calhoun	30.7	935	24.0	3,050	2,115
Escambia	27.6	17,401	17.8	50,534	33,133
Franklin	35.3	671	24.5	2,407	1,736
Gadsden	39.9	4,280	26.7	11,754	7,474
Gulf	29.7	725	24.4	2,974	2,249
Holmes	34.6	1,414	22.9	4,106	2,692
Jackson	29.4	2,692	21.4	8,680	5,988
Jefferson	32.4	825	21.3	2,775	1,950
Leon	20.7	10,806	21.2	57,223	46,417
Liberty	31.4	524	26.0	1,638	1,114
Madison	35.5	1,353	25.6	4,323	2,970
Okaloosa	21.6	8,921	13.2	24,347	15,426
Santa Rosa	18.0	6,425	12.3	18,676	12,251
Taylor	32.2	1,369	24.2	4,617	3,248
Wakulla	22.8	1,507	16.1	4,416	2,909
Walton	28.4	3,241	18.2	10,111	6,870
Washington	33.5	1,694	22.6	5,003	3,309
BBCBC Total	-	74,243	-	244,386	170,143
Lutheran Services Florida (LSF)					
Alachua	26.9	11,819	26.6	63,656	51,837
Baker	26.1	1,768	18.8	4,627	2,859
Bradford	34.5	1,850	23.1	5,471	3,621
Citrus	34.2	7,107	18.7	25,611	18,504
Clay	15.3	7,321	10.9	21,081	13,760
Columbia	33.7	4,917	23.4	14,714	9,797
Dixie	37.0	1,158	27.3	3,988	2,830
Duval	26.7	53,714	18.0	155,085	101,371
Flagler	25.5	4,659	15.3	14,919	10,260
Gilchrist	28.9	1,001	22.0	3,446	2,445
Hamilton	37.6	1,039	28.9	3,377	2,338
Hernando	28.8	9,437	18.5	31,705	22,268
LaFayette	30.8	546	26.4	1,838	1,292
Lake	25.6	15,524	15.6	46,642	31,118
Levy	35.8	2,884	22.7	9,002	6,118
Marion	33.0	20,564	18.6	60,707	40,143
Nassau	19.1	2,968	13.0	9,633	6,665
Putnam	41.7	6,620	25.7	18,445	11,825
St. John's	11.7	5,222	9.5	18,967	13,745
Sumter	34.2	2,834	13.7	12,745	9,911
Suwannee	41.4	3,863	28.1	11,303	7,440
Union	26.7	752	26.2	2,711	1,959
Volusia	32.1	28,835	19.7	95,456	66,621
LSF Total	-	196,402	-	635,129	438,727



Table 10 (continued): Persons at or below poverty, Statewide

Central Florida Cares Health System (CFCHS)					
Brevard	23.2	23,866	14.8	79,841	55,975
Orange	27.1	74,437	18.1	212,737	138,300
Osceola	28.4	20,592	19.5	55,447	34,855
Seminole	16.5	15,487	12.6	53,737	38,250
CFCHS Total	-	134,382	-	401,762	267,380
Broward Behavioral Health Coalition (BBHC)					
Broward	21.4	83,255	15.2	274,118	190,863
BBHC Total	-	83,255	-	274,118	190,863
Central Florida Behavioral Health Network (CFBHN)					
Charlotte	24.4	5,256	13.8	21,961	16,705
Collier	24.4	15,153	14.2	46,593	31,440
DeSoto	43.5	3,221	30.2	9,503	6,282
Glades	33.7	796	26.3	3,047	2,251
Hardee	38.2	2,829	28.2	7,214	4,385
Hendry	39.7	4,165	26.9	9,835	5,670
Highlands	36.8	6,459	22.0	21,275	14,816
Hillsborough	26.8	78,643	19.1	240,099	161,456
Lee	25.7	31,300	15.3	97,598	66,298
Manatee	24.5	16,121	15.5	51,089	34,968
Pasco	18.7	17,845	13.4	61,989	44,144
Pinellas	21.4	33,604	14.1	127,234	93,630
Polk	27.5	38,324	18.1	108,784	70,460
Sarasota	21.5	12,516	12.7	48,338	35,822
Total CFBHN	-	266,232	-	854,559	588,327
South Florida Behavioral Health Network (SFBHN)					
Miami-Dade	29.7	160,076	20.8	531,969	371,893
Monroe	20.8	2,293	14.0	10,312	8,019
Total SFBHN	-	162,369	-	542,281	379,912
Southeast Florida Behavioral Health Network (SEFBHN)					
Indian River	25.0	6,297	16.1	22,347	16,050
Martin	23.8	6,036	14.6	21,222	15,186
Okeechobee	37.9	3,423	25.7	9,501	6,078
Palm Beach	22.7	61,222	14.5	193,825	132,603
St. Lucie	28.6	17,239	17.5	49,151	31,912
Total SEFBHN	-	94,217	-	296,046	201,829
Florida	-	1,011,100	-	3,248,281	2,237,181

Source: Small Area Income and Poverty Estimates, US Census Bureau
 Prepared by: Organizational Management Solutions, Inc.



Table 11: Persons Uninsured, Adults and Children, Northwest Region

Location	2015 Estimated Population	Number of Children Uninsured	Percent of Children Uninsured	Number of Adults Uninsured	Percent of Adults Uninsured
Escambia	302,871	5,945	9	59,203	25
Okaloosa	190,832	4,269	10	34,073	23
Santa Rosa	162,526	3,684	10	27,652	22
Walton	60,413	1,890	15	12,909	27
Circuit 1	716,642	15,788	10	133,837	25
Bay	173,292	4,137	11	33,922	25
Calhoun	14,827	335	11	3,298	28
Gulf	16,212	295	12	2,610	25
Holmes	20,138	453	11	4,326	27
Jackson	50,329	957	10	9,375	23
Washington	25,159	573	11	5,385	27
Circuit 14	299,957	6,750	11	58,916	25
Franklin	11,657	236	12	2,616	27
Gadsden	48,312	1,190	11	10,873	29
Jefferson	14,692	344	13	3,012	25
Leon	283,218	5,563	10	50,070	22
Liberty	8,795	196	11	1,753	25
Wakulla	31,737	689	10	5,218	21
Circuit 2	398,411	8,218	10	73,542	23
Madison	19,530	499	12	4,150	27
Taylor	23,243	396	9	5,218	24
Circuit 3 (selected portion)	42,773	895	10	9,368	27
18 County Region (Northwest)	1,457,783	31,651	10	275,663	24



Table 12: Persons Uninsured, Adults and Children, Statewide

		Total Children	% of children uninsured	# of children uninsured	Total Adults	% of adults uninsured	# of adults uninsured
Big Bend Community Based Care (BBCBC)							
Bay	173,292	37,606	11%	4,137	135,686	25%	33,922
Calhoun	14,827	3,048	11%	335	11,779	28%	3,298
Escambia	302,871	66,058	9%	5,945	236,813	25%	59,203
Franklin	11,657	1,968	12%	236	9,689	27%	2,616
Gadsden	48,312	10,818	11%	1,190	37,494	29%	10,873
Gulf	16,212	2,455	12%	295	10,440	25%	2,610
Holmes	20,138	4,116	11%	453	16,022	27%	4,326
Jackson	50,329	9,568	10%	957	40,761	23%	9,375
Jefferson	14,692	2,646	13%	344	12,046	25%	3,012
Leon	283,218	55,625	10%	5,563	227,593	22%	50,070
Liberty	8,795	1,784	11%	196	7,011	25%	1,753
Madison	19,530	4,160	12%	499	15,370	27%	4,150
Okaloosa	190,832	42,688	10%	4,269	148,144	23%	34,073
Santa Rosa	162,526	36,837	10%	3,684	125,689	22%	27,652
Taylor	23,243	4,402	9%	396	18,841	24%	4,522
Wakulla	31,737	6,888	10%	689	24,849	21%	5,218
Walton	60,413	12,602	15%	1,890	47,811	27%	12,909
Washington	25,159	5,213	11%	573	19,946	27%	5,385
BBCBC Total	1,457,783	308,482	10.3%	31,651	1,149,301	27.2%	274,967
Lutheran Services Florida (LSF)							
Alachua	252,556	45,650	11%	5,022	206,906	23%	47,588
Baker	27,621	6,791	9%	611	20,830	22%	4,583
Bradford	27,507	5,627	10%	563	21,880	24%	5,251
Citrus	143,798	21,162	11%	2,328	122,636	26%	31,885
Clay	200,672	49,361	10%	4,936	151,311	20%	30,262
Columbia	68,894	14,819	11%	1,630	54,075	26%	14,060
Dixie	16,617	3,017	10%	302	13,600	26%	3,536
Duval	890,696	207,968	9%	18,717	682,728	23%	157,027
Flagler	104,985	20,335	13%	2,644	84,650	26%	22,009
Gilchrist	17,189	3,432	13%	446	13,757	28%	3,852
Hamilton	14,725	2,874	10%	287	11,851	25%	2,963
Hernando	180,212	33,823	12%	4,059	146,389	26%	38,061
LaFayette	8,769	1,849	16%	296	6,920	32%	2,214
Lake	316,923	63,151	10%	6,315	253,772	25%	63,443
Levy	41,275	8,296	14%	1,161	32,979	31%	10,223
Marion	346,964	64,658	11%	7,112	282,306	29%	81,869
Nassau	77,444	15,792	11%	1,737	51,652	22%	11,363
Putnam	72,782	15,881	12%	1,906	56,901	28%	15,932
St. John's	214,307	47,109	9%	4,240	167,198	18%	30,096
Sumter	113,848	9,996	11%	1,100	103,852	20%	20,770
Suwannee	44,821	9,568	13%	1,244	35,253	28%	9,871
Union	16,063	2,934	12%	352	13,129	24%	3,151
Volusia	506,475	92,785	11%	10,206	413,690	26%	107,559
LSF Total	3,705,143	745,878	10%	77,214	2,948,265	24%	717,568



Table 12 (continued): Persons Uninsured, Adults and Children, Statewide

Central Florida Cares Health System (CFCHS)							
Brevard	558,489	104,676	11%	11,514	453,813	24%	108,915
Orange	1,251,729	296,622	13%	38,561	955,107	29%	276,981
Osceola	306,924	77,094	13%	10,022	229,830	32%	73,546
Seminole	439,649	96,866	11%	10,655	342,783	23%	78,840
CFCHS Total		575,258	12%	70,752	1,981,533	27%	538,282
Broward Behavioral Health Coalition (BBHC)							
Broward	1,802,981	390,479	13%	50,762	1,412,502	31%	437,876
BBHC Total	1,802,981	390,479	13%	50,762	1,412,502	31%	437,876
Central Florida Behavioral Health Network (CFBHN)							
Charlotte	166,304	22,316	13%	2,901	143,988	25%	35,997
Collier	345,100	66,123	16%	10,580	278,977	33%	92,062
DeSoto	34,505	7,864	16%	1,258	26,641	40%	10,656
Glades	12,894	2,454	21%	515	10,440	38%	3,967
Hardee	27,743	7,479	16%	1,197	20,264	41%	8,308
Hendry	38,121	10,867	18%	1,956	27,254	43%	11,719
Highlands	100,876	17,713	14%	2,480	83,163	33%	27,444
Hillsborough	1,319,740	312,901	12%	37,548	1,006,839	28%	281,915
Lee	673,826	128,304	14%	17,963	545,522	31%	16,912
Manatee	344,566	69,398	14%	9,716	275,168	29%	79,799
Pasco	492,687	102,638	10%	10,264	390,049	25%	97,512
Pinellas	927,988	158,374	11%	17,421	769,614	27%	207,796
Polk	634,415	145,744	12%	17,489	488,671	28%	136,828
Sarasota	393,674	58,843	13%	7,650	334,831	26%	87,056
Total CFBHN	5,512,439	1,111,018	13%	138,938	4,401,421	25%	1,097,971
South Florida Behavioral Health Network (SFBHN)							
Miami-Dade	2,635,261	562,313	15%	84,347	2,072,948	41%	849,909
Monroe	73,340	10,895	16%	1,743	62,445	30%	18,734
Total SFBHN	2,708,601	573,208	15%	86,090	2,135,393	41%	868,643
Southeast Florida Behavioral Health Network (SEFBHN)							
Indian River	143,755	25,523	14%	3,573	118,232	29%	34,287
Martin	151,388	24,986	12%	2,998	126,402	25%	31,601
Okeechobee	40,235	9,521	14%	1,333	30,714	36%	11,057
Palm Beach	1,374,312	273,098	14%	38,234	1,101,214	30%	330,364
St. Lucie	293,805	63,526	13%	8,258	230,279	32%	73,689
Total SEFBHN	1,949,495	396,654	14%	54,396	1,606,841	30%	480,998
Florida	19,747,233	4,101,977	12%	509,803	15,645,256	29%	4,453,654

Source: Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 13: Health Outcomes (including sub-category measures of Health Outcomes)

Location	Health Outcomes	Length of Life (Health Outcome sub-measure)	Quality of Life (Health Outcome sub-measure)	Poor Mental Health Days (Quality of Life sub-measure)	Low birth weight (Quality of Life sub-measure)	Poor or Fair Health (Quality of Life sub-measure)
Escambia	57	51	59	4.8	10.4%	20%
Okaloosa	19	18	16	3.2	7.9%	18%
Santa Rosa	6	12	8	3.1	7.6%	12%
Walton	46	46	49	4.4	8.7%	20%
Circuit 1	-	-	-	-	-	-
Bay	48	43	56	5.6	8.5%	17%
Calhoun	54	31	64	5.5	8.5%	36%
Gulf	34	27	44	3.0	9.6%	18%
Holmes	51	62	32	3.6	7.6%	24%
Jackson	47	42	53	3.6	9.9%	20%
Washington	66	64	66	5.8	9.0%	35%
Circuit 14	-	-	-	-	-	-
Franklin	36	34	38	3.9	7.9%	22%
Gadsden	61	59	60	3.3	11.7%	21%
Jefferson	58	50	61	4.6	10.4%	22%
Leon	9	6	17	3.2	9.5%	10%
Liberty	32	21	48	3.0	10.1%	14%
Wakulla	29	20	45	4.4	8.8%	19%
Circuit 2	-	-	-	-	-	-
Madison	56	53	58	4.3	10.4%	18%
Taylor	60	52	62	4.8	9.9%	24%
Circuit 3 (selected portion)	-	-	-	-	-	-
18-County Region (Northwest)	-	-	-	-	-	-
Florida	-	-	-	3.8	8.7%	16%

Source: Robert Wood Johnson, University of Wisconsin Population Health Institute, County Health Rankings, 2014
Prepared by: Organizational Management Solutions, Inc.



Table 14: Health Factors (including sub-categories of Health Factors)

Location	Health Factors	Some College	Unemployment	Mental Health Providers	Children in Single-Parent Households	Violent Crime	Inadequate Social Support
Escambia	39	62%	8.4%	857:1	43%	806	21%
Okaloosa	10	65%	6.2%	826:1	35%	363	14%
Santa Rosa	14	66%	7.7%	2,319:1	26%	158	14%
Walton	29	55%	5.6%	1,612:1	35%	399	19%
Circuit 1		-	-	-	-	-	-
Bay	38	60%	8.3%	589:1	34%	549	21%
Calhoun	56	34%	8.1%	5,561:1	43%	806	21%
Gulf	49	35%	8.5%	2,397:1	46%	393	26%
Holmes	46	36%	7.1%	1,667:1	34%	298	18%
Jackson	31	44%	7.1%	1,246:1	34%	487	23%
Washington	59	41%	9.4%	5,527:1	35%	179	24%
Circuit 14		-	-	-	-	-	-
Franklin	52	39%	6.7%	2,258:1	50%	814	22%
Gadsden	63	37%	9.1%	1,155:1	59%	861	30%
Jefferson	47	43%	7.9%		38%	846	24%
Leon	9	76%	7.2%	666:1	40%	753	16%
Liberty	48	40%	7.2%	1,469:1	43%	137	23%
Wakulla	28	48%	7.1%	3,097:1	33%	322	20%
Circuit 2		-	-	-	-	-	-
Madison	61	38%	10.1%	4,188:1	45%	811	24%
Taylor	60	37%	9.3%	26,306:1	49%	806	24%
Circuit 3 (selected portion)		-	-	-	-	-	-
18-County Region (Northwest)		-	-	-	-	-	-
Florida		60%	8.6%	910:1	37%	556	-

Source: Robert Wood Johnson, University of Wisconsin Population Health Institute, County Health Rankings, 2014
Prepared by: Organizational Management Solutions, Inc.



Table 15: Suicide Rates by All Means, one year count and rate

Location	All Ages – All Means 2013		All Ages – All Means 2012		All Ages – All Means 2011		All Ages – All Means 2010	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Escambia	49	16.6	57	19.7	36	10.8	37	11.7
Okaloosa	44	22.9	37	20.1	30	15.9	35	17.8
Santa Rosa	29	17.8	33	18.5	32	18.8	23	14.6
Walton	13	18.6	13	18.4	16	22.9	11	17.4
Circuit 1	-	-	-	-	-	-	-	-
Bay	35	18.3	37	20.1	33	18.7	30	16.4
Calhoun	0	0.0	3	15.4	4	25.4	2	12.5
Gulf	3	14.7	2	9.3	3	17.0	3	16.8
Holmes	3	14.3	8	31.6	4	21.0	4	18.0
Jackson	5	8.6	10	19.2	7	12.2	3	5.6
Washington	1	4.3	6	23.7	9	33.8	3	11.5
Circuit 14	-	-	-	-	-	-	-	-
Franklin	1	7.2	2	13.3	0	0.0	1	10.9
Gadsden	8	16.1	7	11.2	6	11.6	4	6.0
Jefferson	1	6.1	2	10.1	0	0.0	2	12.2
Leon	36	12.9	45	17.0	29	11.1	41	15.3
Liberty	0	0.0	1	14.8	0	0.0	1	9.8
Wakulla	5	18.5	7	25.1	8	26.3	5	16.8
Circuit 2	-	-	-	-	-	-	-	-
Madison	4	19.4	3	13.3	0	0.0	1	5.7
Taylor	7	26.0	3	9.4	2	9.2	4	14.8
Circuit 3 (selected portion)	-	-	-	-	-	-	-	-
18-County Region (Northwest)	-	-	-	-	-	-	-	-
Florida	2,892	13.8	2,922	14.2	2,765	13.5	2,753	13.5

Source: Florida CHARTS, rate per 100,000

Prepared by: Organizational Management Solutions, Inc.



Table 15 (continued): Suicide Rates by All Means, three year count and rate, by age

Location	Ages 0-17 - All Means 2011-2013		Ages 0-17 - All Means 2010-2012		Ages 0-17 - All Means 2009-2011		Ages 0-17 - All Means 2008-2010	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Escambia	5	2.5	3	1.5	2	1.0	2	1.0
Okaloosa	2	1.6	2	1.6	2	1.6	2	1.6
Santa Rosa	0	0.0	0	0.0	1	0.9	1	0.9
Walton	0	0.0	0	0.0	0	0.0	0	0.0
Circuit 1	-	-	-	-	-	-	-	-
Bay	1	0.9	1	0.9	0	0.0	1	0.9
Calhoun	0	0.0	0	0.0	0	0.0	0	0.0
Gulf	0	0.0	0	0.0	0	0.0	0	0.0
Holmes	0	0.0	0	0.0	0	0.0	0	0.0
Jackson	1	3.4	1	3.4	0	0.0	0	0.0
Washington	0	0.0	1	6.4	1	6.4	1	6.4
Circuit 14	-	-	-	-	-	-	-	-
Franklin	0	0.0	0	0.0	0	0.0	0	0.0
Gadsden	0	0.0	0	0.0	0	0.0	0	0.0
Jefferson	0	0.0	0	0.0	0	0.0	0	0.0
Leon	3	1.6	2	1.1	3	1.7	2	1.1
Liberty	0	0.0	0	0.0	0	0.0	0	0.0
Wakulla	1	4.9	1	4.9	1	5.0	1	5.1
Circuit 2	-	-	-	-	-	-	-	-
Madison	0	0.0	0	0.0	1	8.0	1	7.9
Taylor	0	0.0	0	0.0	0	0.0	0	0.0
Circuit 3 (selected portion)	-	-	-	-	-	-	-	-
18-County Region (Northwest)	-	-	-	-	-	-	-	-
Florida	159	1.3	147	1.2	129	1.1	118	1.0

Source: Florida CHARTS, rate per 100,000

Prepared by: Organizational Management Solutions, Inc.



Table 15 (continued): Suicide Rates by All Means, three year count and rate, by Age

Location	Ages 18-24 - All Means 2011-2013		Ages 18-24 - All Means 2010-2012		Ages 18-24 - All Means 2009-2011		Ages 18-24- All Means 2008-2010	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Escambia	15	14.9	18	17.4	16	14.8	16	14.2
Okaloosa	12	22.1	8	14.7	17	31.7	19	36.0
Santa Rosa	8	18.5	6	14.4	4	10.0	4	10.3
Walton	1	7.6	1	7.9	0	0.0	1	7.9
Circuit 1	-	-	-	-	-	-	-	-
Bay	8	17.1	9	19.0	8	17.6	7	16.0
Calhoun	0	0.0	0	0.0	0	0.0	0	0.0
Gulf	0	0.0	0	0.0	0	0.0	0	0.0
Holmes	*	18.0	*	36.6	*	17.3	*	32.7
Jackson	3	21.9	2	14.7	1	7.2		0.0
Washington	*	15.1	*	15.3	*	0.0	*	0.0
Circuit 14	-	-	-	-	-	-	-	-
Franklin	*	0.0	*	0.0	*	0.0	*	36.5
Gadsden	2	15.9	1	8.1	1	7.9	0	0.0
Jefferson	*	0.0	*	0.0	*	0.0	*	0.0
Leon	12	7.3	15	9.1	18	10.5	15	8.4
Liberty	*	0.0	*	0.0	*	0.0	*	0.0
Wakulla	0	0.0	0	0.0	1	12.7	1	12.7
Circuit 2	-	-	-	-	-	-	-	-
Madison	*	37.7	*	18.7	*	0.0	*	0.0
Taylor	*	17.1	*	17.2	*	34.1	*	33.6
Circuit 3 (selected portion)	-	-	-	-	-	-	-	-
18-County Region (Northwest)	-	-	-	-	-	-	-	-
Florida	607	11.6	595	11.5	577	11.3	576	11.4

Source: Florida CHARTS, rate per 100,000

Prepared by: Organizational Management Solutions, Inc.

* Data Unavailable in Florida CHARTS



Table 15 (continued): Suicide Rates by All Means, three year count and rate, by Age

Location	Ages 25-44 - All Means 2011-2013		Ages 25-44 - All Means 2010-2012		Ages 25-44 - All Means 2009-2011		Ages 25-44- All Means 2008-2010	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Escambia	48	21.7	39	17.8	30	13.6	43	19.2
Okaloosa	34	23.8	28	19.9	33	23.2	34	23.4
Santa Rosa	22	17.9	22	18.1	25	20.7	25	20.8
Walton	8	18.5	9	21.2	12	28.9	11	26.9
Circuit 1	-	-	-	-	-	-	-	-
Bay	29	22.0	28	21.3	35	26.9	30	23.2
Calhoun	1	8.3	1	8.3	4	32.4	3	24.0
Gulf	2	14.4	4	28.6	6	42.4	4	28.1
Holmes	3	20.5	2	13.6	3	19.8	4	25.7
Jackson	3	7.4	5	12.3	5	12.2	6	14.4
Washington	6	30.9	6	30.6	7	34.7	5	24.5
Circuit 14	-	-	-	-	-	-	-	-
Franklin	1	10.0	1	10.1	2	20.4	2	20.8
Gadsden	3	8.1	1	2.7	1	2.8	4	11.0
Jefferson	0	0.0	0	0.0	1	8.8	1	8.6
Leon	30	14.2	37	17.5	27	12.8	28	13.2
Liberty	0	0.0	0	0.0	0	0.0	0	0.0
Wakulla	7	26.0	8	29.6	10	37.8	7	27.6
Circuit 2	-	-	-	-	-	-	-	-
Madison	1	7.0	1	7.0	1	6.8	4	26.1
Taylor	2	11.0	2	11.1	4	21.5	4	21.0
Circuit 3 (selected portion)	-	-	-	-	-	-	-	-
18-County Region (Northwest)	-	-	-	-	-	-	-	-
Florida	2,266	16.0	2,231	15.8	2,328	16.5	2,395	16.9

Source: Florida CHARTS, rate per 100,000

Prepared by: Organizational Management Solutions, Inc.



Table 15 (continued): Suicide Rates by All Means, three year count and rate, by Age

Location	Age 45-64 - All Means 2011-2013		Ages 45-64 - All Means 2010-2012		Ages 45-64 - All Means 2009-2011		Ages 45-64- All Means 2008-2010	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Escambia	53	22.3	55	23.0	51	21.9	50	22.2
Okaloosa	48	31.4	50	33.2	41	27.6	46	31.6
Santa Rosa	44	32.9	43	32.3	33	25.4	31	24.5
Walton	26	51.5	24	48.2	20	40.6	10	20.6
Circuit 1	-	-	-	-	-	-	-	-
Bay	47	33.1	44	31.0	45	31.3	46	31.8
Calhoun	5	41.6	6	49.9	7	61.6	4	37.4
Gulf	4	28.1	3	21.1	1	7.2	2	14.8
Holmes	7	42.2	8	48.4	6	37.9	6	39.5
Jackson	10	23.9	7	16.6	9	21.8	11	27.1
Washington	4	19.4	4	19.5	5	24.8	6	30.5
Circuit 14	-	-	-	-	-	-	-	-
Franklin	2	20.1	2	19.9	0	0.0	0	0.0
Gadsden	11	26.9	12	29.1	14	35.8	11	29.6
Jefferson	2	14.3	1	7.1	2	14.5	5	37.3
Leon	45	24.1	45	23.9	36	19.2	37	19.9
Liberty	0	0.0	1	14.7	2	31.4	2	33.6
Wakulla	4	14.9	5	18.5	5	18.5	4	15.1
Circuit 2	-	-	-	-	-	-	-	-
Madison	3	18.5	1	6.1	2	13.0	4	27.6
Taylor	8	40.8	4	20.4	4	20.9	6	32.2
Circuit 3 (selected portion)	-	-	-	-	-	-	-	-
18-County Region (Northwest)	-	-	-	-	-	-	-	-
Florida	3,561	23.0	3,615	23.5	3,549	23.4	3,477	23.4

Source: Florida CHARTS, rate per 100,000

Prepared by: Organizational Management Solutions, Inc.



Table 15 (continued): Suicide Rates by All Means, three year count and rate, by Age

Location	Age 65 and over - All Means 2011-2013		Ages 65 and over - All Means 2010-2012		Ages 65 and over - All Means 2009-2011		Ages 65 and over- All Means 2008-2010	
	Number	Rate	Number	Rate	Number	Rate	Number	Rate
Escambia	21	15.3	15	11.2	16	12.1	14	10.7
Okaloosa	15	18.4	14	17.8	19	24.8	24	32.0
Santa Rosa	20	31.8	17	27.7	12	20.3	6	10.6
Walton	7	24.5	6	21.7	7	24.6	8	27.4
Circuit 1	-	-	-	-	-	-	-	-
Bay	20	25.8	18	23.7	15	19.8	13	17.1
Calhoun	1	14.1	2	28.6	2	28.9	2	29.2
Gulf	2	24.3	1	12.5	1	12.5	1	12.6
Holmes	4	37.3	4	37.9	2	19.3	3	29.4
Jackson	5	20.4	5	20.7	4	16.7	5	21.01
Washington	5	41.8	6	51.3	5	42.6	6	50.6
Circuit 14	-	-	-	-	-	-	-	-
Franklin	0	0.0	0	0.0	1	15.8	1	15.4
Gadsden	5	24.4	3	14.8	0	0.0	0	0.0
Jefferson	1	12.9	3	39.5	2	27.3	2	28.2
Leon	20	23.1	16	19.4	14	17.8	13	17.2
Liberty	1	34.8	1	35.7	0	0.0	1	35.6
Wakulla	8	73.1	6	56.8	3	27.7	1	9.1
Circuit 2	-	-	-	-	-	-	-	-
Madison	1	10.3	1	10.5	0	0.0	0	0.0
Taylor	1	8.8	2	18.2	1	9.5	1	10.0
Circuit 3 (selected portion)	-	-	-	-	-	-	-	-
18-County Region (Northwest)	-	-	-	-	-	-	-	-
Florida	1,986	19.3	1,852	18.3	1,789	18.0	1,764	18.1

Source: Florida CHARTS, rate per 100,000

Prepared by: Organizational Management Solutions, Inc.



Table 16: Involuntary Exams Initiated

Location	2011		2012		2013	
	Number	Rate of Change	Number	Rate of Change	Number	Rate of Change
Escambia	3,623	5.7	3,535	-2.4	4,316	22.1
Okaloosa	1,571	22.0	1,622	3.2	1,561	-3.8
Santa Rosa	944	4.2	971	2.9	1,053	8.4
Walton	333	16.8	369	10.8	347	-6.0
Circuit 1	6,471	9.5	6,497	0.4	7,277	12.0
Bay	1,266	-5.4	1,191	-5.9	1,364	14.5
Calhoun	98	27.3	78	-20.4	96	23.1
Gulf	81	-11.1	86	6.2	101	17.4
Holmes	133	-8.9	154	15.8	149	-3.2
Jackson	276	0	228	-17.4	232	1.8
Washington	148	-1.3	157	6.1	184	17.2
Circuit 14	2,002	-3.6	1,894	-5.4	2,126	12.2
Franklin	44	-15.4	31	-29.5	54	74.2
Gadsden	237	-4.0	262	10.5	286	9.2
Jefferson	93	-13.9	115	23.7	92	-20.0
Leon	1,384	-4.6	1,473	6.4	1,545	4.9
Liberty	37	27.6	37	0	36	-2.7
Wakulla	144	-16.3	137	-4.9	120	-12.4
Circuit 2	1,939	-12.9	2,055	6.0	2,133	3.8
Madison	182	-11.2	160	-12.1	227	41.9
Taylor	112	-11.8	106	-5.4	75	-29.2
Circuit 3 (selected portion)	294	-11.4	266	-9.5	302	13.5
18-County Region (Northwest)	10,706	1.5	10,712	0.05	11,838	10.5
Florida	150,466	9.8	157,352	4.6	171,744	9.1

Source: University of South Florida, Baker Act Reporting Center
Prepared by: Organizational Management Solutions, Inc.



Table 17: Adults with good mental health

County	2010 Percent	2007 Percent
Escambia	85.4	88.7
Okaloosa	87.9	92.3
Santa Rosa	89.0	91.1
Walton	84.7	90.0
Circuit 1		
Bay	90.0	86.6
Calhoun	84.0	84.8
Gulf	90.8	90.0
Holmes	85.1	85.5
Jackson	87.9	87.4
Washington	80.9	86.0
Circuit 14		
Franklin	87.3	86.6
Gadsden	90.8	90.1
Jefferson	90.5	89.0
Leon	87.6	93.0
Liberty	85.3	81.6
Wakulla	83.7	87.3
Circuit 2		
Madison	84.3	88.2
Taylor	85.2	86.1
Circuit 3 (selected portion)		
Florida		

Source: Florida CHARTS

Prepared by: Organizational Management Solutions, Inc.



Table 18: Adults who had poor mental health on 14 or more of the past 30 days

County	2010 Percent	2007 Percent
Escambia	14.6	11.4
Okaloosa	12.1	7.7
Santa Rosa	11.0	8.9
Walton	15.3	10.0
Circuit 1		
Bay	10.0	13.4
Calhoun	16.0	15.2
Gulf	9.2	10.0
Holmes	14.9	14.5
Jackson	12.1	12.6
Washington	19.1	14.0
Circuit 14		
Franklin	12.7	13.4
Gadsden	9.2	10.0
Jefferson	9.5	11.0
Leon	12.4	7.0
Liberty	14.7	18.4
Wakulla	16.3	12.7
Circuit 2		
Madison	15.7	11.8
Taylor	14.8	13.9
Circuit 3 (selected portion)		
Florida		

Source: Florida CHARTS

Prepared by: Organizational Management Solutions, Inc.



Table 19: Average number of days where poor mental or physical health interfered with activities of daily living in the past 30 days

County	2010 Percent	2007 Percent
Escambia	6.2	3.8
Okaloosa	4.0	3.9
Santa Rosa	4.2	4.0
Walton	6.0	6.1
Circuit 1		
Bay	4.7	4.7
Calhoun	7.6	7.1
Gulf	7.2	5.3
Holmes	6.0	5.4
Jackson	4.7	4.6
Washington	6.2	5.3
Circuit 14		
Franklin	6.6	5.8
Gadsden	4.3	4.1
Jefferson	5.1	6.6
Leon	4.4	3.5
Liberty	6.7	4.9
Wakulla	5.2	4.6
Circuit 2		
Madison	5.7	4.4
Taylor	6.4	5.7
Circuit 3 (selected portion)		
Florida		

Source: Florida CHARTS

Prepared by: Organizational Management Solutions, Inc.



Table 20: Youth Use of Drugs and Alcohol (2010)

County	Percent of Middle School Students Who have Used Alcohol in the Past 30 Days	Percent of Middle School Students Who have Used Marijuana/Hashish in the last 30 days	Percent of High School Students who reported binge drinking	Percent of Middle School Students Who have Used Marijuana/Hashish in the last 30 days
Escambia	10.7	2.9	16.5	14.5
Okaloosa	9.8	2.0	15.0	14.7
Santa Rosa	9.3	1.8	19.8	16.0
Walton	13.9	4.8	21.8	21.6
Circuit 1	-	-	-	-
Bay	11.0	5.9	17.2	20.0
Calhoun	18.3	5.5	18.8	13.0
Gulf	22.1	10.7	17.8	25.1
Holmes	16.5	3.1	16.8	11.0
Jackson	16.9	2.4	18.1	14.4
Washington	19.1	6.0	21.5	17.6
Circuit 14	-	-	-	-
Franklin	22.8	5.3	34.7	34.9
Gadsden	16.0	3.2	29.0	37.2
Jefferson	9.4	*	13.7	16.2
Leon	9.3	4.6	16.8	20.9
Liberty	12.3	4.5	20.0	12.1
Wakulla	18.2	10.1	22.7	27.9
Circuit 2	-	-	-	-
Madison	12.6	4.2	14.8	9.1
Taylor	17.4	6.7	20.3	10.7
Circuit 3 (selected portion)	-	-	-	-
Florida	-	-	-	-

Source: Florida CHARTS

Prepared by: Organizational Management Solutions, Inc.



Table 21: Alcohol Related Crashes

Location	2007-2009		2008-2010			2009-2011		
	Number	Rate	Number	Rate	Rate of Change	Number	Rate	Rate of Change
Escambia	1,848	205.7	1,617	180.5	-25.2	1,542	172.1	-8.4
Okaloosa	913	167.4	833	153.2	-14.2	803	147.6	-5.6
Santa Rosa	561	126.4	537	119.3	-7.1	519	113.4	-5.9
Walton	325	200.3	290	176.7	-23.6	292	176.5	-0.2
Circuit 1	3,647	-	3,277	-	-	3,156	-	-
Bay	1,243	246.8	1,196	236.4	-10.4	1,147	226.3	-10.1
Calhoun	71	163.7	76	173.8	10.1	72	163.7	-10.1
Gulf	77	160.2	66	138.1	-22.1	60	126.1	-12.0
Holmes	58	96.5	55	91.5	-5.0	51	85.2	-6.3
Jackson	199	133.3	175	116.6	-16.7	151	100.9	-15.7
Washington	85	115.6	75	100.8	-14.8	70	94.3	-6.5
Circuit 14	1,733	-	1,643	-	-	1,551	-	-
Franklin	69	198.2	60	172.7	-25.5	61	176	3.3
Gadsden	279	200.0	267	191	-9.0	217	153.8	-37.2
Jefferson	74	168	74	167.5	-0.5	71	160.9	-6.6
Leon	1,164	142.1	1,052	127.7	-14.4	1,000	121	-6.7
Liberty	40	161.8	34	136.2	-25.6	36	143.9	7.7
Wakulla	174	197.5	157	173.6	-23.9	138	149.8	-23.8
Circuit 2	1,800	-	1,644	-	-	1,523	-	-
Madison	103	177.8	114	196.8	19	105	181.4	-15.4
Taylor	141	210.6	126	186.7	-23.9	123	182.1	-4.6
Circuit 3 (selected portion)	244	-	240	-	-	228	-	-
Florida	65,167	116.7	60,092	107	-9.7	54,900	97.2	-9.8

Source: Florida CHARTS, rate per 100,000

Prepared by: Organizational Management Solutions, Inc.



Table 22: Juvenile Justice Statistics, by County, 2012-2013

Location	Delinquency cases received by DJJ		Youths referred for delinquency		Youth Committed		Percent of Commitment from Delinquency Cases
	Number	Rate	Number	Rate	Number	Rate	
Escambia	2,237	3.48	1,311	2.04	156	0.24	6.97%
Okaloosa	924	2.15	529	1.23	47	0.11	5.09%
Santa Rosa	544	1.48	372	0.94	49	0.13	9.01%
Walton	245	2.01	174	1.43	11	0.09	4.49%
Circuit 1	3,950	-	2,386	-	263	-	6.66%
Bay	924	2.46	561	1.49	28	0.07	3.03%
Calhoun	44	1.42	31	1.00	4	0.13	9.09%
Gulf	41	1.65	22	0.89	0	0	0.00%
Holmes	107	2.67	62	1.55	2	0.05	1.87%
Jackson	151	1.65	94	1.03	7	0.08	4.64%
Washington	107	2.14	81	1.62	1	0.02	9.35%
Circuit 14	1,374	-	851	-	42	-	3.06%
Franklin	29	1.51	22	1.14	2	0.10	6.90%
Gadsden	152	1.45	97	0.93	14	0.13	9.21%
Jefferson	22	0.89	16	0.64	1	0.04	4.55%
Leon	1,037	1.92	671	1.24	123	0.23	11.87%
Liberty	21	1.26	17	1.02	0	0	0.00%
Wakulla	80	1.23	59	0.91	6	0.09	7.50%
Circuit 2	1,341	-	882	-	146	-	10.89%
Madison	127	3.34	77	2.03	5	0.13	3.94%
Taylor	52	1.20	39	0.90	5	0.12	9.62%
Circuit 3 (selected portion)	179	-	116	-	10	-	5.59%

Source: Office of Research and Planning, Florida Department of Juvenile Justice
Prepared by: Organizational Management Solutions, Inc.



Table 23: Domestic Violence offenses and rates

Location	Domestic Violence Offenses 2013		Domestic Violence Offenses 2012		Domestic Violence Offenses 2011	
	Count	Rate	Count	Rate	Count	Rate
Escambia	3,113	1038.5	3,527	1174.6	3,351	1118.5
Okaloosa	1,662	871.1	1,726	946	1,564	859.8
Santa Rosa	617	392.7	648	409.5	695	446.3
Walton	466	794.8	564	1003.3	419	753.6
Circuit 1	-	-	-	-	-	-
Bay	1,608	942.8	1,473	866.4	1,625	959
Calhoun	24	163.6	36	243.6	41	279.4
Gulf	22	137.8	5	31.8	36	227.9
Holmes	137	683.1	108	541.9	111	554
Jackson	215	432.2	224	446.7	209	418.5
Washington	166	657.7	140	571.3	133	540.9
Circuit 14	-	-	-	-	-	-
Franklin	68	582.9	86	741.7	83	720.1
Gadsden	277	590.7	188	380.3	177	367.7
Jefferson	55	380.9	37	253	54	369.6
Leon	1,509	538.8	1,236	446	1,483	536.4
Liberty	1	11.4	13	152.4	0	0
Wakulla	68	219	80	257.3	74	239.6
Circuit 2	-	-	-	-	-	-
Madison	113	589.2	97	500.7	129	667.7
Taylor	227	979.5	180	799.8	118	524.7
Circuit 3 (selected portion)	-	-	-	-	-	-
18-County Region (Northwest)	-	-	-	-	-	-
Florida	108,030	559.2	108,046	567.4	111,681	589.8

Source: Florida Department of Law Enforcement, rate per 100,000

Prepared by: Organizational Management Solutions, Inc.



Table 24: Statewide by Managing Entity Funds, per capita, by poverty, by uninsured, all Funds

Total Managing Entity Funds All Fund Sources			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	33.37	199.07	141.43
Broward Behavioral Health Coalition (Broward County)	25.87	170.16	95.46
Central Florida Behavioral Health Network (Suncoast)	29.88	192.72	133.14
Central Florida Cares Health System (Central Florida)	22.85	145.44	95.94
Lutheran Services Florida (Northeast)	24.95	145.54	92.92
South Florida Behavioral Health Network (Southern)	28.10	140.37	79.73
Southeast Florida Behavioral Health Network (Southeast)	25.38	171.76	94.97
State of Florida	27.24	165.57	108.36

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 25: Statewide by Managing Entity Funds, per capita, Adult Mental Health

Adult Mental Health Funds (per capita)					
Managing Entity	Total AMH	AMH Base Services	AMH TANF	AMH PATH	AMH FACT
Big Bend Community Based Care (Northwest)	\$24.26	\$14.72	\$0.44	\$0.44	\$3.27
Broward Behavioral Health Coalition (Broward County)	\$16.77	\$14.02	\$0.57	\$0.57	\$0.89
Central Florida Behavioral Health Network (Suncoast)	\$21.64	\$15.71	\$0.60	\$0.60	\$3.99
Central Florida Cares Health System (Central Florida)	\$13.60	\$10.62	\$0.36	\$0.36	\$1.90
Lutheran Services Florida (Northeast)	\$14.60	\$11.29	\$0.38	\$0.38	\$2.12
South Florida Behavioral Health Network (Southern)	\$17.39	\$13.16	\$0.40	\$0.40	\$1.76
Southeast Florida Behavioral Health Network (Southeast)	\$16.53	\$13.08	\$0.51	\$0.51	\$2.34
State of Florida	\$17.94	\$13.39	\$0.48	\$0.48	\$2.57

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 26: Statewide by Managing Entity Funds, per capita, Adult Substance Abuse

Adult Substance Abuse Funds (per capita)				
Managing Entity	Total ASA	ASA Base Services	ASA TANF	ASA Prevention
Big Bend Community Based Care (Northwest)	\$8.93	\$6.59	\$0.42	\$0.97
Broward Behavioral Health Coalition (Broward County)	\$8.24	\$6.02	\$0.37	\$0.89
Central Florida Behavioral Health Network (Suncoast)	\$8.19	\$5.73	\$0.36	\$0.84
Central Florida Cares Health System (Central Florida)	\$8.18	\$5.75	\$0.31	\$0.73
Lutheran Services Florida (Northeast)	\$9.11	\$6.76	\$0.34	\$0.80
South Florida Behavioral Health Network (Southern)	\$8.75	\$6.14	\$0.37	\$0.87
Southeast Florida Behavioral Health Network (Southeast)	\$7.34	\$5.39	\$0.34	\$0.80
State of Florida	\$8.41	\$6.04	\$0.36	\$0.83

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 27: Statewide by Managing Entity Funds, per capita, Children's Mental Health

Children's Mental Health Funds (per capita)				
Managing Entity	Total CMH	CMH Base Services	CMH PRTS	CMH Bnet
Big Bend Community Based Care (Northwest)	\$13.36	\$10.89	\$0.58	\$1.89
Broward Behavioral Health Coalition (Broward County)	\$11.61	\$14.00	\$0.39	\$2.00
Central Florida Behavioral Health Network (Suncoast)	\$12.69	\$8.87	\$0.43	\$2.74
Central Florida Cares Health System (Central Florida)	\$12.45	\$9.95	\$0.68	\$1.82
Lutheran Services Florida (Northeast)	\$12.79	\$11.02	\$0.48	\$1.09
South Florida Behavioral Health Network (Southern)	\$17.28	\$10.60	\$0.60	\$1.76
Southeast Florida Behavioral Health Network (Southeast)	\$15.23	\$11.13	\$0.78	\$3.32
State of Florida	\$13.74	\$10.29	\$0.54	\$2.10

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

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Table 28: Statewide by Managing Entity Funds, per capita, Children's Substance Abuse

Children's Substance Abuse Funds (per capita)					
Managing Entity	CSA Total	CSA Base Services	CSA TANF	CSA PPG	CSA Prevention
Big Bend Community Based Care (Northwest)	\$20.68	\$16.82	\$0.20	\$1.34	\$1.86
Broward Behavioral Health Coalition (Broward County)	\$14.98	\$12.78	\$0.14	\$0.38	\$1.34
Central Florida Behavioral Health Network (Suncoast)	\$17.38	\$14.13	\$0.15	\$1.08	\$1.43
Central Florida Cares Health System (Central Florida)	\$14.09	\$11.27	\$0.14	\$1.11	\$1.25
Lutheran Services Florida (Northeast)	\$17.04	\$13.81	\$0.16	\$1.19	\$1.50
South Florida Behavioral Health Network (Southern)	\$18.15	\$14.84	\$0.16	\$1.43	\$1.38
Southeast Florida Behavioral Health Network (Southeast)	\$16.28	\$13.12	\$0.15	\$1.13	\$1.50
State of Florida	\$16.88	\$13.74	\$0.16	\$1.11	\$1.44

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 29: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All AMH

Total Managing Entity Funds All Adult Mental Health Funds			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	24.26	163.87	89.27
Broward Behavioral Health Coalition (Broward County)	16.76	124.13	54.11
Central Florida Behavioral Health Network (Suncoast)	21.64	161.89	86.75
Central Florida Cares Health System (Central Florida)	13.60	100.82	50.08
Lutheran Services Florida (Northeast)	14.60	98.46	60.20
South Florida Behavioral Health Network (Southern)	17.39	97.75	42.75
Southeast Florida Behavioral Health Network (Southeast)	16.53	131.60	55.22
State of Florida	17.94	125.46	63.02

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 30: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Adult Mental Health, Services and Provider Activities

Total Managing Entity Funds Adult Mental Health ME Services and Provider Activities			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	14.72	99.44	54.17
Broward Behavioral Health Coalition (Broward County)	14.02	103.74	45.22
Central Florida Behavioral Health Network (Suncoast)	15.71	117.52	62.97
Central Florida Cares Health System (Central Florida)	10.62	78.71	39.10
Lutheran Services Florida (Northeast)	11.29	76.12	46.54
South Florida Behavioral Health Network (Southern)	13.16	73.97	32.35
Southeast Florida Behavioral Health Network (Southeast)	13.08	104.15	43.70
State of Florida	13.39	93.61	47.02

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 31: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Adult Mental Health, Evidenced Based Prevention and Treatment Approaches

Total Managing Entity Funds Adult Mental Health Evidenced Based Prevention and Treatment Approaches			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.57	3.83	2.08
Broward Behavioral Health Coalition (Broward County)	0.46	3.41	1.49
Central Florida Behavioral Health Network (Suncoast)	-	-	-
Central Florida Cares Health System (Central Florida)	-	-	-
Lutheran Services Florida (Northeast)	-	-	-
South Florida Behavioral Health Network (Southern)	-	-	-
Southeast Florida Behavioral Health Network (Southeast)	-	-	-
State of Florida	0.08	0.58	0.29

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 32: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Adult Mental Health, Community Forensic Beds

Total Managing Entity Funds Adult Mental Health Community Forensic Beds			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	4.93	33.28	18.13
Broward Behavioral Health Coalition (Broward County)	0.52	3.85	1.68
Central Florida Behavioral Health Network (Suncoast)	0.73	5.49	2.94
Central Florida Cares Health System (Central Florida)	0.31	2.28	1.13
Lutheran Services Florida (Northeast)	0.37	2.51	1.54
South Florida Behavioral Health Network (Southern)	1.48	8.30	3.63
Southeast Florida Behavioral Health Network (Southeast)	0.10	0.77	0.32
State of Florida	0.94	6.55	3.29

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 33: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Adult Mental Health, FACT

Total Managing Entity Funds Adult Mental Health Florida Assertive Community Treatment (FACT)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	3.27	22.12	12.05
Broward Behavioral Health Coalition (Broward County)	0.89	6.57	2.86
Central Florida Behavioral Health Network (Suncoast)	3.99	29.85	15.99
Central Florida Cares Health System (Central Florida)	1.90	14.07	6.99
Lutheran Services Florida (Northeast)	2.12	14.30	8.74
South Florida Behavioral Health Network (Southern)	1.76	9.91	4.33
Southeast Florida Behavioral Health Network (Southeast)	2.34	18.64	7.82
State of Florida	2.57	17.94	9.01

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 34: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Adult Mental Health, IDP

Total Managing Entity Funds Adult Mental Health Indigent Psychiatric Medication Program (IDP)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.08	0.52	0.28
Broward Behavioral Health Coalition (Broward County)	0.05	0.39	0.17
Central Florida Behavioral Health Network (Suncoast)	0.32	2.36	1.27
Central Florida Cares Health System (Central Florida)	0.03	0.26	0.13
Lutheran Services Florida (Northeast)	0.05	0.35	0.21
South Florida Behavioral Health Network (Southern)	0.05	0.30	0.13
Southeast Florida Behavioral Health Network (Southeast)	0.16	1.29	0.54
State of Florida	0.14	0.96	0.48

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 35: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Adult Mental Health, PATH

Total Managing Entity Funds Adult Mental Health Grants – PATH			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.26	1.73	0.94
Broward Behavioral Health Coalition (Broward County)	0.26	1.92	0.84
Central Florida Behavioral Health Network (Suncoast)	0.23	1.70	0.91
Central Florida Cares Health System (Central Florida)	0.39	2.87	1.43
Lutheran Services Florida (Northeast)	0.29	1.93	1.18
South Florida Behavioral Health Network (Southern)	0.26	1.47	0.64
Southeast Florida Behavioral Health Network (Southeast)	0.22	1.73	0.73
State of Florida	0.27	1.87	0.94

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 36: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Adult Mental Health, TANF

Total Managing Entity Funds Adult Mental Health Temporary Assistance for Needy Families (TANF)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.44	2.96	1.61
Broward Behavioral Health Coalition (Broward County)	0.57	4.25	1.85
Central Florida Behavioral Health Network (Suncoast)	0.60	4.45	2.39
Central Florida Cares Health System (Central Florida)	0.36	2.64	1.31
Lutheran Services Florida (Northeast)	0.38	2.57	1.57
South Florida Behavioral Health Network (Southern)	0.40	2.27	0.99
Southeast Florida Behavioral Health Network (Southeast)	0.51	4.03	1.69
State of Florida	0.48	3.33	1.67

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 37: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Children's Mental Health

Total Managing Entity Funds All Children's Mental Health Funds			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	13.36	55.51	130.21
Broward Behavioral Health Coalition (Broward County)	14.00	65.67	107.70
Central Florida Behavioral Health Network (Suncoast)	12.69	52.94	101.44
Central Florida Cares Health System (Central Florida)	12.45	53.50	101.24
Lutheran Services Florida (Northeast)	12.79	48.63	123.69
South Florida Behavioral Health Network (Southern)	17.28	61.01	115.07
Southeast Florida Behavioral Health Network (Southeast)	15.23	64.12	111.06
State of Florida	13.74	55.73	110.52

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 38: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Children's Mental Health, ME Services and Provider Services

Total Managing Entity Funds Children's Mental Health ME Services and Provider Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	10.89	45.25	106.13
Broward Behavioral Health Coalition (Broward County)	11.61	54.47	89.33
Central Florida Behavioral Health Network (Suncoast)	8.87	37.03	70.95
Central Florida Cares Health System (Central Florida)	9.95	42.60	80.92
Lutheran Services Florida (Northeast)	11.02	41.91	106.60
South Florida Behavioral Health Network (Southern)	10.60	37.41	70.56
Southeast Florida Behavioral Health Network (Southeast)	11.13	46.85	81.15
State of Florida	10.29	41.73	82.77

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 39: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Children's Mental Health, PRTS

Total Managing Entity Funds Children's Mental Health Purchase of Residential Treatment Services (PRTS)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.58	2.41	5.65
Broward Behavioral Health Coalition (Broward County)	0.39	1.81	2.97
Central Florida Behavioral Health Network (Suncoast)	0.43	1.77	3.40
Central Florida Cares Health System (Central Florida)	0.68	2.90	5.51
Lutheran Services Florida (Northeast)	0.48	1.81	4.61
South Florida Behavioral Health Network (Southern)	0.60	2.11	3.98
Southeast Florida Behavioral Health Network (Southeast)	0.78	3.30	5.71
State of Florida	0.54	2.18	4.32

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

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Table 40: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Children's Mental Health, Bnet

Total Managing Entity Funds Children's Mental Health Title XX1 - Bnet			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	1.89	7.86	18.43
Broward Behavioral Health Coalition (Broward County)	2.00	9.39	15.40
Central Florida Behavioral Health Network (Suncoast)	2.74	11.45	21.95
Central Florida Cares Health System (Central Florida)	1.82	7.80	14.81
Lutheran Services Florida (Northeast)	1.09	4.14	10.53
South Florida Behavioral Health Network (Southern)	1.76	6.22	11.74
Southeast Florida Behavioral Health Network (Southeast)	3.32	13.97	24.19
State of Florida	2.10	8.51	16.87

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 41: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Substance Abuse Funds

Total Managing Entity Funds All Adult Substance Abuse Funds			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	8.93	60.34	32.87
Broward Behavioral Health Coalition (Broward County)	8.24	60.97	26.58
Central Florida Behavioral Health Network (Suncoast)	8.19	61.26	32.83
Central Florida Cares Health System (Central Florida)	8.18	60.60	30.10
Lutheran Services Florida (Northeast)	9.11	61.45	37.57
South Florida Behavioral Health Network (Southern)	8.75	49.15	21.50
Southeast Florida Behavioral Health Network (Southeast)	7.34	58.41	24.51
State of Florida	8.41	58.81	29.54

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 42: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Substance Abuse Funds, ME Supports and Provider Services

Total Managing Entity Funds Adult Substance Abuse ME Supports and Provider Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	6.59	44.53	24.26
Broward Behavioral Health Coalition (Broward County)	6.02	44.52	19.41
Central Florida Behavioral Health Network (Suncoast)	5.73	42.87	22.97
Central Florida Cares Health System (Central Florida)	5.75	42.61	21.17
Lutheran Services Florida (Northeast)	6.76	45.57	27.86
South Florida Behavioral Health Network (Southern)	6.14	34.52	15.10
Southeast Florida Behavioral Health Network (Southeast)	5.39	42.88	17.99
State of Florida	6.04	42.22	21.21

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 43: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Substance Abuse Funds, HIV Services

Total Managing Entity Funds Adult Substance Abuse HIV Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.24	1.65	0.90
Broward Behavioral Health Coalition (Broward County)	0.22	1.65	0.72
Central Florida Behavioral Health Network (Suncoast)	0.21	1.57	0.84
Central Florida Cares Health System (Central Florida)	0.18	1.35	0.67
Lutheran Services Florida (Northeast)	0.20	1.35	0.82
South Florida Behavioral Health Network (Southern)	0.22	1.22	0.53
Southeast Florida Behavioral Health Network (Southeast)	0.20	1.59	0.67
State of Florida	0.21	1.45	0.73

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 44: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Substance Abuse Funds, Prevention Services

Total Managing Entity Funds Adult Substance Abuse Prevention Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.97	6.59	3.59
Broward Behavioral Health Coalition (Broward County)	0.89	6.59	2.87
Central Florida Behavioral Health Network (Suncoast)	0.84	6.27	3.36
Central Florida Cares Health System (Central Florida)	0.73	5.40	2.68
Lutheran Services Florida (Northeast)	0.80	5.39	3.29
South Florida Behavioral Health Network (Southern)	0.87	4.87	2.13
Southeast Florida Behavioral Health Network (Southeast)	0.80	6.34	2.66
State of Florida	0.83	5.81	2.92

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 45: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Substance Abuse Funds, Expansion of Substance Abuse Services for Pregnant Women

Total Managing Entity Funds Adult Substance Abuse Expansion of Substance Abuse Services for Pregnant Women			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.70	4.76	2.59
Broward Behavioral Health Coalition (Broward County)	0.74	5.47	2.38
Central Florida Behavioral Health Network (Suncoast)	0.46	3.45	1.85
Central Florida Cares Health System (Central Florida)	0.95	7.04	3.50
Lutheran Services Florida (Northeast)	0.48	3.25	1.99
South Florida Behavioral Health Network (Southern)	0.85	4.77	2.09
Southeast Florida Behavioral Health Network (Southeast)	0.62	4.93	2.07
State of Florida	0.64	4.47	2.25

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 46: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Substance Abuse Funds, TANF

Total Managing Entity Funds Adult Substance Abuse Temporary Assistance for Needy Families (TANF)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.42	2.82	1.54
Broward Behavioral Health Coalition (Broward County)	0.37	2.75	1.20
Central Florida Behavioral Health Network (Suncoast)	0.36	2.69	1.44
Central Florida Cares Health System (Central Florida)	0.31	2.32	1.15
Lutheran Services Florida (Northeast)	0.34	2.32	1.42
South Florida Behavioral Health Network (Southern)	0.37	2.11	0.92
Southeast Florida Behavioral Health Network (Southeast)	0.34	2.68	1.12
State of Florida	0.36	2.49	1.25

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 47: Statewide by Managing Entity Funds, per capita, poverty and uninsured, All Children's Substance Abuse Funds

Total Managing Entity Funds All Children's Substance Abuse Funds			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	20.68	85.94	201.58
Broward Behavioral Health Coalition (Broward County)	14.98	70.24	115.20
Central Florida Behavioral Health Network (Suncoast)	17.38	72.51	138.95
Central Florida Cares Health System (Central Florida)	14.09	60.33	114.58
Lutheran Services Florida (Northeast)	17.04	64.82	164.87
South Florida Behavioral Health Network (Southern)	18.15	64.08	120.86
Southeast Florida Behavioral Health Network (Southeast)	16.28	68.55	118.73
State of Florida	16.88	68.47	135.80

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 48: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Children's Substance Abuse Funds, ME Supports and Provider Services

Total Managing Entity Funds Children's Substance Abuse ME Supports and Provider Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	16.82	69.88	163.92
Broward Behavioral Health Coalition (Broward County)	12.78	59.93	98.29
Central Florida Behavioral Health Network (Suncoast)	14.13	58.95	112.96
Central Florida Cares Health System (Central Florida)	11.27	48.26	91.66
Lutheran Services Florida (Northeast)	13.81	52.52	133.60
South Florida Behavioral Health Network (Southern)	14.84	52.37	97.78
Southeast Florida Behavioral Health Network (Southeast)	13.12	55.24	95.68
State of Florida	13.74	55.76	110.59

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 49: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Children's Substance Abuse Funds, HIV Services

Total Managing Entity Funds Children's Substance Abuse HIV Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.46	1.93	4.53
Broward Behavioral Health Coalition (Broward County)	0.34	1.57	2.58
Central Florida Behavioral Health Network (Suncoast)	0.36	1.49	2.86
Central Florida Cares Health System (Central Florida)	0.31	1.34	2.55
Lutheran Services Florida (Northeast)	0.38	1.43	3.63
South Florida Behavioral Health Network (Southern)	0.35	1.22	2.30
Southeast Florida Behavioral Health Network (Southeast)	0.38	1.58	2.740.36
State of Florida	0.36	1.46	2.90

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 50: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Children's Substance Abuse Funds, Prevention Services

Total Managing Entity Funds Children's Substance Abuse Prevention Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	1.86	7.72	18.11
Broward Behavioral Health Coalition (Broward County)	1.34	6.30	10.33
Central Florida Behavioral Health Network (Suncoast)	1.43	5.98	11.46
Central Florida Cares Health System (Central Florida)	1.25	5.37	10.20
Lutheran Services Florida (Northeast)	1.50	5.72	14.54
South Florida Behavioral Health Network (Southern)	1.38	4.89	9.21
Southeast Florida Behavioral Health Network (Southeast)	1.50	6.32	10.94
State of Florida	1.44	5.86	11.62

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 51: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Children's Substance Abuse Funds, PPG

Total Managing Entity Funds Children's Substance Abuse Prevention Partnership Grant (PPG)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	1.34	5.56	13.04
Broward Behavioral Health Coalition (Broward County)	0.38	1.77	2.90
Central Florida Behavioral Health Network (Suncoast)	1.08	4.50	8.63
Central Florida Cares Health System (Central Florida)	1.11	4.77	9.06
Lutheran Services Florida (Northeast)	1.19	4.53	11.52
South Florida Behavioral Health Network (Southern)	1.43	5.06	9.53
Southeast Florida Behavioral Health Network (Southeast)	1.13	4.78	8.27
State of Florida	1.11	4.51	8.94

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson

Prepared by: Organizational Management Solutions, Inc.



Table 52: Statewide by Managing Entity Funds, per capita, poverty and uninsured, Children's Substance Abuse Funds, TANF

Total Managing Entity Funds Children's Substance Abuse Temporary Assistance for Needy Families (TANF)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Big Bend Community Based Care (Northwest)	0.20	0.84	1.97
Broward Behavioral Health Coalition (Broward County)	0.14	0.67	1.10
Central Florida Behavioral Health Network (Suncoast)	0.15	0.65	1.24
Central Florida Cares Health System (Central Florida)	0.14	0.58	1.11
Lutheran Services Florida (Northeast)	0.16	0.62	1.59
South Florida Behavioral Health Network (Southern)	0.16	0.55	1.04
Southeast Florida Behavioral Health Network (Southeast)	0.15	0.63	1.10
State of Florida	0.16	0.63	1.26

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 53: Statewide Managing Entity Funds

Funding Category	Managing Entity (Region)							
	BBCBC (NW)	BBHP (Broward)	CFBHN (Suncoast)	CFCHS (Central)	LSF (NE)	SFBHN (Southern)	SEFBHN (Southeast)	All MEs (FL)
Adult Mental Health (AMH)								
ME Services & Provider Activities	16,919,657	19,800,186	69,141,045	21,044,614	33,394,556	28,102,319	21,019,591	209,421,968
EBP Treatment Approaches	650,870	650,871	0	0	0	0	0	1,301,741
Community Forensic Beds	5,662,712	734,600	3,229,757	608,712	1,102,606	3,154,522	154,800	14,647,709
FACT	3,763,062	1,254,354	17,560,956	3,763,062	6,271,770	3,763,062	3,763,062	40,139,328
Indigent Psychiatric Medication Program	88,039	74,817	1,391,156	69,078	153,598	113,991	259,382	2,150,061
Baycare Vets (Special Project)	0	0	150,000	0	0	0	0	150,000
Guidance Care Center – Key West (Special Project)	0	0	0	0	0	100,000	0	100,000
Clay Behavioral Health Center (Special Project)	0	0	0	0	300,000	0	0	300,000
Northside Mental Health Center (Special Project)	0	0	150,000	0	0	0	0	150,000
Palm Beach Mental Health/Substance Abuse Treatment (Special Project)	0	0	0	0	0	0	200,000	200,000
Camillus House Mental Health/Substance Abuse Treatment – Homeless (Special Project)	0	0	0	0	0	25,000	0	25,000
Citrus Health Network (Special Project)	0	0	0	0	0	455,000	0	455,000
Grants PATH	293,615	365,630	1,002,273	767,489	845,728	559,639	349,628	4,184,002
TANF	503,503	811,918	2,620,148	704,963	1,127,069	862,833	813,437	7,443,871
AMH Total	27,881,458	23,692,376	95,245,335	26,957,918	43,195,327	37,136,366	26,559,900	280,668,680
Children's Mental Health (CMH)								
ME Supports & Provider Activity	3,359,196	4,534,659	9,857,279	5,724,924	8,231,053	6,074,227	4,414,497	42,195,835
PRTS	178,771	150,762	472,283	390,183	356,193	342,970	310,617	2,201,779
Baycare Behavioral Health (Special Project)	0	781,619	0	0	150,000	0	0	150,000
Title XX1 – Bnet	583,310	0	3,049,311	1,047,967	813,150	1,010,630	1,315,975	8,601,962
Grant – Miami Dade Wraparound FACES	0	0	0	0	0	937,000	0	937,000
Grant – Miami Dade County Wraparound	0	0	0	0	0	1,541,678	0	1,541,678
Grants Project Launch	0	0	715,433	0	0	0	0	715,433
CMH Total	4,121,277	5,467,040	14,094,306	7,163,074	9,550,396	9,906,505	6,041,089	56,343,687



Table 53 (continued): Statewide Managing Entity Funds

Adult Substance Abuse (ASA)								
ME Supports & Provider Activity	8,344,487	9,360,191	27,750,725	12,384,423	21,611,962	14,385,100	9,532,198	103,369,086
HIV Services	126,395	141,780	416,107	162,830	266,584	208,599	144,386	1,466,681
Prevention Services	505,581	567,121	1,664,430	651,320	1,066,333	834,397	577,543	5,866,725
Expansion of Substance Abuse Treatment for Pregnant Women	809,357	1,043,188	2,031,425	1,883,426	1,425,507	1,812,723	994,374	10,000,000
Strengthening our Communities	0	0	300,000	0	0	0	0	300,000
Family Intensive Treatment (FIT)	0	0	2,293,984	502,183	1,570,643	633,190	0	5,000,000
TANF	480,172	525,349	1,585,461	620,332	1,019,224	800,037	540,959	5,571,170
ASA Total	10,265,992	11,637,629	36,042,132	16,204,514	26,960,253	18,674,046	11,789,096	131,573,662
Children's Substance Abuse (CSA)								
ME Supports & Provider Activity	4,324,675	4,199,664	13,297,276	5,397,944	8,624,649	7,308,777	4,308,118	47,461,103
HIV Services	316,050	289,010	877,528	397,791	618,792	437,262	328,116	3,264,549
Prevention Services	1,264,195	1,156,041	3,510,114	1,591,165	2,475,167	1,749,049	1,312,464	13,058,195
Drug Abuse Comprehensive Coordinating Treatment (DACCO)	0	0	250,000	0	0	0	0	250,000
Prevention Partnership Grant (PPG)	412,849	147,256	1,198,439	641,320	889,149	820,788	450,000	4,559,801
TANF	62,306	55,850	171,965	78,574	122,421	89,116	59,768	640,000
CSA Total	6,380,075	5,847,821	19,305,322	8,106,794	12,730,178	10,404,992	6,458,466	69,233,648
Total All Fund Sources	48,648,802	46,644,866	164,687,095	58,432,300	92,436,154	76,121,909	50,848,551	537,819,677

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care
 Prepared by: Organizational Management Solutions, Inc.



Table 54: Managing Entity Funds, Big Bend Community Based Care (Northwest), Fiscal Year 2014-2015, by Provider

BBCBC Circuit					
	Adult Mental Health	Children's Mental Health	Adult Substance Abuse	Children's Substance Abuse	Total
Provider					
Apalachee Center	11,258,823	779,441	749,974	0	12,788,238
Ability 1 st	211,301	0	0	0	211,301
Bay District Schools	0	0	0	108,351	108,351
211 Big Bend	0	69,139	0	0	69,139
Bridgeway Center	1,215,674	174,447	292,894	171,511	1,854,526
Chemical Addictions Recovery Effort (CARE)	0	0	2,450,186	1,070,882	3,521,068
Community Drug and Alcohol Council (CDAC)	0	0	1,413,116	1,092,392	2,505,508
Children's Home Society (CHS)	0	61,168	0	0	61,168
Children's Medical Services (CMS – Leon County)	0	273,636	0	0	273,636
COPE Center	914,926	221,230	240,430	227,128	1,603,714
DISC Village	0	0	1,816,705	1,840,034	3,656,739
Escambia County Board of County Commissioners	43,971	0	0	0	43,971
Ft. Walton Beach Medical Center	999,145	171,100	316,584	0	1,486,829
Dr. John Hodges	0	18,559	0	0	18,559
Informed Families	0	0	0	175,000	175,000
Lakeview Center	6,081,914	1,319,050	2,328,144	1,362,187	11,091,295
Leon County Drug Court	0	0	50,172	0	50,172
Life Management Center	5,529,948	749,209	0	0	6,279,157
Mental Health Association of Okaloosa/Walton	105,982	0	0	0	105,982
Okaloosa Board of County Commissioners	133,127	0	27,329	0	160,456
Turn About	0	0	4,105	177,457	181,562
Unallocated	18,099	77,434	0	47,602	143,135
Total	26,512,910	3,914,413	9,689,639	6,272,544	46,389,506

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC
 Prepared by: Organizational Management Solutions, Inc.



Table 55: Managing Entity Funds, Big Bend Community Based Care (Northwest), Fiscal Year 2014-2015, by Circuit

Total All Fund Sources			
Funding Category	BBCBC Circuit		
	Circuit 1	Circuit 2	Circuit 14
ME Services & Provider Activities	7,401,891	3,451,295	3,879,597
Community Forensic Beds	0	5,167,942	268,828
FACT	1,204,225	1,204,225	1,204,225
Grants PATH	93,874	158,763	0
TANF	257,632	150,161	156,384
AMH Total	9,494,739	11,470,124	5,529,948
Children's Mental Health (CMH)			
ME Supports & Provider Activity	1,658,241	848,580	623,876
Title XX1 – Bnet	307,313	273,636	125,333
CMH Total	1,965,554	1,122,216	749,209
Adult Substance Abuse (ASA)			
ME Supports & Provider Activity	4,029,527	2,266,466	2,171,979
Expansion of Substance Abuse Treatment for Pregnant Women	346,420	206,083	173,304
TANF	242,550	148,407	104,903
ASA Total	4,618,497	2,620,956	2,450,186
Children's Substance Abuse (CSA)			
ME Supports & Provider Activity	2,826,002	1,443,026	894,263
TANF	27,216	0	32,604
CSA Total	3,028,218	2,017,491	1,179,233
Total All Fund Sources	19,107,008	17,230,787	9,908,576

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC
Prepared by: Organizational Management Solutions, Inc.



Table 56: Managing Entity Funds, Big Bend Community Based Care, by Fund Source, by Circuit

BBCBC Managing Entity Funds Adult Mental Health ME Supports and Provider Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Circuit 1	13.25	109.37	55.31
Circuit 2 (including Madison and Taylor Counties)	9.78	50.89	41.63
Circuit 14	16.53	111.98	65.85

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC, Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 56 (continued): Managing Entity Funds, Big Bend Community Based Care, by Fund Source, by Circuit

BBCBC Managing Entity Funds Adult Mental Health Temporary Assistance for Needy Families (TANF)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Circuit 1	0.46	3.81	1.92
Circuit 2 (including Madison and Taylor Counties)	0.73	3.80	1.81
Circuit 14	0.67	4.51	2.65

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC, Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 56 (continued): Managing Entity Funds, Big Bend Community Based Care, by Fund Source, by Circuit

BBCBC Managing Entity Funds Children's Mental Health ME Supports and Provider Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Circuit 1	10.48	46.08	105.03
Circuit 2 (including Madison and Taylor Counties)	18.78	77.72	93.12
Circuit 14	26.74	36.87	94.23

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC, Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 56 (continued): Managing Entity Funds, Big Bend Community Based Care, by Fund Source, by Circuit

BBCBC Managing Entity Funds Children's Mental Health BNet Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Circuit 1	1.94	7.60	19.46
Circuit 2 (including Madison and Taylor Counties)	3.48	14.40	30.03
Circuit 14	4.41	7.41	18.57

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC, Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 56 (continued): Managing Entity Funds, Big Bend Community Based Care, by Fund Source, by Circuit

BBCBC Managing Entity Funds Adult Substance Abuse ME Supports and Provider Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Circuit 1	7.22	59.54	30.11
Circuit 2 (including Madison and Taylor Counties)	11.42	59.42	27.34
Circuit 14	9.26	62.69	36.87

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC, Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 56 (continued): Managing Entity Funds, Big Bend Community Based Care, by Fund Source, by Circuit

BBCBC Managing Entity Funds Adult Substance Abuse Temporary Assistance for Needy Families (TANF)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Circuit 1	0.43	3.58	1.81
Circuit 2 (including Madison and Taylor Counties)	0.69	3.58	1.79
Circuit 14	0.45	3.03	1.78

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC, Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 56 (continued): Managing Entity Funds, Big Bend Community Based Care, by Fund Source, by Circuit

BBCBC Managing Entity Funds Children's Substance Abuse ME Supports and Provider Services			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Circuit 1	17.87	78.53	179.00
Circuit 2 (including Madison and Taylor Counties)	16.34	67.64	158.35
Circuit 14	14.42	52.85	132.48

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC, Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



Table 56 (continued): Managing Entity Funds, Big Bend Community Based Care, by Fund Source, by Circuit

BBCBC Managing Entity Funds Children's Substance Abuse Temporary Assistance for Needy Families (TANF)			
Managing Entity(Region)	Per Capita (Total 2015 Projected Population)	Per Capita of at or below Poverty	Per capita of Uninsured Population
Circuit 1	0.17	0.76	1.72
Circuit 2 (including Madison and Taylor Counties)	-	-	-
Circuit 14	0.53	1.93	4.83

Source: Managing Entity Schedule of Funds, 7/21/2014, provided by Big Bend Community Based Care; Big Bend Community Based Care Provider Distribution, provided by BBCBC, Florida Demographic Estimating Conference, Bureau of Economic and Business Research, Florida Population Studies; Small Area Income and Poverty Estimates, US Census Bureau; Small Area Health Insurance Estimates, 2011, as reported by Robert Wood Johnson
Prepared by: Organizational Management Solutions, Inc.



County Health Rankings & Roadmaps

Building a Culture of Health, County by County

Attachment #2
Page 1 of 1

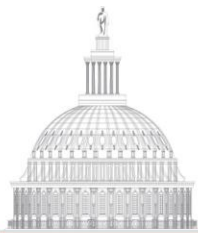
Leon (LO)

	Leon County	Error Margin	Top U.S. Performers*	Florida	Rank (of 67)
Health Outcomes					12
Length of Life					10
Premature death	6,396	6,035-6,757	5,200	6,893	
Quality of Life					17
Poor or fair health	10%	8-12%	10%	16%	
Poor physical health days	2.8	2.3-3.2	2.5	3.7	
Poor mental health days	3.2	2.7-3.8	2.3	3.8	
Low birthweight	9.5%	9.1-9.9%	5.9%	8.7%	
Health Factors					11
Health Behaviors					18
Adult smoking	15%	12-19%	14%	18%	
Adult obesity	27%	24-30%	25%	26%	
Food environment index	5.8		8.4	7.0	
Physical inactivity	20%	18-23%	20%	23%	
Access to exercise opportunities	94%		92%	93%	
Excessive drinking	19%	16-22%	10%	16%	
Alcohol-impaired driving deaths	30%		14%	29%	
Sexually transmitted infections	903		138	402	
Teen births	17	16-18	20	36	
Clinical Care					5
Uninsured	18%	16-19%	11%	24%	
Primary care physicians	1,290:1		1,045:1	1,423:1	
Dentists	2,710:1		1,377:1	1,874:1	
Mental health providers	540:1		386:1	744:1	
Preventable hospital stays	45	42-48	41	59	
Diabetic monitoring	82%	78-87%	90%	85%	
Mammography screening	63.4%	58.5-68.3%	70.7%	67.7%	
Social & Economic Factors					9
High school graduation	73%			75%	
Some college	77.4%	74.8-80.0%	71.0%	60.1%	
Unemployment	6.0%		4.0%	7.2%	
Children in poverty	23%	18-27%	13%	25%	
Income inequality	6.0	5.6-6.3	3.7	4.6	
Children in single-parent households	39%	36-42%	20%	38%	
Social associations	12.7		22.0	7.3	
Violent crime	717		59	514	
Injury deaths	49	46-53	50	69	
Physical Environment					48
Air pollution - particulate matter	12.0		9.5	11.4	
Drinking water violations	0%		0%	6%	
Severe housing problems	24%	22-25%	9%	22%	
Driving alone to work	82%	81-83%	71%	80%	
Long commute - driving alone	21%	19-22%	15%	38%	

* 90th percentile, i.e., only 10% are better.

Note: Blank values reflect unreliable or missing data

2015



NATIONAL ASSOCIATION OF COUNTIES POLICY BRIEF

PROTECT THE FEDERAL-STATE-LOCAL PARTNERSHIP FOR MEDICAID

ACTION NEEDED: Urge your Senators and Representatives to support the federal-state-local partnership structure for financing and delivering Medicaid services and to oppose any measure that would further shift federal and state Medicaid costs to counties – including cuts, caps, block grants and new limits on counties' ability to raise the non-federal match or receive supplemental payments.

BACKGROUND: Medicaid is a means-tested federal entitlement program authorized under the Social Security Act that provides health and long-term care insurance to approximately 65 million low-income adults, their children, persons with disabilities—or one in five Americans. Jointly funded by both federal and state governments and managed by the states, Medicaid is the largest source of funding for medical and health related services for people with low income at a cost of over \$400 billion.

In 21 states, counties are required by their states to help finance the non-federal share of Medicaid. 960 county hospitals and 676 county nursing homes serve Medicaid beneficiaries in communities across the country. In 32 states, counties are required by their states to provide health care for low income, uninsured or underinsured residents. Counties already spend almost \$70 billion annually on health care services.

In communities across the country, Medicaid serves as the safety net for the elderly in nursing homes, working families, children, pregnant women, and people with disabilities. Reducing the federal financial contribution to Medicaid would put counties at risk for absorbing shifted costs by raising local taxes or cutting other local budget line items. Furthermore, it would reduce counties' capacity to provide health care services – including those mandated by state laws, compromising the stability of the local health care safety-net.

Under the Affordable Care Act (ACA), states have the option to expand Medicaid coverage for all non-elderly adults with incomes below 133 percent of the federal poverty level. The ACA offers 100 percent federal funding to cover the expansion population for 2014 through 2016, ramping down to 90 percent in 2020 and the years thereafter. Medicaid expansion should help to reduce counties' costs for providing often mandatory care to low income, uninsured or underinsured residents.

QUICK FACTS

- In 21 states, counties are required to help finance the non-federal share of Medicaid.
- 676 county nursing homes serve Medicaid beneficiaries in communities across the country.
- In 32 states, counties are required to provide health care for low income, uninsured or underinsured residents.
- Counties spend almost \$70 billion annually on health care services.

KEY TALKING POINTS:

- **Medicaid is already a lean program.** Medicaid's average cost per beneficiary is significantly lower than private insurance, even with its comprehensive benefits and lower cost-sharing. Counties have made the most of Medicaid's flexibility by leveraging local funds to construct systems of care for populations that private insurance does not cover. New limits on counties' ability to receive supplemental payments or raising the non-federal match (e.g., through certified public expenditures and intergovernmental transfers) would compromise the stability of the local health care safety-net.
- **A Medicaid block grant would not reform Medicaid – it would merely shift expenses to state and county taxpayers.** According to the Congressional Budget Office, the House FY 2013 budget resolution Medicaid block grant would have cut \$770 billion over ten years, causing states to either increase health care spending to make up for the federal cut or reduce access to care for beneficiaries. Either option would shift costs to county taxpayers and reduce counties' capacity to provide health care services – including those mandated by state laws.
- **Imposing spending caps on Medicaid will not address the underlying drivers of the program's costs.** Caps do not account for long-term trends like the aging population and rising health care costs that are projected to drive higher federal entitlement spending in the coming years. Complying with a cap designed to significantly reduce the deficit would require major cuts to the federal contribution. States, and ultimately counties, would absorb this cost shift.

For further information, contact: Brian Bowden at bbowden@naco.org or 202.942.4275

COMMITTEES OF JURISDICTION:

U.S. House Energy and Commerce Committee	U.S. Senate Finance Committee
<p>Majority: Fred Upton (R-MI), Chairman Joe Barton (R-TX) Ed Whitfield (R-KY) John Shimkus (R-IL) Joseph R. Pitts (R-PA) Greg Walden (R-OR) Tim Murphy (PA) Michael Burgess (R-TX) Marsha Blackburn (R-TN) Steve Scalise (R-LA) Bob Latta (R-OH) Cathy McMorris Rodgers (R-WA) Gregg Harper (R-MS.) Leonard Lance (R-NJ) Brett Guthrie (R-KY)</p> <p>Minority: Frank Pallone Jr. (D-NJ) — Ranking Member Bobby L. Rush (D-IL) Anna Eshoo (D-CA) Elliott Engel (D-NY) Gene Green (D-TX) Diana DeGette (D-CO) Lois Capps (D-CA) Michael Doyle (D-PA) Jan Schakowski (D-IL) G.K. Butterfield (D-NC) Doris Matsui (D-CA)</p>	<p>Majority: Orrin G. Hatch (R-UT) – Chairman Charles E. Grassley (R-IA) Michael D. Crapo (R-ID) Pat Roberts (R-KS) Michael B. Enzi (R-WY) John Cornyn (R-TX) John Thune (R-SD) Richard M. Burr (R-NC) Johnny Isakson (R-GA) Rob Portman (R-OH) Patrick J. Toomey (R-PA) Dan Coats (R-IN) Dean Heller (R-NV) Tim Scott (R-SC)</p> <p>Minority: Ron Wyden (D-OR) – Ranking Member Charles E. Schumer (D-NY) Debbie Stabenow (D-MI) Maria Cantwell (D-WA) Bill Nelson (D-FL) Robert Menendez (D-NJ) Thomas R. Carper (D-DE) Benjamin L. Cardin (D-MD) Sherrod Brown (D-OH) Michael Bennet (D-CO) Bob Casey (D-PA) Mark Warner (D-VA)</p>



FAC Position

SUPPORT establishing a cap on growth in individual county Medicaid costs under sec. 409.915, F.S., to address the anticipated cost shifts that result from the transition to a Medicaid enrollee based cost-sharing system.

Background

Florida counties have been required to participate in some sort of Medicaid cost-sharing relationship with the state since 1972. During the 2013 Legislative Session, legislation passed significantly changing the way counties are charged for their portion of costs. More specifically, SB 1520 eliminated the monthly billing process and established a formula-based county Medicaid contribution. For the two years following the passage of SB 1520, the total county contribution and each county's percentage share of the total county contribution have been fixed in statute. Beginning in FY 2015-16, however, the individual county percentage shares will begin a four-year transition period after which each county's share will be based solely on each its respective share of the state's Medicaid enrollees. Some counties will see their costs go down over or remain relatively stable over the transition period, while others are expected to experience significant, and possibly unsustainable, growth in their mandatory Medicaid costs.

The 2013 legislative changes brought about many improvements to the county-state Medicaid cost sharing relationship; however, a number of Florida counties will end up shouldering too large a burden, particularly during the transition period. Thus, FAC supports the establishment of a reasonable annual growth rate cap of three percent to protect those counties that are disproportionately affected. FAC estimates that a three percent growth cap will only reduce the FY 15-16 total county contribution of \$280.7 million by approximately 1.6 percent, which amounts to \$4.6 million.

County Medicaid Cost Share: Counties with Growth Exceeding Three Percent	
County	Growth Rate (FY 14-15 to FY 15-16)
SANTA ROSA	68.95%
LAFAYETTE	47.60%
HENDRY	41.09%
HARDEE	37.32%
MARTIN	29.48%
PUTNAM	27.29%
MADISON	25.20%
SUMTER	24.96%
BAY	22.70%
HAMILTON	20.30%
GULF	17.90%
JACKSON	16.53%
OKALOOSA	16.36%
WASHINGTON	15.25%
SUWANNEE	14.04%
MONROE	13.74%
BAKER	13.35%
BRADFORD	11.44%
LEE	10.63%
NASSAU	10.40%
GADSDEN	8.52%
MARION	8.25%
HIGHLANDS	8.01%
INDIAN RIVER	7.88%
CITRUS	6.65%
ST. LUCIE	6.51%
VOLUSIA	6.49%
CHARLOTTE	6.46%
CLAY	6.35%
HOLMES	6.33%
FLAGLER	6.16%
ALACHUA	5.82%
ESCAMBIA	5.24%
UNION	4.78%
DESOTO	4.63%
OSCEOLA	4.43%
Total County Medicaid Contribution Growth (for reference)	1.37%
Total State Medicaid Expenditures Growth (for reference)	2.7%

0.03

#	County	FY 2014-15	FY 2015-16	% Change	"Capped" FY 2015-16	FY 2015-16 State
		Medicaid Cost	Medicaid Cost		Medicaid Cost	Subsidy
1	ALACHUA	3,539,711	3,745,711	5.82%	3,645,903	99,808
2	BAKER	320,341	363,100	13.35%	329,951	33,148
3	BAY	1,681,892	2,063,732	22.70%	1,732,348	331,384
4	BRADFORD	496,957	553,811	11.44%	511,866	41,946
5	BREVARD	6,845,598	6,938,878	1.36%	6,938,878	-
6	BROWARD	25,560,347	25,590,967	0.12%	25,590,967	-
7	CALHOUN	231,849	238,034	2.67%	238,034	-
8	CHARLOTTE	1,602,129	1,705,672	6.46%	1,650,193	55,479
9	CITRUS	1,837,336	1,959,431	6.65%	1,892,456	66,975
10	CLAY	1,757,868	1,869,548	6.35%	1,810,604	58,943
11	COLLIER	3,214,776	3,170,510	(1.38%)	3,170,510	-
12	COLUMBIA	1,544,269	1,491,549	(3.41%)	1,491,549	-
13	DADE	52,222,044	52,400,357	0.34%	52,400,357	-
14	DESOTO	463,938	485,407	4.63%	477,856	7,551
15	DIXIE	271,461	276,188	1.74%	276,188	-
16	DUVAL	14,782,634	14,975,120	1.30%	14,975,120	-
17	ESCAMBIA	4,472,274	4,706,766	5.24%	4,606,442	100,324
18	FLAGLER	1,100,579	1,168,325	6.16%	1,133,596	34,728
19	FRANKLIN	251,123	186,663	(25.67%)	186,663	-
20	GADSDEN	661,520	717,854	8.52%	681,366	36,488
21	GILCHRIST	215,741	219,451	1.72%	219,451	-
22	GLADES	152,383	144,655	(5.07%)	144,655	-
23	GULF	210,325	247,975	17.90%	216,635	31,340
24	HAMILTON	206,509	248,429	20.30%	212,705	35,724
25	HARDEE	304,067	417,549	37.32%	313,189	104,360
26	HENDRY	452,535	638,464	41.09%	466,111	172,353
27	HERNANDO	2,388,108	2,145,496	(10.16%)	2,145,496	-
28	HIGHLANDS	1,296,147	1,399,910	8.01%	1,335,031	64,879
29	HILLSBOROUGH	19,259,474	19,659,877	2.08%	19,659,877	-
30	HOLMES	280,258	297,997	6.33%	288,666	9,331
31	INDIAN RIVER	1,100,701	1,187,402	7.88%	1,133,722	53,680
32	JACKSON	605,327	705,362	16.53%	623,486	81,876
33	JEFFERSON	229,060	225,386	(1.60%)	225,386	-
34	LAFAYETTE	38,989	57,550	47.60%	40,159	17,391
35	LAKE	4,224,657	4,157,538	(1.59%)	4,157,538	-
36	LEE	6,956,928	7,696,776	10.63%	7,165,635	531,140
37	LEON	2,573,856	2,607,942	1.32%	2,607,942	-
38	LEVY	709,008	699,014	(1.41%)	699,014	-
39	LIBERTY	139,193	127,806	(8.18%)	127,806	-
40	MADISON	237,980	297,940	25.20%	245,120	52,820
41	MANATEE	4,494,739	4,541,937	1.05%	4,541,937	-
42	MARION	4,513,822	4,886,221	8.25%	4,649,236	236,985
43	MARTIN	976,542	1,264,408	29.48%	1,005,838	258,570
44	MONROE	725,960	825,686	13.74%	747,739	77,948
45	NASSAU	664,051	733,082	10.40%	683,973	49,109
46	OKALOOSA	1,569,321	1,826,068	16.36%	1,616,401	209,667
47	OKEECHOBEE	649,862	666,610	2.58%	666,610	-
48	ORANGE	18,507,844	18,768,639	1.41%	18,768,639	-
49	OSCEOLA	4,468,411	4,666,551	4.43%	4,602,463	64,088
50	PALM BEACH	16,340,058	16,569,566	1.40%	16,569,566	-
51	PASCO	6,624,921	6,371,265	(3.83%)	6,371,265	-
52	PINELLAS	18,407,041	16,254,661	(11.69%)	16,254,661	-
53	POLK	10,091,364	9,894,712	(1.95%)	9,894,712	-
54	PUTNAM	1,156,134	1,471,670	27.29%	1,190,818	280,852
55	ST. JOHNS	1,272,486	1,290,861	1.44%	1,290,861	-
56	ST. LUCIE	3,198,290	3,406,642	6.51%	3,294,239	112,403
57	SANTA ROSA	1,278,958	2,160,794	68.95%	1,317,327	843,467
58	SARASOTA	3,406,616	3,085,152	(9.44%)	3,085,152	-
59	SEMINOLE	4,818,665	4,275,160	(11.28%)	4,275,160	-
60	SUMTER	604,680	755,628	24.96%	622,820	132,808
61	SUWANNEE	697,040	794,914	14.04%	717,951	76,962
62	TAYLOR	284,769	281,820	(1.04%)	281,820	-
63	UNION	207,946	217,895	4.78%	214,184	3,710
64	VOLUSIA	6,366,549	6,779,901	6.49%	6,557,545	222,356
65	WAKULLA	285,076	281,203	(1.36%)	281,203	-
66	WALTON	633,408	564,501	(10.88%)	564,501	-
67	WASHINGTON	315,553	363,672	15.25%	325,019	38,653
		277,000,000	280,789,360		276,160,114	4,629,246

		FY 2014-15		FY 2015-16		FY 2016-17		FY 2017-18		FY 2018-19		FY 2019-20		6 year	
		Medicaid Cost	% Change	Medicaid Cost	% Change	Medicaid Cost	% Change	Medicaid Cost	% Change	Medicaid Cost	% Change	Medicaid Cost	% Change	6 year \$ Change	Medicaid growth
#	County														
1	ALACHUA	3,539,711	2.74%	3,745,711	5.82%	3,742,254	-0.09%	3,421,030	-8.58%	3,303,582	-3.43%	3,168,900	-4.08%	(370,811.38)	-10.48%
2	BAKER	320,341	2.74%	363,100	13.35%	405,888	11.78%	415,165	2.29%	448,912	8.13%	482,880	7.57%	162,538.95	50.74%
3	BAY	1,681,892	2.74%	2,063,732	22.70%	2,329,604	12.88%	2,403,589	3.18%	2,619,128	8.97%	2,836,920	8.32%	1,155,028.38	68.67%
4	BRADFORD	496,957	2.74%	553,811	11.44%	556,823	0.54%	512,630	-7.94%	498,952	-2.67%	482,880	-3.22%	(14,077.11)	-2.83%
5	BREVARD	6,845,598	2.74%	6,938,878	1.36%	7,210,173	3.91%	6,875,378	-4.64%	6,948,439	1.06%	7,001,760	0.77%	156,161.64	2.28%
6	BROWARD	25,560,347	2.74%	25,590,967	0.12%	26,475,748	3.46%	25,132,500	-5.07%	25,280,793	0.59%	25,351,200	0.28%	(209,146.97)	-0.82%
7	CALHOUN	231,849	2.74%	238,034	2.67%	255,055	7.15%	250,800	-1.67%	261,379	4.22%	271,620	3.92%	39,770.60	17.15%
8	CHARLOTTE	1,602,129	2.74%	1,705,672	6.46%	1,801,777	5.63%	1,747,049	-3.04%	1,795,796	2.79%	1,840,980	2.52%	238,851.26	14.91%
9	CITRUS	1,837,336	2.74%	1,959,431	6.65%	2,054,461	4.85%	1,977,185	-3.76%	2,017,096	2.02%	2,052,240	1.74%	214,904.23	11.70%
10	CLAY	1,757,868	2.74%	1,869,548	6.35%	2,042,585	9.26%	2,046,050	0.17%	2,170,332	6.07%	2,293,680	5.68%	535,811.57	30.48%
11	COLLIER	3,214,776	2.74%	3,170,510	-1.38%	3,405,543	7.41%	3,356,669	-1.44%	3,506,298	4.46%	3,651,780	4.15%	437,003.96	13.59%
12	COLUMBIA	1,544,269	2.74%	1,491,549	-3.41%	1,513,794	1.49%	1,408,020	-6.99%	1,385,973	-1.57%	1,358,100	-2.01%	(186,169.41)	-12.06%
13	DADE	52,222,044	2.74%	52,400,357	0.34%	54,938,026	4.84%	52,867,987	-3.77%	53,931,428	2.01%	54,867,240	1.74%	2,645,196.22	5.07%
14	DESOTO	463,938	2.74%	485,407	4.63%	547,131	12.72%	563,772	3.04%	613,619	8.84%	663,960	8.20%	200,022.20	43.11%
15	DIXIE	271,461	2.74%	276,188	1.74%	300,066	8.65%	298,999	-0.36%	315,595	5.55%	331,980	5.19%	60,519.44	22.29%
16	DUVAL	14,782,634	2.74%	14,975,120	1.30%	15,629,578	4.37%	14,971,674	-4.21%	15,201,526	1.54%	15,391,800	1.25%	609,166.40	4.12%
17	ESCAMBIA	4,472,274	2.74%	4,706,766	5.24%	4,999,164	6.21%	4,873,636	-2.51%	5,036,616	3.34%	5,190,960	3.06%	718,686.17	16.07%
18	FLAGLER	1,100,579	2.74%	1,168,325	6.16%	1,243,169	6.41%	1,214,133	-2.34%	1,256,959	3.53%	1,297,740	3.24%	197,161.07	17.91%
19	FRANKLIN	251,123	2.74%	186,663	-25.67%	192,175	2.95%	181,496	-5.56%	181,593	0.05%	181,080	-0.28%	(70,043.00)	-27.89%
20	GADSDEN	661,520	2.74%	717,854	8.52%	812,578	13.20%	840,416	3.43%	917,737	9.20%	995,940	8.52%	334,419.65	50.55%
21	GILCHRIST	215,741	2.74%	219,451	1.72%	247,755	12.90%	255,653	3.19%	278,606	8.98%	301,800	8.33%	86,059.03	39.89%
22	GLADES	152,383	2.74%	144,655	-5.07%	136,706	-5.49%	116,977	-14.43%	104,263	-10.87%	90,540	-13.16%	(61,843.10)	-40.58%
23	GULF	210,325	2.74%	247,975	17.90%	248,107	0.05%	227,180	-8.43%	219,782	-3.26%	211,260	-3.88%	935.04	0.44%
24	HAMILTON	206,509	2.74%	248,429	20.30%	270,689	8.96%	270,462	-0.08%	286,209	5.82%	301,800	5.45%	95,290.53	46.14%
25	HARDEE	304,067	2.74%	417,549	37.32%	486,018	16.40%	514,742	5.91%	573,711	11.46%	633,780	10.47%	329,712.76	108.43%
26	HENDRY	452,535	2.74%	638,464	41.09%	764,562	19.75%	828,543	8.37%	941,111	13.59%	1,056,300	12.24%	603,764.93	133.42%
27	HERNANDO	2,388,108	2.74%	2,145,496	-10.16%	2,394,314	11.60%	2,445,376	2.13%	2,640,582	7.98%	2,836,920	7.44%	448,811.73	18.79%
28	HIGHLANDS	1,296,147	2.74%	1,399,910	8.01%	1,522,750	8.77%	1,519,037	-0.24%	1,605,056	5.66%	1,690,080	5.30%	393,933.01	30.39%
29	HILLSBOROUGH	19,259,474	2.74%	19,659,877	2.08%	21,033,550	6.99%	20,652,012	-1.81%	21,492,210	4.07%	22,303,020	3.77%	3,043,545.99	15.80%
30	HOLMES	280,258	2.74%	297,997	6.33%	332,141	11.46%	338,844	2.02%	365,522	7.87%	392,340	7.34%	112,081.54	39.99%
31	INDIAN RIVER	1,100,701	2.74%	1,187,402	7.88%	1,369,380	15.33%	1,439,133	5.09%	1,593,502	10.73%	1,750,440	9.85%	649,739.34	59.03%
32	JACKSON	605,327	2.74%	705,362	16.53%	780,469	10.65%	790,982	1.35%	848,152	7.23%	905,400	6.75%	300,073.41	49.57%
33	JEFFERSON	229,060	2.74%	225,386	-1.60%	230,230	2.15%	215,636	-6.34%	213,855	-0.83%	211,260	-1.21%	(17,799.71)	-7.77%
34	LAFAYETTE	38,989	2.74%	57,550	47.60%	75,177	30.63%	86,811	15.48%	103,510	19.24%	120,720	16.63%	81,730.90	209.62%
35	LAKE	4,224,657	2.74%	4,157,538	-1.59%	4,401,523	5.87%	4,277,248	-2.82%	4,406,252	3.02%	4,527,000	2.74%	302,342.82	7.16%
36	LEE	6,956,928	2.74%	7,696,776	10.63%	8,387,781	8.98%	8,382,008	-0.07%	8,871,296	5.84%	9,355,800	5.46%	2,398,872.37	34.48%
37	LEON	2,573,856	2.74%	2,607,942	1.32%	2,841,790	8.97%	2,839,563	-0.08%	3,005,048	5.83%	3,168,900	5.45%	595,043.57	23.12%
38	LEVY	709,008	2.74%	699,014	-1.41%	731,001	4.58%	701,638	-4.02%	713,871	1.74%	724,320	1.46%	15,312.31	2.16%
39	LIBERTY	139,193	2.74%	127,806	-8.18%	130,780	2.33%	122,717	-6.17%	121,945	-0.63%	120,720	-1.00%	(18,472.74)	-13.27%
40	MADISON	237,980	2.74%	297,940	25.20%	332,096	11.46%	338,815	2.02%	365,508	7.88%	392,340	7.34%	154,359.56	64.86%
41	MANATEE	4,494,739	2.74%	4,541,937	1.05%	4,705,748	3.61%	4,473,699	-4.93%	4,507,112	0.75%	4,527,000	0.44%	32,260.59	0.72%
42	MARION	4,513,822	2.74%	4,886,221	8.25%	5,311,562	8.70%	5,295,398	-0.30%	5,592,060	5.60%	5,885,100	5.24%	1,371,278.42	30.38%
43	MARTIN	976,542	2.74%	1,264,408	29.48%	1,334,028	5.51%	1,291,938	-3.16%	1,326,375	2.67%	1,358,100	2.39%	381,557.89	39.07%
44	MONROE	725,960	2.74%	825,686	13.74%	816,438	-1.12%	737,675	-9.65%	702,903	-4.71%	663,960	-5.54%	(61,999.79)	-8.54%
45	NASSAU	664,051	2.74%	733,082	10.40%	795,001	8.45%	790,799	-0.53%	833,323	5.38%	875,220	5.03%	211,168.68	31.80%
46	OKALOOSA	1,569,321	2.74%	1,826,068	16.36%	1,993,359	9.16%	1,995,129	0.09%	2,114,718	5.99%	2,233,320	5.61%	663,998.93	42.31%
47	OKEECHOBEE	649,862	2.74%	666,610	2.58%	734,985	10.26%	742,477	1.02%	793,779	6.91%	845,040	6.46%	195,177.58	30.03%
48	ORANGE	18,507,844	2.74%	18,768,639	1.41%	19,861,526	5.82%	19,292,487	-2.87%	19,865,905	2.97%	20,401,680	2.70%	1,893,835.99	10.23%
49	OSCEOLA	4,468,411	2.74%	4,666,551	4.43%	5,426,601	16.29%	5,742,784	5.83%	6,396,419	11.38%	7,062,120	10.41%	2,593,709.37	58.05%
50	PALM BEACH	16,340,058	2.74%	16,569,566	1.40%	17,232,215	4.00%	16,446,630	-4.56%	16,636,601	1.16%	16,780,080	0.86%	440,021.67	2.69%
51	PASCO	6,624,921	2.74%	6,371,265	-3.83%	6,760,947	6.12%	6,585,294	-2.60%	6,799,506	3.25%	7,001,760	2.97%	376,838.67	5.69%
52	PINELLAS	18,407,041	2.74%	16,254,661	-11.69%	15,820,011	-2.67%	14,032,745	-11.30%	13,083,881	-6.76%	12,041,820	-7.96%	(6,365,221.39)	-34.58%
53	POLK	10,091,364	2.74%	9,894,712	-1.95%	10,682,855	7.97%	10,581,534	-0.95%	11,105,690	4.95%	11,619,300	4.62%	1,527,936.34	15.14%
54	PUTNAM	1,156,134	2.74%	1,471,670	27.29%	1,594,358	8.34%	1,584,410	-0.62%	1,668,089	5.28%	1,750,440	4.94%	594,306.02	51.40%
55	ST. JOHNS	1,272,486	2.74%	1,290,861	1.44%	1,399,408	8.41%	1,391,557	-0.56%	1,465,931	5.34%	1,539,180	5.00%	266,693.98	20.96%
56	ST. LUCIE	3,198,290	2.74%	3,406,642	6.51%	3,822,057	12.19%	3,922,196	2.62%	4,253,433	8.45%	4,587,360	7.85%	1,389,069.74	43.43%
57	SANTA ROSA	1,278,958	2.74%	2,160,794	68.95%	2,139,752	-0.97%	1,936,594	-9.49%	1,848,906	-4.53%	1,750,440	-5.33%	471,481.61	36.86%
58	SARASOTA	3,406,616	2.74%	3,085,152	-9.44%	3,389,840	9.88%	3,413,495	0.70%	3,638,619	6.60%	3,863,040	6.17%	456,423.87	13.40%
59	SEMINOLE	4,818,665	2.74%	4,275,160	-11.28%	4,494,613	5.13%	4,337,360	-3.50%	4,437,114	2.30%	4,527,000	2.03%	(291,665.48)	-6.05%
60	SUMTER	604,680	2.74%	755,628	24.96%	805,436	6.59%	787,971	-2.17%	817,136	3.70%	845,040	3.41%	240,360.21	39.75%
61	SUWANNEE	697,040	2.74%	794,914	14.04%	843,936	6.17%	822,398	-2.55%	849,546	3.30%	875,220	3.02%	178,179.85	25.56%
62	TAYLOR	284,769	2.74%	281,820	-1.04%	326,746	15.94%	344,927	5.56%	383,381	11.15%	422,520	10.21%	137,750.66	48.37%
63	UNION	207,946	2.74%	217,895	4.78%	231,708	6.34%	226,157	-2.40%	233,992	3.46%	241,440	3.18%	33,494.03	16.11%
64	VOLUSIA	6,366,549	2.74%	6,779,901	6.49%	7,262,134	7.11%	7,138,531	-1.70%	7,437,186	4.18%	7,726,080	3.88%	1,359,531.47	21.35%
65	WAKULLA	285,076	2.74%	281,203	-1.36%	311,442	10.75%	315,911	1.43%	339,013	7.31%	362,160	6.83%	77,084.40	27.04%
66	WALTON	633,408	2.74%	564,501	-10.88%	631,950	11.95%	647,244	2.42%	700,679	8.26%	754,500	7.68%	121,092.13	19.12%
67	WASHINGTON	315,553	2.74%	363,672	15.25%	398,933	9.70%	401,108</							

Florida Special District Handbook Online as of September 2, 2014



**FLORIDA DEPARTMENT *of*
ECONOMIC OPPORTUNITY**

Florida Special District Handbook Online (FloridaJobs.org/SpecialDistrictHandbook)

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Florida Special District Handbook Online: *About the Handbook*

Welcome

Welcome to the Florida Special District Handbook Online!

The Department of Economic Opportunity, Special District Accountability Program, maintains this online handbook to help special districts, municipalities and counties comply with the Uniform Special District Accountability Act (see [Chapter 189, Florida Statutes - The Uniform Special District Accountability Act](#)).

The handbook covers numerous topics relevant to all types of special districts. To quickly find the information you are seeking, you can:

1. Review the [Handbook Topics](#) listings
2. [Search the Handbook](#) using key words
3. Review an alphabetized [Subject Index](#)
4. Contact the appropriate agency contact directly - see [Reporting Requirements By Agency and Agency Contacts](#)

Updates

We update the handbook as we become aware of changes. Each year, usually after July 1 when most new laws become effective, the Department asks the agencies contributing to the handbook to review the material and provide updates. The most recent thorough review and update was completed in September, 2014.

Printable Version

The Florida Special District Handbook Online is designed to be an online tool, not a document for printing. The Handbook features numerous links to other sections of the handbook and external web sites, including online reporting systems, relevant statutes, and administrative rules. The Department encourages users to use the online version. If you would like to print something, consider printing only the page or pages you need directly from your web browser. This will ensure that you are printing the most up-to-date version available.

For those uses who would like to download and / or print the handbook in its entirety, the Department created a pdf image of the handbook on September 2, 2014. Please be aware that the links will not work and external website images and any updates and corrections that may have occurred after September 2, 2014 are not included.

- [Florida Special District Handbook Online as of September 2, 2014](#) (pdf image - 170 pages)

Acknowledgements

Approximately 15 state agencies regularly contribute material and provide updates to help special districts understand and comply with other state requirements as they relate to special districts. The Department of Economic Opportunity appreciates the following for contributing to the Florida Special District Handbook Online:

- Auditor General, Local Government Section
- Commission on Ethics, Public Information Section
- Division of Community Planning and Development
- Department of Financial Services, Bureau of Collateral Management
- Department of Financial Services, Bureau of Local Government
- Department of Management Services, Division of Retirement
- Department of Revenue, Property Tax Oversight
- Department of State, Division of Elections
- Department of State, State Library and Archives of Florida
- Executive Office of the Governor, Chief Inspector General's Office
- Florida Legislature, Joint Legislative Auditing Committee
- Florida Legislature, Joint Administrative Procedures Committee
- Office of the Attorney General, Department of Legal Affairs
- State Board of Administration, Division of Bond Finance
- State Board of Administration, Financial Operations

Report Errors and Make Suggestions

If you have any suggestions on how we can improve the Florida Special District Handbook Online, or if you find any errors or broken links, please contact Jack Gaskins with the Special District Accountability Program at Jack.Gaskins@DEO.MyFlorida.com or (850) 717-8430.

Florida Special District Handbook Online: *Introduction to Special Districts*

What are Special Districts?

Special districts are very similar to counties or municipalities. In fact, they are more alike than different. Generally, Florida's laws treat them the same. The difference is their purpose. Counties and municipalities exist to provide a wide range of general-purpose governmental services. On the other hand, special districts are created to provide a specialized governmental service. Special districts have limited, explicit authority - not implied authority - that is specified in its charter and / or the laws under which it operates.

Specifically, a special district . . .

- is a unit of local government (i.e., a collegial body with authority to govern public services and facilities) created for a special-purpose
- has jurisdiction to operate within limited geographical boundary
- is created by general law, special act, local ordinance, or by rule of the Governor and Cabinet
 - The Florida Legislature creates independent and dependent special districts by passing a special act
 - The Governor and Cabinet create independent community development districts larger than 1,000 acres and regional water supply authorities by passing a rule (Florida Administrative Code)
 - Municipalities and counties create special districts by passing a local ordinance
 - General law authority creates certain types of special districts and allows counties and municipalities to declare a need to use them by passing a resolution. In addition, other general law authority authorizes counties and municipalities to establish special districts.

For more information see [Creating Special Districts](#).

By definition, these entities are not special districts:

- General-purpose governments (Counties / Municipalities)
- School districts
- Community college districts
- Boards providing electrical services that are political subdivisions of a municipality or part of a municipality
- Municipal Service Taxing or Benefit Units as specified in:
 - [Section 125.01, Florida Statutes - Powers and duties](#)
- Special Improvement Districts created for the Seminole and Miccosukee Tribes under:
 - [Section 285.17, Florida Statutes - Special improvement districts; Seminole and Miccosukee Tribes](#)

For financial reporting and other purposes, special districts are classified as either "dependent" or "independent"

What are Dependent Special Districts?

Dependent special districts have at least one of the following characteristics:

- Its governing body members are identical to the governing body members of a single county or a single municipality.
- Its governing body members are appointed by the governing body of a single county or a single municipality.
- During unexpired terms, its governing body members are subject to removal at will by the governing body of a single county or a single municipality.
- Its budget requires approval through an affirmative vote by the governing body of a single county or a single municipality.
- Its budget can be vetoed by the governing body of a single county or a single municipality.

What are Independent Special Districts?

Independent special districts do not have any dependent characteristics. A special district that includes more than one county is independent unless the special district lies wholly within the boundaries of a single municipality.

A Brief History of Special Districts

Benjamin Franklin established the first special district on December 7, 1736, when he created the Union Fire Company of Philadelphia, a volunteer fire department. Residents in a certain neighborhood paid a fee to receive fire protection services. Any resident not paying the fee had no fire protection services. Soon, many volunteer fire departments formed throughout Philadelphia. This prompted Franklin to boast that his city had the best fire service in the world.

In Florida, the first special districts were created almost 190 years ago. Then, Florida was a territory of log settlements scattered between the only two cities, Pensacola and St. Augustine. The entire territory consisted of two large counties, Escambia and St. Johns, whose contiguous border was defined by the Suwannee River. Because no roads existed, the Territorial legislators had to make the long, difficult sea voyage between the co-capitals, Pensacola and St. Augustine. In 1822, the legislators voted to establish a capital in a more convenient location. A year later, two men met on a pine-covered hill, halfway between Pensacola and St. Augustine, and chose the site of the new capital. Within a year, Florida's first Capitol, a small log cabin just big enough for all six legislators, was built in what is today Tallahassee.

Early, Floridians realized that the transportation needs of a growing territory could be effectively managed by a group of local citizens organized into a district with vested powers. During the same session that the decision was made to move the capital, the Territorial Legislature also authorized the creation of the first special districts in Florida by enacting the Road, Highway, and Ferry Act of 1822. Created to establish and maintain public roads, the first road districts had no taxation authority and solved their labor needs by conscription. Men failing to report to work were fined one dollar per day.

In 1845, soon after Florida became a state, the Legislature went a step further and established the first special district by special act. Five commissioners were empowered to drain the "Alachua Savannah". To finance the project, the first special assessments were made on landowners based on the number of acres owned and the benefit derived.

The popularity of special districts to fund public works continued throughout the end of the 19th century as more settlers came to Florida. By the 1920's, the population had increased substantially in response to Florida's land boom. Many special districts were created to finance large engineering projects. Some of these special districts are still in existence today, such as the South Florida Conservancy District and the Florida Inland Navigation District. By the 1930's, the surge of new residents created the need for the first mosquito eradication district and other very specialized districts. After World War II, the baby boom and Florida's growing popularity created the need for a variety of new special districts, such as aviation authorities and hyacinth control districts. Soon, beach erosion, hospital, and fire control special districts grew rapidly along with the traditional road, bridge, and drainage special districts.

Uniform Special District Accountability Act

In 1989, the Florida Legislature passed the Uniform Special District Accountability Act ([Chapter 189, Florida Statutes - Uniform Special District Accountability Act](#)). Almost every year, the Florida Legislature revises and updates this Act.

The Act provides the general requirements for all types of special districts, although it excludes certain types of special districts from certain sections, often because another general law provides specific requirements for that type of special district. Requirements of the Act include:

- Creation, merger, and dissolution processes
- Charter content
- Financial reporting
- Taxation and assessments
- Election procedures
- Operational requirements, such as mandatory compliance with Government-in-the-Sunshine, ethics, and comprehensive planning laws.

Special District Advantages - Reasons Special Districts Are Created

- Special districts empower citizens to govern their own neighborhood / community
- Special districts provide opportunities for citizens to get involved in the governance of their community since it's possible for them to serve on the district's governing body and it's more convenient for citizens to attend meetings, which are usually held near their homes.
- Special districts can be a financing mechanism to help the private and public sectors govern, finance, construct, operate, and maintain essential public services and facilities
- Special districts provide services in which only those who receive a benefit pay for them

- Special districts can provide enhanced / specialized public services in response to citizen demand that a county or municipality is unable or unwilling to offer
- Special districts can have an appointed governing body so that people with the appropriate expertise and skills can govern and oversee the specialized function(s)
- Special districts allow municipalities and counties to focus more on general government issues
- Special districts provide for a local special-purpose governmental agency with funding, employment, and missions separate from local general-purpose government.
- Special districts provide governmental services when the need transcends the boundaries, responsibilities, and authority of individual counties and municipalities. This is one reason we have regional and multi-county special districts.
- Special districts can help protect property values by continuously providing and maintaining services and facilities
- Special districts can help save money for citizens by selling tax-exempt bonds, purchasing goods and services tax-free, and participating in state programs and initiatives, such as state-term contracting and purchasing commodities and certain contractual services from the purchasing agreements of other special districts, municipalities, or counties
- Special districts maintain the financial integrity of the special district by limiting its liability to civil lawsuits and providing state assistance in the event of a financial emergency.
- Special districts recruit qualified employees by offering governmental employment benefits and incentives, such as possible participation in the Florida Retirement System. Any independent special district created under a special act or general law for the purpose of providing urban infrastructure or services may provide housing and housing assistance for its employed personnel whose total annual household income does not exceed 140 percent of the area median income, adjusted for family size.
- Special districts ensures accountability of public resources, since special districts are held to the same high standards as municipalities and counties.

Contact Someone Who Can Answer Questions About Special Districts

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Florida Special District Handbook Online: *The Special District Accountability Program*

The Special District Accountability Program (the "Program") operates within the Department of Economic Opportunity and administers the general law for all special districts: [Chapter 189, Florida Statutes - Uniform Special District Accountability Act](#) (the "Act").

The Program is a component of Florida's [Local Government Financial Reporting System](#), which is a network of state and local agencies working together to collect financial and other information from all governmental entities, including special districts, to help hold them accountable. The Legislature, state agencies, and local government officials depend on information produced by this system to monitor special districts and to make informed policy decisions.

Program's Responsibilities

The program's following responsibilities help to make special districts more accountable and transparent to citizens and state and local government.

Maintaining The Official List of Special Districts Online

The Program continuously collects, classifies, updates, organizes and maintains uniform information about each of Florida's special districts and makes it available through the Official List of Special Districts Online (see www.FloridaJobs/OfficialList). Users visiting this website can access various data and statistics about Florida's special districts and can create customized reports by selecting variables of interest.

The primary users of this online database - the Legislature and more than 685 state and local agencies - need information about special districts to coordinate activities, compile financial and other information, and monitor special districts for accountability purposes.

As an example, the Department of Financial Services uses the list to verify that all active special districts disclose their annual revenues, expenditures, and debt by filing [the Annual Financial Report](#).

Electronically Publishing Special District Noncompliance Reports | Helping Counties, Municipalities, and State Agencies collect Delinquent Reports or Information from Special Districts | Helping special districts comply with reporting requirements

The following state agencies prepare special district noncompliance reports and send them to the Program when special districts fail to comply with statutory reporting requirements to that agency:

1. The Department of Economic Opportunity - Special districts that failed to pay [the Annual Special District Fee](#)

2. The Department of Financial Services - Special districts that failed to file [the Annual Financial Report](#)
3. The Auditor General - special districts that failed to file [the Annual Financial Audit Report](#)
4. The Division of Bond Finance of the State Board of Administration:
 - a. Special districts that failed to file an [advance notice a bond sale](#)
 - b. Special districts that failed to file the [Bond Information Form / Bond Disclosure Form](#) and the [Final Official Statement](#), if prepared, within 120 days of the delivery of the bond issue.
5. The Joint Legislative Auditing Committee:
 - a. Special districts that failed to file an Annual Financial Report after the Program provided technical assistance
 - b. Special districts that failed to file an Annual Financial Audit Report after the Program provided technical assistance
 - c. Special districts that failed to correct audit findings reported in three successive audit reports and did not sufficiently respond to or satisfy the Committee

When the Program receives these noncompliance reports, the Program takes the following action:

1. The Program makes these reports available to the public by publishing them on its website (see [Special District Noncompliance Status Reports](#)).
2. Concerning the annual special district fee, the Program reports the special district to the state's contracted collection agency (see [Failure to Comply with the Annual Special District Fee Requirement](#))
3. Concerning the other reports, the Program attempts to help each special district come into compliance by providing a detailed technical assistance / warning letter to help the special district come into compliance and avoid the noncompliance in the future (see [Accountability Overview - Technical Assistance](#)). The Program may also receive noncompliance reports from any county or municipality. If so, the Program provides technical assistance to those special districts as well.

Financial Reporting Enforcement

If the special district does not come into compliance with certain requirements to a state agency after the Program provides the detailed technical assistance / warning letter described above, the Program may initiate legal enforcement through the circuit court. For more information, see [Consequences of Failure to Comply with Required Reporting](#). The Program may also declare the special district inactive for dissolution for not complying with certain reporting requirements, and for other reasons. For more information, see [Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status](#).

Publishing and Updating the "Florida Special District Handbook"

To help ensure that special districts comply with the requirements of the Act - and are thereby held accountable to citizens and state and local government - the Program publishes and updates the [Florida Special District Handbook Online](#). At a minimum, this handbook must cover definitions of special districts and status distinctions, the current statutory provisions for special district creation, implementation, modification, dissolution, and operating procedures, and the reporting requirements applicable to all types of special districts.

The Program is also required to post a schedule on its website to help certain special districts determine when its public facilities report and updates to that report are due to the local general-purpose governments in which the special district has territory. This schedule (see [The Public Facilities Report](#)) is based the evaluation and appraisal notification schedule prepared by the [Comprehensive Planning](#) section within the Department's Division of Community Planning.

Coordinating and Communicating Special District Information Among State Agencies

Since the Program continuously collects, classifies, and maintains constantly changing information about Florida's special districts, the Program is often the first to find out about changes that other state agencies need to know about, sometimes very quickly. As such, the Program serves as a central location for making sure this information is timely distributed to the appropriate people at various state agencies.

Providing technical advisory assistance to special districts regarding the requirements of Chapter 189, *Florida Statutes*

The Program answers questions and provides referrals (see [Special District Resources and Contacts](#)) when special district staff and governing body members have questions about their requirements. Additionally, the Program is available to respond to special district related inquiries from anyone, and very often takes calls from Legislative staff, state agencies, municipalities and counties, students, citizens, and the private sector.

The program may also provide, contract for, or assist in conducting education programs for all newly elected or appointed members of special district governing bodies. These programs include, but are not limited to, courses on the code of ethics for public officers and employees, public meetings and public records requirements, public finance, and parliamentary procedure.

The program may also enter into a contract by a qualified third-party vendor to provide technical advisory assistance to special districts concerning Chapter 189, Florida Statutes.

Collecting a fee to fund the Program - The Annual Special District Fee

The Program does not receive general revenue funding. Instead, the Program is required to establish a fee schedule by rule and to collect an annual fee from special districts to cover the costs of administering the Program.

The Program sends an invoice to all special districts around October 1 each year. Each special district must comply with its specific fee requirement by the due date on the invoice (approximately 60 days after the invoice date) to avoid late fees. Certain special districts with annual revenues less than \$3,000 can apply for a zero fee. All special districts must comply with this requirement every year.

Fee Schedule

The fee schedule (see [Rule 73C-24.003, Florida Administrative Code - Fee Schedule and Annual Invoicing and Data Updating](#)) corresponds with the fiscal year that most special districts must use (October 1 through September 30). Around October 1 each year, the Program mails the "Special District Fee Invoice and Update Form" to each special district. To keep the Official List of Special Districts Online up-to-date, this form also serves as an update form. Each special district must review and, if necessary, update the information about the special district on the form and return it to the Program along with the annual fee by the due date.

The Annual Fee

For most special districts, the fee is \$175 a year and is due within 60 days

Prorated First Year Fee for Newly Created Special Districts

Newly created special districts pay a prorated fee depending upon the quarter in which it was created:

- First Quarter (October 1 through December 31) - \$150
- Second Quarter (January 1 through March 31) - \$125
- Third Quarter (April 1 through June 30) - \$100
- Fourth Quarter (July 1 through September 30) - \$75

Zero Annual Fee

Special districts meeting all four of the following conditions are not required to pay an annual fee:

1. The special district is in compliance with its requirement to file [the Annual Financial Report](#) with the Department of Financial Services.
2. The special district reported \$3,000 or less in revenues to the Department of Financial Services on its Annual Financial Report for the most recent fiscal year in which complete annual data is available from the Department of Financial Services. A newly created special district may attach a current income statement verifying \$3,000 or less in revenues for the current fiscal year.
3. The special district is not a component unit of a general-purpose local government as defined in the Governmental Accounting Standards Board's Statements No. 14 and 39, as amended. Questions concerning whether a special district is a component unit must be directed to the special district's auditor or the appropriate municipality or county. For more information, visit the following two pages on the Governmental Accounting Standards Board's web site:
 - [Summary of Statement No. 14 - The Financial Reporting Entity Issued June 1991](#)
 - [Summary of Statement No. 39 - Determining Whether Certain Organizations Are Component Units Issued May 2002](#) (an amendment of Statement No. 14)
 - [Summary of Statement No. 61 - The Financial Reporting Entity: Omnibus - an amendment of GASB Statements No. 14 and No. 34 \(Issued November 2010\)](#)
4. The special district's registered agent certifies that the special district meets all of the above conditions by signing, dating, and returning the Special District Fee Invoice and Update Form along with the Zero Annual Fee Certification section by the due date.

Upon verification, the Program will approve the zero fee request. This is an annual process for all special districts wishing to qualify for the zero fee.

Failure to Comply with the Annual Special District Fee Requirement

Any special district not complying with the fee requirements by the due date will be subject to fines up to \$50 (two late notices with a \$25 late fee on each notice).

Any special district not paying the fee and fine will be reported to the Department's contracted debt collection agency, which will result in additional fees and a report of collection activities to the credit bureaus.

Contact Someone Who Can Answer Questions About the Special District Accountability Program

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Florida Special District Handbook Online:

Creating Special Districts

Special districts are created by general law, special act, local ordinance, or by rule of the Governor and Cabinet. This chapter covers how various types of special districts are created.

Creating Independent Special Districts

Generally, only the Legislature may create independent special districts. However, the following exceptions apply:

Independent Special Districts that the Governor and Cabinet May Create

- Community Development Districts larger than 1,000 acres (see [Chapter 190, Florida Statutes - Community Development Districts](#))
- Regional Water Supply Authorities (see [Section 373.713, Florida Statutes - Regional water supply authorities](#))

Independent Special Districts that a County May Create

- County Children's Services Districts - (see [Section 125.901, Florida Statutes - Children's services; independent special district; council; powers, duties, and functions](#))
- County Health and Mental Health Care Districts - (see [Section 154.331, Florida Statutes - County health and mental health care special districts](#))
- County Hospital Districts - (see [Chapter 155, Florida Statutes - Hospitals](#))
- Community Development Districts - (see [Chapter 190, Florida Statutes - Community Development Districts](#))

Independent Special Districts that Two or More Counties May Create

- Regional Jail Districts - (see [Section 950.001, Florida Statutes - Regional jails; establishment, operation](#))
- Community Development Districts - (see [Chapter 190, Florida Statutes - Community Development Districts](#))

Independent Special Districts that Any Combination of Two or More Counties or Municipalities May Create

- Regional Water Supply Authorities - (see [Section 373.713, Florida Statutes - Regional water supply authorities](#))
- Community Development Districts - (see [Chapter 190, Florida Statutes - Community Development Districts](#))

Independent Special Districts that Any Combination of Two or More Counties, Municipalities, or other Political Subdivisions May Create:

- Regional Transportation Authorities - (see [Section 163.567, Florida Statutes - Regional transportation authorities](#))

An Independent Special District that a Municipality May Create

- Community Development Districts - (see [Chapter 190, Florida Statutes - Community Development Districts](#))

Charter (Creation Document) Contents for Independent Special Districts

Excluding Community Development Districts, the general law or special act that creates or authorizes an independent special district must address the following in its charter:

1. A status statement referencing its independent status. Recommendation: Include a brief statement explaining why the special district is independent (such as, it does not have any dependent characteristics as set forth in Section 189.012(2), *Florida Statutes*)
2. The special district's purpose
3. The powers, functions, and duties of the special district regarding the following:
 - a. Ad Valorem Taxation
 - b. Bond Issuance
 - c. Other Revenue-Raising Capabilities
 - d. Budget Preparation and Approval Processes
 - e. Liens and Liens Foreclosure
 - f. Use of Tax Deeds and Tax Certificates as Appropriate for Non-Ad Valorem Assessments, and Contractual Agreements
4. The method for establishing the special district
5. The method for amending the charter of the special district
6. The membership and organization of the governing board. If the special district uses a one-acre/one-vote election principle, it must provide for a governing board consisting of five members with three members making up a quorum.
7. The maximum compensation of a governing board member
8. The administrative duties of the governing board
9. The applicable financial disclosure, noticing, and reporting requirements
10. The procedures and requirements for issuing bonds, if applicable
11. Election procedures, the qualifications of an elector, and/or required referenda
12. The methods for financing the special district
13. The authorized millage rate (only if the special district has the authority to levy ad valorem taxes, other than taxes levied for the payment of bonds and taxes levied for periods not longer than two years when authorized by vote of the electors of the special district)
14. The methods for collecting non-ad valorem assessments, fees, or service charges
15. Planning requirements
16. The geographic boundary limitations

Charter (Creation Document) Exemptions Not Allowed

The general law or special act that creates or authorizes an independent special district must not exempt the special district from the following requirements of Chapter 189, Florida Statutes:

1. Elections
2. Bond Referenda
3. Reporting
4. Public Notices
5. Public Meetings

Creating Dependent Special Districts

- The Legislature may create dependent special districts by special act.
- A county may create dependent special districts within its boundaries by ordinance, subject to the approval of the governing body of the incorporated area affected (if any).
- A municipality may create dependent special districts within its boundaries, by ordinance.

Ordinance Contents for Dependent Special Districts

The ordinance creating a dependent special district must include the following:

1. A status statement referencing the special district's dependent status. Recommendation: Include a brief statement explaining why the special district is dependent as set forth in Section 189.403(2), Florida Statutes.
2. Its purpose, powers, functions, and duties
3. Its geographic boundary limitations
4. Its authority
5. A statement explaining why the special district is the best alternative
6. The membership, organization, compensation, and administrative duties of the governing board
7. The applicable financial disclosure, noticing, and reporting requirements
8. The methods for financing the special district
9. A declaration that the creation of the special district is consistent with the approved local government comprehensive plans

Newly Created Special District Responsibilities

Notify the Legislature (independent special districts only)

When a local general-purpose government creates an independent special district, it must submit a statement to the Legislature that includes the following:

1. The purpose of the proposed special district
2. The authority of the proposed special district
3. An explanation of why the special district is the best alternative

4. A resolution or official statement from the local general-purpose government's governing body or an administrator stating the following:
 - a. The creation of the proposed special district is consistent with approved local government comprehensive plans
 - b. The local general-purpose government does not object to its creation

Notify the Department of Economic Opportunity, Special District Accountability Program

Within 30 days after its creation date, each dependent and independent special district must notify the Special District Accountability Program (the "Program") of its existence by filing the following documents and information (see [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)):

1. The special district's creation document
2. A written status statement that includes a reference to the status of the special district as dependent or independent and the basis for such classification
3. A map of the special district clearly showing the following, if applicable:
 - a. The special district's boundaries
 - b. Municipal boundaries, if any, crossing the special district's boundaries
 - c. County lines, if the special district is in more than one county
4. If known, the registered agent's name, address, telephone, fax, and email. If not known, file this information within 30 days after the governing body's first meeting.

Within 30 days of receiving these documents, the Program will do the following:

1. Review the creation documents to verify the special district's dependent or independent status
2. Add the special district to the [Official List of Special Districts Online](#)
3. Notify the special district and the local general-purpose government of the status determination
4. Send the Annual Special District Fee Invoice and Update Form to the Special District

Comply with the Annual Special District Fee Invoice and Update Form Requirement

When the special district registers, the Program will send the Special District Fee Invoice and Update Form to the special district for the annual special district fee. This fee may be prorated based on when the special district was created (see [Annual Special District Fee](#)).

In addition, the special district must review the special district's information on the form, make necessary changes, complete missing information, have the registered agent sign it, and return it to the Program. Making sure the information on this form is correct is very important, since the Program must make the information available through the Official List of Special Districts Online. By the due date on the form, the special district must comply with the fee requirement and return the form to the Program.

Designate a Registered Agent and Registered Office

Within 30 days after its first meeting of its governing board, each special district must designate a registered agent and a registered office, then provide that information to the following:

1. The Special District Accountability Program
2. The Local Governing Authority (each local general-purpose government in which the special district is located)

Registered Agent Defined

A registered agent is an agent of the special district upon whom any process, notice, or demand required or permitted by law to be served upon the special district may be served. The registered agent must be an individual resident of Florida whose business address is the same as the special district's registered office. The registered office does not have to be the special district's place of business.

How to Change a Registered Agent and/or Registered Office

A special district may change its registered office and/or registered agent anytime by filing such changes with the county or municipality in which the special district is located and with the [Department of Economic Opportunity, Special District Accountability Program](#) (preferred method is by email). This notification must occur as soon as possible after making the change. The Program does not provide a form for registered agent/office changes other than the Annual Special District Fee Invoice and Update Form, which the program mails to all special districts each October.

Start Complying with All Applicable Reporting Requirements

Special Districts must begin complying with all applicable reporting requirements immediately. For example, each newly created special district must comply with its Annual Financial Report requirement (see [The Annual Financial Report](#)) starting with the fiscal year it was created, even if the special district has no revenues and expenditures and even if the special district was created on the last day of the fiscal year.

Develop and Maintain an Official Website

By October 1, 2015, or by the end of the first full fiscal year after its creation, each special district must maintain an official website and must submit its website address to the Special District Accountability Program.

- Independent special districts must maintain a separate website
- Dependent special districts:
 - must be preeminently displayed on the home page of its local general-purpose government's website or,
 - maintain its own website

Website Content Requirements

Suggestion - Consider using "Required Reporting of Information" for the header, link, and / or page title for posting the following information:

1. General Information:

- a. Full legal name (as cited in creation document)
- b. Public purpose
- c. Boundaries / service area (a map may be useful)
- d. Services provided
- e. Charter / creation document (Community development districts may reference [Chapter 190, Florida Statutes - Community Development Districts](#), as the uniform charter, but must include information relating to any grant of special powers)
- f. Statute or statutes under which the special district operates, if different from the statute or statutes under which the special district was established. Suggest including [Chapter 189, Florida Statutes - Uniform Special District Accountability Act](#)
- g. Date established (effective date of creation document)
- h. Establishing entity (legislature, county(ies), municipality(ies), or Governor and Cabinet)

2. Contact Information:

- a. Mailing address
- b. e-mail
- c. Telephone number
- d. Website address
- e. Registered agent / registered office (name and address of registered agent on file with the Special District Accountability Program)
- f. For each governing body member:
 - i. Name
 - ii. Address
 - iii. e-mail
 - iv. Term
 - v. If applicable, the appointing authority (county, municipality, Governor, etc.)

3. Revenue Information:

- a. Taxes, fees, assessments, or charges imposed and collected
- b. Rates or amounts for the current fiscal year
- c. Statutory authority for the levy of the tax, fee, assessment, or charge

4. General Financial Information:

- a. Fiscal year period (most special districts use October 1 – September 30. Some housing authorities use January 1 - December 31, April 1 - March 30, and July 1 - June 30)
- b. Tentative budget (post at least two days before the budget hearing, held pursuant to [Section 200.065, Florida Statutes, Method of fixing millage](#) or other law, to consider such budget)
- c. Final adopted budget (post within 30 days after adoption)
- d. Budget amendments, if applicable
- e. A link to the following page on the Department of Financial Services website so the public can view the special district's Annual Financial Report: <https://apps.fldfs.com/LocalGov/Reports/>(per [Section 218.32\(1\)\(g\), Florida Statutes - Annual financial reports; local governmental entities](#))

- f. If required, the final, complete audit report for the most recent completed fiscal year, and audit reports required by law or authorized by the governing body of the special district
5. **Ethics**
 - a. Code of Ethics, if adopted
 - b. A link to generally applicable ethics provisions (visit the [Florida Commission on Ethics](#) website and select "Ethics Laws")
6. **If applicable, the following information required by [Section 112.664, Florida Statutes - Reporting standards for defined benefit retirement plans or systems](#)**
 - a. The annual financial statements (for more information, see [Additional Actuarial Disclosures](#)) using prescribed mortality table (RP-2000 Combined Healthy Participant Mortality Tables, by gender, with generational projection by Scale AA)
 - b. The annual financial statements similar to those required above but which use an assumed rate of return on investments and an assumed discount rate that are equal to 200 basis points less than the plan's assumed rate of return
 - c. Information indicating the number of months or years for which the current market value of assets are adequate to sustain the payment of expected retirement benefits as determined in the plan's latest valuation and under the financial statements prepared pursuant to (a) and (b) above
 - d. Information indicating the recommended contributions to the plan based on the plan's latest valuation, and the contributions necessary to fund the plan based on financial statements prepared pursuant to (a) and (b) above, stated as an annual dollar value and a percentage of valuation payroll
 - e. The funded ratio of the system or plan as determined in the most recent actuarial valuation as part of the disclosure
 - f. The plan's most recent financial statement and actuarial valuation, including a link to the Department of Management Services, Division of Retirement [Actuarial Summary Fact Sheet](#) for that plan
 - g. For the previous five years, beginning with 2013, a side-by-side comparison of the plan's assumed rate of return compared to the actual rate of return, as well as the percentages of cash, equity, bond, and alternative investments in the plan portfolio
 - h. Any charts and graphs of the data provided above presented in a standardized, user-friendly, and easily interpretable format as prescribed by the Department of Management Services
 - i. Note: For more information about retirement related website requirements, please see [Additional Information - Department of Management Services, Division of Retirement Contact \(Local Retirement\)](#)

Contact Someone Who Can Answer Questions About Creating Special Districts

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Florida Special District Handbook Online:

Making Changes to Special Districts

This section covers making various changes to special districts. Whenever a special district's charter is amended or impacted in any way, the special district must send a copy of any such activity to the Special District Accountability Program within 30 days (see [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)).

Amending Special District Charters

With the exception of the processes described below, the entity originally establishing a special district may amend the charter and/or boundaries of that special district, pursuant to the amendment processes contained in the charter. Recommendation: If the charter does not contain a "Status Statement" referencing the special district's independent or dependent status and why, along with any other charter content requirements, consider adding such references during the amendment process.

Merging Special Districts

With the exception of community development districts implemented pursuant to Chapter 190, Florida Statutes, or to water management districts created and operated pursuant to Chapter 373, Florida Statutes, the following describes how to merge dependent and independent special districts.

Merging Dependent Special Districts

Counties and municipalities, by ordinance, may merge their own dependent special districts. A county may not merge a special district that is dependent to a municipality or vice versa, and a county or municipality may not merge a dependent district created by special act.

Unless otherwise provided by general law, the Florida Legislature may merge a dependent special district created and operating pursuant to a special act.

A referendum is not required to merge a dependent special district created by special act if that special district meets any criteria for being declared inactive or the Department has already declared that special district to be inactive (see [Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status](#)).

Merging Independent Special Districts Created by Special Act

- The Legislature, by special act, may merge independent special districts created and operating pursuant to special act.
- The special act merging the special districts must be approved at separate referenda of the impacted local governments by a majority of the resident electors.

Or

- For special districts in which a majority of governing body members are elected by landowners, a majority of the landowners voting in the same manner by which each independent special district's governing body is elected.

The special act merging the special districts must include a plan of merger that addresses transition issues such as:

- Effective Date
- Governance
- Administration
- Powers
- Pensions
- Assumption of all assets and liabilities

If a county or municipality passes an ordinance or resolution in support of the merger, the county or municipality must pay any expenses associated with the referendum.

Merging Independent Special Districts Created by a County or Municipality

A county or municipality may merge an independent special district created by the county or municipality pursuant to a referendum or any other procedure by which the independent special district was created. However, if the independent special district has ad valorem taxation powers, the same procedure required to grant the ad valorem taxation powers is required to merge the special district. Any political subdivision proposing the involuntary merger must pay any expenses associated with the referendum.

Merging Independent Special Districts That Are Inactive

An independent special district that meets any criteria for being declared inactive, or that has already been declared inactive by the Department pursuant to [Section 189.062, Florida Statutes, special procedures for inactive districts](#), may be merged by special act without a referendum (see also [Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status](#)).

Voluntarily Initiating the Merger of Independent Special Districts Created by Special Act

Two or more special districts may elect to merge into a single independent special district if each of these criteria is met:

1. They are contiguous
2. They have similar functions
3. They have elected governing bodies (does not apply to independent special districts whose governing bodies are elected by district landowners voting the acreage owned within the district)

Two ways exist to initiate the merger proceedings:

1. Joint Merger Plan by Resolution, which is initiated by the governing body of each special district

2. A qualified elector initiative, which is initiated by the electors of each special district

Joint Merger Plan by Resolution (initiated by the governing bodies)

The governing bodies of two or more contiguous independent special districts may, by joint resolution, endorse a **proposed joint merger plan** to commence proceedings to merge the districts. This plan must specify:

1. The name of each special district to be merged
2. The proposed special district's:
 - o Name
 - o Rights, Duties, and Obligations
 - o Territorial Boundaries
 - o Governmental organization insofar as it concerns elected and appointed officials and public employees, along with a transitional plan and schedule for elections and appointments of officials
3. A fiscal estimate of the potential cost or savings as a result of the merger;
4. Each special district's assets, including, real and personal property and the current value
5. Each special district's liabilities and indebtedness, bonded and otherwise, and the current value
6. Terms for the assumption and disposition of existing assets, liabilities, and indebtedness of each special district (jointly, separately, or in defined proportions)
7. Terms for the common administration and uniform enforcement of existing laws within the proposed merged special district
8. The times and places for public hearings on the proposed joint merger plan
9. The times and places for a referendum in each special district on the proposed joint merger plan, along with the referendum language to be presented for approval
10. The effective date of the proposed merger

The resolution endorsing the proposed joint merger plan:

- Must be approved by a majority vote of the governing bodies of each special district
- Must be adopted at least 60 business days before any general or special election on the proposed joint merger plan

Within five business days after the governing bodies approve the resolution endorsing the proposed joint merger plan, the governing bodies must:

- Display for public inspection in at least three public places within the boundaries of each special district, or if fewer than three public places exists in any special district, display in all public places:
 - o A copy of the proposed joint merger plan
 - o A descriptive summary of the plan
- Post on a website maintained by each special district - or on a website maintained by the county or municipality in which the special districts are located - the following:
 - o The proposed joint merger plan
 - o A descriptive summary of the plan
 - o A reference to the public places where a copy of the plan may be examined
- Once each week for four successive weeks, publish in a newspaper of general circulation within each special district:
 - o A descriptive summary of the proposed joint merger plan

- A reference to the public places where a copy of the plan may be examined

The governing body of each special district must schedule one or more public hearings on the proposed joint merger plan. Each public hearing:

- Must be held on a weekday
- Must be held at least seven business days after the day the first advertisement is published
- Must be held jointly or separately by the governing bodies of each special district
- Must give any interested person residing in the respective district a reasonable opportunity to be heard on any aspect of the proposed merger.

The notice of the public hearing:

- Must be published pursuant to the notice requirements in [Section 189.015, Florida Statutes, Meetings; notice; required reports](#)
- Must provide a descriptive summary of the proposed joint merger plan
- Must reference the public places where a copy of the plan may be examined

After the final public hearing, the governing bodies of each special district may amend the proposed joint merger plan if the amended version complies with the notice and public hearing requirements previously summarized. Then, the governing bodies may:

- Approve a final version of the joint merger plan (must occur within 60 business days after the final hearing) or
- Decline to proceed further with the merger.

If each governing body approves the final version of the joint merger plan, each governing body must notify the supervisors of elections (in each of the applicable counties in which district is located) of the adoption of the resolution by each governing body. The supervisors of elections will schedule a separate referendum for each special district. The referenda may be held in each special district on the same day, or on different days, but no more than 20 days apart.

Notice of a referendum on the merger must be provided pursuant to the notice requirements in [Section 100.342, Florida Statutes, Notice of special election or referendum](#). At a minimum, the notice must include:

1. A brief summary of the resolution and joint merger plan;
2. A statement as to where a copy of the resolution and joint merger plan may be examined;
3. The names of each special district to be merged and a description of their territory;
4. The times and places at which the referendum will be held; and
5. Such other matters as may be necessary to call, provide for, and give notice of the referendum and to provide for the conduct thereof and the canvass of the returns.

The referenda must be held in accordance with the Florida Election Code and may be held pursuant to Section 101.6101 - 101.6107, Florida Statutes. All costs associated with the referenda shall be borne by each respective special district.

The ballot question in such referendum must be in substantially the following form:

Shall (name of special district) and (name of special district or special districts) be merged into (name of newly merged independent district)?

YES

NO

If the special districts proposing to merge have disparate millage rates, the ballot question in the referendum must be in substantially the following form:

Shall (name of special district) and (name of special district or special districts) be merged into (name of newly merged independent district) if the voter-approved maximum millage rate within each independent special district will not increase absent a subsequent referendum?

YES

NO

The ballots must be counted, returns made and canvassed, and results certified in the same manner as other elections or referenda for the special district.

The merger may not take effect unless a majority of the votes cast in each special district are in favor of the merger. If one of the special districts does not obtain a majority vote, the referendum fails and merger does not take effect, and the merger process may not be initiated for the same purpose within two years after the date of the referendum.

If the merger is approved, see [General Information Concerning Approval of the Joint Merger Plan or Elector-Initiated Merger Plan.](#)

Qualified Elector-Initiated Merger Plan (initiated by the electors)

The qualified electors of two or more contiguous independent special districts may commence a merger proceeding by each filing a petition with the governing body of their respective special district proposing to be merged. The petition:

- Must contain the signatures of at least 40 percent of the qualified electors of each special district
- Must be submitted to each special district's governing body no later than one year after the start of merger process.

The form of the petition must comply with, and be circulated in, as follow:

PETITION FOR

INDEPENDENT SPECIAL DISTRICT MERGER

We, the undersigned electors and legal voters of (name of special district), qualified to vote at the next general or special election, respectfully petition that there be submitted to the electors and legal voters of (name of special district or special districts proposed to be merged), for their approval or rejection at a

referendum held for that purpose, a proposal to merge (name of special district) and (name of special district or special districts).

In witness thereof, we have signed our names on the date indicated next to our signatures.

Date Name Home Address

(print under signature)

The petition must be validated by a signed statement by a witness who is:

- A duly qualified elector of one of the special districts
- A notary public, or
- Another person authorized to take acknowledgments

A statement that is signed by a witness who is a duly qualified elector of the respective special district shall be accepted for all purposes as the equivalent of an affidavit. Such statement must be in substantially the following form:

I, (name of witness), state that I am a duly qualified voter of (name of special district). Each of the (insert number) persons who have signed this petition sheet has signed his or her name in my presence on the dates indicated above and identified himself or herself to be the same person who signed the sheet. I understand that this statement will be accepted for all purposes as the equivalent of an affidavit and, if it contains a materially false statement, shall subject me to the penalties of perjury.

Date Signature of Witness

A statement that is signed by a notary public or another person authorized to take acknowledgments must be in substantially the following form:

On the date indicated above before me personally came each of the (insert number) electors and legal voters whose signatures appear on this petition sheet, who signed the petition in my presence and who, being by me duly sworn, each for himself or herself, identified himself or herself as the same person who signed the petition, and I declare that the foregoing information they provided was true.

Date Signature of Witness

The appropriately signed petition:

- Must be filed with the governing body of each special district
- Must be submitted to the supervisors of elections of the counties in which the special districts are located

Within 30 business days after receipt of the petitions, the supervisors of elections must

- Certify to the governing bodies the number of signatures of qualified electors contained on the petitions
- Upon verification that 40 percent of the qualified electors have petitioned for merger and that all such petitions have been executed within one year after the date of the initiation of the qualified-electors merger process, the governing bodies of each special district must meet within 30 business days to

prepare and approve by resolution a proposed elector-initiated merger plan. The proposed plan must include:

1. The name of each special district to be merged
2. The proposed special district's:
 - Name
 - Rights, Duties, and Obligations
 - Territorial Boundaries
 - Governmental organization insofar as it concerns elected and appointed officials and public employees, along with a transitional plan and schedule for elections and appointments of officials
3. A fiscal estimate of the potential cost or savings as a result of the merger;
4. Each special district's assets, including real and personal property, and the current value
5. Each special district's liabilities and indebtedness, bonded and otherwise, and the current value
6. Terms for the assumption and disposition of existing assets, liabilities, and indebtedness of each special district (jointly, separately, or in defined proportions)
7. Terms for the common administration and uniform enforcement of existing laws within the proposed merged special district
8. The times and places for public hearings on the proposed joint merger plan
9. The effective date of the proposed merger.

The resolution endorsing the proposed elector-initiated merger plan:

- Must be approved by a majority vote of the governing bodies of special district
- Must be adopted at least 60 business days before any general or special election on the proposed elector-initiated plan

Within five business days after the governing bodies of each special district approve the proposed elector-initiated merger plan, the governing bodies must:

- Display for public inspection in at least three public places within the boundaries of each special district, or if fewer than three public places exists in any special district, display in all public places:
 - A copy of the proposed elector-initiated merger plan
 - A descriptive summary of the plan
- Post on a website maintained by each special district - or on a website maintained by the county or municipality in which the districts are located – the following:
 - The proposed elector-initiated merger plan
 - A descriptive summary of the plan
 - A reference to the public places where a copy of the plan may be examined
- Once each week for four successive weeks, publish in a newspaper of general circulation within each special district:
 - A descriptive summary of the proposed elector-initiated merger plan
 - A reference to the public places where a copy of the plan may be examined

The governing body of each special district must schedule one or more public hearings on the proposed elector-initiated merger plan. Each public hearing:

- Must be held on a weekday

- Must be held at least seven business days after the day the first advertisement is published
- Must be held jointly or separately by the governing bodies of each special district
- Must give any interested person residing in the respective district a reasonable opportunity to be heard on any aspect of the proposed merger.

The notice of the public hearing:

- Must be published pursuant to the notice requirements in [Section 189.015, Florida Statutes, Meetings; notice; required reports](#)
- Must provide a descriptive summary of the elector-initiated merger plan
- Must reference the public places where a copy of the plan may be examined.

After the final public hearing, the governing bodies of each special district may amend the proposed elector-initiated merger plan if the amended version complies with the notice and public hearing requirements previously summarized. Then, the governing bodies must approve a final version of plan within 60 business days after the final hearing.

Next, the governing bodies must notify the supervisors of elections of the applicable counties in which the special district is located of the adoption of the resolution by each governing body. The supervisors of elections will then schedule a date for the separate referenda for each special district. The referenda may be held in each special district on the same day, or on different days, but no more than 20 days apart.

Notice of a referendum on the merger must be provided pursuant to the notice requirements in [Section 100.342, Florida Statutes, Notice of special election or referendum](#). At a minimum, the notice must include:

1. A brief summary of the resolution and elector-initiated merger plan;
2. A statement as to where a copy of the resolution and petition for merger may be examined;
3. The names of each special district to be merged and a description of their territory;
4. The times and places at which the referendum will be held; and
5. Such other matters as may be necessary to call, provide for, and give notice of the referendum and to provide for the conduct thereof and the canvass of the returns.

The referenda must be held in accordance with the Florida Election Code and may be held pursuant to Sections 101.6101 - 101.6107, Florida Statutes. All costs associated with the referenda shall be borne by each special district.

The ballot question must be in substantially the following form:

Shall (name of special district) and (name of special district or special districts) be merged into (name of newly merged independent district)?

YES

NO

If the separate special districts proposing to merge have disparate millage rates, the ballot question in the referendum placed before the qualified electors of each special district must be in substantially the following form:

Shall (name of special district) and (name of special district or special districts) be merged into (name of newly merged independent district) if the voter-approved maximum millage rate within each independent special district will not increase absent a subsequent referendum?

YES

NO

In any such referendum, the ballots must be counted, returns made and canvassed, and results certified in the same manner as other elections or referenda for the special district.

The merger may not take effect unless a majority of the votes cast in each special district are in favor of the merger. If one of the special districts does not obtain a majority vote, the referendum fails, and merger does not take effect and the merger process may not be initiated for the same purpose within two years after the date of the referendum.

General Information Concerning Approval of the Joint Merger Plan or Elector-Initiated Merger Plan

If the merger is approved, the merged special district is created. Upon approval, the merged special district must:

- Notify the Special District Accountability Program (see [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#))
- The local general-purpose governments in which any part of the special district is located

Each special district must continue to be governed as before the merger until the effective date specified in the adopted joint merger plan.

Effective Date of the Plan

The effective date of the merger will be the date provided in the plan. It is not contingent upon the future act of the Legislature.

However, as soon as practicable, the newly merged special district must, at its own expense, submit a unified charter for the merged special district to the Legislature for approval. This charter must make the powers of the district consistent within the merged special district and repeal the special acts of the districts which existed before the merger.

Within 30 business days after the effective date of the merger, the newly merged special district's governing body must hold an organizational meeting to implement the provisions of the plan.

Transition Period Restrictions

Until the Legislature formally approves the unified charter by passing a special act, the previously separate special districts are considered to be a subunit of the merged special district subject to the following restrictions:

- The merged special district is limited in its powers and financing capabilities to those that existed within the boundaries of each previously separate special district before the merger.
- The merged special district may not, solely by reason of the merger, increase its powers or financing capability.
- The merged special district shall exercise only the legislative authority to levy and collect revenues within the boundaries of each previously separate special district before the merger, including the authority to levy ad valorem taxes, non-ad valorem assessments, impact fees, and charges.
- The merged special district may not, solely by reason of the merger or the legislatively approved unified charter, increase ad valorem taxes on property within the original limits of each previously separate special district before the merger unless the electors of each approve an increase at a subsequent referendum of the electors of each. Each subunit may be considered a separate taxing unit.
- The merged special district may not, solely by reason of the merger, charge non-ad valorem assessments, impact fees, or other new fees within the previous separate special districts that were not otherwise previously authorized to be charged.
- Each previously separate special district must continue to file all information and reports (such as [The Annual Financial Report](#) and [The Annual Financial Audit Report](#)) separately until the Legislature formally approves the unified charter pursuant to a special act.

Effect of Merger

Beginning on the effective date of the merger, the merged special district will be treated and considered for all purposes as one entity under the name and on the terms and conditions set forth in the plan.

- All rights, privileges, and franchises of each separate special district and all assets, real and personal property, books, records, papers, seals, and equipment, as well as other things in action, belonging to each separate special district before the merger will be deemed as transferred to and vested in the merged special district without further act or deed.
- All property, rights-of-way, and other interests are as effectually the property of the merged special district. The title to real estate, by deed or otherwise, under the laws of Florida vested in the separate special district before the merger may not be deemed to revert or be in any way impaired by reason of the merger.
- The merged special district is in all respects subject to all obligations and liabilities imposed and possesses all the rights, powers, and privileges vested by law in other similar entities.
- Upon the effective date of the merger, the merger plan, as appropriate, is subordinate in all respects to the contract rights of all holders of any securities or obligations of each separate special district outstanding at the effective date of the merger.
- The new registration of electors is not necessary as a result of the merger, but all elector registrations of each separate special district shall be transferred to the proper registration books of the merged special district, and new registrations shall be made as provided by law as if no merger had taken place.

Governing Body of Merged Special District

From the effective date of the merger until the next general election, the governing body of the merged special district will be comprised of the governing body members of each separate special district. These members will serve until the governing body members elected at the next general election take office.

Beginning with the next general election after the merger, the governing body of the merged special district will be comprised of five members. The office of each governing body member will be designated by seat, which will be distinguished from other body member seats by an assigned numeral: 1, 2, 3, 4, or 5.

The governing body members that are elected in this initial election will serve unequal terms of two and four years in order to create staggered membership of the governing body:

- Member seats 1, 3, and 5 will be for four-year terms; and
- Member seats 2 and 4 will be for two-year terms.

In general elections thereafter, all governing body members will serve four-year terms.

Various Legal Issues

For more information on various legal effects of the merger, see [Chapter 189, Part VII, Florida Statutes, Merger and Dissolution](#).

Municipal Conversion / Incorporation of Special Districts

Elector-Initiated and Approved Referendum

Upon an elector-initiated and approved referendum, the following independent special districts may convert to a municipality:

1. The special district must have been created by Special Act of the Legislature.
2. The special district must be designated as:
 - a. an improvement district created pursuant to Chapter 298, Florida Statutes, or,
 - b. a stewardship district created pursuant to Section 189.404, Florida Statutes
3. The special district must have an elected governing body.
4. The special district's governing body must agree to the conversion.
5. The special district must provide at least four of the following municipal services:
 - a. Water
 - b. Sewer
 - c. Solid Waste
 - d. Drainage
 - e. Roads
 - f. Transportation
 - g. Public Works
 - h. Fire and Rescue

- i. Street Lighting
 - j. Parks and Recreation
 - k. Library or Cultural Facilities
6. The special district cannot have any territory within the jurisdictional limits of a municipality.
- For more information, see [Chapter 165, Florida Statutes - Formation of Local Governments](#).

Incorporation or Annexation of a Community Development District

Community Development Districts may incorporate or be annexed into a municipality. Part of the process requires the following:

- The Community Development District must determine if it meets the population standards required for incorporation and,
- The Department of Economic Opportunity must review the district's population estimate to determine if the estimate is based upon a professionally acceptable method. To make this request, please contact the planner assigned to the county or municipality in which the Community Development District is located:
 - [Find Staff Contacts For Each County and Municipality](#)

The Department continuously monitors the status of all special districts. To find out the status of any special district, please visit the [Official List of Special Districts Online](#).

For more information about the incorporation or annexation of a Community Development District, see:

- [Section 190.047, Florida Statutes - Incorporation or annexation of district](#)
- [Section 165.061, Florida Statutes - Standards for incorporation, merger, and dissolution](#)
- [Chapter 171, Florida Statutes - Local Government Boundaries](#)

Contact Someone Who Can Answer Questions About Making Changes to Special Districts

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Reviewing and Revising Rules - The Agency Rule Report and the Regulatory Plan

[Chapter 120, Florida Statutes - Administrative Procedure Act](#), requires the following types of special districts with adopted rules to submit an Agency Rule Report and a Regulatory Plan:

- Multicounty special districts with a majority of its governing body consisting of non-elected members
- Authorities, including Regional Water Supply Authorities
- Community Redevelopment Agencies created and operating pursuant to [Chapter 163, Part III, Florida Statutes - Community Redevelopment](#)
- Neighborhood Improvement Districts created and operating pursuant to [Chapter 163, Part IV, Florida Statutes - Neighborhood Improvement Districts](#)

- Regional Transportation Authorities created and operating pursuant to [Chapter 163, Part V, Florida Statutes - Regional Transportation Authorities](#)
- Water Management Districts created and operating pursuant to [Chapter 373, Florida Statutes - Water Resources](#)
- Soil and Water Conservation Districts created and operating pursuant to [Chapter 582, Florida Statutes - Soil and Water Conservation](#)

The Agency Rule Report

Each type of special district listed above must perform a formal review of its rules every two years to ensure that they are correct and comply with statutory requirements. The review consists of the following:

- Rule deficiency identification and correction
- Rule clarification and simplification
- Deleting obsolete or unnecessary rules
- Deleting rules that are covered in the Florida Statutes
- When possible, identifying ways to improve efficiency, reduce paperwork, and decrease costs to government and the private sector
- Contacting agencies that have concurrent or overlapping jurisdiction to find out if their rules can be coordinated to promote efficiency, reduce paperwork, or decrease costs to government and the private sector
- Determining whether the rules should be continued without change or should be amended or repealed to reduce the impact on small business while meeting the stated objectives of the proposed rule

After the review, prepare an Agency Rule Report certifying that the above has been completed.

Additionally, include the following:

- Any changes the special district made to its rules because of the review
- If appropriate, any recommended statutory changes that will promote efficiency, reduce paperwork, or decrease costs to government and the private sector
- The economic impact of the rules on small business
- Identify the types of cases or disputes in which the special district is involved that should be conducted under the summary hearing process described in [Section 120.574, Florida Statutes - Summary hearing](#)

By October 1 of every odd year, file a copy of the Agency Rule Report with the following:

- The President of the Senate
- The Speaker of the House of Representatives
- The Joint Administrative Procedures Committee
- Each appropriate standing committee of the Legislature

Regulatory Plan

Each type of special district listed above must annually identify and describe each rule the special district proposes to adopt for the 12-month period beginning on the July 1 reporting date and ending on the following June 30, excluding emergency rules.

By July 1 each year, file the Regulatory Plan with the following:

- The President of the Senate
- The Speaker of the House of Representatives
- The Joint Administrative Procedures Committee

Contact Someone Who Can Answer Questions About The Agency Rule Report and the Regulatory Plan

- [Additional Information - Florida Legislature Contact](#)

Florida Special District Handbook Online:

Dissolving Special Districts

With the exception of community development districts established under Chapter 190, Florida Statutes, or to water management districts created and operating under Chapter 373, Florida Statutes, this section describes how to dissolve dependent and independent special districts.

See also: [Disposition of Public Records Upon Dissolution or Merger](#).

Filing Requirements

File a copy of the dissolution document with the Special District Accountability Program within 30 days of the dissolution's effective date (see [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)).

Dissolving Dependent Special Districts

Counties and municipalities, by ordinance, may dissolve their own dependent special districts. A county may not dissolve a special district that is dependent to a municipality or vice versa, and a county or municipality may not dissolve a dependent district created by special act.

Unless otherwise provided by general law, the Florida Legislature may dissolve a dependent special district created and operating pursuant to a special act.

A referendum is not required to dissolve a dependent special district created by special act if that special district meets any criteria for being declared inactive or the Department has already declared that special district to be inactive (see [Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status](#)).

Dissolving Independent Special Districts Created and Operating Pursuant to a Special Act

- The special district's governing body, by a majority vote plus one, may voluntarily elect to dissolve the special district and request legislative dissolution, unless otherwise provided by general law.
 - The special act dissolving the special district must be approved by a majority of the resident electors of the special district, or
 - For special districts in which a majority of governing body members are elected by landowners, a majority of the landowners voting in the same manner by which the independent special district's governing body is elected.
 - If a local general-purpose government passes an ordinance or resolution in support of the dissolution, the local general-purpose government must pay any expenses associated with the required referendum.

Dissolving Independent Special Districts Created by a County or Municipality by Referendum or any other Procedure

The county or municipality that created the special district may dissolve the special district pursuant to a referendum or any other procedure by which the independent special district was created. However, if the independent special district has ad valorem taxation powers, the same procedure required to grant the independent special district ad valorem taxation powers is required to dissolve the special district.

Dissolving Independent Special Districts that are Inactive

If an independent special district meets any criteria for being declared inactive or has already been declared inactive, it may be dissolved by special act without a referendum (see [Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status](#)).

If an inactive independent special district was created by a county or municipality through a referendum - and the Department has not already declared the special district inactive, the county or municipality that created the special district may dissolve the district after publishing a "*Notice of Proposed Declaration of Inactive Status*" in a newspaper of general circulation in the county or municipality in which the territory of the special district is located and sending a copy of such notice by certified mail to the registered agent or chair of the governing body, if any. The notice must include the following:

1. The name of the special district
2. The law under which it was organized and operating
3. A general description of the territory included in the special district
4. A statement that any objections must be filed pursuant to [Chapter 120, Florida Statutes - Administrative Procedures Act](#) within 21 days after the publication date

After 21 days have elapsed from the publication date of the Notice of Proposed Declaration of Inactive Status and no administrative appeals were filed, the county or municipality may dissolve the special district.

Debts and Assets of a Dissolved Independent Special District

Unless otherwise provided by law or ordinance, (excluding Community Development Districts and Water Management Districts), the indebtedness and title to all property owned by a dissolving independent special district is transferred to the local general-purpose government.

Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status

The Department of Economic Opportunity's Special District Accountability Program (the "Department") may initiate the process of dissolving any special district by declaring the special district inactive if the special district meets one of the following criteria:

1. The special district's registered agent or governing body chair, or the governing body of the appropriate county or municipality, notifies the Department in writing that the special district has taken no action for two or more years.
2. Following an inquiry from the Department:
 - o The special district's registered agent or governing body chair, or the appropriate county or municipality notifies the Department in writing that the special district has not had a governing body or sufficient number of governing body members to constitute a quorum for two or more years or,
 - o The special district's registered agent or governing body chair, or the appropriate county or municipality fails to respond to the Department within 21 days
3. The Department determines that the special district failed to file any of the following reports with the appropriate county and/or municipality (see [Consequences of Failure to Comply](#)):
 - o Public Facilities Reports (see [The Public Facilities Report](#))
 - o Registered Office and Agent Information (see [Designate a Registered Office and Registered Agent](#))
 - o Schedule of its regular meetings (see [Regular Public Meeting Schedule](#))
4. The Department determines (see [Consequences of Failure to Comply](#)) that the special district failed to file any of the following reports with the appropriate state agency, if required:
 - o Retirement Related Reports with the Department of Management Services (see [Retirement Plans and Reporting Requirements](#))
 - o [The Annual Financial Report](#) with the Department of Financial Services
 - o [The Annual Financial Audit Report](#) with the Auditor General or failure to provide missing information upon request by the Auditor General
 - o Bond Related Reports with the State Board of Administration, Division of Bond Finance (see [Bond Financing and Reporting Requirements](#))
 - o Failure to provide information requested by the Governor's Office concerning [financial emergencies](#)
5. The special district has not had a registered office and agent on file with the Department for one or more years (see [Designate a Registered Office and Registered Agent](#)).
6. The special district's governing body provides documentation to the Department that it has unanimously adopted a resolution declaring the special district inactive. This method does not require a referendum. However, the special district must cover any costs associated with its dissolution.

To declare a special district inactive, the Department will do the following:

- Publish a "*Notice of Proposed Declaration of Inactive Status*" in a newspaper of general circulation in the county or municipality in which the territory of the special district is located and sending a copy of such notice by certified mail to the registered agent or chair of the governing body, if any. The notice will include the following:
 - o The name of the special district
 - o Each known law under which it was organized and operating
 - o A general description of the territory included in the special district
 - o A statement that any objections must be filed pursuant to [Chapter 120, Florida Statutes - Administrative Procedures Act](#), within 21 days after the publication date
- After 21 days have elapsed from the publication date of the Notice of Proposed Declaration of Inactive Status and if no administrative appeals were filed, the Department will change the special district's status on the Official List of Special Districts from "active" to inactive".

The Consequences of a Declaration of Inactive Status

The entity that created a special district declared inactive must dissolve the special district by repealing its enabling laws or by other appropriate means. Upon a declaring a special district to be inactive, the Department will send a notice of declaration of inactive status to the entity or entities that created the special district.

- If created by the Legislature, the Department will notify the Legislature as follows. This notification is sufficient notice, pursuant to [Section 10 Article III \(Special laws\) of the State Constitution](#), to authorize the Legislature to dissolve the special district by repealing its enabling laws.
 - The President of the Senate
 - The Speaker of the House of Representatives
 - The standing committees of the Senate and the House of Representatives charged with special district oversight as determined by the presiding officers of each respective chamber
 - The Joint Legislative Auditing Committee
- If created by any other entity, the Department will notify that entity and that entity must dissolve the special district by repealing its enabling laws or by other appropriate means.

A special district declared inactive may not collect taxes, fees, or assessments unless the declaration is:

- Withdrawn or revoked by the Department, or,
- Invalidated in proceedings initiated by the special district within 30 days after the date written notice of the declaration was provided to the special district governing body by physical or electronic delivery, receipt confirmed. The special district's governing body may initiate proceedings within this 30 day time period by one of the following methods:
 - Filing with the Department a petition for an administrative hearing pursuant to [Section 120.569, Florida Statutes - Decisions which affect substantial interests](#), or,
 - Filing an action for declaratory and injunctive relief under [Chapter 86, Florida Statutes, Declaratory Judgments](#), in the circuit court of the judicial circuit in which the majority of the area of the district is located.

If the special district's governing body does not initiate a timely challenge to the declaration of inactive status, or the Department prevails in a proceeding initiated, the Department may enforce the prohibition of an inactive special district that continues to collect taxes, fees, or assessments with the circuit court in and for Leon County. The petition may request declaratory, injunctive, or other equitable relief, including the appointment of a receiver, and any forfeiture or other remedy provided by law. The prevailing party shall be awarded costs of litigation and reasonable attorney fees in any proceedings.

An inactive special district's property or assets are subject to legal process for payment of any debts. The county or municipality may levy a tax or taxes on property in the inactive special district to pay its debt. The county property appraiser must assess the property, and the county tax collector must collect the tax. After the payment of all its debts, the remainder of its property or assets transfer to the county or municipality in which the special district is located.

Contact Someone Who Can Answer Questions About Dissolving Special Districts

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Florida Special District Handbook Online:

Elections

Special districts may have appointed or elected governing body members, or a combination of appointed and elected governing body members. This chapter summarizes two ways special districts may elect their governing body members: (1) Popularly Elected Systems or (2) One-Acre / One-Vote Electoral Systems.

Popularly Elected Systems

- The registered voters elect candidates.
- Majority decision prevails, unless general law provides otherwise.

Excluding water management districts created and operating under Chapter 373, Florida Statutes, and community development districts established under Chapter 190, Florida Statutes, special districts with popularly elected governing bodies must comply with the following requirements:

Dependent Special District Requirements

- The County Supervisor of Elections in which the special district is located conducts these elections.
- The elections are nonpartisan, unless the special district's charter allows partisan elections.
- Candidates qualify pursuant to [Chapter 99, Florida Statutes - Candidates](#).
- The elections must comply with the Florida Election Code, Chapters 97 through 106, Florida Statutes, and Division of Elections Rules:
 - Qualifying Periods, [Section 99.061, Florida Statutes - Method of qualifying for nomination or election to federal, state, county, or district office](#)
 - Petition Format, [Division of Elections Rules](#)
 - Canvassing of Returns:
 - [Section 101.5614, Florida Statutes - Canvass of returns](#)
 - [Section 102.151, Florida Statutes - County canvassing board to issue certificates; supervisor to give notice to Department of State](#)
 - Notice of Elections, [Chapter 100, Florida Statutes - General, Primary, Special, Bond, And Referendum Elections](#)
 - Polling Hours, [Section 100.011, Florida Statutes - Opening and closing of polls, all elections; expenses](#)

Single-County Independent Special District Requirements

- May choose to have the County Supervisor of Elections conduct their elections following the same requirements for dependent special districts (see above).
- May choose not to have the County Supervisor of Elections conduct their elections, in which case, they must timely report the following to the County Supervisor of Elections:
 - Election Purpose
 - Election Date
 - Election Authorization
 - Election Procedures

- Election Results

Multicounty Special District Requirements

- With the exception of special districts conducting elections on a one-acre/one-vote basis, candidates qualify with the Department of State, Division of Elections.
- The elections are nonpartisan, unless the special district's charter allows partisan elections.
- Candidates qualify pursuant to [Chapter 99, Florida Statutes - Candidates](#).

One-Acre / One-Vote Electoral Systems

The charters of some independent special districts require their governing bodies to be elected under an election system called the one-acre/one-vote system. Under this system, landowners have one vote for each acre of land they own within the special district's boundaries. As the special district grows in population, they may begin going to a system where some government board members are popularly elected and some governing body members are elected under this one-acre/one-vote system. This section summarizes how this process works.

All independent special districts required to elect governing body members on the one-acre/one-vote system must follow specific election requirements. However, the following special districts are exempt from these requirements:

- Single-purpose water control special districts created and operating pursuant to Chapter 298, Florida Statutes, pursuant to a special act, a local government ordinance, or a judicial decree.
- Community development districts established pursuant to Chapter 190, Florida Statutes.

Terminology

The following terms apply to this section:

- **Governing Body Member** is a duly elected member of a special district's governing body meeting the following conditions:
 - If elected by popular vote, is also a qualified district elector
 - If elected on the one-acre/one-vote process, has been elected as a supervisor as the next section describes
- **Qualified Elector** is any person who meets all the following conditions:
 - Is at least 18 years old
 - Is a United States citizen
 - Is a permanent resident of Florida
 - Is a freeholder or freeholder's spouse
 - Is a resident of the special district registered with the supervisor of elections of a county in which the special district lands are located when the registration books are open
- **Urban Area** is any contiguous developed, inhabited, and reasonably compact urban area located entirely within a special district that meets one of the following conditions:

- Based on the latest official census, special census, or population estimates, it has at least an average resident population density of one and one-half people per acre.
- It has a minimum density of one single-family home per two and one-half acres with access to improved roads.
- It has a minimum density of one single-family home per five acres within a recorded plat subdivision.

Initial Landowners' Meeting

Within 20 days after a special district's creation date, the special district must publish a notice of a landowners' meeting so they can elect three supervisors to the special district's board. The notice must meet the following requirements:

- Any requirements set forth in the special district's special act.
- Clearly state the meeting's date, time and place, which must be held in a public place in the county in which most of the special district is located.
- Appear once a week for two consecutive weeks in a newspaper of general circulation in each county in which the special district is located.
- The last publication date must not be less than ten nor more than fifteen days before the meeting date.

At the initial meeting, the following must be accomplished:

- The landowners must elect a chair and secretary of the meeting to oversee the election of the three members to the board of supervisors.
- The office term of each supervisor elected must be determined, based upon the number of board members elected (see [Section 189.041, Florida Statutes - Elections; special requirements and procedures for districts with governing bodies elected on a one-acre/one-vote basis - Governing Body - Term of Office](#), Paragraph (3)(b)). The supervisors will serve until their successors have been elected and qualified.
- The chair and secretary must conduct the initial election of the governing body. The three supervisors must be composed of landowners in the special district and residents of the county or counties in which the special district is located. The owners and proxy holders of special district acreage who are present at this meeting will constitute a quorum for holding this election or any other election after that.
- At the election, every acre of land in the special district represents one share.
- Landowners are entitled to one vote in person or by proxy in writing duly signed, for every acre of land they own in the special district. The appointment of proxies must comply with [Section 607.0722, Florida Statutes - Proxies](#).
- Landowners owning less than one acre in the aggregate are entitled to one vote.
- Landowners with more than one acre are entitled to one additional vote for any fraction of an acre greater than one-half of one acre, when all of the landowners' acreage has been aggregated for purposes of voting.

In addition, the following voting conditions apply concerning who may vote:

- The Florida Department of Environmental Protection may designate someone to vote if the state owns any acreage in the special district and that acreage is subject to an assessment by a water control district.
- Guardians may represent their wards.

- Executors and administrators may represent estates of deceased people.
- Officers or duly authorized agents may represent private corporations.

The three people receiving the highest number of votes will serve as the elected supervisors.

Annual Landowners' Meeting

If ten-percent or more of the special district is not contained in an urban area, special districts must do the following:

- The board of supervisors must call for an annual landowners' meeting every year in the same month after the first board of supervisors' election. The governing body must designate this date within the month before the month of the meeting.
- Provide notice of the annual meeting using the same process used for the initial landowners' meeting.
- Elect at least one supervisor on the one-acre/one-vote basis. Fifty-percent of the special district acreage is not required to constitute a quorum. Each governing body member must be elected by a majority of the acreage represented by landowners or by proxy.

If the landowners fail to elect the supervisor, the Governor will appoint the supervisor. This supervisor will hold office for three years or until his or her successor is qualified and elected. If a vacancy occurs in any office of supervisor that the landowner's elect, the remaining supervisors, within 30 days of the vacancy, must appoint someone to fill the vacancy until the next annual meeting. If the supervisors fail to do this, the Governor may appoint someone to fill the vacancy. At the next annual meeting, the landowners may elect a successor to the unexpired term. The Governor may remove any elected or appointed supervisor for malfeasance, misfeasance, dishonesty, incompetency, or failure to perform the duties imposed upon him or her, then appoint someone to fill that vacancy when practicable.

Referendum on Elections for a Popular Election

Each special district with a governing body elected on a one-acre/one-vote basis must call for a referendum to decide whether certain members of its governing body should be elected by qualified electors (popular election). This cannot occur until each of the following conditions has been satisfied at least 60 days before the general or special election at which the referendum will be held:

- The special district has a total population of at least 500 qualified electors, according to the latest official state census, a special census, or a population estimate
- At least ten-percent of the qualified electors of the special district signed a petition calling for a referendum. This petition is on file with the special district's governing body, and the County or Counties Supervisor of Elections in which the special district is located.
- The Supervisor(s) of Elections has, within 30 days after receiving the petition, verified the number of signatures from the qualified electors. The Supervisor(s) of Elections has certified to the special district's governing body whether at least ten-percent of the qualified electors petitioned for the referendum. If, the Supervisor(s) of Elections verifies that at least ten-percent of the qualified electors petitioned for a referendum, then the special district's governing body must call for a referendum election at the earliest of the following dates:
 - The next regularly scheduled election of governing body members if this will occur at least 30 days after the verification
 - Within six months of the verification

Popular Elections Disapproved

If the qualified electors disapprove a popular election procedure at the referendum election, the special district may not hold any further referendum on the question for at least two years following the referendum. The method for electing governing body members must be one of the following:

- Continue pursuant to the special district's enabling legislation
- Continue as previously described under Initial Landowners Meeting and the One-Acre/One-Vote Process

Popular Elections Approved

If the qualified electors approve a popular election procedure at the referendum election, the special district must increase its governing body members from three members to a total of five members. The special district must do this by holding popular elections in the future, where qualified electors elect the governing body members at large. These elections are nonpartisan. The qualifications of the governing body member candidates must comply with the Florida Election Code and must occur during the appropriate qualifying period. The first of these popular elections must begin at the earliest date of the following:

- The next regularly scheduled election of governing body members after the referendum approval and final unappealed approval of special district maps that show the urban areas within the special district
- At a special election called within six months after the referendum approval and final unappealed approval of special district maps that show the urban areas within the special district

Governing Body Compositions and Office Terms - Creating and Approving the Maps

To create and approve the maps that show the urban areas within the special district, the following must occur:

- Within 30 days after approval of the popular election process, the special district's governing body must designate urban areas within the special district and prepare maps of the special district showing the extent and location of these urban areas. While designating urban areas, special districts must follow these requirements:
 - Obtain assistance from all local general-purpose governments having jurisdiction over the area within the special district
 - Do not use publicly owned parks, right-of-ways, highways, roads, railroads, canals, utilities, bodies of water, watercourses, or other minor geographical divisions of a similar nature to separate an area from being defined as an urban area
- Within 60 days after approval of the popular election process, the special district staff must present the maps that show the urban areas to the special district's governing body
- Within 30 days of presenting this map to the special district's governing body, any special district landowner or qualified elector can contest the accuracy of the maps. If this happens, the special district's governing body must request the county engineer to prepare maps of the special district describing the extent and location of all urban areas within the special district
- Within 30 days of the special district's request to prepare the maps, the county engineer must present the maps to the special district's governing body. Then, the special district's governing body must compare both sets of maps and begin deciding which set to adopt. The special district's governing body may amend the maps if necessary.

- Within 60 days after the county engineer presents the maps, the special district's governing body must complete and adopt official maps at a regularly scheduled board meeting
- Within 30 days of the official map adoption, any special district landowner or qualified elector may contest the accuracy of the adopted urban area maps by petitioning the circuit court with jurisdiction over the special district. The circuit court must hear any petitions expeditiously. The maps must either be approved as is or approved with necessary amendments to render the maps accurate. The maps must be certified to the special district's governing body.

After the special district's governing body adopts the maps or the court certifies them, the maps will become the official maps of the special district. At least every five years or sooner, at the discretion of the special district's governing body, the special district must update and readopt the maps.

After the special district's governing body adopts the official maps, they must begin preparing to order the next regularly scheduled election of governing body members by doing the following:

- Use the maps to figure out what percentage of the special district contains contiguous developed urban areas as compared with the total area within the special district. Using this percentage and the table below, determine the number of governing body members the qualified electors will elect by the following two methods:
 - The Popular Election Method
 - The One-Acre/One-Vote Principle

Within 45 days of any vacancy occurring in a seat occupied by a popularly elected governing body member, the remaining governing body members must appoint an eligible person to hold the office for the remainder of the unexpired term. Future elections must occur at the next regularly scheduled election closest in time to the expiration term date of the current elected governing body members. If that date is beyond the normal term expiration time, the governing body member must hold office until the election of a successor.

Governing Body Compositions and Office Terms				
Urban Area Percent	Governing Body Members Elected by Qualified Electors (Popularly Elected)	First Election Term When Elected By Qualified Electors	First Election Term When Elected By Qualified Electors	First Election Term When Elected in Accordance with the One-Acre/One-Vote Principle
0 - 25%	One	Four Years	Four	One for One Year One for Two Years One for Three Years One for Four Years
26 - 50%	Two	Four Years Each	Three	One for One Year One for Two Years One for Three Years
51 - 70%	Three	Two for Four Years One for Two Years	Two	One for One Year One for Two Years
71 - 90%	Four	Two for Four Years Two for Two Years	One	One Year
91 - 100%	Five	Three for Four Years Two for Two Years	None, since Landowners' meetings are no longer necessary	Not Applicable

Contact Someone Who Can Answer Questions About Election Requirements

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)
- [Florida's Election Code - Contact Information](#)

Florida Special District Handbook Online: *The Public Facilities Report* (www.FloridaJobs.org/PublicFacilitiesReports)

Activities of Special Districts as they Relate to Local Government Comprehensive Planning

One of the purposes of the Uniform Special District Accountability Act is to improve local government comprehensive planning. At the same time, the Act does not:

- Create or alter the respective rights of counties, municipalities, or special districts to provide public facilities or services to a particular geographic area or location
- Alter or affect the police powers of any local government or the authority or requirements under [Chapter 163, Florida Statutes - Intergovernmental Programs](#)

Special districts must ensure that the construction, expansion, and alterations of public facilities are consistent with the applicable local government comprehensive plan.

Local government comprehensive plans must not:

- Require an independent special district to construct, expand, or perform a major alteration of any public facility; or,
- Require any special district to construct, expand, or perform a major alteration of any public facility that would result in an impairment of covenants and agreements relating to bonds validated or issued by the special district.

Counties and municipalities must not:

- Use the comprehensive planning requirements of the Uniform Special District Accountability Act to limit or modify the right of an independent special district to construct, modify, operate, or maintain public facilities authorized by a development order issued by a county / municipality that approves the construction of public facilities or has issued a development order pursuant to [Chapter 380, Florida Statutes - Land and Water Management](#).

Exceptions to the Above Provisions

The following types of special districts are exempt from the above provisions:

- Water Management Districts created under [Section 373.069, Florida Statutes - Creation of water management districts](#)
- Regional Water Supply Authorities created under [Section 373.713, Florida Statutes - Regional water supply authorities](#)
- Spoil disposal sites owned or used by the Federal Government

Additionally, the ports listed in the following statute that operate in compliance with a port master plan that has been incorporated into the appropriate local government comprehensive plan, are deemed to be in

compliance with the comprehensive planning requirements of the Uniform Special District Accountability Act:

- [Section 403.021, Florida Statutes - Legislative declaration; public policy](#), See Paragraph (9)(b) - ports of Jacksonville, Tampa, Port Everglades, Miami, Port Canaveral, Ft. Pierce, Palm Beach, Port Manatee, Port St. Joe, Panama City, St. Petersburg, Pensacola, Fernandina, and Key West.

Public Facilities - Definition

Public facilities are **major capital improvements**. Examples include the following:

- Transportation Facilities
- Sanitary Sewer Facilities
- Solid Waste Facilities
- Water Management and Control Facilities
- Potable Water Facilities
- Alternative Water Systems
- Educational Facilities
- Parks and Recreational Facilities
- Health Systems and Facilities
- Spoil Disposal Sites for Maintenance Dredging in Waters of the State (except for spoil disposal by the ports of Jacksonville, Port Canaveral, Fort Pierce, Palm Beach, Port Everglades, Miami, Port Manatee, St. Petersburg, Tampa, Port St. Joe, Panama City, Pensacola, Key West, and Fernandina)

Public Facilities Reporting

Counties and municipalities must develop comprehensive plans and revise them as necessary. This process requires that they know about the public facilities owned or operated by independent special districts that have territory within their boundaries. Therefore, independent special districts must provide three reports to each county / municipality in which they have territory:

1. Public Facilities Initial Report
2. Public Facilities Annual Notice of Any Changes
3. Public Facilities Updated Report

1. Public Facilities Initial Report

Within one year after creation, certain independent special districts must submit this report to each county and/or municipality in which it is located. This report describes all of the existing public facilities the special district owns or operates, including those that the special district leases to other entities, besides counties and municipalities. The description of each public facility must include the following:

- Its current capacity
- The current demands placed upon the public facility

- Its location

In addition, if the special district is proposing to construct a public facility within the next seven years, identify it and provide details.

Any special district that has not yet submitted an initial public facilities report to the appropriate county and/or municipality should do so right away so they can update their records.

Exceptions to Filing the Public Facilities Initial Report

The following special districts are not required to file a Public Facilities Initial Report:

1. Special districts that have created a plan of reclamation pursuant to a general law or special act, including, but not limited to, a plan prepared pursuant to [Chapter 298, Florida Statutes](#), which complies with these requirements;
2. Community Development Districts that have adopted a water management and control plan pursuant to Section [190.013, Florida Statutes](#), and that plan complies with the above requirements;
3. The Reedy Creek Improvement District
4. Deepwater ports listed in [Section 403.021, Florida Statutes - Legislative declaration; public policy](#), Paragraph (9)(b) (ports of Jacksonville, Tampa, Port Everglades, Miami, Port Canaveral, Ft. Pierce, Palm Beach, Port Manatee, Port St. Joe, Panama City, St. Petersburg, Pensacola, Fernandina, and Key West). Instead, these special districts must submit to the appropriate county / municipality a comprehensive master plan pursuant to [Section 163.3178, Florida Statutes](#), Paragraph (2)(k).

2. Public Facilities Annual Notice of Any Changes

Annually, after submitting the Public Facilities Initial Report, independent special districts must submit a Public Facilities Annual Notice of Any Changes to each county and/or municipality in which it is located. This notice describes changes or updates, if any, that may need to be made to the Public Facilities Initial Report.

Exception

Any special district that has completed its public facilities construction, improvement, or development, and has submitted the Public Facilities Initial Report, does not have to submit the Public Facilities Annual Notice of Any Changes.

3. Public Facilities Updated Report

At least every seven years, according to the [Evaluation and Appraisal Notification Schedule 2012 - 2018](#), municipalities and counties must determine whether the need exists to amend their comprehensive plan to reflect changes in state requirements since the last time they updated their comprehensive plan. After they make this determination, they must notify the state land planning agency by letter of their determination. If they determine that amendments to their comprehensive plan are necessary, they must prepare and transmit the proposed amendments to the state land planning agency within one year.

As municipalities and counties determine whether the need exists to amend their comprehensive plan, they will need to know about updates to public facilities owned or operated by independent special districts that have territory within their boundaries. Therefore, every seven years, each independent special district must submit a Public Facilities Updated Report to each county and/or municipality in which it is located.

Exception

Any special district that has completed its public facilities construction, improvement, or development, and has submitted the Public Facilities Initial Report, is not required to submit a Public Facilities Updated Report.

Public Facilities Updated Report Contents

The Public Facilities Updated Report must contain a description of the following:

- Updates concerning anything from the Initial Public Facilities Report
- Each public facility the special district is building, improving, or expanding
- Each public facility the special district is proposing to build, improve, or expand within at least the next seven years
- Any public facilities that the special district is helping another entity (except a county or municipality) build, improve, or expand through a lease or other agreement
- How the special district proposes to finance each public facility
- The anticipated completion time
- The anticipated capacity of and demands on each public facility when completed. If a public facility will be improved or expanded, include existing and anticipated capacity
- If applicable within the next ten years, the date the special district currently proposes to replace any of the public facilities identified above or in the Initial Public Facilities Report

Public Facilities Updated Report Due Dates

A special district's Public Facilities Updated Report is due to the appropriate county and/or municipality within the special district's boundaries at least 12 months before the county and/or municipality must notify the State Land Planning Agency of its determination of whether they need to amend their comprehensive plan. Their notification due date is published in the [*Evaluation and Appraisal Notification Schedule 2012 - 2018*](#).

For example, if a county's notification due date is October 1, 2016, then the special district's first Public Facilities Updated Report must be submitted to that county by October 1, 2015, and then every seven years.

Use either of the following links to find out when your Public Facilities Updated Report is due to the appropriate county or municipality:

- [Create a Customized List - Public Facilities Updated Report Due Dates for Certain Independent Special Districts Based on the *Evaluation and Appraisal Notification Schedule 2012 - 2018*](#) - Select

the appropriate county and/or municipality to create a customized list of due dates (useful for multi-county special districts)

- [Quick List - Public Facilities Updated Report Due Dates for Certain Independent Special Districts Based on the *Evaluation and Appraisal Notification Schedule 2012 - 2018*](#) - See the entire list at once (sorted alphabetically by the county / municipality)

Notes:

- If the building, improving or expanding process requires a Certificate of Need pursuant to [Chapter 408, Florida Statutes - Health Care Administration](#), the special district must decide whether to notify the appropriate county / municipality of its plans in this seven-year update, or at the time the special district files its letter of intent with the Agency for Health Care Administration pursuant to [Section 408.039, Florida Statutes - Review process](#).
- If the building, improving or expanding process is addressing a development order issued to the developer pursuant to [Section 380.06, Florida Statutes - Developments of regional impact](#), the special district may use the most recent annual report the developer submits pursuant to subsections 15 and 18 if it provides the information required by the Initial Public Facilities Report.

Contact Someone Who Can Answer Questions About The Public Facilities Report

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Special District Accountability Program

Florida Special District Handbook Online

Quick List - Public Facilities Updated Report Due Dates for Certain Independent Special Districts Based on the Evaluation and Appraisal Notification Schedule 2012 - 2018

Local General-Purpose Government	Local General-Purpose Government's Due Date For Notifying the State Land Planning Agency	Special District's Due Date for Filing the Report With the Local General-Purpose Government(s)	Special District's Next Due Date (Every Seven Years)
ALACHUA (CITY)	January 1, 2012	January 1, 2011	January 1, 2018
ALACHUA COUNTY	April 1, 2018	April 1, 2017	April 1, 2024
ALFORD	January 1, 2013	January 1, 2012	January 1, 2019
ALTAMONTE SPRINGS	October 1, 2017	October 1, 2016	October 1, 2023
ALTHA	May 1, 2014	May 1, 2013	May 1, 2020
ANNA MARIA	December 1, 2014	December 1, 2013	December 1, 2020
APALACHICOLA	February 1, 2012	February 1, 2011	February 1, 2018
APOPKA	August 1, 2017	August 1, 2016	August 1, 2023
ARCADIA	February 1, 2012	February 1, 2011	February 1, 2018
ARCHER	December 1, 2013	December 1, 2012	December 1, 2019
ASTATULA	February 1, 2013	February 1, 2012	February 1, 2019
ATLANTIC BEACH	March 22, 2017	March 22, 2016	March 22, 2023
ATLANTIS	November 1, 2013	November 1, 2012	November 1, 2019
AUBURNDALE	November 1, 2017	November 1, 2016	November 1, 2023
AVENTURA	January 1, 2014	January 1, 2013	January 1, 2020
AVON PARK	March 1, 2015	March 1, 2014	March 1, 2021

BAKER COUNTY	April 1, 2018	April 1, 2017	April 1, 2024
BAL HARBOUR	January 1, 2013	January 1, 2012	January 1, 2019
BALDWIN	June 1, 2018	June 1, 2017	June 1, 2024
BARTOW	October 1, 2017	October 1, 2016	October 1, 2023
BASCOM	February 1, 2013	February 1, 2012	February 1, 2019
BAY COUNTY	October 1, 2016	October 1, 2015	October 1, 2022
BAY HARBOR ISLAND	February 1, 2012	February 1, 2011	February 1, 2018
BAY LAKE	July 1, 2017	July 1, 2016	July 1, 2023
BELL	November 1, 2014	November 1, 2013	November 1, 2020
BELLE GLADE	February 4, 2015	February 4, 2014	February 4, 2021
BELLE ISLE	February 1, 2017	February 1, 2016	February 1, 2023
BELLEAIR	February 1, 2015	February 1, 2014	February 1, 2021
BELLEAIR BEACH	February 1, 2015	February 1, 2014	February 1, 2021
BELLEAIR BLUFFS	February 1, 2015	February 1, 2014	February 1, 2021
BELLEAIR SHORES	March 1, 2015	March 1, 2014	March 1, 2021
BELLEVIEW	June 1, 2013	June 1, 2012	June 1, 2019
BEVERLY BEACH	November 1, 2013	November 1, 2012	November 1, 2019
BISCAYNE PARK	October 1, 2017	October 1, 2016	October 1, 2023
BLOUNTSTOWN	March 1, 2012	March 1, 2011	March 1, 2018
BOCA RATON	October 1, 2017	October 1, 2016	October 1, 2023
BONIFAY	July 1, 2015	July 1, 2014	July 1, 2021
BONITA SPRINGS	April 1, 2016	April 1, 2015	April 1, 2022
BOWLING GREEN	October 1, 2013	October 1, 2012	October 1, 2019
BOYNTON BEACH	August 1, 2015	August 1, 2014	August 1, 2021
BRADENTON	September 1, 2016	September 1, 2015	September 1, 2022

BRADENTON BEACH	July 1, 2018	July 1, 2017	July 1, 2024
BRADFORD COUNTY	August 1, 2018	August 1, 2017	August 1, 2024
BRANFORD	December 1, 2013	December 1, 2012	December 1, 2019
BREVARD COUNTY	December 1, 2016	December 1, 2015	December 1, 2022
BRINY BREEZES	April 1, 2012	April 1, 2011	April 1, 2018
BRISTOL	November 1, 2013	November 1, 2012	November 1, 2019
BRONSON	May 1, 2012	May 1, 2011	May 1, 2018
BROOKER	April 1, 2014	April 1, 2013	April 1, 2020
BROOKSVILLE	January 5, 2016	January 5, 2015	January 5, 2022
BROWARD COUNTY	December 1, 2013	December 1, 2012	December 1, 2019
BUNNELL	December 1, 2013	December 1, 2012	December 1, 2019
BUSHNELL	June 1, 2014	June 1, 2013	June 1, 2020
CALHOUN COUNTY	June 1, 2012	June 1, 2011	June 1, 2018
CALLAHAN	November 1, 2012	November 1, 2011	November 1, 2018
CALLAWAY	April 1, 2016	April 1, 2015	April 1, 2022
CAMPBELLTON	May 1, 2013	May 1, 2012	May 1, 2019
CAPE CANAVERAL	October 1, 2017	October 1, 2016	October 1, 2023
CAPE CORAL	October 1, 2014	October 1, 2013	October 1, 2020
CARRABELLE	April 1, 2012	April 1, 2011	April 1, 2018
CARYVILLE	October 1, 2017	October 1, 2016	October 1, 2023
CASSELBERRY	July 1, 2016	July 1, 2015	July 1, 2022
CEDAR KEY	August 1, 2016	August 1, 2015	August 1, 2022
CENTER HILL	July 1, 2014	July 1, 2013	July 1, 2020
CENTURY	October 1, 2012	October 1, 2011	October 1, 2018
CHARLOTTE COUNTY	April 1, 2014	April 1, 2013	April 1, 2020

CHATTAHOOCHEE	December 1, 2015	December 1, 2014	December 1, 2021
CHIEFLAND	May 1, 2017	May 1, 2016	May 1, 2023
CHIPLEY	August 1, 2012	August 1, 2011	August 1, 2018
CINCO BAYOU	August 1, 2016	August 1, 2015	August 1, 2022
CITRUS COUNTY	July 1, 2013	July 1, 2012	July 1, 2019
CLAY COUNTY	October 1, 2016	October 1, 2015	October 1, 2022
CLEARWATER	December 1, 2015	December 1, 2014	December 1, 2021
CLERMONT	October 1, 2014	October 1, 2013	October 1, 2020
CLEWISTON	March 1, 2014	March 1, 2013	March 1, 2020
CLOUD LAKE	March 1, 2015	March 1, 2014	March 1, 2021
COCOA	October 1, 2017	October 1, 2016	October 1, 2023
COCOA BEACH	January 1, 2014	January 1, 2013	January 1, 2020
COCONUT CREEK	May 1, 2015	May 1, 2014	May 1, 2021
COLEMAN	August 1, 2014	August 1, 2013	August 1, 2020
COLLIER COUNTY	January 1, 2014	January 1, 2013	January 1, 2020
COLUMBIA COUNTY	July 1, 2012	July 1, 2011	July 1, 2018
COOPER CITY	December 1, 2014	December 1, 2013	December 1, 2020
CORAL GABLES	November 1, 2016	November 1, 2015	November 1, 2022
CORAL SPRINGS	August 1, 2013	August 1, 2012	August 1, 2019
COTTONDALE	June 1, 2013	June 1, 2012	June 1, 2019
CRESCENT CITY	June 1, 2014	June 1, 2013	June 1, 2020
CRESTVIEW	May 1, 2017	May 1, 2016	May 1, 2023
CROSS CITY	February 1, 2012	February 1, 2011	February 1, 2018
CRYSTAL RIVER	June 1, 2018	June 1, 2017	June 1, 2024
CUTLER BAY	April 1, 2014	April 1, 2013	April 1, 2020

DADE CITY	April 1, 2017	April 1, 2016	April 1, 2023
DANIA BEACH	February 1, 2016	February 1, 2015	February 1, 2022
DAVENPORT	October 1, 2017	October 1, 2016	October 1, 2023
DAVIE	August 1, 2016	August 1, 2015	August 1, 2022
DAYTONA BEACH	October 1, 2016	October 1, 2015	October 1, 2022
DAYTONA BEACH SHORES	January 1, 2017	January 1, 2016	January 1, 2023
DEBARY	October 1, 2017	October 1, 2016	October 1, 2023
DEERFIELD BEACH	May 1, 2014	May 1, 2013	May 1, 2020
DEFUNIAK SPRINGS	October 1, 2017	October 1, 2016	October 1, 2023
DELAND	November 1, 2016	November 1, 2015	November 1, 2022
DELRAY BEACH	December 1, 2015	December 1, 2014	December 1, 2021
DELTONA	October 1, 2017	October 1, 2016	October 1, 2023
DESOTO COUNTY	September 1, 2013	September 1, 2012	September 1, 2019
DESTIN	January 1, 2012	January 1, 2011	January 1, 2018
DIXIE COUNTY	November 1, 2013	November 1, 2012	November 1, 2019
DORAL	June 1, 2018	June 1, 2017	June 1, 2024
DUNDEE	October 1, 2017	October 1, 2016	October 1, 2023
DUNEDIN	December 1, 2015	December 1, 2014	December 1, 2021
DUNNELLON	December 1, 2014	December 1, 2013	December 1, 2020
DUVAL JAXSNVILLE	November 1, 2016	November 1, 2015	November 1, 2022
EAGLE LAKE	May 1, 2018	May 1, 2017	May 1, 2024
EATONVILLE	December 1, 2014	December 1, 2013	December 1, 2020
EBRO	October 1, 2017	October 1, 2016	October 1, 2023
EDGEWATER	April 1, 2018	April 1, 2017	April 1, 2024

EDGEWOOD	August 1, 2012	August 1, 2011	August 1, 2018
EL PORTAL	March 1, 2012	March 1, 2011	March 1, 2018
ESCAMBIA COUNTY	June 1, 2017	June 1, 2016	June 1, 2023
ESTO	April 1, 2013	April 1, 2012	April 1, 2019
EUSTIS	November 1, 2017	November 1, 2016	November 1, 2023
EVERGLADES CITY	March 1, 2012	March 1, 2011	March 1, 2018
FANNING SPRINGS	February 1, 2014	February 1, 2013	February 1, 2020
FELLSMERE	July 1, 2013	July 1, 2012	July 1, 2019
FERNANDINA BEACH	September 1, 2012	September 1, 2011	September 1, 2018
FLAGLER BEACH	January 1, 2012	January 1, 2011	January 1, 2018
FLAGLER COUNTY	December 1, 2018	December 1, 2017	December 1, 2024
FLORIDA CITY	January 1, 2015	January 1, 2014	January 1, 2021
FORT LAUDERDALE	May 1, 2015	May 1, 2014	May 1, 2021
FORT MEADE	October 1, 2013	October 1, 2012	October 1, 2019
FORT MYERS	September 1, 2014	September 1, 2013	September 1, 2020
FORT MYERS BEACH	August 1, 2016	August 1, 2015	August 1, 2022
FORT PIERCE	February 1, 2018	February 1, 2017	February 1, 2024
FORT WALTON BEACH	January 1, 2018	January 1, 2017	January 1, 2024
FORT WHITE	October 1, 2013	October 1, 2012	October 1, 2019
FRANKLIN COUNTY	May 1, 2016	May 1, 2015	May 1, 2022
FREEPORT	April 1, 2012	April 1, 2011	April 1, 2018
FROSTPROOF	November 1, 2017	November 1, 2016	November 1, 2023
FRUITLAND PARK	November 1, 2014	November 1, 2013	November 1, 2020
GADSDEN COUNTY	May 1, 2012	May 1, 2011	May 1, 2018
GAINESVILLE	May 1, 2012	May 1, 2011	May 1, 2018

GILCHRIST COUNTY	September 1, 2013	September 1, 2012	September 1, 2019
GLADES COUNTY	June 1, 2017	June 1, 2016	June 1, 2023
GLEN RIDGE	February 1, 2016	February 1, 2015	February 1, 2022
GLEN ST MARY	December 1, 2012	December 1, 2011	December 1, 2018
GOLDEN BEACH	August 1, 2016	August 1, 2015	August 1, 2022
GOLF	June 1, 2014	June 1, 2013	June 1, 2020
GRACEVILLE	March 1, 2015	March 1, 2014	March 1, 2021
GRAND RIDGE	July 1, 2013	July 1, 2012	July 1, 2019
GRANT VALKARIA	April 1, 2018	April 1, 2017	April 1, 2024
GREEN COVE SPRINGS	September 1, 2018	September 1, 2017	September 1, 2024
GREENACRES	September 1, 2015	September 1, 2014	September 1, 2021
GREENSBORO	January 1, 2014	January 1, 2013	January 1, 2020
GREENVILLE	February 1, 2014	February 1, 2013	February 1, 2020
GREENWOOD	August 1, 2013	August 1, 2012	August 1, 2019
GRETNA	January 1, 2014	January 1, 2013	January 1, 2020
GROVELAND	October 1, 2017	October 1, 2016	October 1, 2023
GULF BREEZE	December 1, 2018	December 1, 2017	December 1, 2024
GULF COUNTY	December 1, 2016	December 1, 2015	December 1, 2022
GULFPORT	April 1, 2016	April 1, 2015	April 1, 2022
GULFSTREAM	July 1, 2016	July 1, 2015	July 1, 2022
HAINES CITY	January 1, 2018	January 1, 2017	January 1, 2024
HALLANDALE BEACH	September 1, 2016	September 1, 2015	September 1, 2022
HAMILTON COUNTY	November 1, 2012	November 1, 2011	November 1, 2018
HAMPTON	June 1, 2014	June 1, 2013	June 1, 2020
HARDEE COUNTY	October 1, 2017	October 1, 2016	October 1, 2023

HASTINGS	March 1, 2012	March 1, 2011	March 1, 2018
HAVANA	January 1, 2014	January 1, 2013	January 1, 2020
HAVERHILL	April 1, 2016	April 1, 2015	April 1, 2022
HAWTHORNE	December 1, 2014	December 1, 2013	December 1, 2020
HENDRY COUNTY	October 1, 2017	October 1, 2016	October 1, 2023
HERNANDO COUNTY	December 1, 2012	December 1, 2011	December 1, 2018
HIALEAH	August 1, 2014	August 1, 2013	August 1, 2020
HIALEAH GARDENS	May 1, 2014	May 1, 2013	May 1, 2020
HIGH SPRINGS	June 1, 2013	June 1, 2012	June 1, 2019
HIGHLAND BEACH	January 1, 2018	January 1, 2017	January 1, 2024
HIGHLAND PARK	November 1, 2017	November 1, 2016	November 1, 2023
HIGHLANDS COUNTY	September 1, 2017	September 1, 2016	September 1, 2023
HILLCREST HEIGHT	February 1, 2013	February 1, 2012	February 1, 2019
HILLIARD	January 1, 2013	January 1, 2012	January 1, 2019
HILLSBORO BEACH	April 1, 2017	April 1, 2016	April 1, 2023
HILLSBOROUGH COUNTY	June 1, 2015	June 1, 2014	June 1, 2021
HOLLY HILL	September 1, 2017	September 1, 2016	September 1, 2023
HOLLYWOOD	February 1, 2015	February 1, 2014	February 1, 2021
HOLMES BEACH	February 1, 2016	February 1, 2015	February 1, 2022
HOLMES COUNTY	March 1, 2013	March 1, 2012	March 1, 2019
HOMESTEAD	July 1, 2016	July 1, 2015	July 1, 2022
HORSESHOE BEACH	April 1, 2012	April 1, 2011	April 1, 2018
HOWEY-IN-THE-HILL	October 1, 2017	October 1, 2016	October 1, 2023
HYPOLUXO	January 1, 2016	January 1, 2015	January 1, 2022

INDIALANTIC	November 1, 2016	November 1, 2015	November 1, 2022
INDIAN CREEK VIL	December 1, 2012	December 1, 2011	December 1, 2018
INDIAN HRBR BEACH	October 1, 2017	October 1, 2016	October 1, 2023
INDIAN RIVER COUNTY	October 1, 2017	October 1, 2016	October 1, 2023
INDIAN RIVER SH	October 1, 2017	October 1, 2016	October 1, 2023
INDIAN ROCKS BEACH	April 1, 2017	April 1, 2016	April 1, 2023
INDIAN SHORES	July 1, 2015	July 1, 2014	July 1, 2021
INGLIS	July 1, 2017	July 1, 2016	July 1, 2023
INTERLACHEN	August 1, 2014	August 1, 2013	August 1, 2020
INVERNESS	April 1, 2015	April 1, 2014	April 1, 2021
ISLAMORADA	December 1, 2015	December 1, 2014	December 1, 2021
JACKSON COUNTY	November 1, 2017	November 1, 2016	November 1, 2023
JACKSONVILLE BEACH	May 1, 2013	May 1, 2012	May 1, 2019
JACOB CITY	August 1, 2013	August 1, 2012	August 1, 2019
JASPER	March 1, 2013	March 1, 2012	March 1, 2019
JAY	November 1, 2012	November 1, 2011	November 1, 2018
JEFFERSON COUNTY	November 1, 2016	November 1, 2015	November 1, 2022
JENNINGS	June 1, 2013	June 1, 2012	June 1, 2019
JUNO BEACH	May 1, 2012	May 1, 2011	May 1, 2018
JUPITER	June 1, 2015	June 1, 2014	June 1, 2021
JUPITER INLET COLONY	September 1, 2015	September 1, 2014	September 1, 2021
JUPITER ISLAND	May 1, 2018	May 1, 2017	May 1, 2024
KENNETH CITY	May 1, 2015	May 1, 2014	May 1, 2021
KEY BISCAYNE	July 1, 2018	July 1, 2017	July 1, 2024
KEY COLONY BEACH	July 1, 2014	July 1, 2013	July 1, 2020

KEY WEST	January 1, 2012	January 1, 2011	January 1, 2018
KEYSTONE HEIGHTS	June 1, 2018	June 1, 2017	June 1, 2024
KISSIMMEE	August 1, 2017	August 1, 2016	August 1, 2023
LABELLE	October 1, 2018	October 1, 2017	October 1, 2024
LACROSSE	April 1, 2014	April 1, 2013	April 1, 2020
LADY LAKE	May 1, 2013	May 1, 2012	May 1, 2019
LAFAYETTE COUNTY	November 1, 2012	November 1, 2011	November 1, 2018
LAKE ALFRED	October 1, 2017	October 1, 2016	October 1, 2023
LAKE BUENA VISTA	July 1, 2017	July 1, 2016	July 1, 2023
LAKE BUTLER	August 1, 2014	August 1, 2013	August 1, 2020
LAKE CITY	April 1, 2014	April 1, 2013	April 1, 2020
LAKE CLARKE SH	June 1, 2016	June 1, 2015	June 1, 2022
LAKE COUNTY	May 1, 2017	May 1, 2016	May 1, 2023
LAKE HAMILTON	May 1, 2018	May 1, 2017	May 1, 2024
LAKE HELEN	July 1, 2012	July 1, 2011	July 1, 2018
LAKE MARY	July 1, 2017	July 1, 2016	July 1, 2023
LAKE PARK	October 1, 2015	October 1, 2014	October 1, 2021
LAKE PLACID	January 1, 2013	January 1, 2012	January 1, 2019
LAKE WALES	June 1, 2012	June 1, 2011	June 1, 2018
LAKE WORTH	October 1, 2016	October 1, 2015	October 1, 2022
LAKELAND	August 1, 2017	August 1, 2016	August 1, 2023
LANTANA	June 1, 2016	June 1, 2015	June 1, 2022
LARGO	December 1, 2015	December 1, 2014	December 1, 2021
LAUDERDALE BYSEA	September 1, 2015	September 1, 2014	September 1, 2021
LAUDERDALE LKS	May 1, 2018	May 1, 2017	May 1, 2024

LAUDERHILL	June 1, 2013	June 1, 2012	June 1, 2019
LAUREL HILL	June 1, 2018	June 1, 2017	June 1, 2024
LAWTEY	July 1, 2014	July 1, 2013	July 1, 2020
LAYTON	February 1, 2015	February 1, 2014	February 1, 2021
LAZY LAKE	March 1, 2012	March 1, 2011	March 1, 2018
LEE (TOWN)	March 1, 2014	March 1, 2013	March 1, 2020
LEE COUNTY	May 1, 2014	May 1, 2013	May 1, 2020
LEESBURG	September 1, 2014	September 1, 2013	September 1, 2020
LEON TALLAHASSEE	January 1, 2016	January 1, 2015	January 1, 2022
LEVY COUNTY	December 1, 2015	December 1, 2014	December 1, 2021
LIBERTY COUNTY	August 1, 2013	August 1, 2012	August 1, 2019
LIGHTHOUSE POINT	June 1, 2016	June 1, 2015	June 1, 2022
LIVE OAK	March 1, 2014	March 1, 2013	March 1, 2020
LONGBOAT KEY	December 1, 2014	December 1, 2013	December 1, 2020
LONGWOOD	June 1, 2016	June 1, 2015	June 1, 2022
LOXAHATCHEE GROVES	August 1, 2014	August 1, 2013	August 1, 2020
LYNN HAVEN	February 1, 2017	February 1, 2016	February 1, 2023
MACCLENNY	October 1, 2017	October 1, 2016	October 1, 2023
MADEIRA BEACH	May 1, 2015	May 1, 2014	May 1, 2021
MADISON (CITY)	March 1, 2014	March 1, 2013	March 1, 2020
MADISON COUNTY	May 1, 2013	May 1, 2012	May 1, 2019
MAITLAND	September 1, 2017	September 1, 2016	September 1, 2023
MALABAR	August 1, 2016	August 1, 2015	August 1, 2022
MALONE	August 1, 2013	August 1, 2012	August 1, 2019
MANALAPAN	March 1, 2015	March 1, 2014	March 1, 2021

MANATEE COUNTY	December 1, 2013	December 1, 2012	December 1, 2019
MANGONIA PARK	May 1, 2012	May 1, 2011	May 1, 2018
MARATHON	January 1, 2012	January 1, 2011	January 1, 2018
MARCO ISLAND	March 1, 2015	March 1, 2014	March 1, 2021
MARGATE	January 1, 2017	January 1, 2016	January 1, 2023
MARIANNA	August 1, 2012	August 1, 2011	August 1, 2018
MARINELAND	October 1, 2012	October 1, 2011	October 1, 2018
MARION COUNTY	February 1, 2018	February 1, 2017	February 1, 2024
MARTIN COUNTY	December 1, 2016	December 1, 2015	December 1, 2022
MARY ESTHER	March 1, 2017	March 1, 2016	March 1, 2023
MASCOTTE	September 1, 2013	September 1, 2012	September 1, 2019
MAYO	October 1, 2013	October 1, 2012	October 1, 2019
MCINTOSH	May 1, 2014	May 1, 2013	May 1, 2020
MEDLEY	February 1, 2016	February 1, 2015	February 1, 2022
MELBOURNE	January 1, 2017	January 1, 2016	January 1, 2023
MELBOURNE BEACH	October 1, 2017	October 1, 2016	October 1, 2023
MELBOURNE VILLAGE	August 1, 2012	August 1, 2011	August 1, 2018
MEXICO BEACH	June 1, 2012	June 1, 2011	June 1, 2018
MIAMI	November 1, 2015	November 1, 2014	November 1, 2021
MIAMI BEACH	April 1, 2018	April 1, 2017	April 1, 2024
MIAMI GARDENS	April 1, 2014	April 1, 2013	April 1, 2020
MIAMI LAKES	September 1, 2012	September 1, 2011	September 1, 2018
MIAMI SHORES	July 1, 2015	July 1, 2014	July 1, 2021
MIAMI SPRINGS	August 1, 2016	August 1, 2015	August 1, 2022
MIAMI-DADE COUNTY	December 1, 2012	December 1, 2011	December 1, 2018

MICANOPY	May 1, 2014	May 1, 2013	May 1, 2020
MIDWAY	January 1, 2014	January 1, 2013	January 1, 2020
MILTON	January 1, 2013	January 1, 2012	January 1, 2019
MINNEOLA	September 1, 2013	September 1, 2012	September 1, 2019
MIRAMAR	June 1, 2017	June 1, 2016	June 1, 2023
MONROE COUNTY	May 1, 2014	May 1, 2013	May 1, 2020
MONTICELLO	September 1, 2013	September 1, 2012	September 1, 2019
MONTVERDE	October 1, 2013	October 1, 2012	October 1, 2019
MOORE HAVEN	September 1, 2017	September 1, 2016	September 1, 2023
MOUNT DORA	April 1, 2012	April 1, 2011	April 1, 2018
MULBERRY	April 1, 2012	April 1, 2011	April 1, 2018
NAPLES	September 1, 2016	September 1, 2015	September 1, 2022
NASSAU COUNTY	October 1, 2017	October 1, 2016	October 1, 2023
NEPTUNE BEACH	November 1, 2018	November 1, 2017	November 1, 2024
NEW PORT RICHEY	December 1, 2014	December 1, 2013	December 1, 2020
NEW SMYRNA BEACH	April 1, 2018	April 1, 2017	April 1, 2024
NEWBERRY	July 1, 2014	July 1, 2013	July 1, 2020
NICEVILLE	October 1, 2017	October 1, 2016	October 1, 2023
NOMA	April 1, 2013	April 1, 2012	April 1, 2019
NORTH BAY	December 1, 2014	December 1, 2013	December 1, 2020
NORTH LAUDERDALE	May 1, 2015	May 1, 2014	May 1, 2021
NORTH MIAMI	December 1, 2014	December 1, 2013	December 1, 2020
NORTH MIAMI BEACH	April 1, 2018	April 1, 2017	April 1, 2024
NORTH PALM BEACH	January 1, 2017	January 1, 2016	January 1, 2023
NORTH PORT	December 1, 2015	December 1, 2014	December 1, 2021

NORTH REDINGTON BEACH	November 1, 2014	November 1, 2013	November 1, 2020
OAK HILL	July 1, 2012	July 1, 2011	July 1, 2018
OAKLAND	September 1, 2012	September 1, 2011	September 1, 2018
OAKLAND PARK	December 1, 2014	December 1, 2013	December 1, 2020
OCALA	August 1, 2012	August 1, 2011	August 1, 2018
OCEAN BREEZE PK	March 1, 2013	March 1, 2012	March 1, 2019
OCEAN RIDGE	April 1, 2017	April 1, 2016	April 1, 2023
OCOE	January 1, 2013	January 1, 2012	January 1, 2019
OKALOOSA COUNTY	October 1, 2016	October 1, 2015	October 1, 2022
OKEECHOBEE CITY	September 1, 2012	September 1, 2011	September 1, 2018
OKEECHOBEE COUNTY	May 1, 2012	May 1, 2011	May 1, 2018
OLDSMAR	August 1, 2015	August 1, 2014	August 1, 2021
OPA LOCKA	February 1, 2012	February 1, 2011	February 1, 2018
ORANGE CITY	January 1, 2018	January 1, 2017	January 1, 2024
ORANGE COUNTY	May 1, 2016	May 1, 2015	May 1, 2022
ORANGE PARK	January 1, 2017	January 1, 2016	January 1, 2023
ORCHID	October 1, 2013	October 1, 2012	October 1, 2019
ORLANDO	June 1, 2016	June 1, 2015	June 1, 2022
ORMOND BEACH	June 1, 2017	June 1, 2016	June 1, 2023
OSCEOLA COUNTY	August 1, 2017	August 1, 2016	August 1, 2023
OTTER CREEK	June 1, 2012	June 1, 2011	June 1, 2018
OVIDO	November 1, 2017	November 1, 2016	November 1, 2023
PAHOKEE	September 1, 2016	September 1, 2015	September 1, 2022
PALATKA	July 1, 2015	July 1, 2014	July 1, 2021

PALM BAY	March 1, 2014	March 1, 2013	March 1, 2020
PALM BEACH (TOWN)	April 1, 2016	April 1, 2015	April 1, 2022
PALM BEACH COUNTY	November 1, 2012	November 1, 2011	November 1, 2018
PALM BEACH GARDENS	December 1, 2015	December 1, 2014	December 1, 2021
PALM BEACH SHORES	December 1, 2017	December 1, 2016	December 1, 2023
PALM COAST	February 1, 2014	February 1, 2013	February 1, 2020
PALM SHORES	September 1, 2017	September 1, 2016	September 1, 2023
PALM SPRINGS	November 1, 2016	November 1, 2015	November 1, 2022
PALMETTO	November 1, 2017	November 1, 2016	November 1, 2023
PALMETTO BAY	March 1, 2014	March 1, 2013	March 1, 2020
PANAMA CITY	August 1, 2017	August 1, 2016	August 1, 2023
PANAMA CITY BEACH	December 1, 2016	December 1, 2015	December 1, 2022
PARKER	September 1, 2017	September 1, 2016	September 1, 2023
PARKLAND	August 1, 2015	August 1, 2014	August 1, 2021
PASCO COUNTY	June 1, 2013	June 1, 2012	June 1, 2019
PAXTON	May 1, 2012	May 1, 2011	May 1, 2018
PEMBROKE PARK	August 1, 2013	August 1, 2012	August 1, 2019
PEMBROKE PINES	October 1, 2014	October 1, 2013	October 1, 2020
PENNEY FARMS	November 1, 2017	November 1, 2016	November 1, 2023
PENSACOLA	November 1, 2018	November 1, 2017	November 1, 2024
PERRY	July 1, 2013	July 1, 2012	July 1, 2019
PIERSON	November 1, 2012	November 1, 2011	November 1, 2018
PINECREST	May 1, 2018	May 1, 2017	May 1, 2024
PINELLAS COUNTY	March 1, 2015	March 1, 2014	March 1, 2021
PINELLAS PARK	June 1, 2016	June 1, 2015	June 1, 2022

PLANT CITY	April 1, 2016	April 1, 2015	April 1, 2022
PLANTATION	November 1, 2014	November 1, 2013	November 1, 2020
POLK CITY	June 1, 2013	June 1, 2012	June 1, 2019
POLK COUNTY	August 1, 2017	August 1, 2016	August 1, 2023
POMONA PARK	October 1, 2014	October 1, 2013	October 1, 2020
POMPANO BEACH	January 1, 2017	January 1, 2016	January 1, 2023
PONCE DE LEON	April 1, 2013	April 1, 2012	April 1, 2019
PONCE INLET	November 1, 2015	November 1, 2014	November 1, 2021
PORT ORANGE	October 1, 2017	October 1, 2016	October 1, 2023
PORT RICHEY	November 1, 2015	November 1, 2014	November 1, 2021
PORT ST JOE	March 1, 2017	March 1, 2016	March 1, 2023
PORT ST LUCIE	September 1, 2012	September 1, 2011	September 1, 2018
PUNTA GORDA	November 1, 2015	November 1, 2014	November 1, 2021
PUTNAM COUNTY	October 1, 2017	October 1, 2016	October 1, 2023
QUINCY	January 1, 2015	January 1, 2014	January 1, 2021
RAIFORD	September 1, 2014	September 1, 2013	September 1, 2020
REDDICK	September 1, 2014	September 1, 2013	September 1, 2020
REDINGTON BEACH	December 1, 2015	December 1, 2014	December 1, 2021
REDINGTON SHORES	January 1, 2016	January 1, 2015	January 1, 2022
REEDY CREEK	July 1, 2017	July 1, 2016	July 1, 2023
RIVIERA BEACH	July 1, 2017	July 1, 2016	July 1, 2023
ROCKLEDGE	February 1, 2018	February 1, 2017	February 1, 2024
ROYAL PALM BEACH	April 1, 2016	April 1, 2015	April 1, 2022
SAFETY HARBOR	April 1, 2015	April 1, 2014	April 1, 2021
SAN ANTONIO	September 1, 2016	September 1, 2015	September 1, 2022

SANFORD	November 1, 2016	November 1, 2015	November 1, 2022
SANIBEL	August 1, 2014	August 1, 2013	August 1, 2020
SANTA ROSA COUNTY	December 1, 2016	December 1, 2015	December 1, 2022
SARASOTA (CITY)	December 1, 2015	December 1, 2014	December 1, 2021
SARASOTA COUNTY	April 1, 2013	April 1, 2012	April 1, 2019
SATELLITE BEACH	December 1, 2016	December 1, 2015	December 1, 2022
SEA RANCH LKS	October 1, 2012	October 1, 2011	October 1, 2018
SEBASTIAN	August 1, 2012	August 1, 2011	August 1, 2018
SEBRING	October 1, 2017	October 1, 2016	October 1, 2023
SEMINOLE (CITY)	March 1, 2018	March 1, 2017	March 1, 2024
SEMINOLE COUNTY	December 1, 2015	December 1, 2014	December 1, 2021
SEWALL'S POINT	April 1, 2013	April 1, 2012	April 1, 2019
SHALIMAR	September 1, 2012	September 1, 2011	September 1, 2018
SNEADS	August 1, 2013	August 1, 2012	August 1, 2019
SOPCHOPPY	December 1, 2012	December 1, 2011	December 1, 2018
SOUTH BAY	April 1, 2018	April 1, 2017	April 1, 2024
SOUTH DAYTONA	May 1, 2017	May 1, 2016	May 1, 2023
SOUTH MIAMI	April 1, 2017	April 1, 2016	April 1, 2023
SOUTH PALM BEACH	December 1, 2015	December 1, 2014	December 1, 2021
SOUTH PASADENA	March 1, 2015	March 1, 2014	March 1, 2021
SOUTH WEST RANCHES	December 1, 2016	December 1, 2015	December 1, 2022
SPRINGFIELD	August 1, 2017	August 1, 2016	August 1, 2023
ST AUGUSTINE	December 1, 2018	December 1, 2017	December 1, 2024
ST AUGUSTINE BEACH	April 1, 2018	April 1, 2017	April 1, 2024
ST CLOUD	February 1, 2014	February 1, 2013	February 1, 2020

ST JOHNS COUNTY	August 1, 2017	August 1, 2016	August 1, 2023
ST LEO	August 1, 2016	August 1, 2015	August 1, 2022
ST LUCIE COUNTY	October 1, 2017	October 1, 2016	October 1, 2023
ST LUCIE VILLAGE	July 1, 2013	July 1, 2012	July 1, 2019
ST MARKS	January 1, 2018	January 1, 2017	January 1, 2024
ST PETE	May 1, 2016	May 1, 2015	May 1, 2022
ST PETE BEACH	July 1, 2016	July 1, 2015	July 1, 2022
STARKE	September 1, 2013	September 1, 2012	September 1, 2019
STUART	June 1, 2012	June 1, 2011	June 1, 2018
SUMTER COUNTY	September 1, 2012	September 1, 2011	September 1, 2018
SUNNY ISLES BEACH	December 1, 2014	December 1, 2013	December 1, 2020
SUNRISE	July 1, 2016	July 1, 2015	July 1, 2022
SURFSIDE	January 1, 2017	January 1, 2016	January 1, 2023
SUWANNEE COUNTY	June 1, 2012	June 1, 2011	June 1, 2018
SWEETWATER	July 1, 2018	July 1, 2017	July 1, 2024
TAMARAC	June 1, 2015	June 1, 2014	June 1, 2021
TAMPA	February 1, 2016	February 1, 2015	February 1, 2022
TARPON SPRINGS	August 1, 2016	August 1, 2015	August 1, 2022
TAVARES	July 1, 2014	July 1, 2013	July 1, 2020
TAYLOR COUNTY	June 1, 2017	June 1, 2016	June 1, 2023
TEMPLE TERRACE	June 1, 2016	June 1, 2015	June 1, 2022
TEQUESTA	February 1, 2016	February 1, 2015	February 1, 2022
TITUSVILLE	June 1, 2017	June 1, 2016	June 1, 2023
TREASURE ISLAND	November 1, 2012	November 1, 2011	November 1, 2018
TRENTON	November 1, 2014	November 1, 2013	November 1, 2020

UMATILLA	March 1, 2013	March 1, 2012	March 1, 2019
UNION COUNTY	October 1, 2014	October 1, 2013	October 1, 2020
VALPARAISO	February 1, 2012	February 1, 2011	February 1, 2018
VENICE	June 1, 2017	June 1, 2016	June 1, 2023
VERNON	October 1, 2017	October 1, 2016	October 1, 2023
VERO BEACH	February 5, 2015	February 5, 2014	February 5, 2021
VIRGINIA GARDENS	August 1, 2016	August 1, 2015	August 1, 2022
VOLUSIA COUNTY	November 1, 2015	November 1, 2014	November 1, 2021
WAKULLA COUNTY	May 1, 2017	May 1, 2016	May 1, 2023
WALDO	September 1, 2014	September 1, 2013	September 1, 2020
WALTON COUNTY	March 1, 2018	March 1, 2017	March 1, 2024
WASHINGTON COUNTY	October 1, 2017	October 1, 2016	October 1, 2023
WAUCHULA	October 1, 2018	October 1, 2017	October 1, 2024
WAUSAU	October 1, 2017	October 1, 2016	October 1, 2023
WEBSTER	January 1, 2012	January 1, 2011	January 1, 2018
WEEKI WACHEE	April 1, 2012	April 1, 2011	April 1, 2018
WELAKA	October 1, 2014	October 1, 2013	October 1, 2020
WELLINGTON	July 1, 2016	July 1, 2015	July 1, 2022
WEST MELBOURNE	October 1, 2017	October 1, 2016	October 1, 2023
WEST MIAMI	October 1, 2015	October 1, 2014	October 1, 2021
WEST PALM BEACH	December 1, 2015	December 1, 2014	December 1, 2021
WEST PARK	June 1, 2014	June 1, 2013	June 1, 2020
WESTON	January 1, 2016	January 1, 2015	January 1, 2022
WESTVILLE	April 1, 2013	April 1, 2012	April 1, 2019
WEWAHITCHKA	October 1, 2018	October 1, 2017	October 1, 2024

WHITE SPRINGS	July 1, 2013	July 1, 2012	July 1, 2019
WILDWOOD	February 1, 2013	February 1, 2012	February 1, 2019
WILLISTON	July 1, 2017	July 1, 2016	July 1, 2023
WILTON MANORS	June 1, 2017	June 1, 2016	June 1, 2023
WINDERMERE	June 1, 2017	June 1, 2016	June 1, 2023
WINTER GARDEN	June 1, 2017	June 1, 2016	June 1, 2023
WINTER HAVEN	October 1, 2018	October 1, 2017	October 1, 2024
WINTER PARK	February 1, 2016	February 1, 2015	February 1, 2022
WINTER SPRINGS	September 1, 2016	September 1, 2015	September 1, 2022
WORTHINGTON SPRINGS	October 1, 2014	October 1, 2013	October 1, 2020
YANKEETOWN	July 1, 2012	July 1, 2011	July 1, 2018
ZEPHYRHILLS	September 1, 2017	September 1, 2016	September 1, 2023
ZOLFO SPRINGS	May 1, 2013	May 1, 2012	May 1, 2019

Florida Special District Handbook Online: *Accountability Overview*

This section summarizes:

1. Florida's Local Government Financial Reporting System
2. Important accountability related filings and reports
3. What will happen when special districts fail to comply with important accountability related filings and reports

Through the passage of the Uniform Special District Accountability Act ([Chapter 189, Florida Statutes - Uniform Special District Accountability Act](#)), as amended, the Florida Legislature deemed the following to be the policy of the state:

- Financial reporting is an essential requirement of law.
- Special districts exist to serve a public purpose and must be held to certain minimum standards of accountability to keep the public, the appropriate counties and municipalities, and state agencies informed of their status and activities.
- A function of the Special District Accountability Program is to improve communication and coordination among state agencies, local general-purpose governments, and special districts with respect to required special district reporting and state monitoring.
- When special districts fail to comply with minimum disclosure requirements, state action will be taken to help noncomplying special districts come into compliance and, when necessary, legal action to enforce compliance.

Local Government Financial Reporting System

Florida has what is known as the "Local Government Financial Reporting System", which helps to provide for the timely, accurate, uniform, and cost-effective accumulation of financial and other information. Special districts, counties, municipalities, and state agencies, including the Special District Accountability Program, have vital roles and responsibilities in this system. Members of the Legislature and other appropriate officials rely on the information this system produces to accomplish the following goals:

- Enhance citizen participation in local government
- Improve the financial condition of local governments
- Provide essential government services in an efficient and effective manner
- Improve decision-making on the part of the Legislature, state agencies, and local government officials on matters relating to local government

Periodically, the Auditor General makes a performance audit of the system. Special districts must cooperate with the Auditor General during this process. The audit analyzes the system component by component and as a whole to evaluate its effectiveness in achieving system goals and objectives. It includes a determination of whether special districts are complying with statutorily required financial reporting requirements and makes recommendations to local governments and the Legislature about improving the system and reducing costs.

Important Accountability Filings and Reports

The following filings and reports are so essential to the Local Government Financial Reporting System and for special district monitoring and accountability purposes that when special districts fail to file them, action can be taken to enforce compliance:

Reports and Information That Must Be Filed With State Agencies

Certain state agencies are responsible for reviewing, interpreting, and summarizing financial information for the public, the Legislature and other officials. Therefore, each special district must submit the following reports and information to state agencies, as applicable:

- [The Annual Financial Report](#)
- [The Annual Financial Audit Report](#)
 - Any requests for significant items that were omitted from this report
- Any requests from the Governor's Office concerning one or more [financial emergency conditions](#)
- Bond related reports:
 - [Advance Notice of a Bond Sale](#)
 - [Bond Information Form/Bond Disclosure Form \(BF2003 / 2004A and B\)](#)
- Retirement system reports:
 - [Actuarial Valuation Report](#)
 - [Actuarial Impact Statement for Proposed Plan Amendments](#)
 - [Defined Contribution Report](#)

Reports and Information That Must Be Filed With The County or Municipality in Which The Special District is Located

Counties and municipalities must have certain information from special districts to coordinate activities and to comply with their own requirements. Therefore, each special district must submit the following to each county and/or municipality in which it is located:

- Public facilities reports (see [The Public Facilities Report](#))
- Designation of registered office and agent (see [Designate a Registered Agent and Registered Office](#))
- [Regular Public Meeting Schedule](#)
- Budget / Financial Information, if requested

Information That Must Be Filed With the Special District Accountability Program

Since the [Special District Accountability Program](#) (the "Program") must properly classify each special district and maintain up-to-date special district information to state and local agencies, each special district must file the following with the Program (for more information on these filings, see [Creating Special Districts](#) and [Making Changes to Special Districts](#)).

- Registered agent's name
- Registered office address
- Official website address
- Creation document, as amended
- From newly created special districts, a written statement referencing the basis for its independent or dependent status
- Boundary map, as amended
- An annual special district fee (\$175)

Noncompliance Status Reports: What will happen when special districts fail to comply with important accountability filings and reports

At any time, the following agencies may provide a special district noncompliance status report to the Program. The Program makes these reports available to the public electronically (see [Special District Noncompliance Status Reports](#)).

The Department of Economic Opportunity

This report lists special districts that did not comply with a filing requirement or the annual special district fee.

The Department of Management Services, Division of Retirement

This report lists all special districts enrolled in state or local government retirement plans and those special districts that are not providing for regularly scheduled actuarial reports and statements of actuarial impact prepared and certified by an enrolled actuary.

The Department of Financial Services

This report lists each special district that is required to submit [The Annual Financial Report](#) to the Department of Financial Services but failed to do so.

State Board of Administration, Division of Bond Finance

This report lists the special districts that did not timely provide the [Advance Notice of a Bond Sale](#) and / or the [Bond Information Form/Bond Disclosure Form \(BF2003 / 2004A and B\)](#).

Auditor General

This report lists each special district that failed to submit [The Annual Financial Audit Report](#), but should have submitted one based on its expenditures and revenues as reported to the Department of Financial Services on its Annual Financial Report. It also includes special districts that may be required to submit the Annual Financial Audit Report but the Auditor General is unable to verify whether the special district

meets the financial threshold to file because the special district has not filed an Annual Financial Report with the Department of Financial Services.

The Joint Legislative Auditing Committee

This is a follow-up / reconciliation report that often comes after more in-depth analysis of financial reporting. It lists the special districts that did not comply with the above reporting requirements but may not have been on the original lists prepared by the agencies. The report may also include:

- Special districts that failed to respond to requests from the Auditor General concerning significant items that were omitted from the Annual Financial Audit Report
- Special districts that failed to respond to requests from the Governor's Office concerning one or more [financial emergency conditions](#)
- Special districts with repeat audit findings that failed to sufficiently respond to the committee

Local General-Purpose Governments (Counties and Municipalities)

At any time, if an independent special district fails to file any report it is required to file with a county or municipality, the County Clerk of the Courts or the municipality designee must notify the special district's registered agent and approve a filing extension of up to 30 days. After that, if the county or municipality determines that an unjustified failure to file the reports has occurred, it may notify the Program, which may proceed with technical assistance.

Technical Assistance

When the Program receives a noncompliance status report, the Program provides technical assistance to help the special district comply with its requirements.

In the case of a special district that did not timely file bond related reports or information, the Program sends a certified letter to the special district that summarizes the requirements, and compels it to take steps to prevent the noncompliance from reoccurring.

For all other reporting requirements, the Program attempts to help the special district comply by mailing a certified letter to the special district's registered agent that includes the following:

- A description of the required report
- Statutory submission deadlines
- A contact telephone number for technical assistance
- A 60-day extension of time for filing the required report
- The address where the report must be filed
- The consequences of failing to comply with the requirement

If a special district is unable to meet the 60-day deadline, the special district must provide written notice to the Program before the expiration of the deadline that provides the following information:

- The reason the special district is unable to meet the deadline
- The steps the special district is taking to prevent the noncompliance from reoccurring
- The estimated date that the special district will file the report with the appropriate agency

The Program forwards these responses to the appropriate agency for consideration in determining whether the special district should be subject to further action:

- If the written response refers to the Annual Financial Report and / or the Annual Financial Audit Report, the response is forwarded to the Joint Legislative Auditing Committee for its consideration in determining whether the special district should be subject to further action.
- If the written response refers to public facilities reports, registered agent / office information, regular public meeting schedule, and / or financial information requested by a local general-purpose government, the response is forwarded to the appropriate local general-purpose government or governments for their consideration in determining whether the [general oversight review process of special districts](#) should be undertaken.
- If the written response refers to retirement system reports the response is forwarded to the Department of Management Services for its consideration in determining whether the special district should be subject to further action.

Consequences of Continued Noncompliance

Lack of compliance by an independent special district to one or more counties or municipalities

If, after receiving the technical assistance above, an independent special district does not comply with a reporting requirement to a county or municipality, the county or municipality may initiate the [general oversight review process of special districts](#). In addition, the Department of Economic Opportunity may declare the special district inactive for dissolution (see [Enforcing Compliance](#)).

Lack of compliance by a dependent special district to the county or municipality to which it is dependent

If a dependent special district does not comply with a reporting requirement to the county or municipality to which it is dependent, the county or municipality must take whatever steps it deems necessary to enforce the special district's accountability. Such steps may include, as authorized:

- Withholding funds
- Removing governing board members at will
- Vetoing the special district's budget
- Conducting the [general oversight review process of special districts](#)
- Amending, merging, or dissolving the special district

In addition, the Department of Economic Opportunity may declare the special district inactive for dissolution (see [Enforcing Compliance](#)).

Lack of compliance by an independent or dependent special district to a state agency

If, after receiving the technical assistance above, a dependent or independent special district does not comply with retirement system reports to the Department of Management Services, then the Department of Economic Opportunity will file a petition for enforcement with the circuit court in and for Leon County.

This petition may request the following:

- Declaratory relief
- Injunctive relief
- Other equitable relief, including the appointment of a receiver, and any forfeiture or other remedy provided by law

If, after receiving the technical assistance above, a dependent or independent special district does not comply with one of the following reports to a state agency. . .

- [The Annual Financial Report](#)
- [The Annual Financial Audit Report](#)
 - Any requests for significant items that were omitted from this report
- Any requests from the Governor's Office concerning one or more [financial emergency conditions](#)

. . . the state agency will notify the Joint Legislative Auditing Committee that the special district failed to comply. At that point, the following will happen, depending on how the special district was created:

Special Districts Created by a Special Act

The Joint Legislative Auditing Committee will notify:

- The President of the Senate
- The Speaker of the House of Representatives
- The standing committees of the Senate and the House of Representatives charged with special district oversight as determined by the presiding officers of each respective chamber
- The legislators who represent a portion of the geographical jurisdiction of the special district
- The Department of Economic Opportunity

The Department of Economic Opportunity must provide the technical assistance, if it has not already done so.

The Joint Legislative Auditing Committee may convene a hearing (see [Oversight of special districts created by special act of the Legislature that failed to file specific required reports or requested information with the appropriate state agency or office](#))

If the special district remains in noncompliance after the hearing, or if a hearing is not held, the Joint Legislative Auditing Committee may direct the Department to declare the special district inactive for dissolution (see [Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status](#)) or initiate enforcement (see [Enforcing Compliance](#)).

Special Districts Created by a Local Ordinance

The Joint Legislative Auditing Committee will notify:

- The chair or equivalent of the county or municipality in which the special district is located
- The Department of Economic Opportunity

The Department of Economic Opportunity must provide the technical assistance, if it has not already done so.

The county or municipality may convene a hearing (see [Oversight of special districts created by local ordinance or resolution that failed to file specific required reports or information with the appropriate state agency or office](#))

If the special district remains in noncompliance after the hearing, or if a hearing is not held, the Joint Legislative Auditing Committee may direct the Department to declare the special district inactive for dissolution (see [Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status](#)) or initiate enforcement (see [Enforcing Compliance](#)).

Special Districts Created by Any Manner Other Than a Special Act or Local Ordinance

The Joint Legislative Auditing Committee will notify:

- The Department of Economic Opportunity

The Department of Economic Opportunity must provide the technical assistance, if it has not already done so.

If the special district remains in noncompliance, the Department must declare the special district inactive for dissolution (see [Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status](#)) or initiate enforcement (see [Enforcing Compliance](#)).

Enforcing Compliance

Special districts that continue to remain in noncompliance after receiving technical assistance will face serious consequences. Within 60 days of being notified by the Joint Legislative Auditing Committee, the Department of Economic Opportunity must take action as follows:

Declare the Special District Inactive for Dissolution

If a special district is not filing a required report for any reason, including because the special district is no longer in operation (e.g., returned mail, telephone calls from the last registered agent or local governing authority, disconnected telephone lines, etc.), the Department of Economic Opportunity will declare the special district inactive for dissolution (see [Dissolving Dependent and Independent Special Districts Through a Declaration of Inactive Status](#)).

Initiate Legal Action

The Department of Economic Opportunity will file a petition for enforcement with the circuit court in and for Leon County. This petition may request the following:

- Declaratory relief
- Injunctive relief
- Other equitable relief, including the appointment of a receiver, and any forfeiture or other remedy provided by law

Venue for all actions is in Leon County. The court will award the prevailing party reasonable attorney's fees and costs unless affirmatively waived by all parties.

Other Accountability Requirements

Each special district should check its statutory authority (if applicable) and charter, to find out if it must comply with additional requirements that this handbook did not cover. For a summary of all special district reporting requirements explained throughout this handbook, see [Reporting Requirements By Agency and Agency Contacts](#).

Contact Someone Who Can Answer Questions About Special District Accountability

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Florida Special District Handbook Online:

Oversight of Special Districts

Three Oversight Review Processes

Three oversight review processes exist:

1. Oversight of special districts created by special act of the Legislature that failed to file specific required reports or requested information with the appropriate state agency or office
2. Oversight of special districts created by local ordinance or resolution that failed to file specific required reports or information with the appropriate state agency or office
3. General oversight review of special districts

Oversight of special districts created by special act of the Legislature that failed to file specific required reports or requested information with the appropriate state agency or office

If a special district created by special act of the Legislature fails to file required reports or requested information with the appropriate state agency or office (see [Consequences of Continued Noncompliance](#)), the Joint Legislative Auditing Committee may convene a public hearing on the issue of noncompliance, as well as general oversight of the special district (see [General oversight review process of special districts](#)), at the direction of the President of the Senate and the Speaker of the House of Representatives.

Before this public hearing, the special district must provide the following information to the Joint Legislative Auditing Committee:

1. The district's Annual Financial Report for the prior fiscal year
2. The district's Annual Financial Audit Report for the previous fiscal year.
3. An "Annual Report" for the previous fiscal year that the special district will need to create that provides a detailed review of the performance of the special district, including the following information:
 - a. The purpose of the special district
 - b. The sources of funding for the special district
 - c. A description of the major activities, programs, and initiatives the special district undertook in the most recently completed fiscal year and the benchmarks or criteria under which the success or failure of the district was determined by its governing body
 - d. Any challenges or obstacles faced by the special district in fulfilling its purpose and related responsibilities
 - e. Ways the special district believes it could better fulfill its purpose and related responsibilities and a description of the actions that it intends to take during the ensuing fiscal year
 - f. Proposed changes to the special act that established the special district and justification for such changes
 - g. Any other information reasonably required to provide the Legislative Auditing Committee with an accurate understanding of the purpose for which the special district exists and how it is fulfilling its responsibilities to accomplish that purpose

- h. Any reasons for the district's noncompliance
- i. Whether the district is currently in compliance
- j. Plans to correct any recurring issues of noncompliance
- k. Efforts to promote transparency, including maintenance of the district's website (see [Develop and Maintain an Official Website](#))

Oversight of special districts created by local ordinance or resolution that failed to file specific required reports or information with the appropriate state agency or office

If a special district created by local ordinance or resolution fails to file required reports or requested information with the appropriate state agency or office (see [Consequences of Continued Noncompliance](#)), the Joint Legislative Auditing Committee will provide written notice of the district's noncompliance to the chair of the county or municipality in which the special district is located.

The chair may convene a public hearing on the issue of noncompliance, as well as general oversight of the special district (see [General oversight review process of special districts](#)), within three months after receipt of the notice of noncompliance from the Joint Legislative Auditing Committee. Within 30 days after receiving this notice, the county or municipality must notify the Joint Legislative Auditing Committee as to whether a hearing will be held, and if so, provide the date time and location of the hearing.

Before this public hearing, the special district must provide the following information at the request of the county or municipality:

1. The district's Annual Financial Report for the prior fiscal year
2. The district's Annual Financial Audit Report for the previous fiscal year.
3. An "Annual Report" that the special district will need to create for the previous fiscal year that provides a detailed review of the performance of the special district, including the following information:
 - a. The purpose of the special district.
 - b. The sources of funding for the special district.
 - c. A description of the major activities, programs, and initiatives the special district undertook in the most recently completed fiscal year and the benchmarks or criteria under which the success or failure of the district was determined by its governing body.
 - d. Any challenges or obstacles faced by the special district in fulfilling its purpose and related responsibilities.
 - e. Ways the special district believes it could better fulfill its purpose and related responsibilities and a description of the actions that it intends to take during the ensuing fiscal year.
 - f. Proposed changes to the special act that established the special district and justification for such changes.
 - g. Any other information reasonably required to provide the Legislative Auditing Committee with an accurate understanding of the purpose for which the special district exists and how it is fulfilling its responsibilities to accomplish that purpose.
 - h. Any reasons for the district's noncompliance.
 - i. Whether the district is currently in compliance.
 - j. Plans to correct any recurring issues of noncompliance.

- k. Efforts to promote transparency, including maintenance of the district's website (see [Develop and Maintain an Official Website](#))

Within 60 days after the hearing, if held, the county or municipality must provide a report containing its findings and conclusions to the following:

- The Special District Accountability Program
- The Joint Legislative Auditing Committee

General oversight review process of special districts

A general oversight review process of special districts exists to contribute to informed decision making that may involve the following:

- The need for its continued existence
- Whether to dissolve the special district
- The appropriate future role and focus of the special district
- Improvements in the functioning or delivery of services by the special district
- The need for any transition, adjustment, or special implementation periods or provisions

Exemptions From the General Oversight Review Process

The following special districts are exempt from the general oversight review process:

- Deepwater ports listed in [Section 311.09, Florida Statutes - Florida Seaport Transportation and Economic Development Council](#), Paragraph (1) complying with a port master plan adopted pursuant to [Section 163.3178, Florida Statutes - Coastal management](#), Paragraph (2)(k)
- Airport authorities complying with an airport master plan approved by the Federal Aviation Administration
- Any special district organized to operate health systems and facilities licensed under one of the following statutes:
 - [Chapter 395, Florida Statutes - Hospital Licensing and Regulation](#)
 - [Chapter 400, Florida Statutes - Nursing Homes and Related Health Care Facilities](#)
 - [Chapter 429, Florida Statutes - Assisted Care Communities](#)

Who May Conduct A Review

The appropriate oversight entity depends on how the special district was created:

- All special districts created by special act:
 - May be reviewed by the Legislature following the same public hearing process used when special districts fail to comply with reporting requirements (see [Oversight of special districts created by special act of the Legislature that failed to file specific required reports or requested information with the appropriate state agency or office](#))
- All special districts created by local ordinance or resolution:
 - May be reviewed by the county or municipality that enacted the ordinance or resolution following the same public hearing process used when special districts fail to comply with reporting

requirements (see [Oversight of special districts created by local ordinance or resolution that failed to file specific required reports or information with the appropriate state agency or office](#))

- All dependent special districts may be reviewed by the county or municipality to which they are dependent.
- All special districts created or established by rule of the Governor and Cabinet may be reviewed as directed by the Governor and Cabinet.
- All other special districts not fitting into any of the above categories may be reviewed as directed by the President of the Senate and the Speaker of the House of Representatives.

All special districts, governmental entities, and state agencies must cooperate with the Legislature and with any county or municipality seeking information or assistance with the oversight review process and with the preparation of an oversight review report.

Criteria That The Reviewers Must Consider

Those conducting the oversight review process must, at a minimum, consider the criteria listed below, as applicable, and may also consider any additional factors relating to the special district and its performance:

- a. The degree to which the services of the special district are essential or contribute to the well-being of the community
- b. The extent of the continuing need for the services of the special district
- c. The extent of municipal annexation or incorporation activity occurring or likely to occur within the boundaries of the special district and its impact on the delivery of the services
- d. Whether a less costly alternative method of delivering the services exists
- e. Whether transfer of the responsibility for delivery of the services to another entity could occur without jeopardizing the special district's existing contracts, bonds, or outstanding indebtedness
- f. Whether the Auditor General has notified the Legislative Auditing Committee that the special district's audit report indicates that the district has met any of the conditions to be in a state of financial emergency or that a deteriorating financial condition exists that may cause such actions to occur if actions are not taken to address such condition
- g. Whether the special district is inactive according to the [Official List of Special Districts Online - Directory](#), and whether the special district is meeting and discharging its responsibilities as its charter requires, and projected increases or decreases in special district activity
- h. Whether the special district has failed to comply with any of its required reporting responsibilities
- i. Whether the special district has designated a registered office and registered agent

Anytime, the special district under review may provide to the Legislature, and the county or municipality conducting the review, and/or making decisions based upon the final oversight review report, with written responses to any questions, concerns, preliminary reports, draft reports, or final reports relating to the special district.

Contact Someone Who Can Answer Questions About the Oversight Review Processes

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Florida Special District Handbook Online:

General Financial Requirements

This section covers general financial issues that are important under Florida's [Local Government Financial Reporting System](#).

Uniform Fiscal Year

Most special districts must use a fiscal year that begins on October 1 and ends on September 30. This corresponds to the same fiscal year that all counties and municipalities must use. Housing authorities must use one of four fiscal years assigned by the United States Department of Housing and Urban Development. The State of Florida's fiscal year begins July 1 and ends June 30.

The Uniform Chart of Accounts

The Uniform Chart of Accounts enables the Department of Financial Services to collect uniform financial data from all governmental entities in Florida. This makes it easier to analyze and compare various financial transactions and provide accurate financial data to the Legislature, citizens, and other officials. The Uniform Chart of Accounts sets forth the following:

- Uniform accounting procedures
- Generally accepted accounting principles, classification of funds, and accrual accounting
- Standardized account classifications, such as revenues, expenditures, assets, liabilities, and fund equity levels
 - Every financial transaction has a numbered account.
 - The complexity of the account number depends upon its function and detail. For example, contributions to the general fund are in account #101. A twelve-digit account number, such as 104-2132-521.40, identifies a travel expenditure for a law enforcement activity with a public safety function in the patrol division of a police department.

For more information, please see [Local Government Chart of Accounts and Uniform Accounting System Manuals](#).

Travel Expenses and Reimbursements

Special district travel reimbursements for expenses incurred while on official business must comply with the state travel provisions (see [Section 112.061, Florida Statutes - Per diem and travel expenses of public officers, employees, and authorized persons](#)).

However, a special district's governing body, by the enactment of a resolution, may set per diem rates that exceed the state's maximum travel reimbursement rates, which are made based on whether the travel is Class A, B or C:

- **Class A** is continuous travel of 24 hours or more away from official headquarters. The travel day is a calendar day (midnight to midnight).
- **Class B** is continuous travel of less than 24 hours with an overnight absence from official headquarters. The travel day begins at the same time as the travel period.
- **Class C** is travel for short or day trips when the traveler is not away from official headquarters overnight.

Class A and Class B Travel

For Class A and Class B travel, the traveler is reimbursed one-fourth of the authorized rate of per diem for each quarter, or fraction thereof, of the travel day included within the travel period. The travel reimbursements for overnight travel for Class A or B must be either:

- \$80.00 per day; or,
- Actual expenses for lodging at a single-occupancy rate plus meals as follows:
 - \$6.00 for breakfast
 - \$11.00 for lunch
 - \$19.00 for dinner

If a convention or conference registration fee included a meal, no reimbursement is allowed for that meal. When requesting reimbursement for actual lodging expenses, travelers must submit a paid, itemized hotel or motel receipt billed single occupancy.

Class C Travel

For Class C travel, reimbursements are not made on a per diem basis. However, meal allowances must be based on the following schedule:

- Breakfast (\$6.00), when travel begins before 6 a.m. and extends beyond 8 a.m.
- Lunch (\$11.00), when travel begins before 12 noon and extends beyond 2 p.m.
- Dinner (\$19.00), when travel begins before 6 p.m. and extends beyond 8 p.m., or when travel occurs during nighttime hours due to special assignment

No allowance shall be made for meals when travel is confined to the city or town of the official headquarters or immediate vicinity, except assignments of official business outside the traveler's regular place of employment if travel expenses are approved.

Designate the Most Economical Method of Travel

The special district must designate the most economical method of travel for each trip, keeping in mind:

- The nature of the business
- The most efficient and economical means of travel considering
 - Time
 - Impact on Productivity
 - Cost of Transportation

- Per diem
- The number of persons making the trip
- The amount of equipment or material to be transported

Mileage Allowances

When privately owned vehicles are used, the traveler is entitled to a mileage allowance at a fixed rate of 44.5 cents per mile, computed using the Department of Transportation's [Florida Official Intercity Highway Mileage](#) website. Vicinity mileage is allowable but must be shown as a separate item on the expense voucher.

Other Allowable Expenses

Other allowable expenses include:

- Taxi fare
- Bridge and Road Tolls
- Parking Fees
- Communication Expenses.

General Budget Requirements

A county or municipality may review the budget or tax levy of any special district located solely within its boundaries.

With the exception of the water management districts defined in [Section 373.019, Florida Statutes - Definitions](#), all special districts must comply with the following budget requirements:

- Must adopt a budget by resolution each fiscal year
- The total amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total of appropriations for expenditures and reserves
- At a minimum, the adopted budget must show for each fund, as required by law and sound financial practices, budgeted revenues and expenditures by organizational unit that are at least at the level of detail required for the Annual Financial Report (see [The Annual Financial Report](#))
- The adopted budget must regulate expenditures of the special district
- An officer of a special district may not expend or contract for expenditures in any fiscal year except pursuant to the adopted budget
- Website Requirements:
 - The tentative budget must be posted on the special district's official website at least two days before the budget hearing held pursuant to [Section 200.065, Florida Statutes - Method of Fixing Millage](#), or other law, to consider such budget. .
 - The final adopted budget must be posted on the special district's official website within 30 days after adoption.
 - For additional information on website requirements, see [Develop and Maintain an Official Website](#)

Additional Budget Requirements for Dependent Special Districts

The proposed budget must be . . .

- Contained within the general budget of the county or municipality to which it is dependent (unless the county or municipality agrees to that the special district may have its own separate budget)
- Clearly stated as the budget of the dependent special district
- Provided to the county or municipality when they request it.

Budget Amendment Procedures

A special district's governing body may amend its budget any time within a fiscal year or within 60 days following the end of its fiscal year as follows:

- May increase or decrease appropriations for expenditures within a fund if the **total** appropriations of the fund do not increase.
 - Method: Motion recorded in the minutes
- The designated budget officer may authorize certain amendments if the total appropriations of the fund do not increase:
 - Method: Procedures established by the special district's governing body
- Other amendments not specifically authorized above:
 - Methods:
 - Adopted by a resolution of the special district's governing body
 - Posted on the official web site of the special district within five days after adoption (see web site requirements above)

Financial Emergencies

Florida has what is known as the "Local Governmental Entity, Charter School, Charter Technical Career Center, and District School Board Financial Emergencies Act" (see [Chapter 218, Part V - Local Governmental Entity And District School Board Financial Emergencies](#)).

Available Assistance

Under provisions of the Act, the Governor's Chief Inspector General monitors special districts experiencing financial difficulties and provides technical assistance to help the special district:

- Promote fiscal responsibility
- Provide essential services without interruption
- Meet its financial obligations
- Improve the special district's financial management procedures

Financial Emergency Conditions

A financial emergency condition occurs if any of the following conditions occur:

- Failure within the same fiscal year in which due to pay short-term loans or failure to make bond debt service or other long-term debt payments when due, as a result of lack of funds
- Failure to pay uncontested claims from creditors within 90 days after the claim is presented, as a result of a lack of funds
- Due to lack of funds, fails at the appropriate time to transfer the following:
 - Taxes withheld on the income of employees; or
 - Employer and employee contributions (Federal social security or Any pension, retirement, or benefit plan of an employee)
- Due to lack of funds, fails for one pay period to pay the following:
 - Wages and salaries owed to employees; or
 - Retirement benefits owed to former employees

Required Actions to Take if Any Financial Emergency Conditions Occur or Will Occur

If any of the above conditions occur, or will occur unless the special district gets help, the special district must:

- Notify the Governor ([Office of the Chief Inspector General](#))
- Notify the [Joint Legislative Auditing Committee](#)

In addition, if any of those conditions occur, or will occur unless the special district gets help, and any state agency is aware of it, the state agency must also notify the Governor and the Joint Legislative Auditing Committee within 30 days after becoming aware of the occurrence.

Next:

- The Governor's Office will contact the special district to find out what actions the special district has taken to resolve or prevent the condition.
- The special district must provide the information requested from the Governor's Office within 45 days; otherwise, the Legislative Auditing Committee may take action pursuant to Section 11.40, Florida Statutes.
- If the Governor determines that the special district needs state assistance to resolve or prevent the condition, then the special district is considered to be in a state of financial emergency.

Resolving Financial Emergencies

To resolve a financial emergency, the Governor has the authority to implement measures to resolve the financial emergency, including:

- Requiring approval of the special district's budget by the Governor
- Authorizing a state loan to the special district (if state funds for such purpose are available) and providing for repayment of the loan

- Prohibiting the special district from issuing bonds, notes, certificates of indebtedness, or any other form of debt until the special district resolves the financial emergency
- Making inspections and reviews of records, information, reports, and assets of the special district
- Consulting with the officials and auditors of the special district and appropriate state officials regarding any steps necessary to bring the books of account, accounting systems, financial procedures, and reports into compliance with state requirements
- Providing technical assistance to the special district
- Establishing a financial emergency board, appointed by the Governor, to oversee the activities of the special district and submit recommendations and reports to the Governor for appropriate action. The board may do the following:
 - Review the records, reports, and assets of the special district as needed
 - Consult with the officials and auditors of the special district and appropriate state officials regarding any steps necessary to bring the books of account, accounting systems, financial procedures, and reports of the special district into compliance with state requirements
 - Review the operations, management, efficiency, productivity, and financing of functions and operations of the special district
 - Consult with other governmental entities for the consolidation of all administrative direction and support services, such as services for asset sales, economic and community development, parks and recreation, facilities management, engineering and construction, insurance coverage, risk management, fleet management, and purchasing
- Requiring and approving a plan, to be prepared by the special district in consultation with appropriate state officials, prescribing actions that will cause the special district to no longer be in a state of financial emergency. The plan must include at least the following:
 - How to pay in full all obligations designated as priority items that are currently due or will come due
 - Establishing priority budgeting or zero-based budgeting to eliminate items that are not affordable
 - Prohibiting a level of operations that can be sustained only with nonrecurring revenues
 - How to consolidate, source, or discontinue all administrative direction and support services, such as asset sales, economic and community development, parks and recreation, facilities management, engineering and construction, insurance coverage, risk management, information systems, fleet management, and purchasing
- For purposes of Section 7, Article IV of the State Constitution, the failure of the members of the special district's governing body to resolve a state of financial emergency constitutes:
 - Malfeasance
 - Misfeasance
 - Neglect of duty

Financial Emergency Resolved

The Governor may terminate all state actions when the Governor determines that no new financial emergency conditions exist and the special district has . . .

- Established and is operating an effective financial accounting and reporting system
- Resolved the financial emergency conditions

Bankruptcy

A special district may not seek application of laws under the bankruptcy provisions of the United States Constitution unless the Governor approves so first.

Procurement - General Requirements and Options

- Special districts are subject to [Section 255.20, Florida Statutes - Local bids and contracts for public construction works; specification of state-produced lumber](#), which requires special districts to "competitively award" construction contracts to licensed contractors under certain circumstances
- Special districts may participate in state-term contracting - see [State Purchasing - Department of Management Services, Purchasing Division](#) (State Contracts, Agreements and Price Lists)
- Special districts may also purchase commodities and certain contractual services from the purchasing agreements of other special districts, municipalities, or counties

Contact Someone Who Can Answer Questions About Special District General Financial Requirements

- [Financial Emergencies - Contact Information](#)
- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Florida Special District Handbook Online:

The Annual Financial Report

The Annual Financial Report is a very important report that the Department of Financial Services uses to collect uniform revenue, expenditure, debt, and other financial data from all special districts, municipalities, and counties in Florida. The Department of Financial Services compiles this data and provides it to the Florida Legislature, state and local agencies, and citizens. The data is also available on the [Department of Financial Services - Reports Website](#). It includes a list of special districts that did not comply with requirement. The Department of Financial Services provides this noncompliance list to the Joint Legislative Auditing Committee for determination if further State action is necessary.

Be careful not to confuse the Annual Financial Report with the Annual Financial Audit Report (see [The Annual Financial Audit Report](#)). These are two separate reports with two different filing requirements. In addition, the Annual Financial Report is **not** the same document as the Financial Statement.

All Special Districts Must Comply With The Annual Financial Report Requirement

All special districts must comply with the Annual Financial Report requirement - even if the special district does not have any revenues, expenditures, or debt.

The way in which special districts report depends upon whether they are independent or dependent (see [Introduction to Special Districts](#)), or whether they are a component unit (reporting entities) of a municipality or county. "Component Unit" is defined in [Summary of Statement No. 14 - The Financial Reporting Entity, Issued June 1991](#) and amended by [Summary of Statement No. 61 - The Financial Reporting Entity: Omnibus - an amendment of GASB Statements No. 14 and No. 34 \(Issued November 2010\)](#). Questions concerning whether a special district is a component unit must be directed to the special district's auditor or the appropriate municipality or county.

All counties and municipalities must also comply with this requirement. As they prepare their report, they may need financial information from special districts located solely within their boundaries. Therefore, special districts must cooperate with any such request and provide the financial information as requested by the county and / or municipality.

Filing Requirements for Independent Special Districts

All independent special districts must comply as follows:

Independent Special Districts That Are Not Component Units (Most all independent special districts fall into this category)

File a separate, independent Annual Financial Report with the Department of Financial Services, even if the special district had no revenues and no expenditures.

Independent Special Districts That Are Component Units (Very rare situation)

In the rare situation in which an independent special district is a component unit of a municipality or county:

1. File a separate, independent Annual Financial Report with the Department of Financial Services, even if the special district had no revenues and no expenditures.
2. In addition, provide financial information to the municipality or county in time to be included in the municipality's or county's Annual Financial Report, even if the special district had no revenues and no expenditures.

Filing Requirements for Dependent Special Districts

All dependent special districts must comply as follows:

Dependent Special Districts That Are Not Component Units

File a separate, independent Annual Financial Report with the Department of Financial Services, even if the special district has no revenues and no expenditures.

Dependent Special Districts That Are Component Units

Provide financial information to the municipality or county in time to be included in the municipality's or county's Annual Financial Report, even if the special district had no revenues and no expenditures.

Deadline For Submitting the Annual Financial Report

The deadline for submitting the Annual Financial Report to the Department of Financial Services is no later than nine months after the end of the special district's fiscal year. Therefore, since most special districts use a fiscal year that begins on October 1 and ends on September 30, the deadline - **at the latest** - is by each **June 30**.

If the special district has a fiscal year end date other than September 30 (such as housing authorities created under [Chapter 421, Florida Statutes - Public Housing](#)), and is waiting on its Annual Financial Audit Report to be finalized, file the Annual Financial Report no later than nine months after the close of the fiscal year under which the special district operates.

How to File the Annual Financial Report

The Annual Financial Report must be **filed electronically** on the Department of Financial Services web site. For more information, see [Rule 69I-51.003, Florida Administrative Code - Procedures for Local Government Electronic Reporting](#).

When completing their Annual Financial Report, special districts must use accounting principles, such as the Uniform Chart of Accounts, as described in the Uniform Accounting System Manual (see [Local Governments - The Uniform Accounting System Manual for Special Districts and Other Reporting Entities](#)).

Instructions for Independent Special Districts

1. Go to the following web site: [Florida Department of Financial Services, Bureau of Financial Reporting](#).
2. Look for the drop-down menu called "Annual Financial Reports/LOGGER".
3. Select "Logger Sign On".
4. Complete and submit the Annual Financial Report online.
5. Email an electronic copy of your Annual Financial Audit Report, if required, to Localgov@myfloridacfo.com.

Instructions for Dependent Special Districts

A dependent special district that is not a component unit must file its own Annual Financial Report directly with the Department of Financial Services. See above "Instructions for Independent Special Districts".

A dependent special district that is a component unit must file through its local governing authority. The local governing authority will include the special district's financial data in its Annual Financial Report and will file the report online with the Department of Financial Services.

A dependent special district that is a component unit should find out from its local governing authority exactly what they need from the special district and when they need it.

Website Requirement

Each special district's official website must provide a link to the following page on the Department of Financial Services website so the public can view the special district's Annual Financial Report:

<https://apps.fldfs.com/LocalGov/Reports/>

For more information about other special district website requirements, see [Develop and Maintain an Official Website](#).

Failure to Comply with the Annual Financial Report Requirement

See [Noncompliance Status Reports: What will happen when special districts fail to comply with important accountability filings and reports](#) for more information about what will happen when special districts do not comply with the Annual Financial Report requirement.

Contact Someone Who Can Answer Questions About The Annual Financial Report

- [Additional Information - Department of Financial Services, Bureau of Financial Reporting Contact](#)

Florida Special District Handbook Online: *The Annual Financial Audit Report*

The Annual Financial Audit Report:

- Covers the results of an annual financial audit
- Examines financial statements in order to assess whether they are fairly presented in conformity with generally accepted accounting principles
- Examines whether operations are properly conducted in accordance with legal and regulatory requirements
- Must be filed with:
 - The Auditor General
 - The Department of Financial Services

Be careful not to confuse the Annual Financial Audit Report with the Annual Financial Report (see [The Annual Financial Report](#)). These are two separate reports with two different filing requirements.

Special Districts That Must Provide For An Annual Financial Audit

- All special districts with revenues or combined expenditures and expenses exceeding \$100,000
- All special districts whose revenues or combined expenditures and expenses fall between \$50,000 and \$100,000 and have not had a financial audit for the previous two fiscal years
- All Housing Authorities in accordance with federal audit requirements

Anytime or at the direction of the Joint Legislative Auditing Committee, the Auditor General may perform audits of any governmental entity in Florida, including any special district.

In addition, the Joint Legislative Auditing Committee may investigate any matter within the scope of an audit conducted by the Auditor General, and use its powers of subpoena.

Special Districts Must Cooperate with Counties and Municipalities

Counties and municipalities must also comply with the audit requirement. As they prepare their financial audit, they may need financial information from special districts located solely within their boundaries. Therefore, special districts must cooperate with any such request and provide financial information as requested by the county and / or municipality.

Special Procedures For Dependent Special Districts That Are Component Units of a County or Municipality

The audit for dependent special districts that are component units of a county or municipality may be included in the audit of that county or municipality.

- "Component Unit" is defined in [Summary of Statement No. 14 - The Financial Reporting Entity, Issued June 1991](#) and amended by [Summary of Statement No. 61 - The Financial Reporting Entity: Omnibus - an amendment of GASB Statements No. 14 and No. 34 \(Issued November 2010\)](#)
- Questions concerning whether a special district is a component unit must be directed to the special district's auditor or the appropriate municipality or county.

The audit report must clearly state that the special district is a component unit and the special district must be included within the financial statements of the county or municipality.

Procedures to Follow When An Audit is Required

1. Create an auditor selection committee (see [Section 218.391, Florida Statutes - Auditor selection procedures](#))
2. Define auditor selection procedures. For non-mandatory suggestions see [Auditor Selection Guidelines](#).
3. Select an auditor that is an independent certified public accountant licensed pursuant to [Chapter 473, Florida Statutes - Public Accountancy](#).
4. Arrange for a financial audit to occur shortly after the beginning of the new fiscal year (usually October 1).
5. Ensure that the Annual Financial Audit Report:
 - Is prepared in accordance with the Rules of the Auditor General and contains all the required information in Rule 10.557 (see [Rules and Guidelines - Local Government](#))
 - Is a single document
 - Includes a statement that indicates whether the special district met any financial emergency conditions

Deadline For Submitting the Annual Financial Audit Report

Whichever date is the earliest:

- Within 45 days after the auditor delivers the completed audit report to the special district's governing body
- Nine (9) months after the end of the special district's fiscal year (the due date is each **June 30** for most special districts)

How to File the Annual Financial Audit Report

1. Mail one paper copy to the Auditor General (for the address, see [Direct Contact - Auditor General](#))
2. Email one electronic copy to the Auditor General (for instructions, see [Electronic Submission of Local Governmental Entity Audit Reports to the Auditor General](#))
3. Complete and mail or email the "Local Governmental Entity Audit Report Submittal Checklist." (see [Rules and Guidelines - Local Government](#) on the Auditor General's website)
4. Email one electronic copy to the Department of Financial Services at localgov@myfloridacfo.com when filing the Annual Financial Report online (see [The Annual Financial Report](#)) or, provide a link to the Annual Financial Audit Report on the special district's web site.
5. Give one copy to each member of the special district's governing body

The Auditor General's Review

The Auditor General reviews all audit reports submitted by special districts to identify:

- Financial Trends
- Significant Findings
- Whether the special district met one or more of the financial emergency conditions specified in Section 218.503(1), Florida Statutes. If conditions are met, the Auditor General will notify the Joint Legislative Auditing Committee and the Governor's office. If state assistance is needed, the special district is considered to be in a state of financial emergency (see also [Financial Emergencies](#)).

The Auditor General's Reports

The Auditor General prepares a report for the Legislature that summarizes the results of audit reviews. In addition, the Auditor General prepares a report to the Joint Legislative Auditing Committee that indicates if a special district has failed to take full corrective action in response to a recommendation that was included in the two preceding financial audit reports. The committee may direct the special district to provide a written statement to the committee:

- Explaining why full corrective action has not been taken or,
- Describing the corrective action the special district intends to take and when it will occur

If the committee determines that the written statement is not sufficient, it may require the special district to appear before the committee.

Failure to Comply with the Annual Financial Audit Report Requirement

See [Noncompliance Status Reports: What will happen when special districts fail to comply with important accountability filings and reports](#) for more information about what will happen when special districts do not comply with the Annual Financial Audit Report requirement.

Contact Someone Who Can Answer Questions About The Annual Financial Audit Report

- [Additional Information - Auditor General Contact](#)

Florida Special District Handbook Online:

Bond Financing and Reporting Requirements

Issuing Bonds

A special district's charter may authorize the special district to issue bonds, payable from taxes or other assessments, to finance or refinance capital projects. The charter will specify whether a referendum is required to issue bonds.

Bond Referendum Required

If the charter requires a bond referendum, the special district can only issue bonds after a majority vote of the people living in the special district vote in favor of a bond referendum. To start the process, the special district must adopt a resolution ordering a bond referendum. Next, the special district must give notice follows:

- Provide at least 30 days notice of the referendum
- If a local newspaper of general circulation exists in the area, publish the notice at least twice - once in the fifth week before the referendum and once in the third week before the referendum
- If no such newspaper exists in the area, post the notice in at least five places within the limits of the special district
- Hold the referenda where the special district holds its general elections

The bond referendum must comply with the general election provisions contained in [Chapter 100, Florida Statutes - General, Primary, Special, Bond, And Referendum Elections](#), unless Sections 100.201 through 100.351, Florida Statutes, exempts it otherwise. Community Development Districts are exempt from the general election procedures. The special district must pay the election costs, unless otherwise provided.

Bond Referendum Not Required

Special districts that have the authority to issue bonds without a referendum must ensure that at the time of the closing, the bonds met at least one of the following criteria:

- The bonds were rated in one of the highest four ratings by a nationally recognized rating service.
- The bonds were privately placed with or otherwise sold to accredited investors.
- The bonds were backed by a letter of credit from a bank, savings and loan association, or other creditworthy guarantor, or by bond insurance, guaranteeing payment of principal and interest on the bonds.
- The bonds were accompanied by an independent financial advisory opinion stating that estimates of debt service coverage and probability of debt repayment are reasonable. This opinion must have been provided by an independent financial advisory, consulting, or accounting firm registered where

professional registration is required by law, and is in good standing with the state and in conformance with all applicable professional standards for such opinions.

Complaint for Validation of Bonds

Any special district may determine its authority to do the following by filing a Complaint for Validation of Bonds in the circuit court of the county in which the special district is located:

- Incur Bonded Debt
- Issue Certifications of Debt
- Assess Taxes Levied or to be Levied
- Initiate Proceedings or Remedies for Collection

The Complaint for Validation of Bonds must provide the following:

- The special district's authority to incur the bonded debt or to issue certificates
- Proof that an election was held along with the results of the election
- Verification that a resolution or ordinance was adopted (if applicable)
- The amount of the bonds or certificates to be issued
- The interest the bonds are to bear
- A reference to the creation of a trust indenture established for a bonded trustee acceptable to the court (independent special districts only)

The Complaint for Validation of Bonds for drainage, conservation, or reclamation special districts, must also include proof of its authority to do the following:

- Create such a special district
- Issue the bonds
- Levy and assess taxes

The court must certify the proper expenditure of the proceeds of the bonds by issuing a Validation Order.

A special district may validate bonds, certificates, and other obligations, at its option, so no one can ever question the validity of the bonds, certificates, or other obligations. This process is as follows:

- File a Complaint for Validation pursuant to [Chapter 75, Florida Statutes - Bond Validation](#)
- The court will order the state, property owners, taxpayers, and others affected by the issue to appear at a hearing in the circuit court where the complaint is filed, to show cause why the bonds should not be validated
- At least 20 days before this hearing, the special district must serve a copy of the Complaint for Validation of Bonds and a copy of the Order to Show Cause on the state attorney in the circuit, or each circuit, if the special district's jurisdiction covers more than one judicial circuit
- The state attorney will then examine the Complaint for Validation of Bonds. If they question the validity of the bonds or certificates, the special district must make a defense. Make sure the state attorney has access to all records concerning the bonds or certificates
- No less than 20 days before the hearing, and at least once a week for two consecutive weeks, the county clerk will publish a copy of the Order to Show Cause in a newspaper of general circulation in the county or counties in which the special district filed the Complaint for Validation of Bonds. This

publication causes all people interested in the action to become defendants to the action, as if they had been personally served with process.

- If the final judgment validates the district's bonds, certificates, or other obligations, and no one makes an appeal, the judgment is forever conclusive as to matters adjudicated thereby, and no one can ever question the validity of the bonds, certificates, or other obligations

Selling General Obligation Bonds and Revenue Bonds

Special districts selling general obligation bonds and revenue bonds must sell them at a public sale by competitive bids. However, if the special district determines that it is in its best interest to sell the bonds through a negotiated sale, it may do so.

Competitive Bid Requirements

Publish, in one or more newspapers or financial journals, a notice of the sale, one or more times, at least ten days before the date of the sale. Include a truth-in-bonding statement in substantially the following form:

The (insert special district's name) is proposing to issue \$ (insert principal) of debt or obligation for the purpose of (insert purpose). This debt or obligation is expected to be repaid over a period of (insert term of issue) years. At a forecasted interest rate of (insert rate of interest), total interest paid over the life of the debt or obligation will be \$ (insert sum of interest payments).

The source of repayment or security for this proposal is the (insert special district's name) existing (insert fund). Authorizing this debt or obligation will result in \$ (insert the annual amount) of (insert special district's name) (insert fund) moneys not being available to finance the other services of the (insert special district's name) each year for (insert the length of the debt or obligation).

In addition:

- Open all proposals in public
- Do not reject any bid conforming to the notice of sale, unless all bids are rejected. If all bids are rejected, the bonds may then be sold at a public sale by competitive bids or negotiated sale
- Award the bonds, by resolution, to the lowest bid consistent with the notice of sale
- Within 90 days after delivery of the bonds, each underwriter or financial consultant must file with the special district a statement listing the fees, bonuses, or gratuities the underwriter paid to anyone other than a regular employee of the underwriter

Negotiated Sale Requirements

If a special district's governing body determines that a negotiated sale of the bonds is in the best interest of the special district, the special district may negotiate the sale of the bonds. The following special requirements apply:

- The special district's governing body must hold a public meeting to adopt a Resolution for Bond Sale authorizing a negotiated bond sale. This resolution must state the specific reasons why a negotiated sale is necessary. This resolution may also authorize the issuance of such bonds.
- The managing underwriter or financial consultant or advisor must provide a disclosure statement to the special district before the special district awards the bonds to the managing underwriter. The disclosure statement must contain the following information:
 - An itemized list showing the nature and estimated amounts of expenses that the managing underwriter will incur in connection with issuing the bonds
 - The names, addresses, and estimated amounts of compensation of any "finders" connected with the issuance of the bonds. A "finder" is a person who is not regularly employed by, or not a partner or officer of, an underwriter, bank, banker, or financial consultant or adviser and who enters into an understanding with either the issuer or the managing underwriter, or both, for any paid or promised compensation or valuable consideration directly or indirectly, expressly or impliedly, to act solely as an intermediary between such issuer and managing underwriter for the purpose of influencing any transaction in the purchase of such bonds.
 - The amount of underwriting spread expected
 - Any management fee the managing underwriter will charge
 - Any other fee, bonus, and other compensation estimated to be paid by the managing underwriter in connection with the bond issue to any person not regularly employed or retained by it
 - The managing underwriter's name and address
 - Any other disclosure the special district may require

Within 90 days after the delivery of the bonds each underwriter or financial consultant must file with the special district a statement listing the following:

- Management fees charged by the underwriter
- Underwriting spread to be realized
- Fees, bonuses, or gratuities paid by the underwriter to anyone other than a regular employee of the underwriter

Bond Reporting Requirements

All special districts issuing bonds must submit to the Division of Bond Finance, an Advance Notice of Sale, Bond Information Form (BF2003) and a copy of the Official Statement, if one is published. In addition, submit Bond Disclosure Form BF2004-A Competitive Sale or BF2004-B Negotiated Sale, unless the special district is issuing bonds under the following statutes:

- Health Facilities Authorities Law, [Chapter 154, Part III, Florida Statutes - Health Facilities Authorities](#)
- Florida Industrial Development Financing Act, [Chapter 159, Part II, Florida Statutes - Florida Industrial Development Financing Act](#)
- Industrial Development Authorities, [Chapter 159, Part III, Florida Statutes - Industrial Development Authorities](#)
- Research and Development Authorities Law, [Chapter 159, Part V, Florida Statutes - Research and Development Authorities](#)
- County Higher Educational Facilities Authorities Law, [Chapter 243, Part I, Florida Statutes - County Higher Educational Facilities Authorities Law](#)

The Division of Bond Finance has implemented a system for electronic filing of the notice of sale and the information forms. Filing electronically at the following website satisfies the statutory reporting requirements, and does away with the need to submit paper copies of documents.

- [State of Florida - Division of Bond Finance Local Bond Monitoring](#)

The following reporting requirements apply to special district bond issues (but not bond anticipation notes):

Advance Notice of a Bond Sale

Before a special district issues general obligation or revenue bonds, the special district must provide advance notice of the sale to the Division of Bond Finance. The Division of Bond Finance strongly encourages special districts to file the notice of sale electronically at the following website:

- [State of Florida - Division of Bond Finance Local Bond Monitoring](#)

In the event an issuer does not have the capacity to file electronically, the Division of Bond Finance requires no specific format for the advance notice from the special district. However, it must include the following:

- Issuer's Name
- Issue Name
- Estimated Issue Amount
- Expected Sale Date

If a notice of sale is published, the notice may be forwarded to the Division of Bond Finance before the sale date, satisfying the requirement for the advance written notice. If the sale of the bond issue is by a competitive sale process, the notice must be published at least ten days before the sale in one or more newspapers or financial journals published in or out of Florida.

Bond Information Form/Bond Disclosure Form (BF2003/2004A and B)

This form collects bond information from new bond issues only, as appropriate, depending upon the circumstances of the bond issuance:

- Bond Information (BF2003) - File within 120 days after the delivery of the bond issue.
- Bond Disclosure (Competitive Sale, BF2004-A) - File within 120 days after delivery of the bonds.
- Bond Disclosure (Negotiated Sale, BF 2004-B) - File within 120 days after delivery of the bonds.

The Division of Bond Finance has combined the forms into a single document for ease and convenience in electronic filing. Please note that an issuer may access the forms at the following website after the notice of sale has been electronically submitted:

- [State of Florida - Division of Bond Finance Local Bond Monitoring](#)

Bond Verification Form (BF 2005)

The Division of Bond Finance periodically sends this form, along with copies of bond disclosure information they have on file, to special districts for updating. Within 45 days, the special district must update and correct items on the form as necessary, then return it to the Division of Bond Finance.

Final Official Statement

The final official statement is a document published by the issuer (usually prepared by underwriter's counsel or disclosure counsel), which generally discloses material information on a bond issue. This includes the purposes of the bond issue, how the bonds will be prepaid, and the financial, economic and demographic characteristics of the issuer. Investors may use this information to evaluate the credit quality of the bonds. Some bonds may be issued without publishing an official statement; however, if one is published regarding an issue for which a filing is required with the Division of Bond Finance, the Official Statement must also be filed with the Division of Bond Finance. Because official statements are often quite lengthy, it is preferable that they be filed in electronic format via e-mail to sharon.williams@sbafla.com.

IRS Form 8038

If the special district issued any bonds under the following, file a copy of this form with the Division of Bond Finance, in addition to the other forms:

- [Florida Industrial Development Financing Act, Chapter 159, Part II, Florida Statutes - Florida Industrial Development Financing Act](#)
- [Industrial Development Authorities Law, Chapter 159, Part III, Florida Statutes - Industrial Development Authorities](#)
- [Research and Development Authorities Law, Chapter 159, Part V, Florida Statutes - Research and Development Authorities](#)

Failure to Comply with Bond Reporting Requirements

In the case of a special district that does not timely file bond related reports or information, the State Board of Administration, Division of Bond Finance, will notify the Special District Accountability Program. The program will send a certified letter to the special district that summarizes the requirements and encourages it to take steps to prevent the noncompliance from reoccurring.

Contact Someone Who Can Answer Questions About Bond Financing and Reporting Requirements

- [Additional Information - State Board of Administration, Division of Bond Finance Contact](#)

Florida Special District Handbook Online:

Retirement Plans and Reporting Requirements

The Florida Protection of Public Employee Retirement Benefits Act ([Chapter 112, Part VII, Florida Statutes - Actuarial Soundness of Retirement Systems](#)) governs local government and alternative retirement plans supported in part or completely by public funds. When local governments, such as special districts, use public funds to pay for a public employee retirement plan, the plan administrator must manage the plan to ensure the following:

- Employees' retirement benefits are protected
- Costs are allocated equitably to current and future taxpayers

Retirement Plan Options for Special Districts

Independent Special Districts

- May participate in the Florida Retirement System
- May participate in other existing plans
- May establish its own plan
- May have no plan

Dependent Special Districts

- Must participate in the Florida Retirement System if its governing authority participates in the Florida Retirement System
- Subject to the directives of its local governing authority that does not participate in the Florida Retirement System:
 - May participate in the same retirement plan of its governing authority
 - May participate in another plan
 - May establish its own plan
 - May have no plan

Types of Retirement Plans

Locally Established Defined Benefit Retirement Plan

Locally established defined benefit retirement plans may be administered in-house, by an insurance company, or through other arrangements, such as a contract administrator, a money manager or a combination of administrators. The plan must be managed, administered, operated and funded in a way that maximizes the protection of the benefits. It is not permitted to use any procedure, methodology, or

assumptions that would transfer to future taxpayers any portion of the costs that the current taxpayers should pay.

Features

- Is not an individual account plan. Generally provides a monthly benefit for life.
- Uses a predefined formula to calculate the benefit amount
- The special district contributes an actuarially determined amount to support the promised benefits. Therefore, the special district bears the full investment risk. The contribution amount depends upon the plan's actuarial experience:
 - If favorable, the special district can reduce its contributions;
 - If unfavorable, the special district must increase its contributions.
- The employees may be required to contribute
- The benefit amount is not affected by investment experience
- It guarantees predefined retirement benefits. Therefore, the individual can know at any given time their retirement benefit amount, which is generally specified as income for life. The retirement benefit amount is agreed upon in advance, or, determined by applying the plan's benefit formula to salient facts about the individual (e.g., years of service, average final salary, etc.).

Reporting Requirement - Actuarial Valuation Report

Defined benefit retirement plans must go through an actuarial valuation review at least once every three years by an enrolled actuary who collects and analyzes data about the plan's finances, statistics, and employee demographics. This review helps to ensure that the retirement plan can pay benefits to current and future retirees. The actuary prepares this report, revealing the results of the review. Within 60 days of completion and certification by the actuary, special districts must do the following:

- Make the results of the report available for public inspection upon request
- File the results with the special district's governing board or plan administrator
- File the results with the Department of Management Services

Failure to Comply with the Actuarial Valuation Report

The Department of Management Services will notify the special district and the plan's administrator and request adjustments to the report and/or the additional information if any of the following occurs:

- The special district fails to submit the actuarial valuation report
- The report is incomplete, inaccurate, or not based on reasonable assumptions
- Fails to satisfy the requirements of [Chapter 112, Part IV, Florida Statutes - Supplemental Retirement Act for Retired Members of State Retirement Systems](#)
- Additional information is needed

Within a reasonable period of time after receiving this request, the special district must satisfy the requests and/or notify the Department of Management Services of the progress of the request or its refusal to comply with the request. The Department of Management Services may extend the response deadline if the special district is making reasonable progress.

If the Department of Management Services determines that the special district has not or will not satisfy the requests, the Department of Management Services will notify the special district and the plan's administrator of the consequences for failure to comply:

- The Department of Financial Services and the Department of Revenue will withhold from the special district any funds not pledged for satisfaction of bond debt service until the requests are satisfied.

Within 21 days of receipt of this notice, the special district may petition for an administrative hearing under:

- [Section 120.569, Florida Statutes - Decisions which affect substantial interests](#)
- [Section 120.57, Florida Statutes - Additional procedures for particular cases.](#)

If the hearing officer finds in favor of the Department of Management Services, the Department of Management Services will prepare the actuarial valuation and/or collect the requested information and charge the cost to the special district. If the Department of Management Services does not receive payment of the costs within 60 days of invoice, the Department of Management Services will certify to the Department of Revenue and the Department of Financial Services the amount due and the Department of Revenue and Department of Financial Services will pay the Department of Management Services the amount due from any funds not pledged for satisfaction of bond debt service payable to the special district.

If the hearing officer finds in favor of the special district, the Department of Management Services will decide whether to prepare an actuarial valuation report and/or collect the requested information, and pay the costs of doing so.

In addition, the Department of Management Services will notify the Department of Economic Opportunity, which must proceed pursuant to [Section 189.067, Florida Statutes - Failure of district to disclose financial reports](#) (see [Noncompliance Status Reports: What will happen when special districts fail to comply with important accountability filings and reports](#) for more information).

Actuarial Impact Statement for Proposed Plan Amendments

Each special district can propose benefit changes to its defined benefit retirement plan. For example, a special district may propose adding a new benefit, or increasing the benefit accrual rate (e.g., from 2% per year of service to 2.5%), or reducing the age/service eligibility requirement.

Before the benefit improvement can be adopted, the plan administrator or an enrolled actuary must analyze the effect the changes will have on the actuarial soundness of the plan. This includes the plan's ability to support the increased benefit cost in the short and long term. The result of this analysis is called an actuarial impact statement. The actuarial impact statement must meet the following requirements:

- It must be issued before the final public hearing about the proposed change.
- It must contain the following information:
 - A description of the proposed amendment

- A statement that the actuary was provided with a copy of the proposed amendment
- A statement, signed by an enrolled actuary, of the estimated cost of implementing the amendment. It must include sufficient data about the amendment so that an actuary unfamiliar with the situation could accurately assess the statement's conclusion. It must be based on the actuarial valuation prepared within 12 months of the effective date of the proposed amendments.
- A statement saying that the proposed amendment complies with:
 - [Chapter 112, Part VII, Florida Statutes - Actuarial Soundness of Retirement Systems](#)
 - [Section 14, Article X of the Florida Constitution - State retirement systems benefit changes](#)

File the actuarial impact statement and the amendment with the Department of Management Services, along with a written declaration that the prepared information reflects the estimated costs of the proposed amendment. The plan administrator must certify, sign, and date the statement.

If the Department of Management Services finds the statement unacceptable, it will do the following:

- Give specific reasons for the unacceptable determination.
- Make a formal request to the special district to amend the proposed change.
- Notify the special district of the consequences of failing to respond to the requests.

The special district may do the following:

- Provide additional information to support the special district's proposal
- Amend the actuarial impact statement
- Petition for a hearing under:
 - [Section 120.569, Florida Statutes - Decisions which affect substantial interests](#)
 - [Section 120.57, Florida Statutes - Additional procedures for particular cases](#)

If the hearing officer finds in favor of the Department of Management Services, the Department of Management Services will prepare the actuarial valuation and/or collect the requested information and charge the cost to the special district. If the Department of Management Services does not receive payment of the costs within 60 days of invoice, the Department of Management Services will certify to the Department of Revenue and the Department of Financial Services the amount due and the Department of Revenue and Department of Financial Services will pay the Department of Management Services the amount due from any funds not pledged for satisfaction of bond debt service payable to the special district.

If the hearing officer finds in favor of the special district, the Department of Management Services will decide whether to prepare an actuarial valuation report and/or collect the requested information, and pay the costs of doing so.

Additional Actuarial Disclosures

Special districts that sponsor defined benefit pension plans for its employees are required to report additional actuarial disclosures within 60 days of receipt of their certified actuarial reports. These additional disclosures include financial statements that comply with [Governmental Accounting Standards Board Statement 67](#) and [Governmental Accounting Standards Board Statement 68](#) and use prescribed

mortality tables and rate of return assumption adjustments, cash flow projections, and adjusted contribution requirements. This information must be submitted to the Department of Management Services electronically and placed on the district's website. In addition, certain other disclosures must also be placed on the district's website, including the plan's most recent financial statements and actuarial valuation, a five-year comparison of assumed and actual rates of return, and asset allocation percentages. More information can be found in [Section 112.664, Florida Statutes - Reporting standards for defined benefit retirement plans or systems](#).

Locally Established Defined Contribution Retirement Plans

In a defined contribution retirement plan, the contributions of the special district, and if applicable, the employee, are invested. The employee usually has some choice about how contributions are invested. When it is time to collect benefits, the employee receives the principal and the accumulated interest. If investments are successful, the employee may be pleased with the benefits. If investments are poor, the employee may be disappointed with the benefits. This plan may be administered in-house, by an insurance company, or through other arrangements, such as a contract administrator, money managers or a combination of administrators.

Features

- Provides an individual account for each participant
- The amount of each participant's benefit is based solely upon the amount contributed to the participant's account, and any income, expenses, gains and losses and, if applicable, any forfeiture of accounts of other participants that may be allocated to their account
- The value of each account can be determined anytime. The plan defines the amount of the plan sponsor's annual contribution to each account
- The participant bears the full investment risk

Reporting Requirement - Defined Contribution Report

Special districts with defined contribution plans must submit this report to the Department of Management Services annually.

Prepare this report according to either the plan's anniversary date or the special district's fiscal year. It must contain the following information:

- Plan description
- Contribution formula
- Vesting schedule
- Normal retirement date
- Member eligibility
- Anniversary date
- Plan sponsor
- Plan administrator

- Sources of funds
- Any changes and/or amendments to the plan since the last report
- A statement by the plan administrator's that verifies the completeness and accuracy of the report.

Filing Requirement When Initially Implementing a Defined Contribution Plan

Send the following documents to the Department of Management Services:

- Plan documents
- Ordinances
- Contracts
- Enactment or other statement on funding and administration
- A copy of the Internal Revenue Service Plan qualification letter, approving the plan as tax qualified, if applicable
- Internal Revenue Code section under which the plan operates

Local Government Retirement Plan Requirements

Special districts with a local government retirement plan must maintain accurate and accessible records of the following:

- For All Active or Inactive Members:
 - ID number
 - Birth date
 - Employment dates
 - Occupational classification
 - Period of credited service (divided between prior and current service)
- For All Active Members:
 - Current pay rate
 - Current rate of contributions
 - Cumulative contributions (with accumulated interest)
- For All Inactive Members:
 - Age when deferred benefit begins
 - Average final compensation or equivalent
- For All Retired Members and Other Beneficiaries:
 - ID number
 - Birth date
 - Gender
 - Date benefit begins
 - Retirement type
 - Amount of monthly benefit
 - Type of survivor benefit

Firefighter Pensions

Independent special fire control districts that elect to participate under the provisions of Chapter 175, Florida Statutes, are entitled to the benefits available under a uniform retirement system for firefighters. For more information on eligibility and benefits, see [Chapter 175, Florida Statutes - Firefighter Pensions](#), or contact the Department of Management Services, Division of Retirement (see next section).

Additional reporting requirements are applicable. By February 1 each year, independent special fire control districts participating as a chapter plan, and by March 15 each year, independent special fire control districts participating as a local law plan must file an annual report with the Division of Retirement regarding actuarial valuations. For specific information on the reporting requirements, see [Section 175.261, Florida Statutes, Annual Report to Division of Retirement; Actuarial Valuations](#).

Contact Someone Who Can Answer Questions About Local Government Retirement Plans

- [Additional Information - Department of Management Services, Division of Retirement Contact \(Local Retirement\)](#)

Florida Retirement System

The Florida Retirement System provides retirement, disability or death benefits to retirees or their designated beneficiaries, and offers a wide range of informational services to its members.

Special districts participating must make monthly contributions, as a percentage of salary paid, to the Florida Retirement System based on the membership class of each employee. The Legislature establishes employer contribution rates annually.

The State Board of Administration has a governing board consisting of the Governor, the Attorney General, and the Chief Financial Officer. The board is responsible for investing the assets of the Florida Retirement System Trust Fund for the defined benefit plan. The State Board of Administration is also responsible for the administration of the defined contribution plan (subcontracted to Aon Hewitt) and the financial education program for all members (subcontracted to Ernst & Young and Financial Engines).

The Florida Retirement System is carefully monitored as follows:

- Annually, the Division of Retirement presents a comprehensive written report to the Florida Legislature concerning the Florida Retirement System.
- Annually, the Division of Retirement has an independent actuary study the Florida Retirement System to determine its fiscal soundness and to recommend employer contributions to the Legislature that are sufficient to meet the actuarially sound funding requirements to pay current and future benefits.
- Ongoing, the Office of Program Policy Analysis and Government Accountability contracts with an independent consulting actuary to review the valuation for reasonableness. This helps the Office of Program Policy Analysis and Government Accountability determine if the Florida Retirement System is complying with the Florida Protection of Public Employee Retirement Benefits Act. The Office of

Program Policy Analysis and Government Accountability works with the Auditor General that audits the State Board of Administration.

Two Choices of Plans

- A defined benefit plan
- A defined contribution plan

Florida Retirement System Eligibility

Compulsory (For Regularly Established Positions)

- State Employees
- County Employees
- District School Board Employees
- Community College Employees
- University Employees
- Dependent Special Districts if its governing authority participates

May Join

- Cities
- Independent Special Districts
- Public Charter Schools
- Metropolitan Planning Organizations

After a city, special district, charter school, or metropolitan planning organization joins, all current and future regular employees filling regularly established positions become compulsory members.

If the independent or dependent status of the special district changes, the special district must contact the Division of Retirement to confirm its continued eligibility.

Special District Responsibilities

Ensure that contributions are received by the Division of Retirement by the fifth working day of the month following the month in which the salary was paid.

Contribution Delinquencies

If a special district is delinquent in making its payment, the Division of Retirement may assess a fee of one-percent of the contributions due.

If the contributions are delinquent after 120 days, the state may withhold the amount owed from any state funds allocated to the special district and/or have the local tax collector collect the funds. In addition, the employer of delinquent contributions for a defined contribution plan member will also be liable to reimburse the member's individual account for market losses resulting from the late contributions, plus the cost of the third-party administrator for determining the loss.

Failure to Meet A Pension Obligation

A special district financial emergency exists if the special district fails to transfer its own contributions or employee contributions for any pension, retirement, or benefit plan of an employee, or fails to pay retirement benefits owed to former employees. Therefore, the Department of Management Services must notify the Governor (see [Financial Emergencies](#) for more information).

Contact Someone Who Can Answer Questions About the Florida Retirement System

- [Florida Retirement System - Contact Information](#)

Florida Special District Handbook Online:

Ethics Laws and Disclosures

The Code of Ethics ([Chapter 112, Part III, Florida Statutes - Code of Ethics for Public Officers and Employees](#)), was created to help:

- Prevent conflicts between public duty and private interests
 - Ensure that public sector employees and officers will not use government office for private gain
- All special district local officers and special district employees must comply with Florida's ethics laws.

Lobbyists wishing to lobby a Water Management District must register with the district prior to undertaking any lobbying activities. For more information, see [Section 112.3261, Florida Statutes - Lobbying before water management districts: registration and reporting](#).

This section covers ethics laws and related forms and filings, which are available on the [Florida Commission on Ethics](#) web site (look for the "forms" link).

Ethics Disclosures

Lobbyist - For purposes of ethics disclosures, a **lobbyist** is any natural person who, for compensation, seeks or has sought during the past 12 months to:

- Influence the governmental decision-making of a special district local officer, procurement employee, or their special district, or,
- Seeks or sought to encourage the passage, defeat, or modification of any proposal or recommendation by a special district local officer, procurement employee, or their special district

The following public officers and employees must file ethics disclosures:

- A person elected to a special district's governing body
- A person appointed to complete an unexpired term
- A person appointed to a special district's governing body
- A person seeking nomination or election to a special district's governing body
- A special district's chief administrative employee
- A fire chief of a fire control special district
- A special district purchasing agent making purchases more than \$20,000

Each January, the Commission on Ethics mails surveys to all counties, municipalities, and special districts to find out who must file Statement of Financial Interests (Form 1), the limited disclosure form. Then, the Commission on Ethics provides a list of those who must file this form to all County Supervisors of Elections. All special district local officers and specified employees (the chief administrative employee and any purchasing agent making purchases more than \$20,000) must file this form. They may also need to file additional disclosures, depending upon their position, businesses, or interests. Form 1 describes

this in more detail. Therefore, all special district officers and specified employees must review Form 1 carefully. This section summarizes disclosure requirements.

Form 1, Statement of Financial Interests

Who Must File Form 1, Statement of Financial Interests?

- All independent special district local officers and specified employees must file this report even if no financial interests exist that require disclosure

Where do I File Form 1, Statement of Financial Interests?

- The Supervisor of Elections in the county in which they permanently reside

When do I File Form 1, Statement of Financial Interests?

- Within 30 days of the appointment or date of employment
- By July 1 every year thereafter

What Must Be Disclosed on Form 1, Statement of Financial Interests?

- Primary sources of income
- Secondary sources of any business income
- Real estate owned
- Intangible personal property owned
- Liabilities greater than net worth or \$10,000 (depending on the calculation threshold)
- Interests in specified businesses

Note: The form does not require dollar figures.

Consequences of Failure to File or Properly Complete Form 1, Statement of Financial Interests

This form is due July 1. Any person who does not file this form by September 1 will be subject to automatic fines of \$25 for each late day, up to a cap of \$1,500. Modeled after the automatic fine system in place for campaign finance reports, the Ethics Commission can hear appeals and has the power to waive fines under limited circumstances.

Read the full set of directions that come with the form and complete the form as required. Contact the Commission on Ethics if you have questions about how to complete the form. Failure to properly complete the form can result in a complaint being filed against you. Penalties for violations found as a result of the complaint process range from a public censure, reprimand, suspension, demotion, reduction in pay, or a civil penalty of up to \$10,000.

Any person who fails to file their annual disclosure is subject to automatic complaint proceedings to determine if the failure to file was willful. If the Commission determines that the person willfully failed to file their disclosure form, the Commission will enter an order recommending that the officer or employee be removed from his or her public office or employment.

Form 1F, Final Statement of Financial Interests

Who Must File Form 1F, Final Statement of Financial Interests?

- All independent special district local officers and employees who must file Form 1, Statement of Financial Interests

When To File Form 1F, Final Statement of Financial Interests?

- Within 60 days of leaving their public office or employment position covering the period between January 1 and their last day of office or employment.

Form 2, Quarterly Client Disclosure (Special Purpose Form)

Who Must File Form 2, Quarterly Client Disclosure?

- Certain independent special district local officers may be required to file it, depending upon their position, businesses, or interests:
 - If they represented a client for a fee or commission before any agency within the political subdivision served by that special district
 - If any of their partners or associates of a professional firm of which they are a member represented a client for a fee or commission before any agency within the political subdivision served by that special district and the special district local officer has knowledge of that representation

Where do I File Form 2, Quarterly Client Disclosure?

- The Supervisor of Elections of the county in which the special district local officer permanently resides

When do I File Form 2, Quarterly Client Disclosure?

- No later than the last day of the calendar quarter following the calendar quarter during which the representation was made

Form 3A, Interest in Competitive Bid for Public Business (Special Purpose Form)

Special district local officers and employees are prohibited from:

- Doing business with that special district
- Entering into a conflicting employment or contractual relationship with any other special district local officer, employee, their spouse and/or their children

Certain limited exemptions apply to these prohibitions, such as the following:

- The business is awarded under a system of sealed competitive bidding; and,
- The special district local officer has exerted no influence on bid negotiations or specifications; and,
- Disclosure is made, before or at the time of the submission of the bid, of the special district local officer's or employee's or his or her spouse's or child's interest and the nature of the intended business.

Who Must File Form 3A, Interest in Competitive Bid for Public Business?

- Special district local officers and employees that need to disclose competitive bidding interests

Where do I File Form 3A, Interest in Competitive Bid for Public Business?

- The Supervisor of Elections of the county in which the special district is located

When do I File Form 3A, Interest in Competitive Bid for Public Business?

- Before or at the time of the bid submission

Form 4A, Disclosure of Business Transaction, Relationship or Interest (Special Purpose Form)

Special district local officers and employees are prohibited from:

- Doing business with that special district
- Entering into a conflicting employment or contractual relationship with any other special district local officer, employee, their spouse and/or their children

Certain limited exemptions apply to these prohibitions, such as the following:

- Disclosure is made, before the time of the submission of the bid, of the special district local officer's or employee's or his or her spouse's or child's interest and the nature of the intended business.

Who Must File Form 4A, Interest Disclosure of Business Transaction, Relationship or Interest?

- Special district local officers and employees that need to disclose interest in sole source of supply

Where do I File Form 4A, Interest Disclosure of Business Transaction, Relationship or Interest?

- The governing body of the political subdivision

When do I File Form 4A, Interest Disclosure of Business Transaction, Relationship or Interest?

- Before the bid submission

Form 8B, Memorandum of Voting Conflict for County, Municipal, and Other Local Public Officers - (Special Purpose Form)

A special district local officer must abstain from voting on the following measures:

- One that inures to his or her special private gain or loss.
- One that inures to the special gain or loss of a principal (other than a government agency) by whom he or she is retained.
- One that could result in special private gain or loss to a relative.
- One that could result in special private gain or loss to a business associate. Special district local officers of community redevelopment agencies and special district local officers of independent special districts elected on a one-acre, one-vote basis, are not prohibited from voting in that capacity.

Who Must File Form 8B, Memorandum of Voting Conflict for County, Municipal, and Other Local Public Officers?

- Elected special district local officers must abstain from voting in these situations but may participate in such matters
- However, appointed special district local officers must disclose the nature of the conflict *before making any attempt to influence the decision*. If an appointed special district local officer intends to try

to influence the decision before the meeting in which the vote will take place, the special district local officer first must complete this form.

Where do I File Form 8B, Memorandum of Voting Conflict for County, Municipal, and Other Local Public Officers?

- With the person responsible for recording the minutes of the meeting, who must incorporate the form in the minutes, provide a copy to the other members of the special district, and read the form at the next meeting
- If the special district local officer does not try to influence the decision except by discussion at the meeting in which the vote will take place, they must disclose orally the nature of the conflict in the measure before participating. The form must be:
 - Completed and filed within 15 days after the vote occurs with the person responsible for recording the minutes of the meeting
 - Incorporated in the minutes
 - Copied immediately for the other members of the governing body
 - Read publicly at the next meeting after the form is filed

Form 9, Quarterly Gift Disclosure

A "gift" is anything accepted by a person or on that person's behalf, whether directly or indirectly, for that person's benefit, and for which equal or greater consideration is not given within 90 days. Examples of reportable "gifts" include the following:

- Real property or its use
- Tangible or intangible personal property or its use
- Preferential rates or terms on transactions unavailable to others similarly situated
- Forgiveness of a debt
- Transportation (unless provided by an agency in relation to officially approved governmental business)
- Lodging or parking
- Food or beverage
- Dues, fees, and tickets
- Plants and flowers
- Personal services for which a fee is normally charged
- Any other goods or services with an attributable value

The definition of "gift" does not include the following:

- Salary, benefits, services, fees, commissions, gifts, or expenses associated with one's private employment, business, or service as an officer or director of a corporation or organization
- Campaign contributions or expenditures pursuant to the election laws
- An honorarium or honorarium expense (Use Form 10 - see below)
- An award, plaque, certificate, etc., given in recognition of public, civic, charitable, or professional service
- Honorary membership in a service or fraternal organization
- The use of a public facility or public property provided by a governmental agency for a public purpose

- Certain gifts from organizations which promote the exchange of ideas or the professional development of governmental officials and employees whose membership is primarily composed of elected or appointed public officials or staff, if the gift is to a member of the organization
- Gifts from relatives
- Gifts from certain governmental entities (Use Form 10 - see below)
- Contributions or expenditures by a political party

Prohibited Gifts include the following:

- Gifts valued at more than \$100 from a vendor, lobbyist or the partner, firm, or principal of a lobbyist
- Gifts valued at more than \$100 from political committees or committees of continuous existence

Special district local officers and specified employees *may not solicit any gift*, including food or beverage, from the following:

- A political committee
- A committee of continuous existence
- A lobbyist who has lobbied that special district local officer's or specified employee's special district within the past 12 months
- A partner, firm, employer, or principal of a lobbyist.
- A vendor

A special district local officer or specified employee may accept a gift valued between \$25 and \$100 from those previously listed. The person giving the gift to the special district local officer or specified employee must report the gift on Commission on Ethics Form 30, Donor's Quarterly Gift Disclosure, and notify the special district local officer that they will disclose the gift as required.

A special district local officer or specified employee may not directly or indirectly accept a gift worth more than \$100 from those previously listed. However, they may accept it on behalf of the special district. Then, the special district local officer or specified employee must promptly transfer the gift to the special district.

Water management districts, the South Florida Regional Transportation Authority, the Technological Research and Development Authority, and airport authorities that lobby governmental entities may give a gift worth more than \$100 to other people required to file Form 1 (certain state officers, local officers, and state employees - see Form 1 for more information) if they can show a public purpose for giving the gift. The special district giving the gift must provide a statement describing the gift, the date it was given, and its value to the recipient by March 1 of the following year so the recipient can report such gifts on Form 10.

Who Must File Form 9, Quarterly Gift Disclosure?

- Special district local officers receiving any gift worth more than \$100 from someone who is *not* a relative or a lobbyist (including the partner, firm, or principal) of the special district.

Where do I File Form 9, Quarterly Gift Disclosure?

- Notarize the form and file it with the Commission on Ethics

When do I File Form 9, Quarterly Gift Disclosure?

- By the last day of the calendar quarter following the previous calendar quarter during which they received the gift.

Form 10, Annual Disclosure of Gifts from Governmental Entities and Direct Support Organizations and Honorarium Event Related Expenses

Honorarium refers to a payment of money or anything of value, directly or indirectly, as consideration for one or more of the following:

- Presentation in person, recorded, or broadcast
- Written material, excluding books published or in publication

An honorarium does not include the following:

- Ordinary payment or salary related to one's public duties
- Payment for services not related to the reportable duties of a special district local officer or employee
- Campaign contributions defined in [Chapter 106, Florida Statutes - Campaign Financing](#)
- Reasonable expenses for transportation, lodging, food, beverages, and event registration fees related to a presentation or to written material (an honorarium event related expense)

Special district local officers and specified employees may not solicit an honorarium related to his or her public office or duties nor knowingly accept an honorarium from the following:

- A lobbyist who has lobbied the special district local officer's or specified employee's special district within the past 12 months
- A partner, firm, employer, or principal of that lobbyist
- A vendor
- A political committee
- A committee of continuous existence

Special district local officers and specified employees may accept the payment of actual and reasonable transportation, lodging, food and beverage expenses, and registration fees related to an honorarium event from such persons or entities, if the special district local officer or employee discloses such expenses.

Those that pay the official expenses must provide to the special district local officer or employee an expense report within 60 days after the honorarium event that contains:

- The name and address of the person providing the expenses
- A description of the expenses provided each day
- The total value of the expenses provided for the honorarium event.

The special district local officer or specified employee must report the expenses received during the preceding calendar year on Form 10 as part of their annual financial disclosure and should attach the statement from those paying the expenses.

Who Must File Form 10, Annual Disclosure of Gifts from Governmental Entities and Direct Support Organizations and Honorarium Event Related Expenses?

- All special district local officers and specified employees filing Form 1 who received reportable gifts from governmental entities and direct support organizations and/or honorarium event related expenses must use to report them.

Where do I File Form 10, Annual Disclosure of Gifts from Governmental Entities and Direct Support Organizations and Honorarium Event Related Expenses?

- File it with the Commission on Ethics

When do I File Form 10, Annual Disclosure of Gifts from Governmental Entities and Direct Support Organizations and Honorarium Event Related Expenses?

- By July 1

Form 40, Certification By Trustee of Qualified Blind Trust

Who Must File Form 40, Certification By Trustee of Qualified Blind Trust?

- The trustee appointed by a public officer who created a qualified blind trust pursuant to [Section 112.31425, Florida Statutes - Qualified blind trusts](#)

Where do I file Form 40, Certification By Trustee of Qualified Blind Trust?

- File it with the Commission on Ethics

When do I file Form 40, Certification By Trustee of Qualified Blind Trust (Form 40)?

- Within five business days after qualified blind trust agreement is executed.

Penalties for Code of Ethics Violations

Non-Criminal

Penalties for special district officers and employees:

- Impeachment
- Removal or suspension from office or employment
- Public censure, reprimand, demotion, or salary reduction
- A civil penalty up to \$10,000
- Restitution of pecuniary benefits they received

Penalties for candidates seeking election to a special district's governing body:

- Disqualification from being on the ballot
- Public censure or reprimand
- A civil penalty up to \$10,000

Penalties for former special district local officers and employees:

- Public censure and reprimand
- A civil penalty up to \$10,000

- Restitution of pecuniary benefits they received

Criminal Offenses

Examples of criminal offenses include, embezzlement or theft of public funds, bribery, impeachable offenses, threatening a public servant, and defrauding the public or the special district.

- Forfeiture of all retirement rights and benefits

Violations of Gift Law and/or Honorarium Provisions By a Lobbyist

Violations may result in:

- A fine up to \$5,000
- A two-year ban from lobbying, or employing someone to lobby, before the agency of the person to whom the gift or honorarium was given

Contact Someone Who Can Answer Questions About Ethics Laws and Disclosures

- [Additional Information - Commission on Ethics Contact](#)

Florida Special District Handbook Online:

Sunshine Law and Public Records Law

Sunshine Law (Open Meetings)

Special district governing boards must comply with Florida's Sunshine Law. The Sunshine Law requires that any gathering (formal or casual) of two or more members of the same governing body to discuss some matter on which foreseeable action will be taken by the governing body must be open to the public unless the Legislature has created an exemption from the Sunshine Law for that meeting. The Sunshine Law applies to discussions, deliberations and formal actions taken by the board regardless of whether the matter has been scheduled for a vote or whether there is a quorum present. Members of a board may not conduct private discussions about board business via email, telephone, text messaging, Facebook or any other form of communication. Special districts are also subject to additional public meeting and notice requirements as outlined below.

Public Notice Requirements

Sunshine Law Meeting Notice Requirements

The Sunshine Law requires that boards provide reasonable public notice of their meetings. [Section 286.0105, Florida Statutes](#), also requires that the notice include a statement that anyone wanting to appeal an official decision made on any subject at the meeting must have a verbatim record of the meeting that includes the testimony and evidence on which the appeal is based (does not apply to tax increase notices in [Section 200.065\(3\), Florida Statutes, method of fixing millage](#)).

Uniform Special District Accountability Act Meeting Notice Requirements - Schedule

The Uniform Special District Accountability Act, requires each special district's governing body to:

- Prepare and adopt a regular public meeting schedule quarterly, semiannually, or annually that includes the date, time, and location of each scheduled meeting
- File a copy of the schedule with the special district's local governing authority or authorities
- Publish the schedule in the legal notices and classified advertisements section of a newspaper that meets the following criteria:
 - It is of general or paid circulation in the county or counties in which the special district is located.
 - It is a community newspaper of general interest and readership, as opposed to limited subject matter and,
 - It is published at least five days a week, unless the only newspaper in the county is published fewer than five days a week

Additional Meeting Notice Requirements for Independent Special Districts - Any Meeting Other Than a Regular Meeting

The special district governing body must advertise the day, time, place, and purpose of any meeting, other than a regular meeting or any recessed and reconvened meeting of the governing body, at least

seven days before such meeting. The advertisement must be published in the same way as the meeting schedule, unless a bona fide emergency exists.

If a bona fide emergency exists, reasonable notice must be provided. The governing body must subsequently ratify the meeting. A special district may not approve its annual budget at an emergency meeting.

Additional Meeting Notice Information for Water Management Districts

Water management districts may provide reasonable notice (no less than seven days) of public meetings held to evaluate responses to solicitations issued by publication in a newspaper of general paid circulation in:

- the county where the principal office of the water management district is located, or,
- the county or counties where the public work will be performed

Location of Meetings

The Sunshine Law states that public meetings must be held in a facility that does not restrict access or discriminate based on sex, age, race, creed, color, origin, or economic status.

In addition, the Uniform Special District Accountability Act provides that a special district governing body must hold meetings in:

- A public building when available within the special district,
- A county courthouse in the county in which the special district is located, or
- A building in the county accessible to the public

Minutes

The Sunshine Law requires that government bodies promptly record minutes of their public meetings; however, an electronic recording or written transcript is not required. The minutes must be available for public inspection.

Public Participation

A 2013 law requires, subject to listed exemptions, that boards provide a reasonable opportunity to be heard on a proposition before the board. The opportunity to be heard does not have to occur at the same meeting at which the board takes official action if the opportunity occurs at a meeting that is during the decision-making process and is within reasonable proximity in time before the meeting at which the board takes official action. The new law does not prohibit the board from "maintaining orderly conduct or proper decorum at a meeting." Boards can adopt rules that limit the time a person has to address the board, provide procedures for allowing representatives of a group to address the board, and provide procedures

or forms for an individual to use in order to inform the board of a desire to be heard, the position on the proposition, and designation of a representative to speak for him or her.

Sunshine Law Exemptions

In the absence of legislative exemption, the Sunshine Law applies to all board member discussions about board business. Exemptions of particular note to special districts include the following:

- Certain meetings between the governing board and its attorney to provide the attorney with advice on settlement negotiations or litigation expenses in pending civil or administrative litigation, provided that specific statutory conditions are strictly complied with.
- Collective bargaining strategy discussions between the chief executive officer and a special district's governing board. However, the collective bargaining negotiations between the chief executive officer and a bargaining agent are not exempt and must be conducted in the Sunshine.

Penalties for Sunshine Law Violations

Noncriminal Infraction

A public officer who violates the Sunshine Law may be subject to a noncriminal infraction punishable by a fine up to \$500.

Criminal Penalty

A knowing violation is a second degree misdemeanor, punishable by a prison term up to 60 days and/or a fine up to \$500.

Civil Action

A citizen may apply to a circuit court for an injunction to enforce the Sunshine Law. If the court finds that the Sunshine Law was violated, attorney's fees are assessed against the special district. Fees may also be assessed against governing body members. However, if the governing body seeks advice from its attorney and follows the advice, attorney's fees will not be assessed.

Removal From Office

When a method for removal from office is not otherwise provided by the Florida Constitution or by law, the Governor may suspend an elected or appointed public officer who is indicted or informed against for any misdemeanor arising directly out of his or her official duties. If convicted, the officer may be removed from office by the Governor.

Public Records Law

Requirements

Special districts along with state agencies, municipalities, and many other units of government, must comply with Florida's public records laws. Public records are all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of

the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by an agency (see [Chapter 119, Florida Statutes, Public Records](#)). These materials must be made available for public inspection and copying unless the Legislature has enacted a statute which exempts these materials from disclosure.

Examples of public records include:

- Correspondence
- Photographs and maps
- Emails and text messages
- Facebook blogs
- Tape recordings of board meetings
- Employment applications, evaluations, and disciplinary records

There is no "unfinished business" exception to the Public Records Law. If the purpose of a document prepared in connection with the official business of a public agency is to perpetuate, communicate or formalize knowledge, it is a public record even though the record is not in final form. For example, a draft document from one district employee to another about district business must be disclosed unless the Legislature has created a statutory exemption for that record.

It is not necessary that a communication be sent or received from a government office in order to constitute a public record. In the absence of statutory exemption, all material made or received by agency officers and employees in accordance with official business is a public record regardless of whether the communication is sent from a government or personal account, such as Gmail or a personal cell phone. It is the content of a communication that determines whether it is a public record, not the location.

Providing Public Records

The Public Records Law establishes a right of access to public records in plain and unequivocal terms:

- Every person who has custody of a public record shall permit the record to be inspected and copied by any person desiring to do so, at any reasonable time, under reasonable conditions, and under supervision by the custodian of the public records.

The "reasonable conditions: language referred to above does not permit agencies to add their own conditions before review will be permitted, but instead refers only to reasonable regulations to allow the custodian to protect the records from alteration, damage or destruction.

Therefore, the Public Records Law does not authorize an agency to:

- Require that a requestor identify himself or herself. For example, an agency must respond to an anonymous email requesting public records.
- Require that public records requests be in writing or that a requestor fill out a form.
- Deny a public records request because it is "overbroad"

- Require a public records requestor to show a "legitimate" or "noncommercial" interest as a condition of access to public records, although there are statutes which provide penalties for illegal use of public records
- Deny a public records request at the request of the sender
- Establish an arbitrary time period during which public records may or may not be inspected. While the Public Records Law does not contain a specific time limit (such as 24 hours or 10 days) for compliance with public records requests, the only delay permitted in producing public records is the reasonable time allowed the custodian to retrieve the record and delete those portions of the record the custodian asserts are exempt.

Fees

Providing access to public records should not be considered a profit-making or revenue-generating operation. The only fees authorized are those established in Chapter 119, Florida Statutes.

An agency may charge a reasonable deposit or advance payment, particularly in cases where a large number of records have been requested. In such cases, the fee should be communicated to the requestor before the work is undertaken.

Public Record Law Exemptions

The Legislature has enacted over 1,000 exemptions to the Public Records Law. Examples include:

- Social security numbers
- Medical information
- Credit card and bank account numbers
- Appraisal reports, offers, and county offers concerning water management districts purchasing property until an option contract is signed or 30 days before a contract is considered for approval by the governing body.

Penalties for Public Record Law Violations

Civil Action

A person who has been denied the right to inspect or copy public records may bring a civil action against the agency. If the agency is determined to have unlawfully refused access to public records, attorney's fees are awarded to the prevailing party. An unjustified delay in producing public records can also constitute an unlawful refusal for purposes of attorney's fees.

Noncriminal Infraction

A public officer who violates the public record law may be subject to a noncriminal infraction punishable by a fine up to \$500.

Criminal Penalty

A knowing violation of the Public Records Law constitutes a first degree misdemeanor, punishable by possible criminal penalties of one year in prison, or \$1,000 fine or both.

Removal From Office

When a method for removal from office is not otherwise provided by the Florida Constitution or by law, the Governor may suspend an elected or appointed public officer who is indicted or informed against for any misdemeanor arising directly out of his or her official duties. If convicted, the officer may be removed from office by the Governor.

Contact Someone Who Can Answer Questions About the Sunshine Law and Public Records Law

- [Sunshine Law and Public Records Law - Contact Information](#)

Contact Someone Who Can Answer Questions About the Uniform Special District Accountability Requirements Covered in this Chapter

- [Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact](#)

Florida Special District Handbook Online:

Public Records Retention and Disposition

Special districts, along with state agencies, municipalities, counties, and many other units of government, must comply with Florida's public records laws.

Public records are all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by any agency (see [Chapter 119, Florida Statutes - Public Records](#)).

Public records can take many forms, for example:

- Correspondence
- Photographs
- Email
- Meeting Transcripts
- Maps
- Duplicates

However, the following are not public records:

- Law books
- Magazines
- Personal Email (unless it becomes part of an official investigation such as into alleged misuse of government property)

Records Management

Special districts must create a records management program to help the special district maintain and locate records from the time of creation or receipt to final disposition. To accomplish this task, designate a Records Management Liaison Officer as required by [Section 257.36, Florida Statutes - Records and information management](#), Paragraph (5)(a). Suggested Records Management Liaison Officer responsibilities include the following:

- Serving as the special district's contact with the Department of State, Division of Library and Information Services
- Coordinating the special district's records inventory
- Maintaining retention/disposition forms
- Coordinating special district records management training
- Developing records management procedures
- Participating in the special district's development of electronic record keeping systems

- Working with the Department of State, Division of Library and Information Services, to establish individual retention schedules for the special district, if necessary.

Retention Schedules

A special district may destroy or dispose of its public records only in accordance with retention schedules established by the Department of State, Division of Library and Information Services. Special districts must follow [General Records Schedule GS1-SL for State and Local Government Agencies](#). The schedule organizes records into a number of "record series."

A record series is a group of related public records that are arranged under a single filing arrangement or kept together as a unit (physically or intellectually) because they:

- Consist of the same form
- Relate to the same subject or function
- Result from the same activity
- Document a specific type of transaction, or
- Have some other relationship arising from their creation, receipt, or use

A record series might contain records in a variety of forms and formats that document a particular program, function, or activity of the special district.

The components of a General Schedule Record Series are:

- Record Series Title - Brief phrase summarizing the form and/or function of the record series
- Item Number - Identifying number assigned to each record series
- Description - General description of the records and their purpose and/or how they are used and identifies records that have possible archival value
- Retention - The minimum period of time the records (copy and duplicates) must be retained before final disposition based on:
 - Anniversary Years
 - Calendar Years
 - Fiscal Years
 - Triggering Events
 - Until obsolete, superseded, or administrative value is lost
 - Permanent

An example of a record series from the General Records Schedule GS1-SL is:

PROJECT FILES: CAPITAL IMPROVEMENT - Item #136

This record series documents capital improvement projects in progress and/or project proposals sent out for bid. This may include, but is not limited to, correspondence, memoranda, drawings, construction and contract specifications, resolutions, narratives, budget revisions, survey information, change orders, and reports. "Capital Improvements" shall mean improvements to real property (land, buildings, including appurtenances, fixtures and fixed equipment, structures, etc.), that add to the value and extend the useful life of the property, including construction of new structures, replacement or rehabilitation of existing structures (e.g., major repairs such as roof replacement), or removal of closed structures. See also "PROJECT FILES: FEDERAL," "PROJECT FILES: NON-CAPITAL IMPROVEMENT," and "VOUCHERS:

FEDERAL PROJECTS PAID."

RETENTION:

a) Record copy. 10 fiscal years after completion of project.

Records Disposal

After ensuring that all retention requirements have been satisfied, special districts may dispose of their records. To do this, complete the [Records Disposition Document Form](#) as required by Rule 1B-24.003(9)(d), Florida Administrative Code. Do not dispose of the record if it involves:

- Active or anticipated litigation
- An ongoing or pending audit
- A public records request within the last 30 days
- An administrative need to keep it

When physically destroying records, do it in a manner that safeguards the interests of the special district and the safety, security, and privacy of individuals (see [Rule 1B-24.003, Florida Administrative Code - Records Retention Scheduling and Disposition](#) - paragraph (10)). Specify the manner of records destruction when documenting disposition. When possible, recycle the material.

If the records contain information that is confidential or exempt from disclosure, make sure it is destroyed in such a way that it cannot practicably be read, reconstructed, or recovered. Do not bury confidential or exempt records since burying does not ensure complete destruction or unauthorized access. Examples of appropriate methods of destruction include the following:

- Paper records - include burning, pulverizing, shredding, or macerating
- Electronic records - shredding, crushing, incineration; high-level overwriting, and degaussing or demagnetizing
- Other non-paper media (such as audio tape, video tape, microforms, photographic films, etc.) - pulverizing, shredding, and chemical decomposition and recycling

Disposition of Public Records Upon Dissolution or Merger

Florida public agencies, including special districts, are responsible for ensuring the appropriate transfer or disposition of their public records upon dissolution or merger with another entity.

When a special district merges with another entity, its public records are transferred to the new entity.

Excluding community development districts established under Chapter 190, Florida Statutes, when a special district dissolves, its public records become property of the applicable county or municipality.

If any special district dissolves and does not have a successor or parent agency to which it could transfer its public records, or for a community development district established under Chapter 190, Florida Statutes, that dissolves without transferring its functions to an applicable county or municipality, custody

of public records is governed by [Section 257.36, Florida Statutes - Records and information management](#) (see paragraph (2)(b)):

If an agency is dissolved and the legislation dissolving that agency does not assign an existing agency as the custodian of public records for the dissolved agency's records, then the Cabinet is the custodian of public records for the dissolved agency, unless the Cabinet otherwise designates a custodian.

These special districts must contact the [Florida Cabinet](#) prior to dissolution to determine the legal custodian for its public records, EXCEPT: districts created and dissolved by administrative rule of the Florida Land and Water Adjudicatory Commission as authorized by [Section 190.005, Florida Statutes – Establishment of district](#) should contact the Department of State, Division of Library and Information Services, Bureau of Archives and Records Management to arrange for appropriate disposition of their records.

Do not send public records to the Department of State in Tallahassee unless specifically authorized to do so by the Department of State. While the Department of State may accept physical custody for storage at the expense of the custodial agency if requested (see [Section 119.021, Florida Statutes - Custodial requirements; maintenance, preservation, and retention of public records](#) paragraph (4)(a)), they are required to accept legal custody only if the Cabinet designates the Department of State as legal custodian.

Annual Compliance Statement

Once a year, special districts must submit to the Department of State, Division of Library and Information Services, a signed statement attesting to the special district's compliance with records disposition laws, rules, and procedures as required by Rule 1B-24.003, Florida Administrative Code. The Department of State will send the required form to each special district's designated Records Management Liaison Officer or records custodian in early November of each year. Each special district must complete and return it by December 31 of that year to the address indicated on the form.

Contact Someone Who Can Answer Questions About Public Records Retention and Disposition

- [Additional Information - Department of State, Division of Library and Information Services Contact](#)

Florida Special District Handbook Online:

Ad Valorem Taxes and Truth-in-Millage

Distinctions exist between ad valorem taxes, non-ad valorem assessments, and service charges.

Ad Valorem Taxes

Ad valorem (i.e., according to value) taxes are:

- Based on the assessed value of property
- A lien against property
- Measured in millage
- The sovereign right of local governments to raise public money
- Uniform throughout the jurisdiction
- Collected annually
- On the tax roll
- Often called "property taxes"

Non-ad valorem Assessments

Non-ad valorem assessments are:

- Based on the benefit to the property
- A lien against the property
- Measured in specific units (square footage, acres)
- Revenue contributions by the property owner
- Enforced by the local government
- On the tax roll
- Collected annually ([Chapter 197, Florida Statutes - Tax Collections, Sales, and Liens](#)) or
- Collected monthly ([Chapter 170, Florida Statutes - Supplemental and Alternative Method of Making Local Municipal Improvements](#)) (excluding Community Development Districts)

Service Charges

Service charges are:

- Based on benefit to the property or the individual
- Not based on millage
- Not a lien against property
- Revenue contributions by individuals
- Enforced by local government
- Often collected monthly

- Not placed on the tax roll

Truth in Millage ("TRIM") Process

The forms referenced below can be downloaded from the [Department of Revenue's Forms For County Officials web page](#).

The Truth-in-Millage Act of 1980 requires taxing authorities to inform taxpayers which governmental entity is responsible for the taxes levied and the tax liability amount they owe to each taxing entity.

Special districts with the authority to levy property taxes, but will not do so during the year, must comply with the following reporting requirement:

- Truth-in-Millage Form DR421 - Provide this form to the Department of Revenue annually by the 1st of November

Otherwise, the Truth-in-Millage process requires a series of public hearings for open discussion of budget and millage rates of taxing authorities. At these public hearings, elected officials must explain:

- How they computed tax figures
- Why they are seeking tax increases

The maximum tax levy allowed by a majority vote of the governing body is based on the rate of growth in per capita personal income in Florida. Ad valorem taxes may be increased at a greater rate only with a super majority or unanimous vote of the local government governing body. For more details on millage rate calculations and property tax caps, visit the [Florida Department of Revenue - Truth in Millage \(TRIM\) and Maximum Millage Limitation](#) web page.

On or about the 1st of June each year, the Department of Revenue, Property Tax Oversight Program notifies each taxing authority, by email, of any revisions to the Truth-in-Millage Manual of Instructions. The Truth-in-Millage Manual of Instructions explains the reporting requirements, filing deadlines, and hearing procedures and any form changes that are necessary for taxing authorities to comply with millage determination and maximum millage limitation legislation.

A dependent special district's ad valorem millage must be added to the millage of the county or municipality that created it. The combined total of their millage rates must not exceed the millage cap of the county or municipality. This is an important consideration in creating a dependent special district authorized to levy ad valorem taxes.

The Truth-in-Millage process begins on the day of certification of value (day 1), or the 1st of July, whichever comes later. The process ends when the special district submits the required certification documents to the Department of Revenue within 30 days after the final budget hearing and millage rate adoption. The following is a summary of this process:

Day 1

The Property Appraiser certifies the tax roll or the Court certifies the interim tax roll using Form DR-420.
The Budget Officer submits a tentative budget to the special district.

Day 35

The special district informs the Property Appraiser of the following:

- The prior year millage rate
- The current year proposed millage rate
- The rolled-back rate
- The time, date, and location of the tentative budget hearing

If the special district fails to provide this information within the 35 days, it will be prohibited from levying a millage rate greater than the rolled-back rate for the year. The Property Appraiser will compute the rolled-back rate.

Day 55

The Property Appraiser mails notices of proposed property taxes using DR-474 form (Truth-in-Millage notice). This serves as notice of the tentative millage and budget hearing for all special districts. If a review notice is issued pursuant to [Section 193.1142, Florida Statutes - Approval of assessment rolls](#), the Truth-in-Millage notice may not be sent until the assessment roll is approved.

Days 65-80

The special district must hold a millage and budget hearing, no sooner than ten days following the mailed Truth-in-Millage notice, to do the following:

- Amend and adopt the tentative budget
- Re-compute the proposed millage rate
- Make a public announcement, if applicable, by what percentage the recomputed proposed millage exceeds the rolled-back rate
- Discuss the percentage increase in millage over the rolled back rate, if applicable
- Adopt the tentative millage rate
- Adopt the tentative budget by separate votes

If the tentative adopted millage rate exceeds the rate originally proposed (as presented in the Truth-in-Millage notice), the special district, at its expense, must mail a first-class notice of the new rate to all taxpayers in the special district.

Days 80-95

Special districts must advertise final millage and budget hearing within 15 days of adoption of tentative millage and budget, following the requirements in [Section 200.065\(3\), Florida Statutes - Method of fixing millage.](#)

Days 97-100

The special district must hold the final budget hearing within two to five days after the advertisement appears in the newspaper. At this hearing, the special district must do the following:

- Discuss the percentage increase in millage over the rolled-back rate, if applicable
- Adopt the final millage rate, which must not exceed the millage rate tentatively adopted
- Adopt the final budget by separate votes.

Within 101 Days

Within three days after the final budget hearing, the special district must send the ordinance or resolution adopting the final millage rate to the Property Appraiser and Tax Collector and the Department of Revenue, Property Tax Oversight Program.

Before the extension of the tax roll, the Property Appraiser will notify the special district of the final adjusted value of the tax roll by sending Form DR-422 to the special district. Within three days of receiving this form, the special district must certify its final adopted millage rate to the Property Appraiser. Water management districts may administratively adjust the final adopted millage if a one-percent variance (+ or -) in certified values exists. All other special districts may administratively adjust the final adopted millage if a three-percent variance in certified values exists. Failure to certify the adjusted millage within three days negates the adjustment privilege.

Day 130

Within 30 days after the final budget hearing, the special district must comply the **Truth-in-Millage Compliance Package Report** - Use the forms in this package to certify compliance with the Requirements of [Chapter 200, Florida Statutes - Determination of Millage](#). Send the Truth-in-Millage Compliance Package Report, which must contain the following documents, to the Department of Revenue:

-
- Certification of Compliance, Form DR-487, signed
- A copy of the Certification of Taxable Value, Form DR-420
- A copy of the DR-420 TIF, Tax Increment Adjustment Worksheet, if applicable
- A copy of the DR-420DEBT, Certification of Voted Debt Millage, if applicable
- Ordinance or resolution adopting the final millage rate

- Ordinance or resolution adopting the final budget
- Final budget hearing advertisement - Notice of Proposed Tax Increase or Notice of Budget Hearing advertisement (entire page from newspaper)
- Proof of publication from the newspaper of the final budget hearing advertisement
- The budget summary advertisement (entire page from newspaper)
- Proof of publication from the newspaper of the budget summary advertisement
- DR-420MM, Maximum Millage Levy Calculation
- DR-487V, Vote Record for Final Adoption of Millage Levy
- A copy of the certification of final taxable value Form DR-422 if the Property Appraiser has issued it in time to be completed. If not, submit it later

The Department of Revenue will not deny a special district the right to the full Truth-in-Millage period.

However, the time line for Truth-in-Millage compliance may be shortened if the following applies:

- Public hearings cannot be held sooner than ten days after the Truth-in-Millage notice
- A public hearing is held no sooner than two days and no later than five days after its advertisement in a newspaper
- The Property Appraiser coordinates the shortened time periods and gives written notice to all affected special districts

Contact Someone Who Can Answer Questions About Ad Valorem Taxes and Truth-in-Millage

- [Additional Information - Department of Revenue, Property Tax Oversight Program, TRIM Compliance Section Contact](#)

Florida Special District Handbook Online:

Public Deposit Requirements

Special districts with any deposit accounts in banks or savings associations must make those deposits according to [Chapter 280, Florida Statutes - Security For Public Deposits](#). By doing so, those special districts will be covered by [Florida's Public Deposits Program](#), a statewide collateralization program that protects public deposits.

Benefits of Florida's Public Deposits Program

- It saves special districts from dealing with collateral, custodians, and security agreements
- When public deposits are made in accordance with Chapter 280, Florida Statutes, public depositors, as defined in [Section 280.02, Florida Statutes - Definitions](#), will be protected from loss in the absence of negligence, malfeasance, misfeasance, or nonfeasance on the part of the public depositor or on the part of his or her agents or employees

Program Requirements

To be covered by the program, special districts must do the following:

- Maintain the public deposit in a financial institution designated as a qualified public depository (see [Active Qualified Public Depository List](#)).
- Ensure the account name on the deposit is sufficient to identify it as a Florida public deposit.
- At the time of opening each public deposit account, execute the [Public Deposit Identification and Acknowledgment Form \(Form DFS-J1-1295\)](#) with the qualified public depository and maintain the form as a valuable record. If a special district has not executed this form for any accounts currently open, do so right away. This form should be submitted to the [Chief Financial Officer](#) only as part of a claim filing in the event of the qualified public depository going into default.
- Confirm the public deposit account annually, as of September 30, with the qualified public depository and reconcile any discrepancies before November 30.
- Submit the [Public Depositor Annual Report to the Chief Financial Officer \(Form DFS-J1 -1009\)](#), by the 30th of November, to the Department of Financial Services.
- Notify the [Chief Financial Officer](#) immediately by telephone if the special district ever receives a notice of default or insolvency from the receiver of the depository. Then, provide written confirmation and a copy of the notice to the Chief Financial Officer.

Contact Someone Who Can Answer Questions About Public Deposit Requirements

- [Additional Information - Department of Financial Services, Bureau of Collateral Management Contact](#)

Florida Special District Handbook Online: *Investment of Surplus Funds Option*

Special districts may invest surplus funds in the Local Government Surplus Funds Trust Fund (Florida Prime), which seeks to provide preservation of capital, liquidity and competitive yield. The State Board of Administration, consisting of the Governor, Chief Financial Officer, and Attorney General are trustees of the fund.

Features of Florida Prime

- Seeks preservation of capital, liquidity and competitive yield by pooling investments in a portfolio of short- term, high quality fixed income securities rated in the highest short- term rating category by one of the nationally recognized statistical rating organizations, or of comparable quality.
- Seeks to maintain a \$1.00 value and maintain a weighted average maturity of 60 days or less, with a maximum maturity of any investment limited to 397 days.
- Maintains current balances for individual accounts and distributes pooled investment earnings to each account monthly, based on the average daily balances of the participating accounts on the accrual basis of accounting.
- Provides a monthly statement of the deposits, withdrawals, balances, and earnings.
- Complies with legislation that requires numerous operational and reporting enhancements, including restating objectives to emphasize safety, liquidity and competitive returns with minimization of risks; and providing for enhanced internal controls, transparency and communication.
- Rated AAA by Standard and Poor's, the highest rating available for a local government investment pool.

Investments may be made in the following categories:

- United States Government
- United States Government guaranteed
- United States agency obligations
- United States corporation obligations
- Domestic bank certificates of deposit
- Euro Dollar certificates of deposit
- Bankers' acceptances
- Commercial paper
- Repurchase agreements
- Other investment instruments provided by the Florida Statutes

Requirements

At the time of first investing surplus funds in the Local Government Surplus Trust Fund (Florida Prime), the special district must prepare and file the following three items with the State Board of Administration:

1. Resolution for Investment of Surplus Funds - This resolution must authorize investment in the Local Government Surplus Funds Trust Fund and include the following:
 - The official seal of the entity or be notarized
 - The name of the chief administrative or financial officer, or the independent trustee responsible for the funds
2. Disclosure Statement for Participation in the Local Government Surplus Funds Trust Fund Investment Pool - This must be signed and sent to the State Board of Administration, Financial Operations, before enrolling in the Local Government Investment Pool.
3. Participant Account Maintenance Form - The State Board of Administration will provide this form to special districts. Complete this form for each account opened in the fund. Use it to make changes or updates to each account. Special districts can open a maximum of ten accounts.

Contact Someone Who Can Answer Questions About Investment of Surplus Funds Option

- [Additional Information - State Board of Administration, Financial Operations Contact](#)

Florida Special District Handbook Online: *Reporting Requirements By Agency and Agency Contacts*

File with the Auditor General

1. File One Paper Copy and One Electronic Copy of the Annual Financial Audit Report
 - Special Districts that Must Comply:
 - All special districts with either revenues or expenditures of more than \$100,000
 - All special districts with revenues or expenditures/expenses between \$50,000 and \$100,000 that have not been subjected to a financial audit for the two preceding fiscal years
 - Special Note: A dependent special district that is a component unit of a county or municipality may provide for an annual financial audit by being included in the county or municipality's audit. The audit must clearly state that the special district is a component unit of the county or municipality.
 - Due within 45 days after delivery of the audit report to the governmental entity, but no later than nine (9) months after fiscal year end
 - For more details, see:
 - [Section 11.45, Florida Statutes - Definitions; duties; authorities; reports; rules](#)
 - [Section 218.39, Florida Statutes - Annual financial audit reports](#)
 - Rules of the Auditor General - see [Rules and Guidelines - Local Government](#)
 - [The Annual Financial Audit Report](#)

Additional Information - Auditor General Contact

- Derek Noonan, (850) 412-2881 or (850) 412-2864 or dereknoonan@aud.state.fl.us
 - Auditor General, State of Florida
 - Local Government Section, Section 342
 - Claude Pepper Building
 - 111 West Madison Street
 - Tallahassee, Florida 32399-1450
 - [Florida Auditor General Website](#)
-

File with the Department of Economic Opportunity, Special District Accountability Program

1. **Creation Documents and Amendments**
 - All special districts must comply
 - Due within 30 days after adoption
 - For more details, see:
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [Newly Created Special District Responsibilities](#)

2. **Written Status Statement**

- All special districts must comply
- Due within 30 days after adoption of creation document
- For more details, see:
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [Newly Created Special District Responsibilities](#)

3. **Merger Documents**

- All special districts must comply
- Due within 30 days of the dissolution effective date
- For more details, see:
 - [Chapter 189, Part VII, Florida Statutes - Merger and Dissolution](#)
 - [Merging Special Districts](#)

4. **Dissolution Documents**

- All special districts must comply
- Due within 30 days of the dissolution effective date
- For more details, see:
 - [Chapter 189, Part VII, Florida Statutes - Merger and Dissolution](#)
 - [Dissolving Special Districts](#)

5. **Boundary Map and Amendments**

- All special districts must comply
- Due within 30 days after adoption / approval
- For more details, see:
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [Amending Special District Charters](#)

6. **Special District Fee Invoice (\$175) and Update Form**

- All special districts must comply
- Due annually by the due date on the Form (mailed to all special districts around October 1)
- For more details, see:
 - [Section 189.018, Florida Statutes - Fee schedule; Grants and Donations Trust Fund](#)
 - [Rule 73C-24.003, Florida Administrative Code - Fee Schedule and Annual Invoicing and Data Updating](#)
 - [Funding of the Special District Accountability Program - The Annual Special District Fee](#)

7. **Registered Agent and Office Initial Designation**

- All special districts must comply
- Due within 30 days after the first governing body meeting
- For more details, see:
 - [Section 189.014, Florida Statutes - Designation of registered office and agent](#)
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [Designate a Registered Agent and Registered Office](#)

8. **Registered Agent and Office Changes**

- All special districts must comply
- Due upon making the change

- For more details, see:
 - [Section 189.014, Florida Statutes - Designation of registered office and agent](#)
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [Designate a Registered Agent and Registered Office](#)
- 9. **Official Internet Website Address**
 - All special districts must comply
 - Due by October 1, 2015. Newly created special districts must comply by the end of the first fiscal year after its creation.
 - For more details see:
 - [Section 189.069, Florida Statutes - Special district; required reporting of information; web-based public access](#)
 - [Develop and Maintain an Official Website](#)
- 10. **Disclosure of Public Financing**
 - All Community Development Districts must comply
 - Due at all times public financing is imposed
 - For more details, see:
 - [Section 190.009, Florida Statutes - Disclosure of public financing](#)

Additional Information - Department of Economic Opportunity, Special District Accountability Program Contact

- Jack Gaskins, (850) 717-8430 or Jack.Gaskins@DEO.MyFlorida.com
 - Department of Economic Opportunity
 - Special District Accountability Program
 - 107 E Madison Street, MSC-400
 - Tallahassee, FL 32399-6508
 - [Special District Accountability Program](#)
-

File with the Department of Financial Services, Bureau of Financial Reporting

1. **Annual Financial Report** and, if required . . .
2. One copy of the **Annual Financial Audit Report** (see also [File with the Auditor General](#))
 - All housing authorities, all independent special districts, and all dependent special districts that are not component units of a local governmental entity must comply
 - Due annually within 45 days of audit completion but no later than nine (9) months after the fiscal year end; if no audit is required, no later than nine (9) months after the fiscal year end.
 - File electronically: [Florida Department of Financial Services Login Page](#)
 - For more details, see:
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [Section 218.31, Florida Statutes - Definitions](#)
 - [Section 218.32, Florida Statutes - Annual financial reports; local governmental entities](#)
 - [The Annual Financial Report](#)

Additional Information - Department of Financial Services, Bureau of Local Government Contact

- Staff, (850) 413-5571 or localgov@myfloridacfo.com
 - Department of Financial Services
 - Bureau of Financial Reporting
 - Local Government Section
 - 200 East Gaines Street
 - Tallahassee, Florida 32399-0354
 - [Department of Financial Services, Bureau of Financial Reporting Website](#)
-

File with the Department of Financial Services, Bureau of Collateral Management

1. **Public Depositor Annual Report to the Chief Financial Officer**
 - All special districts must comply
 - Due annually by November 30
 - For more details, see:
 - [Section 280.17, Florida Statutes - Requirements for public depositors; notice to public depositors and governmental units; loss of protection](#)
 - [Public Deposit Requirements](#)
2. **Public Deposit Identification and Acknowledgment Form**
 - All special districts must comply
 - Execute at the time of opening the account and keep on file. Submit only in case of default of the qualified public depository
 - For more details, see:
 - [Section 280.17, Florida Statutes - Requirements for public depositors; notice to public depositors and governmental units; loss of protection](#)
 - [Public Deposit Requirements](#)

Additional Information - Department of Financial Services, Bureau of Collateral Management Contact

- Don Stanford, (850) 413-3360 or Don.Stanford@MyFloridaCFO.com
 - Department of Financial Services
 - Bureau of Collateral Management
 - 200 East Gaines Street
 - Tallahassee, Florida 32399-0345
 - [Department of Financial Services, Collateral Management Website](#)
-

File with the Department of Management Services, Division of Retirement (Local Retirement)

1. **Actuarial Valuation Report**
 - All special districts with defined benefit retirement plans must comply

- Due at least every three years, within 60 days of completion
- For additional information:
 - [Section 112.63, Florida Statutes - Actuarial reports and statements of actuarial impact; review](#)
 - [Rule Chapter 60T-1, Florida Administrative Code - Scope and Purpose](#)
 - [Actuarial Valuation Report](#)
- 2. **Additional Actuarial Disclosures**
 - All special districts with defined benefit retirement plans must comply with additional actuarial reporting requirements
 - Due within 60 days of receipt of certified actuarial reports
 - For more details, see:
 - [Section 112.664, Florida Statutes - Reporting standards for defined benefit retirement plans or systems](#)
 - [Additional Actuarial Disclosures](#)
- 3. **Actuarial Impact Statement for Proposed Plan Amendments**
 - Any special district proposing benefit changes to its defined benefit retirement plan must comply
 - Due when considering plan changes
 - For more details, see:
 - [Section 112.63, Florida Statutes - Actuarial reports and statements of actuarial impact; review](#)
 - [Rule 60T-1.001, Florida Administrative Code - Scope and Purpose](#)
 - [Actuarial Impact Statement for Proposed Plan Amendments](#)
- 4. **Defined Contribution Report**
 - All special districts with defined contribution plans must comply
 - Due annually
 - For more details, see:
 - [Rule 60T-1.006, Florida Administrative Code - Defined Contribution Plans](#)
 - [Defined Contribution Report](#)
- 5. **Annual Report to Division of Retirement - Actuarial Valuations - Local Law Plans for Independent Fire Control Districts or Annual Report to Division of Retirement - Actuarial Valuations - Chapter Plans for Independent Fire Control Districts**
 - All Independent Special Fire Control Districts Opting to Participate in the Firefighter Pension Plan
 - For Chapter Plans, due by February 1
 - For Local Law Plans, due by March 15
 - For more details see:
 - [Chapter 175, Florida Statutes - Firefighter Pensions](#)
 - [Firefighter Pensions](#)

Additional Information - Department of Management Services, Division of Retirement Contact

- Aakeem Bennett, (877) 738-5622 or (850) 488-2784 or local_ret@dms.myflorida.com
 - Florida Department of Management Services
 - Division of Retirement
 - Bureau of Local Retirement Systems

- **Mail:** P.O. Box 9000, Tallahassee, Florida 32315-9000
 - **Freight/Courier Delivery:** 1317 Winewood Boulevard, Tallahassee, Florida 32399-1560
 - [Department of Management Services, Division of Retirement Website](#)
 - See also: [Florida Retirement System - Contact Information](#)
-

File with the Department of Revenue, Property Tax Oversight Program, TRIM Compliance Section

1. **Truth-in-Millage Form DR421**

- All special districts that can levy taxes but will not do so during the year must comply
- Due annually by November 1
- For more details, see:
 - [Section 200.068, Florida Statutes - Certification of compliance with this chapter](#)
 - [Truth-In-Millage "TRIM" Process](#)

2. **Truth-in-Millage Compliance Package Report**

- All special districts levying property taxes must comply
- Due no later than 30 days following the adoption of the property tax levy ordinance/resolution.
- For additional information:
 - [Section 200.068, Florida Statutes - Certification of compliance with this chapter](#)
 - [Truth-in-Millage Compliance Package Report](#)

Additional Information - Department of Revenue, Property Tax Oversight Program, TRIM Compliance Section Contact

- Menee Rumlin-Bond, (850) 617-8919 or TRIM@dor.state.fl.us
 - Department of Revenue
 - Property Tax Oversight Program
 - "TRIM" Compliance Section
 - P.O. Box 3000
 - Tallahassee, Florida 32315-3000
 - [Department of Revenue, Property Tax Oversight Website](#)
 - [Forms for Use in Truth in Millage \(TRIM\) and Maximum Millage Compliance Certification](#)
 - [Ad Valorem Tax \(Property Tax\) Forms](#)
-

File with the Department of State, Division of Library and Information Services

1. **Annual Records Management Compliance Statement**

- All Special Districts must comply
- Due annually by December 31
- For more details, see:
 - [Florida Statutes and Administrative Code Rules Relating to Archives and Records Management](#)

- [Annual Compliance Statement](#)

Additional Information - Department of State, Division of Library and Information Services Contact

- Beth Golding, (850) 245-6750 or RecMgt@dos.MyFlorida.com
 - Department of State, Division of Library and Information Services
 - Records and Information Management Program
 - Mail Station 9E
 - Tallahassee, FL 32399-0250
 - [Department of State, State Library and Archives of Florida, Services For Records Managers Web Site](#)
-

File with the Commission on Ethics

1. **Quarterly Gift Disclosure (Form 9)**

- Everyone required to file Statement of Financial Interests, Form 1 (all "special district local officers" appointed or elected to an independent special district or independent special district's governing body), who accepts a gift worth over \$100 from someone who is not a relative and does not meet the definition of a [lobbyist](#) or vendor must report the gift on a Form 9. The Form 9 is due no later than the end of the calendar quarter following the calendar quarter in which the gift is received. Filing requirements do not apply if no gifts were accepted during the calendar quarter.
- Due by the last day of the calendar quarter following any calendar quarter in which a reportable gift was received
- For more details, see:
 - [Section 112.3148, Florida Statutes - Reporting and prohibited receipt of gifts by individuals filing full or limited public disclosure of financial interests and by procurement employees](#)
 - [Rule Chapter 34-13, Florida Administrative Code - Gifts and Honoraria](#)
 - [Rule Chapter 34-12, Florida Administrative Code - Executive Branch Lobbyist Registration](#) (applicable only if the special district has a registered Executive Branch Lobbyist)
 - [Form 9, Quarterly Gift Disclosure](#)

2. **Annual Disclosure of Gifts from Governmental Entities & Direct Support Organizations and Honorarium Event Related Expenses (Form 10)**

- Everyone required to file Statement of Financial Interests, Form 1 (all "special district local officers" appointed or elected to an independent special district or independent special district's governing body), who accepts a gift having a public purpose from a governmental entity, or a gift from a direct support organization specifically authorized by law to support the governmental entity. Filing requirements do not apply if no gifts or honorarium event related expenses were accepted during the calendar year.
- Everyone required to file Statement of Financial Interests, Form 1 (all "special district local officers" appointed or elected to an independent special district or independent special district's governing body), who accepts honorarium event related expenses from a political committee or committee of continuous existence, a lobbyist who lobbies them or their agency (or has done so in the previous 12 months), or from the employer, principal, partner or firm of such a lobbyist. Filing requirements do not apply if no gifts or expenses were accepted during the calendar year.
- Due July 1st of the calendar year following the year in which the gift or expense is received.
- For more details, see:

- [Section 112.3148, Florida Statutes - Reporting and prohibited receipt of gifts by individuals filing full or limited public disclosure of financial interests and by procurement employees](#)
- [Rule Chapter 34-13, Florida Administrative Code - Gifts and Honoraria](#)
- [Rule Chapter 34-12, Florida Administrative Code - Executive Branch Lobbyist Registration](#) (applicable only if the special district has a registered Executive Branch Lobbyist)
- [Form 10, Annual Disclosure of Gifts from Governmental Entities and Direct Support Organizations and Honorarium Event Related Expenses](#)

Additional Information - Commission on Ethics Contact

- Kerrie Stillman or Shirley Taylor, (850) 488-7864
or stillman.kerrie@leg.state.fl.us or taylor.shirley@leg.state.fl.us
 - Commission on Ethics
 - Post Office Drawer 15709
 - Tallahassee, Florida 32317-5709
 - [Florida Commission on Ethics Website](#)
 - [Search for Financial Disclosure Filers](#) (limited availability during certain times of the year)
-

File with the Florida Legislature:

One copy of the following to the (1) President of the Senate, (2) Speaker of the House of Representatives, (3) Joint Administrative Procedures Committee, and (4) Each Appropriate Standing Committee of the Legislature

1. **Agency Rule Report**

- Certain Special Districts with adopted rules must comply
- Due by October 1 of every odd numbered year
- For more details, see:
 - [Section 120.52, Florida Statutes - Definitions](#)
 - [Section 120.74, Florida Statutes - Agency review, revision, and report](#)
 - [Reviewing and Revising Rules - The Agency Rule Report](#)

One copy of the following to the (1) President of the Senate, (2) Speaker of the House of Representatives, and (3) Joint Administrative Procedures Committee

1. **Regulatory Plan**

- Certain Special Districts with adopted rules must comply
- Due no later than July 1 of each year
- For more details, see:
 - [Section 120.52, Florida Statutes - Definitions](#)
 - [Section 120.74, Florida Statutes - Agency review, revision, and report](#)
 - [Reviewing and Revising Rules - The Agency Rule Report](#)

Additional Information - Florida Legislature Contact

- Jesslyn Krouskroup, Senior Chief Attorney, (850) 488-9110 or joint.admin.procedures@leg.state.fl.us
 - Joint Administrative Procedures Committee
 - 111 W. Madison Street
 - Tallahassee, Florida 32399-1400
 - [Joint Administrative Procedures Committee](#)
 - [The Florida Senate Webpage](#)
 - [Florida House of Representatives Website](#)
 - [Senate and Joint Committees](#)
 - [House Councils and Committees](#)
-

File with the Special District's Governing Body Meeting Minute Recorder

1. **Memorandum of Voting Conflict for County, Municipal, and Other Local Public Officers**
 - Special District Local Officers with Voting Conflicts must comply
 - Due within 15 days after the vote occurs
 - For more details, see:
 - [Section 112.3143, Florida Statutes - Voting conflicts](#)
 - [Form 8B, Memorandum of Voting Conflict for County, Municipal, and Other Local Public Officers - \(Special Purpose Form\)](#)
-

File with Each of the Special District's Governing Body Members

1. **Actuarial Valuation Report** - See [File with the Department of Management Services, Division of Retirement](#)
 2. **Annual Financial Audit Report** - See [File with the Auditor General](#)
-

File with Each Local General-Purpose Government in Which the Special District is Located

1. **Budget or Tax Levy**
 - All special districts must comply
 - Due if requested by a local governing authority within the special district's boundaries
 - If the local general-purpose government is a municipality, file at the place they designate; if it is a county, file with the clerk of the board of county commissioners.
 - In addition:
 - Post tentative budget on the special district's official web site or the local general-purpose government's web site at least two days before the budget hearing
 - Post the final adopted budget on the special district's official web site or the local general-purpose government's web site within 30 days after adoption

- For more details, see:
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [General Budget Requirements](#)
 - [Additional Budget Requirements for Dependent Special Districts](#)
 - [Budget Amendment Procedures](#)
- 2. **Public Facilities Initial Report**
 - Independent special districts must comply
 - Due within one year of the special district's creation date
 - If the local general-purpose government is a municipality, file at the place they designate; if it is a county, file with the clerk of the board of county commissioners.
 - For more details, see:
 - [Section 163.3191, Florida Statutes - Evaluation and appraisal of comprehensive plan](#)
 - [Section 189.08, Florida Statutes - Special district public facilities report](#)
 - [The Public Facilities Initial Report](#)
- 3. **Public Facilities Annual Notice of Any Changes**
 - Independent special districts must comply
 - Annually, contact each local general-purpose government for the due date
 - If the local general-purpose government is a municipality, file at the place they designate; if it is a county, file with the clerk of the board of county commissioners.
 - For more details, see:
 - [Section 163.3191, Florida Statutes - Evaluation and appraisal of comprehensive plan](#)
 - [Section 189.08, Florida Statutes - Special district public facilities report](#)
 - [The Public Facilities Annual Notice of Any Changes](#)
- 4. **Public Facilities Updated Report**
 - Independent special districts must comply
 - Due every seven years, at least 12 months before the due date that each local general-purpose government must submit its Report to the Department of Economic Opportunity.
 - If the local general-purpose government is a municipality, file at the place they designate; if it is a county, file with the clerk of the board of county commissioners.
 - For more details, see:
 - [Section 189.08, Florida Statutes - Special district public facilities report](#)
 - [The Public Facilities Updated Report](#)
 - [Create a Customized List - Public Facilities Updated Report Due Dates for Certain Independent Special Districts Based on the Evaluation and Appraisal Notification Schedule 2012 - 2018](#)
 - [Quick List - Public Facilities Updated Report Due Dates for Certain Independent Special Districts Based on the Evaluation and Appraisal Notification Schedule 2012 - 2018](#)
- 5. **Registered Agent and Office Initial Designation**
 - All special districts must comply
 - Due within 30 days after the first governing body meeting
 - If the local general-purpose government is a municipality, file at the place they designate; if it is a county, file with the clerk of the board of county commissioners.
 - For more details, see:
 - [Section 189.014, Florida Statutes - Designation of registered office and agent](#)

- [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
- [Designate a Registered Agent and Registered Office](#)

6. **Registered Agent and Office Changes**

- All special districts must comply
- Due upon making the change
- If the local general-purpose government is a municipality, file at the place they designate; if it is a county, file with the clerk of the board of county commissioners.
- For more details, see:
 - [Section 189.014, Florida Statutes - Designation of registered office and agent](#)
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [Designate a Registered Agent and Registered Office](#)

7. **Regular Public Meeting Schedule**

- All special districts must comply
 - Due quarterly, semiannually, or annually
 - If the local general-purpose government is a municipality, file at the place they designate; if it is a county, file with the clerk of the board of county commissioners.
 - For more details, see:
 - [Section 189.015, Florida Statutes - Meetings; notice; required reports](#)
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [Uniform Special District Accountability Act Meeting Notice Requirements - Schedule](#)
-

File with Special District's Residents and Prospective Residents and Residential Developers

1. **Disclosure of Public Financing**

- All Community Development Districts must comply
 - Due at all times public financing is imposed
 - Provide sufficient number of copies to the Developers for Distribution to Each Prospective Initial Purchaser of Property.
 - For more details, see:
 - [Section 190.009, Florida Statutes - Disclosure of public financing](#)
-

File with the State Board of Administration, Financial Operations

1. **Resolution for Investment of Surplus Funds**

- All special districts investing funds with the State Board of Administration or Local Government Trust Fund must comply
- Due at the time of investing surplus funds
- For more details, see:
 - [Section 218.407, Florida Statutes - Local government investment authority](#)
 - [Investment of Surplus Funds Option](#)

2. **Financial Statement Disclosure (Disclosure Statement for Participation in the Local Government Surplus Funds Trust Fund Investment Pool)**
 - All special districts investing funds with the State Board of Administration or Local Government Trust Fund must comply
 - Due before enrolling in the Local Government Investment Pool
 - For more details, see:
 - [Investment of Surplus Funds Option](#)
3. **Participant Account Maintenance Form**
 - All special districts investing funds with the State Board of Administration or Local Government Trust Fund must comply (The State Board of Administration will provide this form to special districts)
 - Due at the time of making any changes or updates to each account
 - For more details, see:
 - [Investment of Surplus Funds Option](#)

Additional Information - State Board of Administration, Financial Operations Contact

- Donna Owens, (850) 488-7311 or LocalGovPool@sbafla.com
 - State Board of Administration
 - Financial Operations
 - 1801 Hermitage Boulevard, Suite 100
 - Tallahassee, Florida 32308
 - [State Board of Administration - Local Government Investment Pool Website](#)
 - [Florida Prime - An Investment Service for Public Funds, State Board of Administration](#) (includes additional information on reporting)
-

File with the State Board of Administration, Division of Bond Finance

1. **Advance Notice of Bond Sale**
 - All special districts with bond authority, as applicable, must comply
 - Due before selling certain general obligation bonds and revenue bonds or closing on any similar long-term debt instruments
 - For more details, see:
 - [Section 218.38, Florida Statutes - Notice of bond issues required; verification](#)
 - [Rules 19A-1.001 - 19A-1.008, Florida Administrative Code - Local Municipal Bond Reporting Procedures](#)
 - [Advance Notice of a Bond Sale](#)
2. **Bond Information Form/Bond Disclosure Form (BF2003 / 2004A and B)**
 - All special districts with bond authority, as applicable, must comply (new bond issues only)
 - Due within 120 days after delivery of general obligation bonds and revenue bonds
 - For more details, see:
 - [Section 189.016, Florida Statutes - Reports; budgets; audits](#)
 - [Section 218.38, Florida Statutes - Notice of bond issues required; verification](#)

- [Rules 19A-1.001 - 19A-1.008, Florida Administrative Code - Local Municipal Bond Reporting Procedures](#)
 - [Bond Information Form/Bond Disclosure Form \(BF2003 / 2004A and B\)](#)
3. **Bond Verification Form (BF2005)**
- All special districts with bond authority, as applicable, must comply
 - Due within 45 days of the Division of Bond Finance's request
 - For more details, see:
 - [Rules 19A-1.001 - 19A-1.008, Florida Administrative Code - Local Municipal Bond Reporting Procedures](#)
 - [Bond Verification Form \(BF 2005\)](#)
4. **Final Official Statement (Bonds)**
- All special districts with bond authority, as applicable, must comply
 - Due within 120 days after delivery of the bonds, if prepared
 - For more details, see:
 - [Section 218.38, Florida Statutes - Notice of bond issues required; verification](#)
 - [Rules 19A-1.001 - 19A-1.008, Florida Administrative Code - Local Municipal Bond Reporting Procedures](#)
 - [Final Official Statement](#)
5. **IRS Form 8038 (Bonds)**
- All special districts issuing Industrial Development or Research and Development Bonds must comply
 - Submit with the Bond Information Form & Official Statement, if any is published
 - For more details, see:
 - [Section 159.345, Florida Statutes - Local agency reporting requirement](#)
 - [Section 159.475, Florida Statutes - Authority reporting requirement](#)
 - [Section 159.7055, Florida Statutes - Authority reporting requirement](#)
 - [Rules 19A-1.001 - 19A-1.008, Florida Administrative Code - Local Municipal Bond Reporting Procedures](#)
 - [IRS Form 8038](#)

Additional Information - State Board of Administration, Division of Bond Finance Contact

- Sharon Williams, (850) 413-1304 or sharon.williams@sbafla.com
 - State Board of Administration
 - Division of Bond Finance
 - P.O. Box 13300
 - Tallahassee, Florida 32317-3300
 - [State Board of Administration, Division of Bond Finance Website](#)
 - Electronic Filing: [Division of Bond Finance Local Bond Monitoring Website](#)
-

File with the Local Supervisor of Elections in the County of the Reporting Person's Permanent Residence

1. **Statement of Financial Interests (Form 1)**

- All independent "special district local officers" appointed or elected to a special district or special district's board must comply
- For those appointed, due within 30 days of accepting the appointment, then every year thereafter by July 1; for those elected, due during the qualifying period, then every year thereafter by July 1
- For more details, see:
 - [Section 112.3145, Florida Statutes - Disclosure of financial interests and clients represented before agencies](#)
 - [Form 1, Statement of Financial Interests](#)

2. **Final Statement of Financial Interests (Form 1F)**

- All "special district local officers" who are required to file Form 1 and are leaving a public position must comply
- Due within 60 days of leaving a public position
- For more details, see:
 - [Section 112.3145, Florida Statutes - Disclosure of financial interests and clients represented before agencies](#)
 - [Form 1F, Final Statement of Financial Interests](#)

3. **Quarterly Client Disclosure (Form 2)**

- Certain special district local officers, depending upon their position, business or interests, must comply
- Due no later than the last day of the calendar quarter following the calendar quarter during which the representation was made
- For more details, see:
 - [Section 112.3145, Florida Statutes - Disclosure of financial interests and clients represented before agencies](#)
 - [Form 2, Quarterly Client Disclosure](#)

4. **Interest In Competitive Bid For Public Business (Form 3A)**

- All special district local officers who file Form 1 and who qualify for a sealed competitive bid exemption under Section 112.313(12), Florida Statutes
- Due prior to or at the time of the submission of the bid
- For more details, see:
 - [Section 112.313\(3\), Florida Statutes - Standards of conduct for public officers, employees of agencies, and local government attorneys](#) (paragraphs (3), (7)(a), and (12))
 - [Form 3A, Interest in Competitive Bid for Public Business \(Special Purpose Form\)](#)

5. **Annual Disclosure of Gifts from Governmental Entities and Direct Support Organizations and Honorarium Event Related Expenses (Form 10)**

- All special district local officers who file Form 1 and who received a reportable gift or expense must comply
- Due annually by July 1
- For more details, see:
 - [Section 112.3148, Florida Statutes - Reporting and prohibited receipt of gifts by individuals filing full or limited public disclosure of financial interests and by procurement employees](#)
 - [Section 112.3149, Florida Statutes - Solicitation and disclosure of honoraria](#)
 - [Form 10, Annual Disclosure of Gifts from Governmental Entities and Direct Support Organizations and Honorarium Event Related Expenses](#)

6. Certification by Trustee of Qualified Blind Trust (Form 40)

- Any public officer who holds a beneficial interest in a qualified blind trust pursuant to [Section 112.31425, Florida Statutes - Qualified blind trusts](#)
 - Due within five business days after the agreement is executed
 - For more details, see:
 - [Section 112.31425, Florida Statutes – Qualified blind trusts](#)
 - [Form 40, Certification By Trustee Of Qualified Blind Trust](#)
-

File with the Local Supervisor of Elections in the County in which the Special District of the Reporting Person has its Principal Office

1. Interest in Competitive Bid for Public Business

- Certain special district local officers must comply
 - Due before or at the time of the submission of the bid
 - For more details, see:
 - [Section 112.313, Florida Statutes - Standards of conduct for public officers, employees of agencies, and local government attorneys](#)
 - [Form 3A, Interest in Competitive Bid for Public Business \(Special Purpose Form\)](#)
-

Other Contacts Referenced in the Florida Special District Handbook Online

Financial Emergencies - Contact Information

- Joint Legislative Auditing Committee
 - Debbie White, (850) 487-4110 or white.deborah@leg.state.fl.us
 - Room 876, Claude Pepper Building
 - 111 West Madison Street
 - Tallahassee, FL 32399-1400
 - [Joint Legislative Auditing Committee Website](#)
- Executive Office of the Governor - Chief Inspector General's Office
 - Melinda Miguel, Chief Inspector General, (850) 717-9264
 - The Capitol, Room 1902
 - Tallahassee, FL 32399-0001
 - [Office of the Chief Inspector General Website](#)

Florida's Election Code - Contact Information

- Kristi Reid Bronson, (850) 245-6240 or Kristi.Bronson@DOS.MyFlorida.com
 - Department of State, Division of Elections
 - Room 316, R.A. Gray Building
 - 500 South Bronough Street
 - Tallahassee, FL 32399-0250

- [Florida Division of Elections Website](#)

Sunshine Law and Public Records Law - Contact Information

- Patricia Gleason, (850) 245-0140 or pat.gleason@MyFloridaLegal.com
 - Office of the Attorney General
 - The Capitol PL-01
 - Tallahassee, FL 32399-1050
- [Attorney General's Open Government Website](#) (includes Government-In-The-Sunshine Manual, cases, Frequently Asked Questions, and training resources)

Florida Retirement System - Contact Information

- To find out about joining, or if you have other questions, call (850) 907-6500 (Tallahassee area) or toll free 1-844-377-1888 (outside of Tallahassee area) or Retirement@dms.MyFlorida.com
 - - Department of Management Services
 - Division of Retirement
 - P.O. Box 9000
 - Tallahassee, FL 32315-9000
- [Department of Management Services, Division of Retirement Website](#)

Florida Special District Handbook Online:

Reporting Requirements By Due Date

The following reports and information may be due, depending on the special district's unique circumstances.

The first section includes reports and information due by a specific date. The next section includes reports and information due by a general date. For additional information, visit the referenced link.

Due By A Specific Date

October

- October 1 (beginning of fiscal year for most special districts)
 - Begin planning and arranging for a financial audit to cover the previous fiscal year, if applicable - [Procedures to Follow When An Audit is Required](#)
 - The Agency Rule Report - See [Reviewing and Revising Rules - The Agency Rule Report and Regulatory Plan](#)
- October 1, 2015 (for special districts in existence on October 1, 2014)
 - Official Internet Website Address - See [Develop and Maintain an Official Website](#)

November

- November 1
 - Truth-in-Millage Form DR421 - [Truth in Millage \("TRIM"\) Process](#)
- November 30
 - Public Depositor Annual Report to the Chief Financial Officer - [Public Deposit Requirements](#)

December

- December 1 (Approximately)
 - [Funding of the Special District Accountability Program - The Annual Special District Fee](#) (\$175) and Update Form
- December 31
 - [Annual Compliance Statement](#)
 - [Form 9, Quarterly Gift Disclosure](#) (If no gifts were received during the quarter, then do not file.)
 - [Form 2, Quarterly Client Disclosure](#) (If no representations made, then do not file.)

February

- February 1
 - Annual Report to Division of Retirement - Actuarial Valuations - Chapter Plans for Independent Fire Control Districts Electing to Participate under the provisions of Chapter 175, Florida Statutes - see [Retirement Plans and Reporting Requirements - Firefighter Pensions](#)

March

- March 15
 - Annual Report to Division of Retirement - Actuarial Valuations - Local Law Plans for Independent Fire Control Districts Electing to Participate under the provisions of Chapter 175, Florida Statutes - see [Retirement Plans and Reporting Requirements - Firefighter Pensions](#)
- March 30
 - [Form 9, Quarterly Gift Disclosure](#) (If no gifts were received during the quarter, then do not file.)
 - [Form 2, Quarterly Client Disclosure](#) (if no representations made, then do not file.)

June

- June 30
 - [The Annual Financial Audit Report](#) (to the Auditor General)
 - [The Annual Financial Report](#) with an electronic copy of [The Annual Financial Audit Report](#) (to the Department of Financial Services)
 - [Form 9, Quarterly Gift Disclosure](#) (If no gifts were received during the quarter, then do not file.)
 - [Form 2, Quarterly Client Disclosure](#) (If no representations made, then do not file.)

July

- July 1
 - [Form 1, Statement of Financial Interests](#) (Required. File or face automatic fines.)
 - [Form 10, Annual Disclosure of Gifts from Governmental Entities and Direct Support Organizations and Honorarium Event Related Expenses](#) (File only if you have something to report.)
 - Regulatory Report - See [Reviewing and Revising Rules - The Agency Rule Report and the Regulatory Plan](#)

September

- September 30 (end of fiscal year for most special districts)
 - [Form 9, Quarterly Gift Disclosure](#) (If no gifts were received during the quarter, then do not file.)
 - [Form 2, Quarterly Client Disclosure](#) (If no representations made, then do not file.)

Due By A General Date

Due Before Something Occurs

- [Actuarial Impact Statement for Proposed Plan Amendment](#)
- [Advance Notice of a Bond Sale](#)
- [Form 3A, Interest in Competitive Bid for Public Business \(Special Purpose Form\)](#)
- [Form 4A, Disclosure of Business Transaction, Relationship or Interest](#)
- [Investment of Surplus Funds Option](#)

Due When Something Occurs

- [Designate a Registered Agent and Registered Office](#)
- [Section 190.009, Florida Statutes - Disclosure of public financing](#)
- [Investment of Surplus Funds Option](#)
- [Investment of Surplus Funds Option](#)
- [Form 1, Statement of Financial Interests](#)
- [Form 40, Certification By Trustee Of Qualified Blind Trust](#)
- Notification of a Financial Emergency Condition - See [Financial Emergencies](#)

Due When / If Requested

- Budget or Tax Levy - See [General Budget Requirements](#)

Due Promptly Upon Completion or Adoption

- Determination of the expected rate of return on defined benefit pension plan assets - See [Additional Actuarial Disclosures](#)
- Investment Policies for defined benefit pension plan assets - See [Additional Actuarial Disclosures](#)

Due at Least Two Days Before Budget Hearing

- Tentative budget posted on the special district's official web site - See [General Budget Requirements](#)

Due Within 15 Days of Something

- [Form 8B, Memorandum of Voting Conflict for County, Municipal, and Other Local Public Officers - \(Special Purpose Form\)](#)

Due Within 30 Days of Something

- Creation Documents and Amendments - See [Newly Created Special District Responsibilities](#)
- Written Status Statement - See [Newly Created Special District Responsibilities](#)
- Dissolution Documents - See [Dissolving Special Districts](#)
- Merger Documents - See [Merging Special Districts](#)
- Boundary Map and Amendments - See [Amending Special District Charters](#)
- Registered Agent and Office Initial Designation - See [Designate a Registered Agent and Registered Office](#)
- [Truth-in-Millage Compliance Package Report](#)
- [Form 1, Statement of Financial Interests](#)
- Final Adopted Budget posted on the special district's official web site - See [General Budget Requirements](#)

Due Within 45 Days of Something

- [Bond Verification Form \(BF 2005\)](#)

- [The Annual Financial Audit Report](#)

Due Within 60 Days of Something

- [Additional Actuarial Disclosures](#), including new website disclosures
- [Actuarial Valuation Report](#)
- [Form 1F, Final Statement of Financial Interests](#)

Due Within 120 Days of Something

- [Bond Information Form/Bond Disclosure Form \(BF2003/2004A and B\)](#)
- [Final Official Statement](#)
- [IRS Form 8038](#)

Due Quarterly, Semiannually, or Annually

- [Uniform Special District Accountability Act Meeting Notice Requirements - Schedule](#)
- [Form 9, Quarterly Gift Disclosure](#)
- [Form 2, Quarterly Client Disclosure](#)

Due Within One Year of Creation

- [The Public Facilities Initial Report](#)

Due By the End of the First Full Fiscal Year After Creation

- Official Internet Website Address - See [Develop and Maintain an Official Website](#)

Due Annually

- [Defined Contribution Report](#)
- [The Public Facilities Annual Notice of Any Changes](#)
- [Form 1, Statement of Financial Interests](#)

Due At Least Once Every Three Years

- [Actuarial Valuation Report](#)

Due Every Seven Years

- [The Public Facilities Updated Report](#) - See:
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Innovation Opportunities for Emergency Medical Services:

A Draft White Paper from the

**National Highway
Traffic Safety
Administration
(DOT)**

**Office of the
Assistant Secretary
for Preparedness
and Response
(HHS)**

**Health Resources
and Services
Administration
(HHS)**

Published for Comment on July 15, 2013

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Acknowledgements

The process to develop this draft white paper, accomplished jointly among three federal agencies, included review, consultation and analysis by many staff members.

Foreword

The Departments of Health and Human Services (Assistant Secretary for Preparedness and Response and Health Resources and Services Administration) and Transportation (National Highway Traffic Safety Administration) have jointly collaborated on the development of this *draft white paper that presents one example of an analysis and model* (Model) along with background materials of the potential for cost savings if emergency medical services (EMS) systems adopted protocols and strategies to innovatively triage and treat patients. Ideally this Model or others, could be pilot-tested in various local and regional jurisdictions throughout the United States. There are many ways for EMS systems to more appropriately care for their patients while maintaining financial sustainability.

It is anticipated this draft White Paper and Model could be helpful as local, regional and state EMS and health system planners prepare frameworks, options and funding strategies/proposals for innovative collaboration among EMS systems, primary care providers, hospitals, public safety answering points, public health and others. Readers are encouraged to review this White Paper and to provide the agencies with comments, suggestions or additional data.

Applying the Model – a Practical Summary for EMS Stakeholders

The following are steps that an EMS agency could take to “operationalize” the Model in Figure 3 for an individual community:

- Using the Model in Figure 3 (page 11) conduct an analysis of the data in an EMS jurisdiction to calculate the percent of low acuity patients that could be safely and appropriately managed in a non-emergency department setting if available. The example analysis used the 5 percent CMS standard analytic file (SAF) but potential local data sources may include:
 - EMS data linked with local emergency department (ED) data to determine the percent of EMS transports that are discharged from the ED within 24 hours: depending on the sophistication of the agency’s data systems, one can either calculate patient acuity by applying the Billings algorithm (page 9) to electronically available data or conduct a chart review to determine the percent of low acuity patients.
 - State Medicaid data to conduct an analysis similar to what is proposed in the SAF example.
 - **NOTE:** the national example used in this paper found that approximately 15 percent of all Medicare ED transports could be safely treated outside of the ED if other options existed. Your numbers may be similar.
- Based on the dynamics in your community, determine how many of the patients treatable outside of the ED can be safely treated in clinics or urgent care, and how many can be treated and released by EMS providers.

Considerations for your system might include:

- The level of service (Basic Life Support-BLS versus Advanced Life Support-ALS) available and the education, skill and scope of practice of the clinicians.
 - The availability of clinic-based services: in many cases, you may need to contract with providers to incentivize them to take unscheduled patients or extend hours.
 - The culture of the urgent care centers and their willingness to accept patients, particularly those with Medicaid.
 - The presence of Accountable Care Organizations (ACO) in your area and their willingness to partner with you since they are already incentivized to reduce ED visits and total cost of care.
- Develop a theoretical framework for how to appropriately triage patients away from the ED and how it will work in your community. Then, design a demonstration for your community that may, for example, include:
 - Expanding the fee for service model to reimburse EMS providers for assessment and treatment (including transportation) provided on site or for transport to a non-ED location.
 - Design an evidence-driven protocol for appropriate disposition of patients who call 911 (this requires broad-based community input and support).
 - A shared savings model where EMS providers are incentivized to avoid unnecessary ED transports.
- Utilize available mobile resources in your community to treat non-acute patients and reduce readmission or further use of hospital resources: partner with public health agencies, social service providers, hospitals and ACOs to provide mobile medical services in underserved communities.
- Develop a robust evaluation strategy to ensure the quality of patient care and patient safety is maintained or enhanced, and to assess other system impacts of the implementation of the new protocols/system changes including patient satisfaction.

Introduction

In 2009, there were over 136 million emergency department (ED) visits in the United States and 15.8 percent of them arrived by a 911-response ambulance.¹ ED overcrowding is a well-documented problem that results in costly, delayed, and often sub-optimal care. Emergency medical services (EMS) contributes to this problem by unnecessarily transporting non-acutely ill or injured patients to EDs when more appropriate and less costly care settings, including the home, may be available. Since Medicare was established in 1965, ambulance suppliers have been reimbursed for the transport of beneficiaries to and between hospitals, dialysis clinics, and skilled nursing facilities (SNF). As the scope of practice of the emergency medical technician expanded, CMS updated the reimbursement policy to account for the level of care provided while en route. Though the current rule includes eight separate levels of service, the model still requires the *transport* of a beneficiary to one of the aforementioned locations to qualify for reimbursement. When someone calls 911 for a non-acute event, there is a financial incentive for suppliers to transport them to an ED when alternative care by EMS providers may result in higher quality patient-centered care at a significantly lower cost.

An analysis funded by the HHS Office of the Assistant Secretary for Preparedness and Response (ASPR) indicates that approximately 15 percent of Medicare patients transported to the ED by ambulance can be safely cared for in other settings if available in a community. National models suggest that if these patients were transported to a physician's office, Medicare could save \$559.871 million per year and if they were treated at home it is expected the savings would be significantly higher. Cost data for Medicaid are not available but expected to be even greater. In 2006, Medicare and Medicaid paid 20 percent and 21 percent respectively of ED charges.

The pre-hospital EMS system is uniquely positioned to care for 911 patients and assist less-emergent patients with transport to the most appropriate care setting based on medical and social needs. Such an approach may reduce the total cost of care, provide more patient-centered care and may reduce the burden on EDs, thus enhancing the quality of care received by all patients.

As the nation faces the possibility of increasing healthcare costs, there is significant opportunity for EMS systems to be *part of the solution* and help reduce the incidence of costly care for unscheduled patients. One could demonstrate that EMS services can reduce downstream emergency department and hospitalization costs while increasing patient care quality and safety by changing their service delivery. New initiatives may allow EMS systems to demonstrate several innovative strategies to reduce total cost of care and increase health outcomes, including: the triage of patients calling 911 without dispatch of an ambulance, treatment of patients without transport, transport of patients to a clinic or other provider for an unscheduled visit, and scheduled non-acute assessments and treatments, to name a few. Innovative financial models may include an expanded Fee-For-Service (FFS) system or an innovative model designed by the emergency care system.

Problem Statement and Background

ED overcrowding is a well-documented healthcare crisis that results in delayed and sub-optimal acute care.^{ii iii iv v} There are several causes of ED overcrowding, though one actionable concern is the fee-for-service payment model for 911-based emergency medical services (EMS) that currently requires the transport of a patient to a hospital in order to qualify for reimbursement. The Medicare program spends \$5.2 billion on 16.6 million ambulance transports annually and payments per beneficiary increased 19.1 percent from 2007 to 2010.^{vi} Of those, approximately seven million beneficiaries were transported to EDs. In 2006, the HHS Office of the Inspector General found that 25 percent of ambulance transports were either unnecessary or inappropriate, while other research has found that between 11 and 61 percent of ambulance transports to EDs could have been safely treated elsewhere.^{vii viii ix x xi xii} *The Medicare transport requirement incentivizes ambulance suppliers to deliver non-acutely ill or injured beneficiaries to EDs, one of the most expensive sites of care^{xiii}.*

In 2009, there were over 136 million ED visits in the United States and 15.8 percent of them arrived by a 911-response ambulance. Among patients aged 65 and older, there were close to 20 million ED visits with 38.6 percent arriving by ambulance.^{xiv} Among Medicare beneficiaries arriving by ambulance, 45 percent were not admitted to the hospital, but cost CMS \$1.98 billion (with an additional 20 percent out-of-pocket costs to the beneficiary). Medicare and Medicaid beneficiaries account for a disproportionately high utilization rate of EDs.^{xv xvi} Recent studies from the CDC reinforce conclusions that people utilize EDs more often because of a lack of access to other providers as opposed to the seriousness of their complaints.^{xvii} Almost 60 percent of non-elderly adults surveyed on public healthcare plans cited that a “doctor’s office or clinic was not open” and 40 percent of privately insured non-elderly adults cited “no other place to go.” *EMS contributes to ED crowding and high system costs by transporting some patients to EDs when more appropriate and less costly care settings, including the home, may be adequate and available.*

EMS is an essential component of the United States healthcare system.^{xviii} Ambulance transport to a hospital’s emergency department is often the first and only access point to the healthcare system for many Americans. Medicare reimburses ambulances through a fee-for-service (FFS) transportation benefit, as defined in Part B. Regulations require that a patient is transported from the scene of injury or illness to a hospital in order to be reimbursed. However a recently released study from the RAND Corporation indicates that the role of the emergency department in determining admissions and downstream costs is rising dramatically and that EDs account for almost half of all hospital admissions.^{xix} *There exists no financial incentive to treat a patient at the scene of their illness or injury or to transport them to a provider other than an emergency department.*

Given the low-acuity nature of many patients being transported, one may anticipate a better patient care experience when patients are either treated at the scene by EMS or taken to a clinic-based provider with shorter wait times than in the ED. Studies of patient-centered medical homes (PCMH) have found significant reductions in ED use, hospitalizations, and readmissions due to strong care coordination as well as increased quality of care.^{xx xxi} One PCMH pilot program in Seattle realized a 29 percent reduction in ED use and an 11 percent reduction in

ambulatory sensitive care admissions (i.e. admissions resulting from conditions that can be treated in an ambulatory care setting), resulting in \$17 per patient per year of savings.^{xxii}
Encouraging the use of medically appropriate alternative care settings can reduce both ED visits and hospitalizations.

The Balanced Budget Act of 1997 required that CMS convene stakeholders in the ambulance community and enter a negotiated rulemaking process to set a national prospective ambulance fee schedule. The schedule was finalized in 2002 and reimbursement is currently calculated by multiplying a nationally standardized base rate (or conversion factor) with the geographic practice cost index factor (GPCI), and a relative value unit (RVU). This amount is added to a calculated mileage payment for the transport. Previously, Medicare was charged a usual and customary rate for transport. This complicated fee-for-transport model, in place since the enactment of Medicare in 1965, *incentivizes a higher utilization of emergency and in-hospital services.*

The National EMS Advisory Council (NEMSAC) found in its 2012 report on EMS Performance-based Reimbursement that the average payer-mix for an EMS agency is:^{xxiii}

Medicare:	44%
Medicaid:	14%
Private Payer:	14%
Commercial Insurance:	21%
Other:	7%

Relative to the population distribution in the U.S., Medicare was billed for more ED visits resulting in admission and Medicaid was billed for more treat-and-release ED visits.^{xxiv}
Significant cost savings and increases in quality of care for acute and non-acute ED patients are possible if funding models are altered to incentivize fewer transports to EDs.^{xxv xxvi xxvii}

The NEMSAC report recommended that the federal government adopt methods to reimburse EMS systems based on performance and actual costs of 24/7 readiness as opposed to fee-for-transport. Alternative models of delivering pre-hospital emergency care could include payments to transport to urgent care centers, physician offices, or mental health facilities. Models could also include expanded services provided by EMS personnel at the site of injury or illness, referrals to specialty care, bundled payments for acute care services, or shared-savings models, to name a few.

Figure 1, below, illustrates the current trajectory of a patient who calls 911 and the costs to the Medicare program. Note: one could predict a similar pattern for Medicaid patients for whom national average cost data are not available.

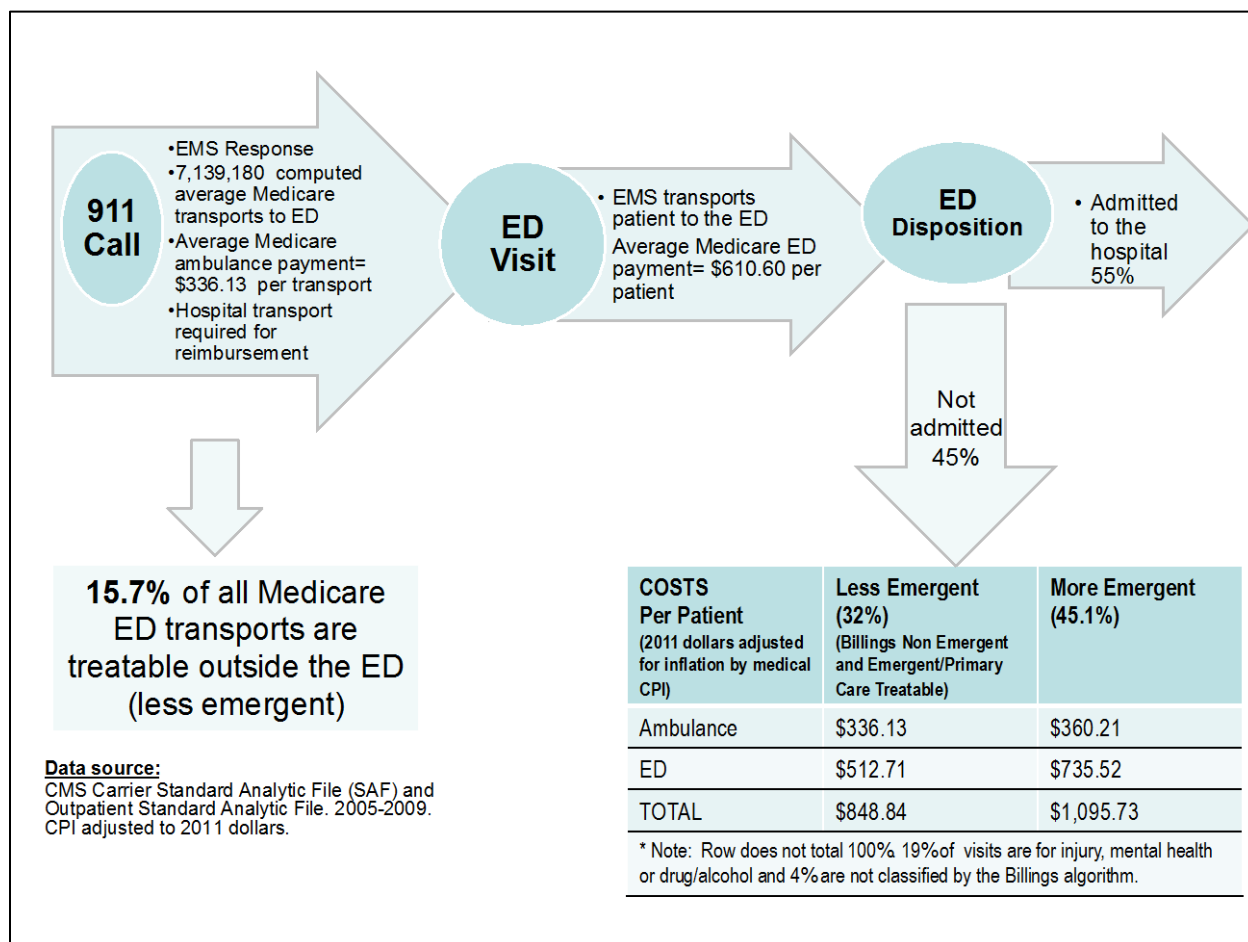


Figure 1. Disposition and Cost of Medicare Patients Accessing the 911 EMS System

As shown in figure 1, a recent analysis of the CMS data show that 45 percent of EMS transports of Medicare beneficiaries to an ED did not result in a hospitalization. Of these, 32 percent were less emergent according to the Billings criteria of non-emergency and primary care treatable visits. Note that the model excludes all injuries, mental health and alcohol related visits, and additional visits that could not be classified using the Billings algorithm. *This translates to approximately 15 percent of all Medicare ED transports that could be considered avoidable ED visits.*

More information on the Billings algorithm is available on the next page.

The Billings Algorithm Explained

The Billings algorithm classifies ED utilization of patients into the following categories:

- **Non-emergent** - The patient's initial complaint, presenting symptoms, vital signs, medical history, and age indicated that immediate medical care was not required within 12 hours;
- **Emergent/Primary Care Treatable** - Based on information in the record, treatment was required within 12 hours, but care could have been provided effectively and safely in a primary care setting. The complaint did not require continuous observation, and no procedures were performed or resources used that are not available in a primary care setting (e.g., CAT scan or certain lab tests);
- **Emergent - ED Care Needed - Preventable/Avoidable** - Emergency department care was required based on the complaint or procedures performed/resources used, but the emergent nature of the condition was potentially preventable/avoidable if timely and effective ambulatory care had been received during the episode of illness (e.g., the flare-ups of asthma, diabetes, congestive heart failure, etc.); and
- **Emergent - ED Care Needed - Not Preventable/Avoidable** - Emergency department care was required and ambulatory care treatment could not have prevented the condition (e.g., trauma, appendicitis, myocardial infarction, etc.).

The algorithm was developed using a sample of 6,000 full ED records.

For more information, visit <http://wagner.nyu.edu/faculty/billings/nyued-background>

A Model for Innovation in Emergency Medical Services

It is important to demonstrate cost savings for any change to the existing delivery or reimbursement model. Unpublished research funded by the HHS Office of the Assistant Secretary for Preparedness and Response indicates that for **less emergent cases** (approximately 15 percent of Medicare transports to EDs), EMS agencies may be able to alter their service delivery model to more effectively:

- 1) Evaluate and treat the patient at the location of the 911 call,
- 2) Evaluate and transport the patient to a health care provider (physician) clinic, Federally Qualified Health Center (FQHC), or Rural Health Clinic (RHC), and
- 3) Evaluate and transport the patient to an urgent care center.

Calculations show between \$283,464,058 and \$559,871,117 in cost savings if all of the approximately 15 percent of preventable ED transports went to a physician's office (Figure 2).

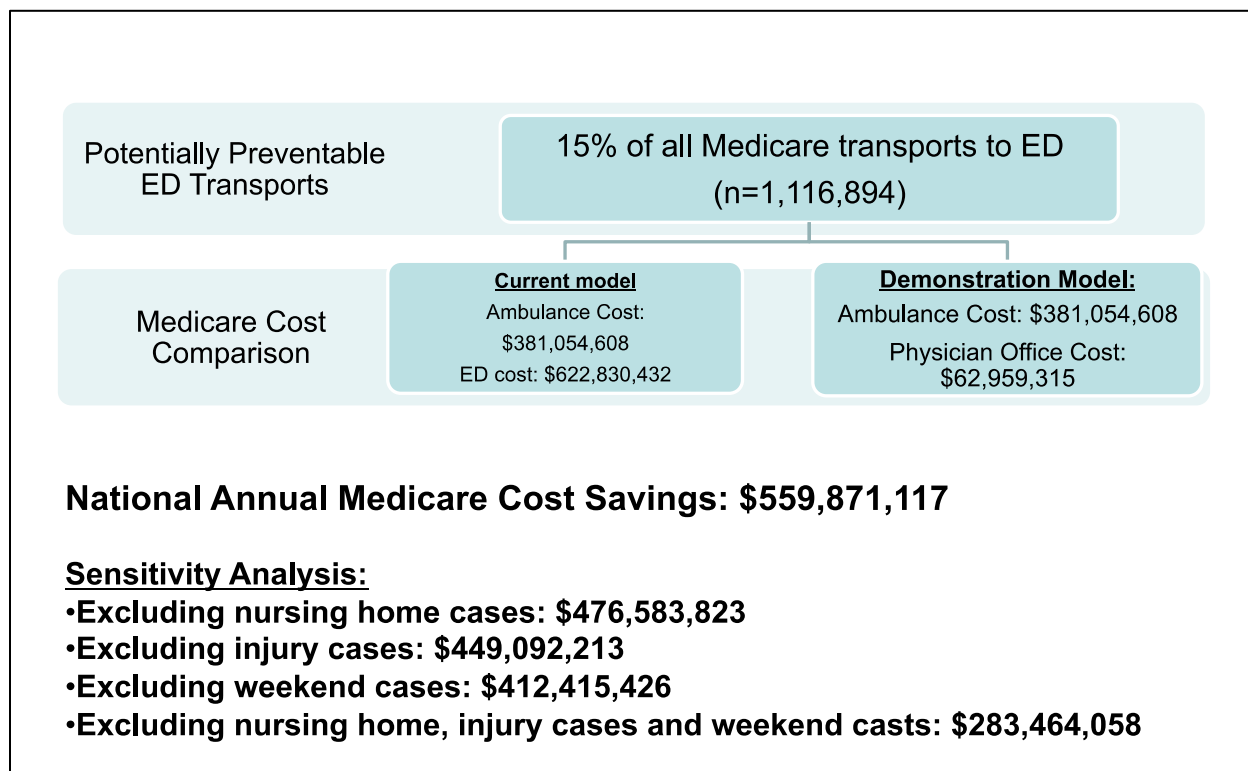


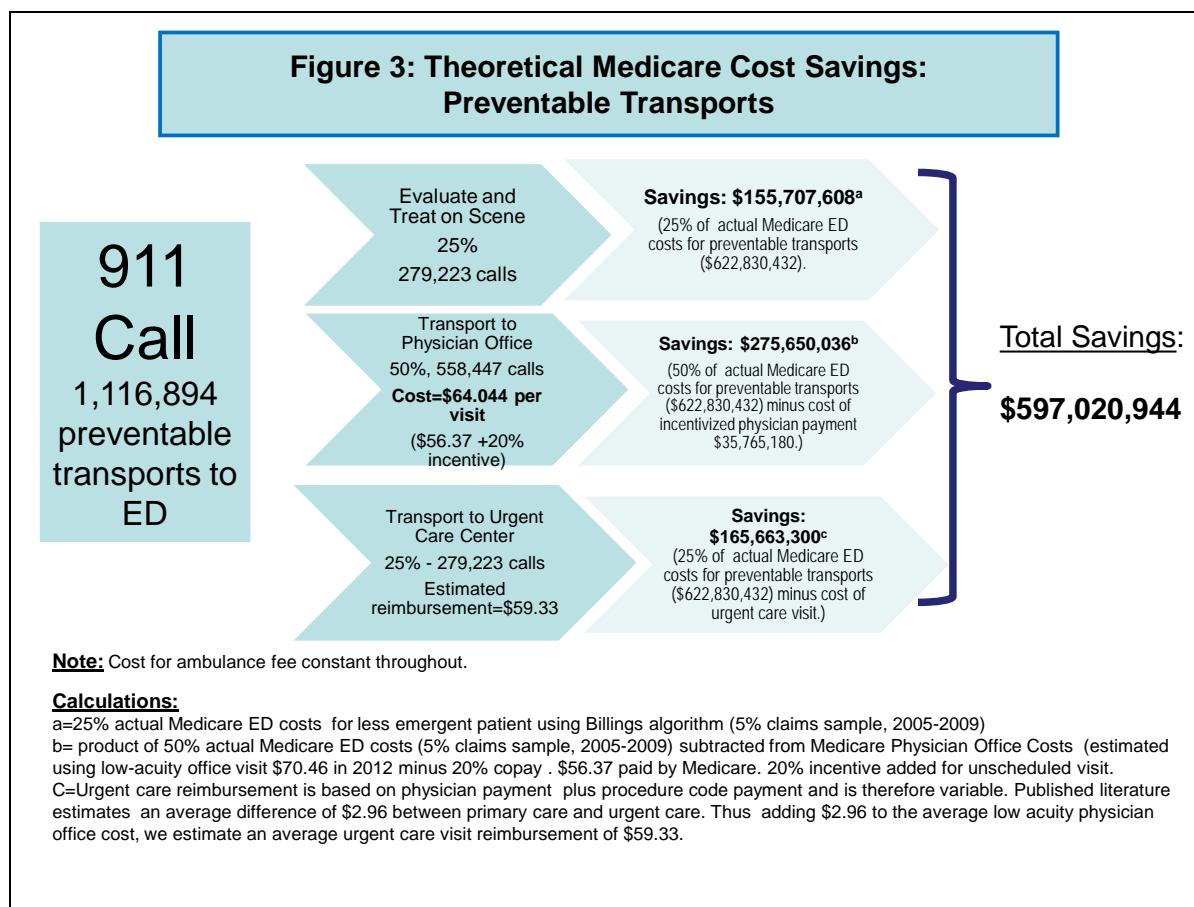
Figure 2: Calculated Cost Savings Transport to a Physician Office for Less Emergent Patients

The cost analysis in Figure 2 assumes that EMS would continue to transport all patients to a health care setting, in this case a physician's office. However, prior experience with using trained personnel to triage patients by 911 dispatch centers and to determine the appropriate level of basic versus advanced life support has worked well.^{xxviii xxix xxx} Therefore, EMS may be able to meet the needs of callers without dispatching an ambulance or triage and treat some patients rather than transport all of them to a clinic-based practitioner.

As noted, not all preventable ED transports will require treatment or transport to a clinic. In addition, clinics are often closed on nights and weekends. For the sake of calculating cost savings for the model, it is estimated that of the preventable ED transports:

- 25 percent of patients can be evaluated and treated by EMS without transport;
- 25 percent may not have a physician available (even with incentives provided for physicians to take unscheduled patients) and would go to urgent care; and
- 50 percent of patients would be transported to an appropriately staffed clinic.

Further explanation of these estimated figures is below. Note that they may be significantly altered in different communities based on demographics and other characteristics. Figure 3 presents the projected national Medicare cost savings of \$597,020,944 annually (without a sensitivity analysis), of over 1 million preventable transports to the ED.



Based on the CMS SAF, a recent analysis shows 1,116,894 Medicare EMS transports (roughly 15 percent of transports) to the ED that are preventable (based on Billings criteria of non-urgent and primary care preventable). These translate to \$622,830,432 in Medicare ED costs. If 25 percent of these patients were treated onsite by EMS and released, Medicare would only pay the ambulance costs saving \$155,707,608 in ED costs.

It is reasonable that clinic based providers would need to be incentivized to accept unscheduled patients. Physician incentives range from 1 to 20 percent of a physician's total compensation with many incentives in the 5 percent range.^{xxxi} Medicare pays \$56.37 for a low acuity office visit. Adding 20 percent to this fee would yield a \$64.04 incentivized payment. If 50 percent of ED preventable EMS calls were transported to clinical based providers, Medicare would save \$275,650,036 in ED costs after subtracting an incentivized payment of \$64.04 to the office.

Lastly, EMS may need to transport 25 percent of the avoidable transports to an urgent care center because a clinic-based provider is not available to accept the patient. Reimbursement for urgent care centers is based on procedure codes and therefore an exact fee is not available. However, a study of the average charges for urgent care centers when compared to primary care across all payers showed a \$2.96 difference in payment.^{xxxii} This analysis added \$2.96 to the low acuity physician reimbursement of \$56.37 to calculate an urgent care center payment of \$59.33 for an urgent care visit. Accounting for these costs, Medicare saves \$165,663,300 in ED costs.

While this overall Model shifts costs from ED's to clinic based providers and urgent care centers, there are demonstrable cost savings from Medicare beneficiaries alone. If the entire Model is successful with all of the avoidable ED transports triaged to more appropriate care, Medicare alone can save \$597 million annually. Note: due to the lack of data, there is no analysis of savings for Medicaid but a similar theoretical model is projected for Medicaid beneficiaries.

Program Design Considerations

Currently when a 911 call is initiated, the responding ambulance generally transports the patient to the ED and care is provided en-route. A demonstration project could allow an EMS system to develop alternative treatment and triage protocol options that may include:

- Triage or self care instructions by call-taker without dispatching an EMS unit.
- Treatment provided in the home or location of patient.
- Transport to an appropriate clinic based health care provider.
- Transport to an urgent care center.
- Transport to an Emergency Department.
- Referral to an appropriate community service.
- Other community specific treatment or transport protocols.

Figure 4, below, illustrates the logic model for a possible demonstration project with the goal of improving health care safety, effectiveness, patient-centeredness, timeliness and efficiency by reducing unnecessary ambulance transports to the ED by 15 percent.

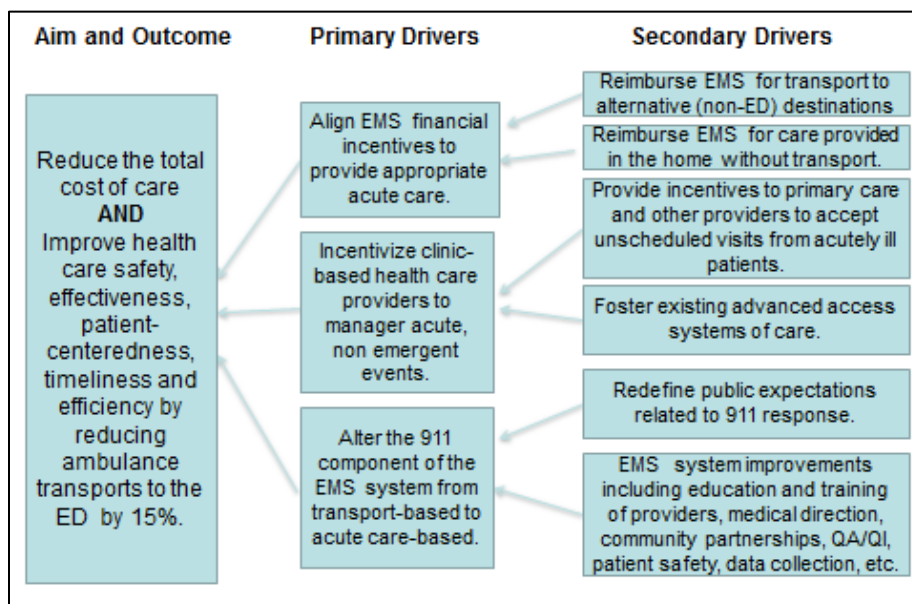


Figure 4 – Primary and Secondary Drivers of Innovation

One may anticipate that the primary drivers for reducing system costs by reducing ambulance transports to the ED by 15 percent will be to align financial incentives to EMS and to clinic

based providers. By incentivizing clinic based providers to take unscheduled patients and allowing EMS to receive reimbursement for providing treatment and transporting to a clinic provider, one can reduce downstream ED costs.

Demonstration projects should consider the following when determining new delivery and finance models:

- The operational components of the EMS system.
- Scope of practice for EMS providers and state licensure and certification related to provider roles, EMS service licensure and other legal authorizations such as the authority for treat and release.
- Reimbursement for EMS to treat at the most appropriate site when available.
- Incentives for clinic-based healthcare providers to accept unscheduled visits and extend office hours.
- Reimbursement for appropriate medical direction (including any increases).
- Development of data collection systems and impact on patient care quality metrics, measured both before and after the intervention.
- Continuous quality assurance and improvement function.
- Evaluation of impact on:
 - system cost analysis (pre/post) (EMS agency, physician services, ED costs, hospital costs, public health and other costs);
 - access to primary, specialty, and emergency care;
 - patient safety, outcomes and satisfaction; and
 - education, licensure and workforce issues.

Physician medical direction is an important component of all EMS systems and is currently supplied to EMS providers through written protocols and in real time via telephone or radio. Innovative approaches may require additional physician interaction and supervision of field providers; this practice is not currently reimbursed by Medicare, but may be under a demonstration.

Possible Demonstration Approaches

Several possible approaches for local EMS demonstration projects are presented based on the national analysis above. These are not mutually exclusive, nor are they exhaustive of the myriad innovative options that may be appropriate for local EMS systems.

Incremental approach

An initial step to a more comprehensive transformation of the local EMS system might be to encourage EMS agencies, and their partners, to identify viable alternatives to transporting patients to the ED. Several short-term options may be relatively easy to manage, have a short

time to impact, and lower costs through improvements to the emergency care system. These include:

- Expand the current fee for service model for EMS agencies with reimbursement for treatments at home as well as transport to alternative care settings. The focus may be to incentivize EMS agencies and physician offices to change service delivery for less emergent patients and reduce ED utilization.
- An alternative option would maintain the current FFS structure and integrate pre-hospital emergency services into the shared-savings model of an Accountable Care Organization (ACO). The current delivery model for EMS is predicated on a single financial incentive to transport acute or non-acute patients to the hospital. If one or more EMS agencies partnered with an ACO, their incentive would be to lower the total cost of care for beneficiaries, and agencies would be able to innovate in how triage, transport, or disposition decisions are made in the field. Under the ACO model, an EMS agency would be incentivized, through shared savings, to make the most appropriate (and often least costly) treatment and transport decision with the patient. This option would require some start-up funding, mainly in order to integrate data systems, educate EMS providers, ensure more appropriate online medical direction, and prepare for a thorough evaluation.

More innovative and long-term approach

This would provide novel strategies to emergency care reimbursement or variations to current approaches for entire regions which may include a broader array of health care providers in the emergency care system and models such as bundled payments, shared savings, or patient-centered medical homes. There may be new ways to incentivize less costly emergency care for EMS agencies, hospitals, physicians, urgent care centers, and clinics.

Possible Participants and Beneficiaries

There is significant interest in health services sectors to reduce ED utilization and save money. Demonstrations may directly target the unscheduled care system as a source of overutilization and overspending. Participants could include Accountable Care Organizations or other entities that bear financial risk and are incentivized to reduce utilization of costly services. Regionalized systems of emergency care, including EMS agencies, hospitals, physician groups, home health nurses, and local public health departments could partner under a convener to execute a geographically defined model. This could also be integrated into models being developed for patient-centered medical homes. State Departments of Health may also organize regional providers.

All Medicare, Medicaid, and CHIP beneficiaries (including dual eligible beneficiaries) may realize an increase in the quality and a decrease in the total cost of their unscheduled or acute care. In addition, providers of primary care services, including Federally Qualified Health Centers and Rural Health Clinics, as well as local or regional EMS agencies will benefit financially from a shift in reimbursement policy.

The following care providers may be included in a demonstration project:

- EMS providers and medical directors.
- Primary care, emergency, and other specialty care physicians.
- Primary care, emergency, and other specialty care physician assistants and nurse practitioners.
- Urgent care centers and providers.
- Hospitals and Emergency Departments.
- Accountable Care Organizations.
- Federally Qualified Health Centers (FQHC).
- Rural Health Clinics (RHC).

Demonstrations may also choose to engage local community and other care providers such as Fire Department personnel and other health workers. It may also be important to engage state partners including regulators of medicine and emergency medical services, state Medicaid Administrators, and state Public Health Departments.

Significant Assumptions for Consideration

Factors That May Increase Cost Savings

The Model does not include data from Medicaid and CHIP where more substantial savings are anticipated, particularly since a significant portion of Medicaid patients are “treat and release” from the ED.^{xxxiii} One major assumption of the cost savings presented is that all patients that were admitted to the hospital were not emergent. However, a percentage of these admissions may be avoided if the patient is transported to a specialist physician’s office. An 11 percent reduction in ambulatory sensitive care admissions has been demonstrated in a PCMH model.^{xxxiv}

Another assumption made in the Model is that patients with injury, mental health issues, or drug/alcohol issues are excluded from the less emergent analysis. In actuality, an unknown percentage of these patients may also be safely triaged away from EDs.

Factors That May Decrease Cost Savings

Clinic provider incentives—it is anticipated that an applicant may have to provide incentives to clinic providers who do not traditionally accept unscheduled or off-hours patients. This may be in the form of a per-patient-per-month payment or a lump sum. An ACO may not require any additional incentive if they believe more access to their primary care physicians will result in fewer ED visits and overall cost savings. A traditional fee-for-service practice may be incentivized by bonus payments when seeing a patient same day or after normal office hours.

The EMS community should carefully consider the following major assumptions from the nation model:

Assumption	Impact on Cost Savings
EMS providers can triage 15 percent of Medicare ED transports away from the ED	Neutral to potential increase in savings 15 percent as a number for less emergent ED visits is a very conservative estimate. Data are not available for the Medicaid population and it is anticipated that a far greater percent of those are less emergent visits. It is anticipated that cost savings will be greater than is calculated.
Clinic based health care providers will accept unscheduled patients	Decrease cost savings While the amount of incentive that would be required to have physician offices accept unscheduled patients from EMS is estimated, there is no literature to support the exact amount of incentive that may be required. Applicants will need to negotiate the exact amount of such incentives. If greater incentives are required to induce providers to take unscheduled visits, that may decrease cost savings.
Admitted patients are emergent	Increase cost savings Due to the lack of availability of specialty consult in many ED's, it is anticipated there are a number of unnecessary hospital admissions that may be avoided if transport to a specialty physician's office is possible. This is supported by the patient centered medical home literature where as much as 11 percent of ambulance sensitive conditions avoided hospitalization.
There will be cost savings in addition to those realized by ED utilization reduction	Increase cost savings Patients are often admitted to inpatient floors from the ED because of a lack of confidence that the patient will follow up with a PCP. It is anticipated there will be a more substantial cost savings from a reduction in admissions that is not calculated in this proposal.
Injured, mental health and alcohol related visits must be seen in the ED	Increase cost savings There are low acuity calls for these groups that may be handled with a visit to the specialty provider or treatment at site of injury.

Note that the financial models presented in figures 2 and 3 assume that only those patients that were *not* admitted to the hospital were potentially avoidable. However, as shown in the patient centered medical home literature there are ambulatory sensitive hospitalizations that may be avoidable.

Conclusion

There is significant potential for innovation in healthcare systems that may transform the delivery of emergency medical services, reduce the total cost of care, and increase health for a population well beyond CMS beneficiaries. Innovations may also change the model of acute care to one that is more patient-centered as many of those experiencing an acute event can be evaluated in their home (or current location) and triaged to an appropriate care setting that is congruent with their level of severity. Encouraging clinic based health care providers to accept more unscheduled visits will ensure greater continuity of care for patients.

The provision of unscheduled care, including EMS agencies, emergency departments, physicians, and urgent care centers, has not experienced significant innovation in delivery or finance models since the establishment of Medicare. Americans deserve a full *systems approach* to transforming the unscheduled care in a patient-centered manner that will save money, reduce the burden on the emergency departments, and increase the quality of care provided to beneficiaries.

Finally, the information presented in this draft “White Paper” is a theoretical model that will serve as a stimulus to engage local, regional, and state EMS systems and health care providers to seek funding to test the model. The challenge is for interested and innovative system managers to address the details and the intricacies – develop, modify, improve, or disprove the model.

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Leon County Board of County Commissioners


Notes for Budget Workshop Item #5

Leon County Board of County Commissioners

Budget Workshop Item #5

April 28, 2015

To: Honorable Chairman and Members of the Board

From: Vincent S. Long, County Administrator 

Title: Analysis of Fire Rescue Services Rate Study and Alternative Funding Option

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Lead Staff/ Project Team:	Alan Rosenzweig, Deputy County Administrator Scott Ross, Director, Office of Financial Stewardship

Fiscal Impact:

This item has a fiscal impact. Currently, Leon County pays the City of Tallahassee \$6,723,586 annually for fire rescue services in the unincorporated area. This payment is derived from the current fire rescue service charge that have been in effect for the past six years. Using the rate structure in the new fire rescue services rate study, this annual payment would increase to \$7,948,045 for each of the next five years for an annual increase of \$1,224,495.

Staff Recommendation:

Board Direction

Report and Discussion

Background:

In July 2014, the Board approved the County and City engaging Government Services Group (GSG) to conduct an update to the existing fire rescue services rate study. At the March 10, 2015 meeting, staff presented the preliminary rates with a broad discussion on a possible alternative funding source. The Board approved this budget discussion item be prepared to further discuss the Emergency Fire Rescue Services and Facilities One-Cent Surtax and the consideration of the completed fire rescue services rate study (Attachment #1). The rates contained in the attached study are the same as the preliminary rates provided to the Board at the March 10 meeting. The City Commission is scheduled to accept the study and the associated rates at their April 22, 2015 meeting.

By way of background, Leon County has had a long history of contracting with the City of Tallahassee for the provision of fire rescue services to serve the unincorporated area of the County. A contract for these services was originally entered into in March 1988. That Agreement was amended a number of times through 2005.

In April 2009, a new Interlocal Agreement for five years was executed. The Interlocal Agreement provided that a jointly funded rate study would be developed to determine the necessary funding to support the services being provided by the City of Tallahassee's Fire Department. The approved rate study established an initial fire rescue charge for a period of five years (FY2009 through FY2013).

In addition to fire rescue services, the Interlocal Agreement between the County and the City provides that the City shall provide certain Advanced Life Support (ALS) services and the County shall provide overall medical direction. The Interlocal Agreement provides for a payment from the County to the City for these services.

In July 2013, the County and City negotiated a comprehensive amendment to the Interlocal Agreement which addressed a number of significant outstanding policy issues. The amendment extends the agreement for an additional 11 years. In addition to the fire rescue charge, the agreement brought to closure a number of these issues, including:

- Approval of the distribution of the new 5 cent gas tax between the County and the City using a 50/50 allocation;
- Authorized the extension of the existing 6 cent gas tax, with an allocation of 50/50 between the County and the City (this was previously 46% County and 54% City);
- Required the City to concur to an increase of up to a quarter of a mil in the EMS MSTU at a point in the future, if the County determines it is necessary. (Florida Law requires cities to approve of Countywide MSTU's to be levied within the City limits); and
- The County will provide \$150,000 in funding for Palmer Monroe for three fiscal years.

With regard to the fire rescue charge, throughout the negotiations and as memorialized in the agreement, the County focused on providing future rate certainty and a level of fiscal constraint on the possible growth in the fire rescue charge. To accomplish this, the agreement provides, in pertinent part:

- For the current fiscal year (Oct. 1, 2014 through Sept. 30, 2015) the existing rate remained unchanged; this had the effect of having a constant rate for a total of six years;
- Beginning Oct. 1, 2015 (next fiscal year), a new rate study needs to be adopted for five years; the single family dwelling unit fire rescue charge rate cannot increase more than 15% in total over the five years; and,
- Beginning Oct. 1, 2019 and continuing for five years, the fire rescue charge rate structure would be developed utilizing an inflationary index.

The Board approved the terms of the Second Amendment to the Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services with its second term, to be effective from October 1, 2015 and continue for a period of ten years (Attachment #X).

Consistent with the terms of the Second Amendment, in July 2014, the Board approved the County and City engaging Government Services Group to conduct an update to the fire rescue services rate study which is included as Attachment #1.

Analysis:

Over the last several months the GSG consultant team, with cooperation from the City of Tallahassee (Fire Department, Management and Administrative Services, Utility Services) and Leon County staff, has developed the attached rate study to support the projected Tallahassee Fire Department budget for the period FY2016 through FY2020. The study provides a projected rate increase for years FY2021 through FY2025 of between 4% and 5% per year.

This projected five year budget includes the following:

- An accounting of all other sources of Fire Department revenue such as fire inspection fees to ensure that the assessment recovers fire protection only.
- All associated operating, personnel, equipment and maintenance costs for Station #16 at Weems Road.
- Additional set of bunker gear for all firefighting personnel as well as extrication equipment.
- The addition of a Fire Education Officer and 5 Inspectors to the Fire Prevention Division during the five year budget planning period to increase the Department's proactive educational, inspection, arson investigation and fire safety training efforts.
- Construction upgrade costs to increase the size of the garage bays at multiple stations so that they can house trucks and apparatus of varying sizes to allow for enhanced equipment staging and housing at all fire stations.

- The personnel costs associated with the Collective Bargaining Agreement that will impact the Fire Department budget in Years FY16 through FY18.

To calculate the rates, the consultant first determines that portion of the City Fire Department budget that is “assessable.” The assessable budget excludes costs that are offset by other revenues including the City’s cost of providing Advanced Life Support (ALS), costs to support the fire protection of the airport and contemplates other revenues collected in support of the Fire Department (i.e. inspection fees). For ALS, the County pays the City approximately \$3.1 annually. The total projected FY15-16 Fire Department budget is \$44.4 million; the assessable portion of the budget is \$35.5 million. The average assessable budget projected over five years is \$38.9 million. The rate study contemplates establishing level rates for five years based on the average assessable budget of \$38.9 million.

The proposed rates were developed using the same methodology as approved in the previous study:

Service zones were created under the previous fire assessment study in Fiscal Year 2009-10 to reflect the level of service differentiation of a property located in a higher density area that receives fire protection coverage from multiple stations compared to a property located in an area generally described as rural and typically serviced by a single fire station.

Additionally, core stations are defined as stations that are within 5 road miles of two other stations. Given this definition of “core station”, the rate methodology is predicated on two zones, each with distinct rates:

- Zone 1: Properties located within five road miles of two core stations
- Zone 2: Properties located outside of five road miles of two core stations

To ensure fiscal constraint, included in the Second Amendment to the Interlocal Agreement is a provision that the **single family residential rate** (for both zones) cannot increase more than 15% in total over five years. The attached rate study provided by the consultant reflects the following:

- Single family residential rates for Zone 1 are recommended to increase by 12% and zone 2 by 15%;
- Based on call volume analysis, non-residential rates are recommended to increase 3% to 54% depending upon property use category and zone;
- Once increased, the rates for all property use categories will remain flat for five fiscal years;
- This approach is consistent with the previous rate study, and 2014 update, which established a base rate, and maintained the rate constant for six fiscal years; and
- For planning purposes, the consultant has indicated that for years 6 through 10, an increase of 4% to 5% should be anticipated based on historic budget trends.

The rate study is developed to provide for a constant rate over the entire five year period; the rates are developed based on zones and do not take into consideration political jurisdictions. The previous rate study utilized a five year average assessable budget of \$29,058,003 to fund fire rescue services countywide; per the interlocal agreement, the rates extended for an additional sixth year. The new rate study concludes that the five year average for assessable costs to fund the fire rescue services countywide is \$38,893,934. Table 1, shows the amount and percentage of funding the County paid for fire services under the previous rate study, compared to the amount that would be paid utilizing the new rate study.

Table 1: Comparison of Fire Service Assessable Expenditures and the County's Share

Cost	Five Year Average FY10 – FY14	Five Year Average FY16 – FY120	\$ Increase	% Increase
Total Assessed	\$29,058,003	\$38,893,934	\$9,835,931	33.90%
County Assessed	\$6,723,586	\$7,948,045	\$1,224,459	18.21%
% County Share	23.14%	20.44%	12.45%	

As reflected in the table, while the County's cost for fire rescue services increases by \$1,224,459, the proportionate share the County provides in funding for the entire fire rescue services system drops by approximately 3.0% (from 23.14% to 20.44%). The total increase in unincorporated area funding is \$1.224 million or 18.2%; under the rate study this increase remains constant (except for growth in actual residential or commercial properties paying) for five years. In addition, of the overall \$9.8 million in total expenditure increases, the County's share of the increase is 12.45%

Impact to Residential Property

In reviewing the property use categories from the first rate study, there were two residential categories: single family residential and multi-family residential. In its new analysis of the two residential property use categories, the consultant has determined that the distinction between the cost of service to either single family or multi-family is not significant. Therefore, the new rate study recommends collapsing the two categories into one residential use property category. Tables #2 provide a comparison of the number of units and the associated rates for each zone.

Table #2: Residential Rate Comparison

Category	Zone #1				Zone #2			
	Units		Current Rate	Proposed Rate	Units		Current Rate	Proposed Rate
	City	Unincorp			City	Unincorp.		
Single Family	30,472	5,618	\$179	\$201	9,889	28,795	\$161	\$185
Multi Family*	38,786	1,045	\$125	\$201*	3,908	786	\$43	\$185*

**These rates and number of units are shown for comparison purposes only. As part of the actual rate study there is only one single family residential category. Unit numbers are preliminary.*

Under the new rate study, the single family residential rate will be \$201 for Zone #1 and \$185 for Zone #2; there will not be a distinction between single family dwelling and multi-family dwelling units. As reflected in Table #1, the previous rate for Zone #2 multi-family was \$43 per unit; under the new rate study the rate will be \$185. For Zone #1, the multi-family rate was \$125 and the new rate will be \$201. However, for the majority of the residential units the change for Zone #1 will be from \$179 to \$201 and for Zone #2 from \$161 to \$185. Through the new rate study, all residential units will be charged the same fire rescue charge rate depending upon the zone in which the property is located regardless of whether the property is located in the City or the unincorporated area.

Alternatively, the residential rate comparison can be calculated on a monthly basis. This is a comparison for individuals paying via the City utility bill:

- Single-family – Zone 1 would increase from \$14.92/month to \$16.75/month
- Single-family – Zone 2 would increase from \$13.42/month to \$15.42/month
- Multi-Family – Zone 1 would increase from \$10.42/month to \$16.75/month
- Multi-Family – Zone 2 would increase from \$3.58/month to \$15.42/month

One of the on-going complexities with the fire rescue charge is the method in which the funds are collected. For both the County and the City, the proposed rate schedule is uniform. However, the City of Tallahassee will collect all of their assessment and fees on their utility bill. For the unincorporated area residents the fire rescue charge is collected in one of three methods:

- 1) on the City utility bill, if they are a customer;
- 2) a direct bill quarterly; or
- 3) on the tax bill, if they have not paid the direct bill, or they choose to have it placed on their tax bill.

To eliminate the use of the tax bill and the quarterly billing, the County has previously requested Talquin Electric to collect the fire rescue charge on behalf of the County. The County has offered to pay Talquin Electric for this service; however, Talquin has repeatedly declined.

Impact to Non-Residential Property

For non-residential property use categories, the study establishes rates based on call volume distribution. As part of this approach, the consultant is recommending a consolidation of the commercial and institutional property use categories into one commercial category. Attachment #X includes the proposed rate schedule. Table #3 provides a summary of the % changes across all combined square footage tiers within each category.

Table #3: Summary of Preliminary Non-Residential Rate Changes

Category	Zone 1	Zone 2
Commercial*	26.6%	9.0%
Non-Gov. Institutional*	(22%)	37.6%
Industrial Warehouse	3.2%	55.1%

**In the study, these two categories have been collapsed into one commercial category.*

As reflected in Table #3, the changes for the non-residential categories vary greatly by zone and category.

Governmental Charges

Consistent with the previous studies, the consultant continues to recommend levying a fire rescue fee on governmental property. The distinction is that for the residential and commercial properties a non-ad valorem assessment is being imposed, which is not required to be paid by governmental properties. The proposed fire rescue fee is to be levied at \$0.211 per square foot. All governmental property, including the state, the universities, etc. will generate approximately \$5.4 million for the unincorporated area, this amount is estimated at \$233,900.

Options for Board Consideration

The funding of public safety in a fiscally responsible manner is one of the paramount purposes of County government. The County's adopted strategic priorities states in part:

- Provide essential public safety infrastructure and services which ensure the safety of the entire community. (Q2)
- Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. (G5)

During the great recession, the County was able to maintain and continue to provide essential quality services in a fiscally responsible manner, including the on-going necessary support for fire protection in the unincorporated area. As the County has experienced the slow economic recovery, the County has continued to demonstrate fiscal constraint to ensure the long term economic viability of the County. This budget year, staff is preparing a preliminary budget for the Board to consider at the June workshops that again focuses on aligning the limited resources of the County with the highest priorities of the Board. In considering options for the funding of the critical public safety function of fire protection, the County should continue the practice of contemplating future budgetary impacts based on current year budget decisions.

In evaluating the options available for the County related to the new fire rescue services rate study, staff worked closely with the County Attorney's Office in determining the County's obligations under the existing interlocal agreement with the City. As previously noted, the interlocal agreement governing the County's support of the City Fire Department also contains a number of provisions related to the allocation of gas tax revenues which have all been duly adopted and implemented. The agreement also requires that when requested by the County, the City's required to support for an increase in the EMS MSTU. Under state law, the City has to concur for the levying of an MSTU within the city limits.

Consistent with the Interlocal Agreement approved in 2009, the level of fire rescue services, including funding of and payment for such services, shall be determined in accord with the new fire services rate study. The new rate study is also to be utilized to determine the amount of the assessment and fee (fire rescue charge) to be imposed by the parties during the period of the second term. That study is to be developed utilizing an initial flat five (5) year fire rescue charge rate structure, based upon an assessment methodology utilizing 100% funding of total assessable costs included in the five (5) year budget for fire rescue services, with a cap of 15% for single family dwelling units; followed by variable second five (5) year fire rescue charge rate structure utilizing an annual inflationary or appropriate alternative index adjustment; or utilizing a variable ten (10) year fire rescue charge rate structure based upon an assessment methodology utilizing 100% funding of the total assessable costs and incorporating annual inflationary or appropriate alternative index adjustment. The City and County are required to impose the fire rescue charge on each parcel or subdivided lot within the jurisdictional boundaries of the respective party for the provision of fire rescue services consistent with the second term rate study. The new study, thereby supplants the initial rate study, effective October 1, 2015. However, there is no requirement that the fire rescue charge be equal to that set forth in the new rate study, provided that any reduction of the fire rescue charge be made pro rata across all categories of property, such that the assessment meets the requirements of Florida law, that an assessment be equitably apportioned among properties based upon the benefits received by those properties.

Under any of the alternatives in which the County continues to utilize the fire rescue charge, the non-ad valorem assessment collection method will be required. In order to levy the new fire rescue charges, for those customers that pay the fire rescue charge through the tax bill, the County is required to follow the provisions of section 197.3632, Florida Statutes, to notify the residents of the proposed rate increase. This process includes first class letters being sent and conducting a public hearing to approve the new fire rescue charge. Currently, there are 9,907 properties that pay their fire rescue charge through the tax bill. The public hearing is recommended to be conducted on June 23, 2015.

Option #1: Impose the New Fire Rescue Charge Effective October 1, 2015

The Board could proceed with implementing the new fire rescue services rate study as presented effective October 1, 2015. Through this approach, the necessary funding to support the City's fire department budget would be available for the next five fiscal years.

As noted previously in this item, the impact to residential, non-residential and governmental properties varies by property type and zone. For the majority of residential units, the Zone 1 fee would increase from \$179 to \$201 annually and for Zone 2 from \$161 to \$185 annually. However, with the consolidation of multi-family and single family into one residential use category, some residential units will experience a significant increase. As the rates are set based on zones, the City of Tallahassee actually has a larger number of multi-family units (3,908) in zone 2 than the unincorporated area (786) which will experience the most significant increase (from \$43 to \$185). For the City, all of these units will be paid through the monthly utility bill, while for the unincorporated area, the charges will be collected either through the utility bill, a quarterly bill or the annual tax bill.

To proceed with implementing the fire rescue charge effective October 1, 2015, the Board would need to adopt the new rate study and proceed with the requirements to collect the fee on the tax bill. Staff recommends the new rate study be adopted at the Board's May 26, 2015 meeting (this is not a public hearing) and proceed with the fire rescue charge first class letters and public hearing for June 23, 2015 at 6:00 p.m. For purposes of collection, the non-ad valorem assessment roll needs to be certified to the Tax Collector no later than September 15, 2015. There is one meeting scheduled in July; by conducting the hearing at the June 23 meeting this allows for the ability to continue the hearing if there is some unforeseen need. The next available meeting would be September 15, 2015 which is the actual day the transmittal is required.

If the Board wishes to consider the utilization of the sales tax as a long term funding source (discussed in detail later in this item), Option 1 allows the County to provide funding certainty if the ballot initiative did not pass. The sales tax referendum would need to be conducted either in March 2016 or November 2016. If the initiative was placed on the November 2016 ballot and passed, the County would eliminate all of the fire assessments for Fiscal Year 2018. If the ballot initiative did not pass, the charge would already be in place for FY2018 through FY2020.

At the conclusion of the five year period, the utilization of fire rescue charge would have been in effect for eleven years. As reflected in the interlocal agreement, the following five year charge (FY2021 thru FY2025) would be based on an inflationary or appropriate alternative index. The consultant's report indicates that based on current budget projections, this rate would need to increase between 4% and 5% per year. The County would again need to consider the necessary rate increases to the fire rescue charge and proceed with the actions necessary to implement.

Option 2: For FY2016 and FY2017 Implement the Proposed Fire Rescue Charges at a 15% Reduction Utilizing Existing Fund Balances to Offset the Reduced Rates and Approve Implementing the Proposed Fire Rescue Charges at the Full Rates Beginning in FY2018

For fiscal years 2016 and 2017, all rates on the adopted fee schedule would uniformly be set at a rate 15% less than the consultant's report. For FY2018 through FY2020, the rates would be set per the consultant's recommendations. The County Attorney's Office concurs that this approach is legally acceptable.

Staff is providing Option 2 in recognition of the Board's long history of taxpayer sensitivity balanced with the County's recognized need to maintain long term fiscal responsibility. By contracting with the City for fire rescue services, the County does not have budgetary authority of the Fire Department. However, the County does have the option of reducing the fiscal impact to individual property owners over the next two fiscal years, while exploring less onerous funding options (such as the sales tax.)

For the next two fiscal years, the residential rate for Zone 1 would decrease from the current rate of \$179 to \$175. For Zone 2, the rate would remain unchanged at \$161. However, this does not significantly affect the increase in multi-family Zone 2. The collapsing of the multi-family and single family is contemplated in the new rate study and is therefore required to remain as one category. The impacts to non-residential vary by category and type.

If the Board wishes to consider the utilization of the sales tax as a long term funding source (discussed in detail later in this item), Option 2 allows the County to provide funding certainty if the ballot initiative did not pass. The sales tax referendum would need to be conducted either in March 2016 or November 2016. If the initiative was placed on the November 2016 ballot and passed, the County would eliminate all of the fire rescue charge for Fiscal Year 2018. If the ballot initiative did not pass, the charge would already be in place for FY2018 through FY2020.

Though the option of imposing the fire rescue charge at a lower rate is a legally acceptable alternative, there are significant financial impacts in utilizing this approach. The estimated annual additional revenue needed to offset the lower rate is \$1.22 million. There are legal and financial constraints that govern what revenue sources can be utilized to fund unincorporated only services. The County cannot utilize Countywide property taxes to support an unincorporated only function; doing so constitutes a dual taxation issue for residents that reside within the city limits. The dual tax issue arises from the fact the City residents would have already paid for the provision of fire rescue services through the charge collected on their utility bill. Additionally, the County cannot utilize any dedicated revenues for fire protection, such as tourist development taxes, gas taxes, stormwater fees, solid waste fees or the infrastructure sales surtax.

The County could use existing fund balances from non-county wide general revenue sources to support the \$1.22 million in the short term. This would include drawing fund balances from state shared revenues, the communication services tax (CST), the ½ cent sales tax, and the public services tax. Currently, state shared revenues and the CST are used to fund a large portion of the County's debt service, the annual budget shortfalls in the transportation program, stormwater, solid waste, and development/environmental services funds. The Public Service Taxes fund the County's non-countywide municipal services (animal control and parks and recreation).

Current year end estimated fund balances for non-county wide general revenue are estimated to be approximately \$5.8 million and are reflected in Table 4 below; of which \$1.850 million is in excess of adopted policy minimums.

Table 4: Non Countywide General Revenue Fund Balances ⁽¹⁾

Fund	Estimated Year End Fund Balance	Policy Minimum for Cash Flow	Estimated Available
Non County Wide General Revenue	\$3,300,000	3,000,000	\$300,000
Municipal Services	\$2,500,000	950,000	\$1,550,000
	\$5,800,000	\$3,950,000	\$1,850,000

(1) Year End Fund Balances and Policy Minimums are estimated and may change during the development of the FY 2016 budget. New policy minimums are based on FY 2015 budgeted expenditures and will be updated when the FY 2016 tentative budget is prepared.

Historically, the Board has used fund balances in excess of policy minimums to fund capital projects. Last year, staff recommended a fund balance sweep to support the capital program for several years; this approach has allowed for the County to support a minimal maintenance level of effort capital improvement program. By using these available fund balances to pay for a portion of the required fire rescue services payment to the City, it would make them unavailable for future capital projects. Based on current projections, there is approximately \$1.850 million in excess of policy minimums. Staff will update the analysis as part of the June budget workshops. If the Board were to use fund balances which allowed the levels to fall below the minimum required by policy, funding could be used to support fire rescue services for at least two years.

If after utilizing available fund balances (or as an alternative), the Board still did not wish to fund the additional \$1.2 million needed for fire rescue services from the rates contained in the new study, the Board may wish to use recurring non-county wide general revenue to fund fire rescue services. In evaluating possible reductions, the County would need to consider the significant staffing reductions already made during the recession and the on-going need to maintain citizen expectation related to service delivery. To support the \$1.2 million shortfall, budget reductions in a like amount from non-county wide expenditures such as parks and recreation and animal control, would need to occur. Other program areas that could be considered for reductions include transportation and solid waste, as these areas are currently not self-supporting and receive general revenue support. Reductions could not be made to countywide services, such as libraries or constitutional officer funding, to fund the additional required expense for fire service.

If the Board chooses staff could prepare a list of possible budget reductions from the program areas that receive general revenue support for consideration at the June 2015 FY2016 Budget Workshop. Programmatic reductions may include impacts to the rural waste collection centers, transportation maintenance, Animal Control and/or the County's Parks and Recreation offerings.

Option 3: Alternative Funding Source for Fire Services through a Local Option Sales Tax

For the past six years, fire rescue services have been funded through the fire rescue charges. However, there are a number of factors that influence why the Board may wish to consider an alternative funding source:

- Properly funding the Fire Department budget will continue to necessitate raising the existing fire rescue charge and to implement future studies. As discussed in detail, the preliminary analysis provided by the consultant indicates fire rescue charge rate increases are needed to support the fire department's budget.
- To collect the funds, the County must continue to bill individual property owners and tenants through a variety of mechanisms: property tax bill, direct quarterly bill or monthly utility bill.
- The alternative funding source was not an option when the original interlocal agreement was executed. The local option sales tax was approved by the legislature in 2009.

The Board may wish to place a referendum on either the March or November 2016 ballots for the consideration to fund fire rescue services through the imposition of the Emergency Fire Rescue Services and Facilities Surtax local option sales tax. Given the timing of the ballot, the County is still obligated to provide increased funding to the City effective October 1, 2015. If the Board wishes to consider the utilization of the sales surtax as a long term funding source (discussed in detail later in this item), the implementation of either options 1 or 2 prior to the referendum occurring allows the County to provide funding certainty if the ballot initiative did not pass. If the initiative was placed on the November 2016 ballot and passed, the County would eliminate all of the fire rescue charges for Fiscal Year 2018. If the ballot initiative did not pass, the approved increased charge would already be in place for FY2018 through FY2020.

As an alternative to the fire rescue charge, Florida law was amended in 2009 to authorize an Emergency Fire Rescue Services and Facilities Surtax. This funding option was not available when the previous rate study was developed and implemented. A surtax of up to 1 percent is intended to constitute an alternative funding source to non-ad valorem assessments and/or ad valorem taxes. As reported to the Board in the weekly Capital Update, there currently is an amendment being considered by the legislature to amend the existing sales tax law. Staff and the County's lobbyist are tracking the amendment closely.

Under the current law, to levy the tax, the County and City must enter into an interlocal agreement. Voters would then have to approve by referendum the imposition of the sales surtax at a regularly scheduled election. The next regularly scheduled election cycles are the Presidential Primary (March 2016) or the Presidential Election (November 2016).

Upon approval, the existing fire rescue charge would need to be reduced and/or eliminated based on the projected revenue that the sales surtax would generate. A 1 percent sales surtax is projected to generate \$37.5 million annually, which is sufficient to replace the revenue.

At a countywide level, the elimination of the fire rescue charge being replaced with the sales surtax is basically a revenue neutral position. However, given that a portion of the sales surtax is paid by non-County residents (i.e. tourists, out of county workers buying local goods) the overall tax burden for Leon County residents would be reduced. A review of the most current available data indicates this amount is at least 25% (\$9.4 million) of total local sales tax collections.

Based on the current state law, preliminary analysis also indicates there would be sufficient sales tax revenue to possibly mitigate future increases in the EMS MSTU. However, the current amendment, which is still being finalized, is not clear on how the new language may or may not impact the EMS MSTU and the corresponding allocation of the sales tax. Staff will continue to monitor the legislation, and provide the Board updates through the Capital Update and session ending report.

Sales Tax Impact to Property Owners

The community currently pays for fire rescue services through the fire rescue charge which is allocated to individual properties. Through a sales tax, the consumer pays for the service based on taxable transactions. As sales taxes in Florida are tax deductible, the IRS sales tax calculator for Leon County shows that the average household in Leon County is eligible for a \$116 standard deduction for sales tax, which is considerably less than the either \$186 or \$201 that the residential rate could be set at. This sales tax amount does not include sales tax from durable and large purchase goods. The IRS concludes that sales taxes associated with durable or large purchase goods are infrequent and would be considered a double count in ordinary sales tax estimates. For tax purposes, individuals would save actual receipts and deduct these totals on the tax form and not use the IRS calculator estimates.

An alternative approach in determining the house hold impact of a sales tax was calculated by reviewing total actual collections to the total number of households. An analysis of actual taxable sales in Leon County after the removal of large durable items indicated that average Leon County family pays approximately \$130 in sales tax annually. This amount is \$70 less than the proposed Zone 1 fire rescue charge and \$54 less than the proposed Zone 2 fire rescue charge. The \$130 amount is consistent with the \$116 amount estimated utilizing the IRS calculation.

Similarly, owners of commercial and industrial properties will benefit. Property owners will no longer pay a fire rescue charge. These owners would pay additional sales tax on items purchased to run their business, but not on items purchased for resale. Business that lease property would pay sales tax on the commercial lease, but in most cases would pay less per square foot in sales tax for fire rescue services than the proposed fire rescue charge.

Impact to Shopping Patterns and Sales Tax Collections

A literature review of research regarding the impact of local sales tax levies on shopping patterns of citizens for taxable goods was also performed. The literature indicates that consumers are likely to shop in their own area the further they have to travel to another market (Cornia, Grimshaw, Nelson and Waters, 2010). This corresponds with the general geographical principle of proximity to center. The closer to the center of economic commerce the more likely an individual is to shop in that center. Conversely, the further away from an economic center, the less likely an individual will travel to shop. Leon County and Tallahassee would easily be considered the center of economic commerce for the region.

In addition, the State of Florida exempts the purchase of many commodities, such as food, and medicine, making it unlikely that a resident would travel to another jurisdiction to purchase the same exempt good. Regarding the purchase of motor vehicles in Florida, regardless of where the purchase is made, the local sales tax is paid where the car is to be registered. This applies even if the vehicle is purchased out of state and ultimately registered in Florida.

The following provides a brief summary of some of the advantages and disadvantages associated with implementing a sales surtax versus the current fire rescue charge approach:

Advantages:

- Conversion from fire rescue charge to sales surtax is revenue neutral; however, the overall tax burden for the community is reduced given that at least 25% of sales tax collections comes from non-residents;
- Provides for future revenue and budget stability;
- Eliminates the need for rate studies to be prepared to justify fire rescue charge increases;
- The development of rate studies provides unique challenges in trying to equitably attribute the cost of the services to specific property uses; the use of sales surtax as the funding mechanism acknowledges the service provides a countywide community benefit;
- The current methods of collection for the fire rescue charge are challenging and reflect an inconsistent approach in who actually receives the bill (owners vs. tenants);
- Eliminating the fire rescue charge will immediately provide either a reduced utility bill or property tax bill or the elimination of the quarterly bill;
- Eliminates the possibility of future law suits related to the fire rescue charge and/or the billing methodology for collection;
- Eliminating the fire rescue charge provides relief to commercial and institutional establishments;
- For individuals, fire rescue charges are not tax deductible expenses; however, sales taxes are currently deductible.
- Possibly mitigate the need to increase the EMS MSTU in the future

Disadvantages:

- The perception of high taxes in Leon County if it is the only county in the state that levies an 8.5% sales tax rate.

A this point in the legislative session, it is unclear what the final amendment of the sales tax law may be. If the Board wishes to continue to evaluate the sales tax as a funding alternative, staff will provide an updated analysis on the utilization of the sales tax at the end of session.

Conclusion

The provision of public safety is a paramount purpose of county government. The County has previously determined that fire rescue services for the unincorporated area shall be provided by the City of Tallahassee Fire Department. Pursuant to the County's existing Interlocal Agreement with the City of Tallahassee, the County is obligated to pay for its share of the City of Tallahassee's Fire Department's budget for the provision of fire rescue services in the unincorporated area. The Interlocal Agreement provided for the resolution of a number significant policy issues including the allocation of gas tax revenues and the ability to properly fund EMS into the future through the EMS MSTU. The Interlocal Agreement also provides that the City and County will jointly develop a new rate study.

With the new rate study completed, the previous rate study and associated charges are no longer eligible to be legally imposed. The County and the City both need to adopt the new rate study if the new fire rescue charges are going to be utilized to support the funding of fire rescue services. However, the new rates can be levied at a lower rate, provided the reduction in the rate is proportionately uniform across all categories of property and zones.

Based on the new rate study, effective October 1, 2015 the increased cost for fire rescue services is \$1.22 million annually. The Board may wish to proceed with imposing the new rate study effective October 1, 2015. Alternatively, the Board may wish to utilize existing unincorporated area fund balances to impose a 15% lower rate effective October 1, 2015; imposing the full rate effective October 1, 2017. If the Board decides to further explore the imposition of the sales tax to support fire rescue services, the sales tax could not be collected until January 1, 2017.

Options:

In establishing the fire rescue charge, the Board may wish to consider the following, or any other direction:

1. Approve proceeding with implementing the fire rescue charge as established in the new rate study.

OR

2. Approve for FY2016 and FY2017 implementing the proposed fire rescue charges at a 15% reduction utilizing existing fund balances to support the required payment to the City and approve implementing the proposed fire rescue charges at the full rates for FY 2018.

OR

3. Approve with implementing the rates at a 15% reduced level for the next two fiscal years, establishing the full rate effective October 1, 2017 and authorize staff to prepare non-countywide general revenue expenditure reduction options for the Board to consider at the June 23, 2015, FY 2016 Budget Workshop to fund the additional estimated \$1.2 million in required payment to the City of Tallahassee for fire rescue services.

The following two options would utilize the rates established based on the direction received by the Board at the workshop:

4. Direct staff to prepare for the adoption of the Fire Rescue Services Rates at the May 26, 2015 meeting.
5. Authorize staff to send first class notices to property owners who have the assessment on their tax bill notifying them of the maximum rate increase and authorize staff to schedule a Public Hearing on June 23, 2015, to impose the new rates, and authorize the assessment to be placed on the tax bill if applicable.

If the Board wishes to further explore the sales tax option, staff recommends waiting until the current legislative session is finished and approve the following option:

6. Instruct staff to bring back additional information regarding the possibility of funding fire services through a 1 cent surtax at the June 23, 2015 Budget Workshop.
7. Board direction.

Recommendation:

Board direction.

Attachments:

1. Second Amendment to Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services
2. GSG Fire Rescue Charge Study
3. Non Residential Property Fire Service Charge Increases

**SECOND AMENDMENT TO INTERLOCAL AGREEMENT
REGARDING THE PROVISION OF FIRE AND
EMERGENCY MEDICAL SERVICES**

This Second Amendment to the Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services is made and entered into as of this 5th day of September, 2013, by and between Leon County, Florida, a charter county and political subdivision of the State of Florida (the "County"), and the City of Tallahassee, Florida, a Florida municipal corporation (the "City"), collectively the Parties.

RECITALS

WHEREAS, the Parties entered into an Interlocal Agreement Regarding the Provision of Fire and Emergency Medical Services, dated April 16, 2009, and a First Amendment to Interlocal Agreement, dated June 9, 2009 (collectively, the "Agreement"); and

WHEREAS, Section 4 of the Agreement provides that Exhibits A, B, C, D, and E are incorporated therein; and

WHEREAS, Exhibit E, Paragraph 6.A, to the Agreement provides that modifications to the Interlocal Agreement may be effectuated upon agreement of the Parties; and

WHEREAS, the Parties wish to further amend the Agreement to provide for a Second Term and to address certain long term financial and public safety related issues of both the County and the City; and

WHEREAS, the intent of the Parties is to ensure that appropriate levels of service for Fire and Emergency Medical Services are being provided to the citizens of Leon County and the City of Tallahassee at the most reasonable costs available; and

WHEREAS, to further ensure that all reasonable cost containment measures have been taken, the Parties intend that the new Fire Station 16, which is being designed and will be

constructed on Weems Road, will be staffed, during the remainder of the Initial Term, utilizing existing human resources, and that construction of two (2) other preliminarily planned fire stations will be deferred until further action of the Parties.

NOW, THEREFORE, in consideration of the mutual covenants and promises hereinafter set forth, the Parties do hereby agree as follows:

A. That the Recitals set forth above are incorporated herein and by reference made a part hereof.

B. Exhibit E, Paragraph 1.A, to the Agreement is hereby amended in its entirety to read as follows:

This Agreement shall be effective on the Effective Date. The Initial Term shall commence on October 1, 2009 ("Commencement Date") and continue for a term of six (6) years or until terminated in accordance with this Exhibit. The Second Term shall commence on October 1, 2015 and continue for a term of ten (10) years or until terminated in accordance with this Exhibit.

C. Exhibit E, Paragraph 1.B, to the Agreement is hereby amended in its entirety to read as follows:

Should both Parties desire to terminate this Agreement before expiration of the Second Term, the Agreement shall be deemed terminated upon the effective date of such termination. Such termination and effective date shall be set forth in writing and signed by both Parties.

D. Section 2 of the Agreement is hereby amended in its entirety to read as follows:

Section 2. Provision of Services.

A. Emergency Medical Services. The City shall provide Advanced Life Support (ALS) services continuously within the Primary Response Area (PRA) of those fire stations as designated in Exhibit A. The County shall provide a Medical Director for ALS and Basic Life Support (BLS) services provided by the City to the County, who shall meet all requirements of, and perform the duties and obligations required of, a medical director under Chapter 401, Florida Statutes.

B. Fire Services. During the Initial Term, the City shall provide Fire Services continuously within the respective PRAs of all fifteen (15) fire stations, as identified in Exhibit B, and shall provide a level of services, and shall maintain both minimum staffing and apparatus, in accordance with a fire services five-year rate study (Rate Study), which upon adoption by the Parties will be made a part of this Agreement as Exhibit C. During the Second Term, the City shall provide Fire Services continuously within the respective PRAs of all sixteen (16) fire stations as designated in Exhibit G, and shall provide a level of services, and shall maintain both minimum staffing and apparatus, in accordance with a fire services rate study (Second Term Rate Study), to be performed in accordance with Section 3.A of this Agreement and which upon adoption by the Parties will be made a part of this Agreement as Exhibit F. Fire stations may change from time to time to meet changing needs, but in no event shall the location change nor the number of fire stations decrease without the prior approval of the County.

E. Section 3 of the Agreement is hereby amended in its entirety to read as follows:

Section 3. Funding of and Payment for Services.

A. The Rate Study, Exhibit C, shall be utilized to determine the amount of a special assessment and fire services fee to be imposed by the Parties during the period of the

Initial Term. Not later than January 1, 2015, the Parties shall authorize development of a Second Term Rate Study, subject to the provisions of Section 4. The Second Term Rate Study, the cost of which shall be paid from Fire Services funds, shall be made a part of this Agreement upon adoption by the Parties.

B. The Second Term Rate Study, Exhibit F, shall be utilized to determine the amount of a special assessment and fire services fee to be imposed by the Parties during the period of the Second Term. The Second Term Rate Study, Exhibit F, shall be developed utilizing one of the following structures, as mutually agreed by the Parties:

1. A flat initial five-year assessment/fee rate structure, based upon an assessment methodology utilizing 100% funding of the total assessable costs included in the five-year budget for Fire Services (Fiscal Years 2015 through 2019), but in no event shall any increase in the single family dwelling unit rate exceed 15% of the rate for same, as set forth in Table 16 of Exhibit C; followed by a variable second five-year assessment/fee rate structure utilizing an annual inflationary or appropriate alternative index adjustment; or
2. A variable ten-year assessment/fee rate structure, based upon an assessment methodology utilizing 100% funding of the total assessable costs for the fiscal year 2015 budget for Fire Services and incorporating an annual inflationary or appropriate alternative index adjustment; or
3. A combination of the foregoing structures or an alternate structure, as mutually agreed by the Parties.

C. The Parties may levy an annual fire services special assessment on each parcel or subdivided lot within the jurisdictional boundaries of the Parties for the provision of Fire

Services consistent with the Rate Study, Exhibit C, during the Initial Term and consistent with the Second Term Rate Study, Exhibit F, during the Second Term, and the City shall collect the same, including in the unincorporated area unless otherwise collected utilizing the provisions of §197.3632, Florida Statutes. The Parties shall levy and the City shall collect an annual fire services fee on each parcel or subdivided lot within the jurisdictional boundaries of the Parties for the provision of Fire Services consistent with the Rate Study, Exhibit C, during the Initial Term and consistent with the Second Term Rate Study, Exhibit F, during the Second Term, which are not otherwise assessed.

D. At the end of the first five-year period of the Second Term, either Party may, based upon extraordinary circumstances that may have occurred that have effected the financial conditions utilized in developing the annual fire services special assessment and fee (i.e. inflation rate and/or fuel prices have increased extraordinarily, etc.), request a new rate study be developed by the Parties; however, no new rate study shall be developed without mutual written agreement of the Parties.

E. The EMS MSTU Ordinance shall be revised or amended by the City so that the subject ordinance, which consents to the inclusion of the territorial boundaries of the City of Tallahassee into boundaries of the EMS MSTU, shall expire not earlier than the last day of the Second Term of this Agreement and so that the millage limitation shall be changed to $\frac{3}{4}$ mills upon all real and personal property within the EMS MSTU.

F. Payment for services shall be made as provided in Exhibit D.

F. Section 4 of the Agreement is hereby amended in its entirety to read as follows:

Section 4. Exhibits and Supplemental Provisions.

Exhibits A through E, inclusive, which are attached hereto, and Exhibits F and G, when prepared and attached hereto, shall be deemed incorporated herein as if fully set forth below. The Parties shall comply with the provisions set forth in Exhibits D and E.

G. Exhibit D to the Agreement is hereby amended in its entirety to read as follows:

EXHIBIT D

Payment of Service

1. The City shall collect all fire services fees and assessments imposed by the Parties, in both the incorporated and unincorporated areas of Leon County, unless otherwise collected utilizing the provisions of section 197.3632, Florida Statutes. The City hereby acknowledges that its collection of any fire services fees and assessments imposed by the County shall constitute full payment by the County to the City for all Fire Services provided under the Agreement, subject to the provisions of paragraph 7. Revenues from the unincorporated area will be accounted for in a separate revenue line within the Fire Services Fund.

2. On a quarterly basis and at the end of each fiscal year, the City will provide the County reports identifying total fire services fee revenue collections in the unincorporated area.

3. On or before the 10th day of October of each fiscal year, the City will remit to the County the amount included in the Rate Study or Second Term Rate Study, as applicable, for that fiscal year for the support of Volunteer Fire Departments.

4. The County agrees to pay the City the following amounts for all ALS services, as follows:

On or before the 10th day of each quarter (October, January, April and July), the County shall pay the City the amount of \$675,503 for FY2010, \$690,364 for FY2011, \$705,552 for FY2012, \$721,074 for FY2013, \$736,938 for FY2014, and \$753,151 for FY2015. For the

Second Term, the ALS payment from the County to the City will be annually adjusted to reflect the lesser of (i) the increase in the Consumer Price Index for All Urban Consumers (CPI-U): U.S. City Average, All items (unadjusted) during the most recent twelve-month period for which such index is available at the time the adjustment is calculated, or (ii) the rate of property value growth in Leon County, as determined and reported by the Leon County Property Appraiser, but in no event shall the ALS payment increase by more than 5% annually.

5. Both the City and County recognize that fire services fee rates are based on average assessable costs as reflected in fiscal year(s) budgets. Possible surplus revenues collected in the early years are intended to offset probable increased costs in the latter years identified in the Rate Study and Second Term Rate Study. Any excess funds at the end of each fiscal year will be transferred into a Fire Services Reserve fund for future appropriation.

6. Increases in annual appropriations to the Fire Services Fund shall be restricted to the growth rates in expenditures as identified in the Rate Study or Second Term Rate Study, as applicable. Deviation from these growth rates will need to be approved by the AMC and ratified by the City Commission.

7. The County shall remit to the City all fire services assessment funds received by the County, less the costs of collections, if any, and not previously remitted to the City, at such time as may be agreed upon by the Parties. Within twelve months of the end of each fiscal year, both Parties shall make a financial determination as to the percentage of fire services fees and assessments collected in proportion to the amounts billed for Fire Services for that fiscal year. In the event the amount collected is less than 95% of the amount billed by or on behalf of that Party for such fiscal year, that Party shall be responsible for remitting, to the Fire Services Fund, funds necessary to equal 95% of the amount billed. If an annual shortfall occurs in the Fire Services

Fund the AMC shall determine whether Fire Services Reserve funds should be released to address the deficiency. If Fire Services Reserve funds are not adequate, the AMC may make a recommendation on how to address the shortfall to the Parties and may authorize a new rate study be undertaken.

H. Exhibit E, Paragraph 5, to the Agreement is hereby amended in its entirety to read as follows:

5. Conditions Precedent.

A. The following are conditions precedent to the effectiveness of this Second Amendment to the Agreement and to the obligations of the Parties to comply with the terms and conditions of this Second Amendment to the Agreement:

1. The Parties enter into an Interlocal Agreement providing for the distribution and use of the proceeds of the 5th-Cent Local Option Fuel Tax, not later than September 6, 2013;
2. The Parties enter into a Second Addendum to Agreement for Expenditure of Local Option Gas Tax Proceeds, related to the 6th-Cent Local Option Fuel Tax, not later than September 6, 2013;
3. The County adopts an Ordinance amending Chapter 11, Article XXII of The Code of Laws of Leon County, Florida, regarding the EMS MSTU, so that the millage limitation shall be changed to 0.75 mills upon all real and personal property within the boundaries of the EMS MSTU, not later than October 31, 2013;
4. The City adopts an Ordinance amending the EMS MSTU Ordinance consenting to the continued inclusion of the territorial boundaries of the City of Tallahassee into boundaries of the EMS MSTU, which shall expire not earlier than the last

day of the Second Term of this Agreement, and consenting to a change in the millage limitation to 0.75 mills upon all real and personal property within the EMS MSTU, not later than October 31, 2013;

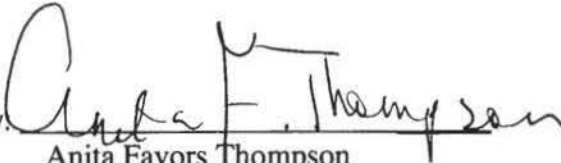
5. The County adopts an Ordinance levying the 5th-Cent Local Option Fuel Tax in Leon County not later than September 30, 2013;
 6. The County adopts an Ordinance re-levying the 6th-Cent Local Option Fuel Tax in Leon County, not later than December 31, 2013;
 7. The County commits to providing on-going funding support for the Palmer Monroe Teen Center in the amount of \$150,000 for FY 2014-2016, inclusive; and
 8. The Parties approve the Second Term Rate Study, and by addendum incorporate same into this Agreement as Exhibit F, not later than March 1, 2015.
- B. The Parties shall use reasonable efforts to satisfy the conditions precedent that are their respective responsibility, to coordinate exchanges of information and documents relating thereto through their respective representatives, and to promptly notify the other Party upon satisfaction of each condition precedent.
- C. If any of the conditions precedent set forth in this Section 5 are not satisfied by the Party responsible therefor on or before the date specified for completion of such condition precedent, then either Party shall have the right to terminate this Second Amendment to the Agreement by notice to the other Party within thirty (30) days after the applicable deadline. Termination in accordance with this Section 8.C. shall not be an event of default under this Agreement, and the Parties shall have no further liability hereunder with respect to this Second Amendment to the Agreement.

I. All other provisions, sections, and requirements in the Agreement not otherwise in conflict with the provisions herein shall remain in full force and effect.

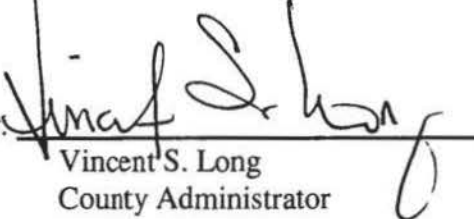
J. That this Second Amendment to the Agreement shall become effective upon full compliance with each condition precedent set forth in Section 8.A.1-8 herein above and full execution by the Parties.

IN WITNESS WHEREOF, the Parties have caused this Second Amendment to the Agreement to be executed by their duly authorized representatives this 5th day of September, 2013.

CITY OF TALLAHASSEE

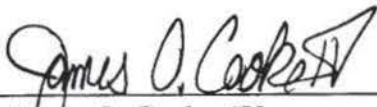
By: 
Anita Favors Thompson
City Manager

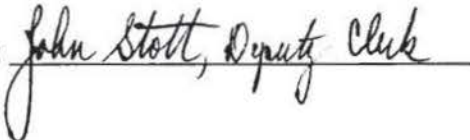
LEON COUNTY, FLORIDA

By: 
Vincent S. Long
County Administrator

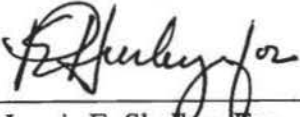
Attested by:

Bob Inzer, Clerk of the Court
Leon County, Florida

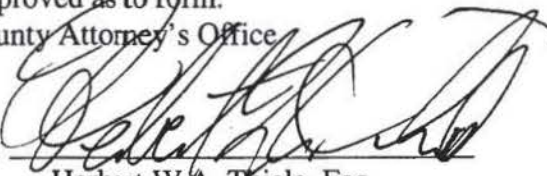
By: 
James O. Cooke, IV,
City Treasurer-Clerk

By: 
John Stott, Deputy Clerk

Approved as to form:
City Attorney's Office

By: 
Lewis E. Shelley, Esq.
City Attorney

Approved as to form:
County Attorney's Office

By: 
Herbert W.A. Thiele, Esq.
County Attorney

City of Tallahassee and Leon County, Florida

Fire Assessment Memorandum

APRIL 14, 2015

Presented by:

Government Services Group, Inc.
1500 Mahan Drive, Suite 250
Tallahassee, Florida 32308
(850) 681-3717
(850) 224-7206 Fax

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Introduction

The City of Tallahassee (City) and Leon County (County) entered into a professional services agreement with GSG to provide specialized services in the development and implementation of a non-ad valorem assessment program to fund fire services within the incorporated and unincorporated areas of the County (Fire Assessment Project).

The objective of this Fire Assessment Project is to develop and implement an update to the City's current revenue program capable of efficiently and effectively collecting all assessable and billable costs associated with providing fire services on an annual basis throughout the entire County for Fiscal Year 2015-16 and future fiscal years. The mechanism for collecting the fire fee from governmental properties will remain in effect, however both the City and County will utilize the City's utility bill as the collection method for all non-governmental properties where possible and the City will assist the County in the collection of the fire assessment utilizing the utility bill, separate bills and tax bill. This document is the Fire Assessment Memorandum (Assessment Memorandum), which is one of the project deliverables specified in the scope of services.

The work effort, documented by this Assessment Memorandum, focused on the calculation of assessment rates and classifications required to fully fund the identified assessable costs to provide countywide fire services for Fiscal Year 2015-16 and future fiscal years. However, the City and County have the choice of funding all or only a portion of the assessable costs based on policy direction. In addition, the work effort recorded in this Assessment Memorandum required the identification of the full costs of assessable fire services (net of all fire related revenues) and the allocation of those costs to properties that specially benefit from the provision of such fire services.

BACKGROUND

In 1999, the City adopted a fire services funding program consisting of two components: a Fire Fee and a Fire Assessment. The goal of the Fire Services Funding Project in 1999 was to design an alternative revenue program capable of efficiently and effectively collecting all assessable and billable costs associated with providing fire services on an annual basis. The Fire Fee is the funding mechanism that secures recovery of the cost for providing fire services to governmental property. The Fire Assessment is the funding mechanism for non-government property that could be collected on the City's utility bill. The program was updated to account for changes in call data, property data and service delivery in Fiscal Year 2004-05 and once again in Fiscal Year 2009-10.

OBJECTIVES

The City retained GSG to develop an annual recurring special assessment program that is capable of funding all of the assessable costs associated with providing countywide fire services. The City will utilize the utility bill for collection of the fire assessment and will assist the County in the collection of the fire assessment utilizing the utility bill, separate bills and the tax bill. Data available on the ad valorem tax roll was used to develop the Fiscal Year 2015-16 assessment program. GSG has been

charged to fully cost the services to be provided by the City, develop a fair and reasonable apportionment methodology for such assessable costs and determine assessment rates and parcel classifications that are accurate, fair and reasonable.

The fire non-ad valorem assessments must meet the Florida case law requirements for a valid special assessment. These requirements include the following:

1. The service provided must confer a special benefit to the property being assessed; and
2. The costs assessed must be fairly and reasonably apportioned among the properties that receive the special benefit.

The work effort of this project required the evaluation of data obtained from the City to develop a fire assessment program that focuses upon the projected Fiscal Year 2015-16 assessable cost calculations. The objectives of this initial effort were to:

- Determine the full costs of providing fire services within the County.
- Review such final cost determination with the City to determine which elements provide the requisite special benefit to the assessed properties.
- Determine the relative benefit anticipated to be derived by categories of property use within the County from the delivery of fire services.
- Recommend the fair and reasonable apportionment of assessable costs among benefited parcels within each category of property use.
- Calculate assessment rates and parcel classifications for Fiscal Year 2015-16 and future years based on the projected Fiscal Year 2015-16 budget adjusted for year over year increases.

Service Description and Assessable Cost Calculations

The fire services apportionment methodology allocates assessable costs on the basis of the anticipated demand for fire services by categories of private, real property use as identified on the real property assessment roll prepared for the levy of ad valorem taxes. The assessable fire costs are allocated among private, real property use categories based upon the historical demand for these services. This demand is identified by examining the fire incident data as reported by the City to the State Fire Marshal's office.

The fire services apportionment methodology for government property allocates billable costs to provide fire services based upon the historical demand for these services for all government owned property (i.e. City, County, State, Federal, etc.), as reflected by the incident data reported by the City.

SERVICE DELIVERY DESCRIPTION

Fire Rescue services are provided throughout the County from 16 paid fire rescue stations and 5 volunteer fire rescue stations. One of the volunteer stations is co-located at Station 15. Table 1 identifies fire rescue buildings/facilities inventory, as well as the corresponding physical location address for the facility.

Table 1
Fire Rescue Department Buildings/Facility Inventory

Station	Address
Station #1	327 North Adams Street Tallahassee, FL 32301
Station #2	2805 Sharer Road Tallahassee, FL 32302
Station #3	3005 South Monroe Street Tallahassee, FL 32301
Station #4	2899 West Pensacola Street Tallahassee, FL 32304
Station #5	3238 Capital Circle Southwest Tallahassee, FL 32304
Station #6	2901 Apalachee Parkway Tallahassee, FL 32311
Station #7	2805 Shamrock South Tallahassee, FL 32308
Station #8	2423 Hartsfield Road Tallahassee, FL 32304
Station #9	3205 Thomasville Road Tallahassee, FL 32312

Station	Address
Station #10	5323 Tower Road Tallahassee, FL 32303
Station #11	8752 Centerville Road Tallahassee, FL 32308
Station #12	4701 Chaires Cross Road Tallahassee, FL 32311
Station #13	1555 Oak Ridge Road Tallahassee, FL 32311
Station #14	16614 Blountstown Highway Tallahassee, FL 32310
Station #15	1445 Bannerman Road Tallahassee, FL 32312
Station #16	911 Easterwood Drive Tallahassee, FL 32311
Micosukee (County-Volunteer)	15210 Mahan Drive Tallahassee, FL 32308
Bradfordville (County-Volunteer) (Co-located at Station #15)	1445 Bannerman Road Tallahassee, FL 32312
Chaires-Capitola (County-Volunteer)	10541 Valentine Road South Tallahassee, FL 32317
Woodville (County-Volunteer)	155 East Oakridge Tallahassee, FL 32305
Lake Talquin (County-Volunteer)	16614 Blountstown Highway Tallahassee, FL 32312

Source: City of Tallahassee

The City of Tallahassee Fire Rescue Department provides standard fire suppression, medical services, hazmat response, technical rescue, airport capabilities, state disaster response, emergency response and disaster preparedness, fire prevention and safety education. Five of the sixteen City stations provide Advanced Life Support (ALS) services in coordination with Leon County EMS.

Dispatch services for fire and EMS services are provided through a joint dispatch operation between the City and the County.

Tables 2 through 5 outline the Fire Rescue Department's current service operations and service components. Table 2 outlines the Fire Rescue Department's organizational structure.

Table 2
City of Tallahassee Fire Rescue Department Organizational Chart

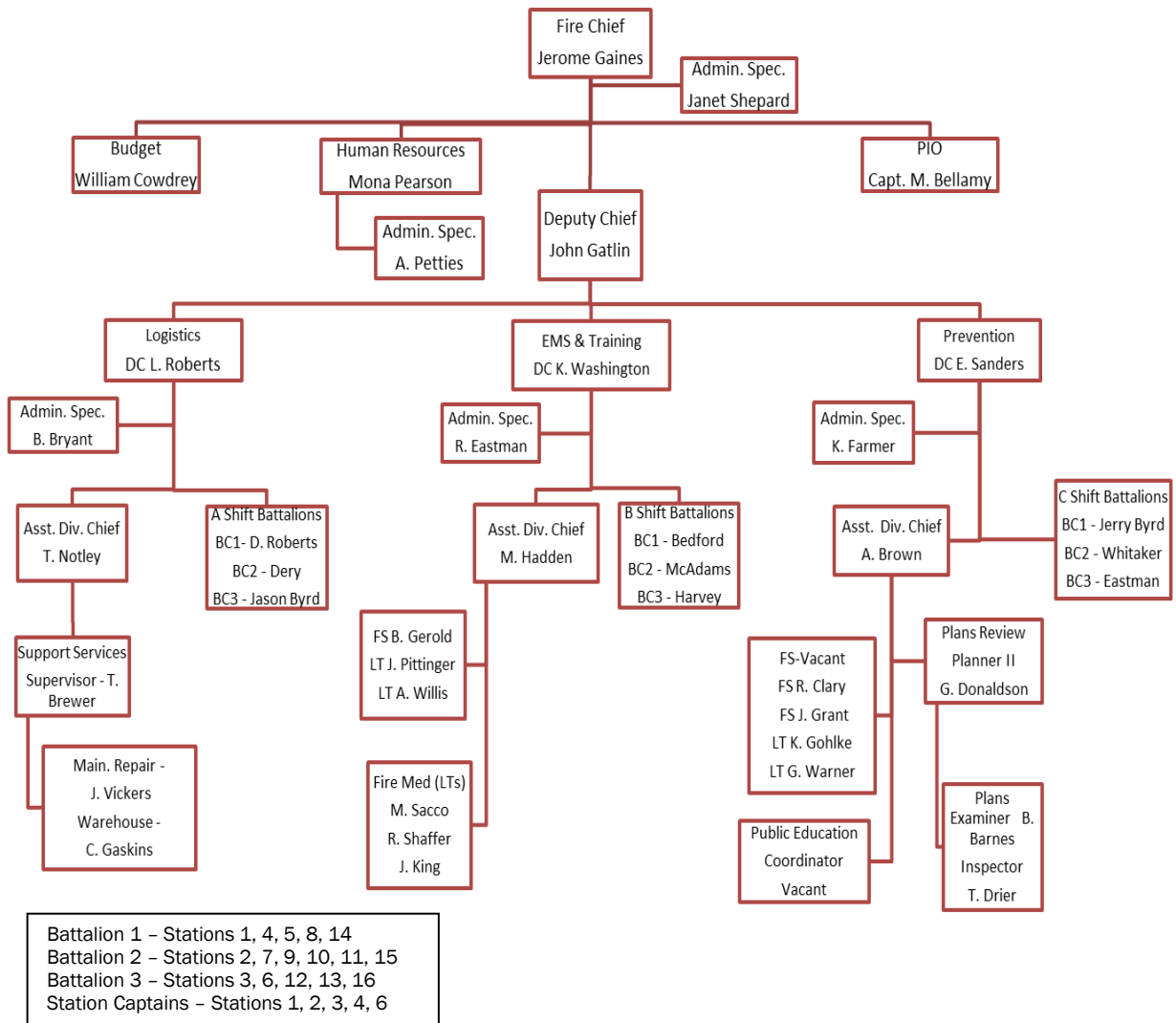


Table 3 describes the normal staffing for each apparatus. This information is used in the development of the Administrative Factor, as further discussed in the “Development of Factors” section of this Assessment Memorandum.

Table 3
Fire Rescue Department Apparatus Normal Staffing Requirements

Apparatus	Typical Staffing
Aerial	3-4 personnel
Pumper	3-4 personnel
Ford Expedition/Battalion Chief	1 personnel
Rescue	2 Personnel
Air Truck	1 Personnel
Brush Truck	1 Personnel
Rescue Boat	2 Personnel
Tanker	1 Personnel
Chevy Suburban/FireMed1	1 Personnel
HazMat Apparatus	3-4 personnel
Squad or Mass Care	3-4 personnel
USAR Apparatus	3-4 personnel

Source: City of Tallahassee

Table 4 lists the location and the fire flow/pumping capacity of the Fire Rescue Department’s apparatus. This information is used to determine the square footage cap for non-residential properties.

Table 4
Fire Rescue Department Apparatus Fire Flow

Location	Apparatus	Fire Flow (GPM)
Station 1	1994 E-One Tanker	1,500
	1996 E-One International Air and Light	N/A
	2014 Pierce Impel Pumper	1,500
	2007 E-One 95’ Platform	1,500
	2008 Ford Expedition	N/A
	2003 E-One Typhoon Rescue Pumper	1,500
Station 2	1996 E-One Haz-Mat	N/A
	1998 Pace 16ft. Trailer	N/A
	2008 Ford Expedition	N/A
	2001 E-One Platform	1,500
	2002 Ford F-550 Brush Truck	350
	2005 E-One Typhoon Rearmount Pumper	1,500
Station 3	1994 Rescue-1 Boat	N/A
	2005 Ford-550 HazMat Tow Vehicle	N/A
	1997 E-One Medium Rescue	N/A
	2014 Pierce Impel 75 ft. Aerial	1,500
	2008 Ford Expedition	N/A
	2005 E-One Typhoon Rescue Pumper	1,500

Location	Apparatus	Fire Flow (GPM)
Station 4	2010 Rescue -1 Boat	N/A
	2002 E-One Bronto Aerial Platform	1,500
	1996 E-One International Rescue Squad	500
	1998 16ft. Trailer	N/A
	2002 Ford F-550 Brush Truck	350
	2014 Pierce Impel Pumper	1,500
	2005 International 4X4 Tractor	N/A
	2005 Hackney Trailer	N/A
	2005 E-One International Air Light Truck	N/A
Station 5*	1994 International ARFF	500
	2010 E-One Titan Force ARFF	3,300
	2014 Oshkosh Striker 3000	3,300
Station 6	1994 Rescue-1 Boat	N/A
	1997 95 Ft. E-One Tower	1,500
	2002 Ford F-550 Brush Truck	350
	2005 E-One Typhoon Rearmount Pumper	1,500
Station 7	2005 E-One Typhoon Rearmount Pumper	1,500
Station 8	2005 E-One Typhoon Rearmount Pumper	1,500
Station 9	2005 E-One Typhoon Rescue Pumper	1,500
Station 10	1998 E-One International Tanker/Pumper	2,500
	2000 E-One International Rescue	650
Station 11	1998 E-One International Tanker/Pumper	2,500
	1996 E-One International Rescue	650
Station 12	1998 E-One International Tanker/Pumper	2,500
	2000 E-One International Rescue	650
Station 13	1998 E-One International Tanker/Pumper	2,500
	2000 E-One International Rescue	650
Station 14	1994 Rescue-1 Boat	N/A
	2000 E-One International Rescue	650
	2006 E-One International Tanker/Pumper 7600	2,500
Station 15	1994 Rescue-1 Boat	N/A
	2000 Ford F-450 Brush Truck	350
	2003 E-One Typhoon Rearmount Pumper	1,500
Station 16	Tanker/Pumper	2,500
	Rescue	650
Total GPM		44,800

Source: City of Tallahassee

* Pumping capacity for Station 5 is not included in total because those apparatus are dedicated to the airport.

The current pumping capacity is defined as the combined amount of water that all apparatus in the Fire Rescue Department can pump to a first alarm non-residential fire. As outlined by Table 4 above, the pumping capacity of the City's Fire Rescue Department is 44,800 gallons per minute. Accordingly, based on National Fire Protection Association firefighting standards for fire flow as provided for in NFPA 1 Fire Code, 2015, Chapter 18 (assuming ordinary construction), the Fire Rescue Department currently has sufficient fire flow capacity to provide service coverage in the event of a structure fire involving unlimited square feet.

Table 5 below details the Fire Rescue Department's response protocol.

Table 5
Minimum Response Protocol

Call Type	Typical City Response
Medical	Engine (1)
Vehicle Accident	Engine (1)
Vehicle Accident with Extraction	Engine (2), Battalion Chief (1)
Residential Fire	Engine (2), Truck(1), Battalion Chief (1), FireMed (1)
Residential/Building Alarm	Engine (1)
Commercial Fire	Engine (3), Truck (1), Battalion Chief (1), FireMed (1)
Hazardous Material	Engine (2), Tanker (1), Truck (1), Haz-Mat (1), Battalion Chief (1), FireMed (1)
Service Calls	Engine (1)

Call Type	Typical County Response
Medical	Rescue (1), Tanker (1)
Vehicle Accident	Rescue (1), Tanker (1)
Vehicle Accident with Extraction	Rescue (1), Tanker (1), Battalion Chief (1), FireMed (1), Engine or Truck (1)
Residential Fire	Rescue (1), Tanker (2), Battalion Chief (1), FireMed (1), Engine or Truck (1)
Residential/Building Alarm	Rescue (1), Tanker (1)
Commercial Fire	Rescue (1), Tanker (1), Battalion Chief (1), FireMed (1), Engine or Truck (3)
Hazardous Material	Rescue (1), Tanker (1), Battalion Chief (1), FireMed (1), Engine or Truck (2), HazMat (1)
Service Calls	Rescue (1), Tanker (1)

Source: City of Tallahassee

DEVELOPMENT OF FACTORS

FIRE RESCUE V. EMERGENCY MEDICAL SERVICES

In June 2000, litigation over the City of North Lauderdale fire rescue assessment program resulted in a decision by the Fourth District Court of Appeals in the case of SMM Properties, Inc. v. City of North Lauderdale, (the "North Lauderdale" case). The Fourth District Court of Appeals concluded that Emergency Medical Services (EMS) did not provide a special benefit to property. The Court, however, reaffirmed that fire suppression, fire prevention, fire/building inspections and first response medical services do provide a special benefit to property. In 2002, the Florida Supreme Court upheld the decision of the Fourth District Court of Appeals.

To address these concerns, GSG developed a methodology that removed the costs associated with emergency medical services. This method of splitting the fire and EMS portions of a consolidated public safety department's budget was upheld by the Fourth District Court of Appeals in Desiderio Corporation, et al. vs. The City of Boynton Beach, Florida, et al., 39 So.3d 487 (Fla. 4th DCA 2010).

The proposed fire rescue department's line item costs were allocated between fire rescue and emergency medical services as a result of the Florida Supreme Court's opinion in City of North Lauderdale v. SMM Properties that emergency medical services (above the level of first response) do not provide a special benefit to property. Accordingly, the County's fire rescue costs were split from emergency medical service costs based on the following general guidelines.

DIRECT ALLOCATIONS

To the extent that certain line items could be allocated directly to fire, direct allocations were made. For example, all costs associated with “Utility Service Expense,” “Volunteer Fire Department,” and “Contractual Svcs – VFD County” were allocated entirely to fire. All costs directly related to “Medical Services” were directly allocated to EMS.

ADMINISTRATIVE FACTOR

Certain line items were allocated between fire and EMS based on an Administrative Factor. This Administrative Factor is derived by creating a ratio between non-EMS or fire personnel and total combat personnel per shift. The administrative factor calculations are based on the City’s total Fire Rescue Department combat personnel staffing, including an allocation for volunteers. Under normal staffing, this results in 75 non-EMS personnel and 14 EMS personnel for a total of 89 combat personnel. This normal staffing yields an 84.27 % percent non-EMS Administrative Factor.

This percentage was applied to all applicable line items to allocate the costs that could not be directly allocated as fire costs or EMS costs, and that could not be operationally allocated (see below). For example, the Administrative Factor was applied to the line item expenditures for “Food,” “Human Resource Expense” and “Utilities - Electric” to determine the fire service costs of these line items.

OPERATIONAL FACTOR

Other line items were allocated between fire and EMS based on an Operational Factor. The Operational Factor is derived by creating a ratio between non-EMS (i.e. fire) calls and EMS calls, and this ratio which is based on the City’s Fire Rescue Department’s operations, was then applied to certain budget line items such as “Vehicle Fuel” and “Vehicle Replacement”.

To develop the Operational Factor, GSG obtained fire rescue incident data identifying the number of fire rescue calls made to property categories within the entire County over a three-year period. The City fire rescue incident data was used to determine the demand for fire rescue services. GSG obtained information from the City in an electronic format, identifying the number and type of fire rescue incident responses for calendar years 2011, 2012 and 2013.

The State Fire Marshal’s office uses the Florida Fire Incident Reporting System (FFIRS). This system is a tool for fire rescue departments to report and maintain computerized records of fire rescue incidents and other department activities in a uniform manner. Under this system, a series of basic phrases with code numbers are used to describe fire rescue incidents. Appendix A provides a codes list for the “type of situation found” as recorded on the fire rescue incident reports used to identify EMS and non-EMS calls.

The ratio between non-EMS (i.e. fire) calls and EMS calls is then applied to all applicable line items to allocate the costs that could not be directly allocated as fire costs or EMS costs, and that could not be administratively allocated. For calendar years 2011, 2012 and 2013, the City reported 50,089 total non-government fire rescue incident calls to FFIRS, of which 19,406 were non-EMS (i.e. fire) calls and 30,683 were EMS calls. This information results in a 38.74% non-EMS Operational Factor.

ASSESSABLE COST CALCULATIONS

The fire services assessable cost calculations for Fiscal Years 2015-16 through 2019-20 are based on the following assumptions for the purpose of this Fire Assessment Memorandum.

- Actual projected expenditures and revenues were provided by the City for Fiscal Years 2015-16 through 2019-20.
- Revenues are shown as a reduction of the total projected expenditures for each fiscal year, thereby reducing the total assessable costs for that year. Revenues are comprised of revenues directly received from or for the delivery of fire services, such as “Fire Inspection Fees,” “Forfeited Discounts,” “Firefighters Supplemental,” and contract for service revenues that are allocated to the fire budget.
- All costs associated with providing contract services to the Tallahassee Regional Airport were included in the assessable budget with the corresponding contract revenues removed from the assessable budget calculations.
- The line item “Under Collection Rate” under “Additional Costs” reflects a 95% collection rate of the Fire Services Assessment.
- The line item “GSG Study/Annual/Update” under “Operating Expenditures” is the cost associated with the anticipated update of the fire assessment program in Fiscal Year 2019-20. These costs are reimbursable through the assessment program.
- The costs associated with supporting the volunteer fire departments were included as 100% fire costs and are included in the assessable budget.

Table 6 provides a calculation of the assessable costs for Fiscal Year 2015-16 based on an application of the above factors to the Fiscal Year 2015-16 Projected Budget. The calculation yields an assessable cost of \$35,497,107 for Fiscal Year 2015-16.

Table 6
Fire Services Assessable Cost Calculations (FY 2015-16)

	FY 15-16 Projected Budget	FY 15-16 Assessable Budget
Personnel Services		
Salaries	\$16,683,075	\$13,919,205
Capitalized Wages	(\$37,935)	(\$31,968)
Salary Enhancements	\$1,138,964	\$950,374
Firefighter Holiday Pay	\$617,613	\$515,380
Overtime	\$861,507	\$734,035
Other Salary Items	\$655,681	\$540,911
Pension-Current	\$4,143,996	\$3,457,681
Pension-MAP	\$55,983	\$46,619
Mandatory Medicare	\$242,113	\$201,821
Health Benefits	\$1,945,308	\$1,612,587
Health Benefits-OPEB	\$200,977	\$169,363
Flex Benefits	\$81,415	\$66,711
Total Personnel Services	\$26,588,697	\$22,182,721
Operating Expenditures		
Advertising	\$6,645	\$5,600
Cleaning & Laundry	\$8,731	\$8,209
Reproduction	\$5,412	\$2,404
Equipment Repairs	\$44,801	\$17,357
Medical Services	\$67,001	\$0
Construction Services	\$10,000	\$8,427

	FY 15-16 Projected Budget	FY 15-16 Assessable Budget
Unclassified Contract Svcs	\$290,916	\$170,389
Computer Software	\$3,150	\$2,654
Telephone	\$22,550	\$17,827
Chem-Med-Lab	\$70,246	\$1,672
Food	\$1,211	\$1,021
Gasoline	\$697	\$270
Office Supplies	\$20,441	\$15,978
Uniforms & Clothing	\$298,761	\$251,082
Unclassified Supplies	\$156,294	\$108,628
Non-Capitalized Furniture	\$5,673	\$5,541
Travel & Training	\$72,359	\$49,453
Journals & Books	\$16,857	\$14,963
Memberships	\$4,008	\$3,098
Certificates & Licenses	\$2,300	\$590
Rent Expense-Machines	\$9,992	\$8,420
Unclassified Charges	\$52,500	\$44,242
Bad Debt Expense	\$161,366	\$135,983
Unclassified Equipment	\$351,619	\$308,733
Human Resource Expense	\$421,915	\$355,546
Accounting Expense	\$87,776	\$73,969
Purchasing Expense	\$42,490	\$35,806
Information Systems Expense	\$1,709,303	\$1,440,424
Risk Management Expense	\$575,434	\$484,916
Radio Communications Expense	\$165,497	\$139,464
Revenue Collection Expense	\$64,707	\$54,528
Utility Service Expense	\$1,269,676	\$1,269,676
Vehicle Garage Expense	\$990,333	\$383,685
Vehicle Fuel	\$338,765	\$131,248
Vehicle Replacement	\$3,172,465	\$1,229,109
Utilities-Sewer	\$30,377	\$25,599
Utilities-Sanitation	\$16,149	\$13,609
Utilities-Stormwater	\$21,749	\$18,328
Utilities-Gas	\$37,495	\$31,597
Utilities-Water	\$25,177	\$21,217
Utilities-Electric	\$187,813	\$158,269
Utilities-Fire Services	\$47,890	\$40,357
Indirect Costs	\$757,947	\$638,719
Debt Service Transfer	\$2,834,850	\$2,388,919
RR&I Transfer	\$1,247,500	\$1,051,264
Inter-Fund Transfer	\$10,990	\$9,261
Contribution to Human Resources	\$45,000	\$37,921
Contribution to Consolidated Dispatch Agency	\$321,978	\$271,330
Contractual Svcs - VFD County	\$482,479	\$482,479
Airport Fire Protection	\$1,234,050	\$1,234,050
GSG Study/Annual/Update	\$0	\$0
Total Operating Expenditures	\$17,823,335	\$13,203,830
Total Expenditures	\$44,412,032	\$35,386,551
Revenues		
City-Fire Inspection Fees	\$294,500	\$294,500
City-Firefighters Supplemental	\$76,450	\$76,450
City-Airport	\$1,234,050	\$1,234,050
City-Forfeited Discounts	\$59,300	\$59,300
Total Revenues	\$1,664,300	\$1,664,300
Total Expenditures	\$44,412,032	\$35,386,551

	FY 15-16 Projected Budget	FY 15-16 Assessable Budget
Less Total Revenues	(\$1,664,300)	(\$1,664,300)
Total Net Expenditures before Additional Costs	\$42,747,732	\$33,722,251
Additional Costs		
Under Collection Rate (5%)		\$1,774,856
Total Additional Costs		\$1,774,856
Total Assessable Costs		\$35,497,107

Table 7 shows the calculation of the full cost of the Fire Services Assessment Program for Fiscal Year 2015-16 through Fiscal Year 2019-20 as well as the five-year average Fire Services Assessment Program cost.

Table 7
Fire Services Assessable Cost Calculations Proforma Five-Year Average (FY 2015-16 thru FY 2019-20)

	FY 15-16 Assessable Budget	FY 16-17 Assessable Budget	FY 17-18 Assessable Budget	FY 18-19 Assessable Budget	FY 19-20 Assessable Budget	Five-Year Average Assessable Budget
Total Personnel Services	\$22,182,721	\$23,552,663	\$24,866,486	\$27,625,129	\$28,829,470	\$25,411,294
Total Operating Expenditures	\$13,203,830	\$13,360,632	\$13,697,672	\$13,209,205	\$13,000,395	\$13,294,347
Total Expenditures	\$35,386,551	\$36,913,295	\$38,564,158	\$40,834,334	\$41,829,865	\$38,705,641
Total Revenues	(\$1,664,600)	(\$1,729,956)	(\$1,766,528)	(\$1,795,675)	(\$1,825,561)	(\$1,756,404)
Total Net Expenditures before Additional Costs	\$33,722,251	\$35,183,339	\$36,797,630	\$39,038,659	\$40,004,304	\$36,949,237
Total Additional Costs	\$1,774,856	\$1,851,755	\$1,936,718	\$2,054,667	\$2,105,490	\$1,944,697
Total Assessable Costs	\$35,497,107	\$37,035,094	\$38,734,348	\$41,093,326	\$42,109,794	\$38,893,934

The average annual increase in the total assessable costs from Fiscal Year 2009-10 (Prior Study) to 2019-20 is estimated to be 4 - 5%. This estimate could be used for budgetary planning purposes relating to the fire assessment moving forward.

Determination of Fire Services Demand

INCIDENT DATA

GSG obtained information from the City in an electronic format, identifying the number and type of fire rescue incident responses for calendar years 2011, 2012 and 2013. The City uses the Florida Fire Incident Reporting System (FFIRS) to record its fire rescue incidents. The FFIRS is a tool for fire rescue departments to report and maintain computerized records of fire rescue incidents and other department activities in a uniform manner.

Under this system, a series of basic phrases with code numbers are used to describe fire rescue incidents. A data field in the FFIRS, “type of situation found,” identifies the incident as an EMS or non-EMS type of call for each incident. Appendix A provides a code list for the “type of situation found” as recorded on the fire rescue incident reports used to identify EMS and non-EMS calls.

Another data field in the FFIRS, “fixed property use,” identifies the type of property that fire rescue departments respond to for each fire rescue incident. The fixed property uses correlate to property uses determined by the Leon County Property Appraiser on the ad valorem tax roll. Appendix B provides a code list for the “fixed property use” as recorded on the fire rescue incident reports.

GSG analyzed the calendar year 2011, 2012 and 2013 fire rescue incident data from the FFIRS files to evaluate trends and determine if aberrations were present. The fire rescue incident data for calendar years 2011, 2012 and 2013 represents 52,103 fire rescue incidents. Of the 52,103 fire rescue incidents, there were 30,683 incidents classified as EMS type incidents based on the type of situation found indicated on the incident report. The 30,683 EMS type incidents were not included in the analysis.

There are certain fire incidents that could not be assigned to a specific property or parcel. These calls represent non-specific type incidents, which are incidents that either could not be correlated to a specific parcel or calls that involved auto accidents and other types of incidents along roads and highways.

Of the 21,420 remaining fire type incidents, 14,638 were calls to specific property uses. The remaining 6,782 incidents were considered non-specific type incidents. Because of the inability to correlate these non-specific type incidents to specific property categories, the call analysis does not include these 6,782 incidents. Additionally, the level of services required to meet anticipated demand for fire services and the corresponding annual fire services budget required to fund fire services provided to non-specific property uses would be required notwithstanding the occurrence of any incidents from such non-specific property uses.

The suppression of fires on vacant land and agricultural property primarily benefits adjacent property by containing the spread of fire rather than preserving the integrity of the vacant parcel. Thus, incidents to vacant and agricultural property were not included in the final analysis of the fire call database. The 116 calls to these two property use categories were removed.

Of the remaining 14,522 fire type incidents, there were 2,014 calls for service to government properties and 12,508 calls to non-Government properties as identified by addresses or fixed property use codes provided in the FFIRS reports. The costs associated with providing service to government properties was segregated and those government properties will fund fire service through a fee that is determined by the historical demand for service as detailed later in this Memorandum.

Table 8 outlines the assignment of fire type incidents based on the analysis conducted by GSG.

Table 8
Fire Calls by Category (Calendar Years 2011, 2012 and 2013)

Property Category	Number of Fire Incidents	Percentage of Total Incidents
Non-Government	12,508	86.13%
Government	2,014	13.87%
Total	14,522	100%

Source: City of Tallahassee

PROPERTY DATA

GSG obtained information from the ad valorem tax roll from the Leon County Property Appraiser's office to develop the assessment roll. Each building within the County on the ad valorem tax roll was assigned to one or more of the property use categories based on their assignment of use by the Leon County Property Appraiser or verification of use obtained through field research. A list of building improvement codes used by the Leon County Property Appraiser and their assignment to a property use category is provided as Appendix C.

The Residential Property Use Category includes such properties as single-family dwelling units, duplexes, mobile homes, triplexes, quadruplexes, apartments, condominiums, townhouses, and cooperatives. In the event the data was indefinite, the DOR codes were used to clarify mobile home categories and help identify condominium and townhouse buildings. For parcels assigned to the Residential Property Use Category, GSG utilized the total number of dwelling units as determined from the building files on the ad valorem tax roll or through the use of field research.

The Non-Residential Property Use Category includes commercial and industrial/warehouse property uses. For parcels within the Non-Residential Property Use Categories (Commercial and Industrial/Warehouse), GSG determined the amount of square footage of the structures using the building files on the ad valorem tax roll or through the use of field research.

For RV parks regulated under Chapter 513, Florida Statutes, in accordance with Sections 166.223 and 125.0168, Florida Statutes, which mandate that cities and counties treat RV parks like commercial property for non-ad valorem assessments levied by the City and County, each RV space within the park was treated as a building of commercial property and assigned the square footage of 191 square feet, the average size of a recreational vehicle, according to the Florida Association of RV Parks and Campgrounds.

Computation of Fire Services Assessments

This section of the Memorandum includes the assessment rates as calculated within this Assessment Memorandum. The fire rescue assessment cost calculations provided herein are primarily based on information supplied by the City. The assessable cost projections developed by GSG are designed to forecast assessment rates within each property use category for Fiscal Years 2015-16 through 2019-20.

SERVICE ZONES

Service zones were created under the previous fire assessment study in Fiscal Year 2009-10 to reflect the level of service differentiation of a property located in a higher density area that receives fire protection coverage from multiple stations as compared to a property located in an area generally described as rural and typically serviced by a single fire station. For this purpose, “core stations” were identified and defined as those stations within five road miles of at least two other stations. The creation of a core area was necessary to eliminate the appearance of a higher service level of those properties that may be within five road miles of two stations; however, the location of the property lies between two stations that are nearly ten miles apart. This same approach was used in this study. Any changes in the level of service provided in the two zones will need to be reviewed in subsequent studies to ensure that this approach is still valid.

Those properties included in “Zone 1” were generally located within five road miles of two “core stations.” Properties located outside of five road miles of two “core stations” were included in “Zone 2.” A map of the service zones is provided in Appendix E.

Calls were plotted, or “geocoded,” on a map based upon the address provided in the FFIRS database. Those calls correlated to properties included in “Zone 1,” and those calls correlated to properties included in “Zone 2,” were aggregated and assigned to the respective zone. Table 9 details the assignment of calls to service zones.

Table 9
Fire Calls to Non-Governmental Properties by Zone (Calendar Years 2011, 2012 and 2013)

Zone	Number of Calls to Specific Property Uses
Zone 1	9,590
Zone 2	2,918

The calls for service were then weighted based on the average call duration differential between Zone 1 and Zone 2 to account for the difference in resources used on calls between the two zones. On average a call in Zone 2 is 26% longer in duration than a call in Zone 1. Therefore, all calls in Zone 2 were multiplied by a weighting factor of 1.26 to determine the weighted number of calls while all calls in Zone 1 were assigned a weighting factor of 1.00. Table 10 details the weighting of calls by zone

Table 10
Weighted Fire Calls to Non-Governmental Properties by Zone (Calendar Years 2011, 2012 and 2013)

Zone	Number of Calls to Specific Property Uses	Weighting Factor	Number of Weighted Calls to Specific Property Uses
Zone 1	9,590	1.00	9,590.00
Zone 2	2,918	1.26	3,676.68

Table 11 outlines the property use category assignment of weighted fire type incidents for non-governmental properties based on the historical demand for service in each zone.

Table 11
Weighted Fire Calls by Category to Non-Governmental Properties (Calendar Years 2011, 2012 and 2013)

Category	Zone 1		Zone 2	
	Number of Incidents	Percentage of Calls	Number of Incidents	Percentage of Calls
Residential	6,036	62.94%	3,186.54	86.67%
Commercial	3,448	35.95%	444.78	12.10%
Industrial/Warehouse	106	1.11%	45.36	1.23%
Total	9,590	100%	3,676.68	100%

Source: City of Tallahassee

SPECIAL BENEFIT ASSUMPTIONS

The following assumptions support a finding that the fire services, facilities, and programs provided by the City provide a special benefit to the assessed parcels.

- Fire services, facilities, and programs possess a logical relationship to the use and enjoyment of property by: (i) protecting the value and integrity of improvements and structures through the availability and provision of comprehensive fire services; (ii) protecting the life and safety of intended occupants in the use and enjoyment of property; (iii) lowering the cost of fire insurance by the presence of a professional and comprehensive fire services program; and (iv) containing fire incidents occurring on land with the potential to spread and endanger other property and property features.
- The availability and provision of comprehensive fire services enhances and strengthens the relationship of such services to the use and enjoyment of the parcels of property, the market perception of the area and, ultimately, the property values within the assessable area.

APPORTIONMENT METHODOLOGY

The following section describes the assessment apportionment methodology for fire services based on: (i) the fire services assessable cost calculations; (ii) the ad valorem tax roll maintained by the property appraiser and the availability of the data residing on the database; and (iii) the fire rescue incident data.

COST APPORTIONMENT

The assessable costs were first apportioned among government and non-government property based upon the historical demand for service percentages shown in Table 8. The assessable costs attributable to non-government property were then apportioned to Zone 1 and Zone 2 and then further to the individual property use categories in each service zone based upon the weighted historical demand for fire services reflected by the fire incident data experienced in each service zone for Calendar Years 2011, 2012 and 2013. The five-year average cost apportionment is illustrated in Table 12.

Table 12
Cost Apportionment (Five-Year Average)

Category	Zone 1 (72.29% of Weighted Fire Calls)			Zone 2 (27.71% of Weighted Fire Calls)		
	Total Calls	Percentage	Assessable Costs	Total Calls	Percentage	Assessable Costs
Residential	6,036	62.94%	\$15,239,222	3,186.54	86.67%	\$8,045,128
Commercial	3,448	35.95%	\$8,705,242	444.78	12.10%	\$1,122,946
Industrial/Warehouse	106	1.11%	\$267,621	45.36	1.23%	\$114,521
Total	9,590	100%	\$24,212,085	3,676.68	100%	\$9,282,595

PARCEL APPORTIONMENT

The share of the assessable costs apportioned to each property use category was further apportioned among the individual buildings of property within each property use category in the manner described in Table 13.

Table 13
Parcel Apportionment within Property Use Categories

Category	Parcel Apportionment
Residential	Dwelling Unit
Non-Residential	Improvement Area Per Building Within Square Footage Ranges
-Commercial	(100,000 Square Foot Cap Per Building)
-Industrial/Warehouse	

Applying the foregoing parcel apportionment methodology, fire assessment rates were computed for each property use category. The specific methodology, underlying special benefit and fair apportionment assumptions are included below and generally described.

RESIDENTIAL PARCEL APPORTIONMENT ASSUMPTIONS

The following assumptions support findings that the parcel apportionment applied in the Residential Property Use category are fair and reasonable. The Residential Property Use Category includes such properties as single-family dwelling units and multi-family dwelling units.

- The size or the value of the residential parcel does not determine the scope of the required fire services. The potential demand for fire services is driven by the existence of a dwelling unit and the anticipated average occupant population.
- Apportioning the assessable costs for fire services attributable to the residential property use category on a per dwelling unit basis is required to avoid cost inefficiency and unnecessary administration, and is a fair and reasonable method of parcel apportionment based upon historical fire call data.
- The consolidation of single-family and multi-family properties into a single category is fair and reasonable because they are similar property uses and the number of calls per dwelling unit is not significantly different.

RESIDENTIAL PARCEL APPORTIONMENT CALCULATION

Based upon the historical demand for fire services, the percentages of assessable costs attributable to residential properties were calculated. The amount of the assessable costs allocable to each residential property was divided by the number of dwelling units in the Residential Property Use Category to compute the fire assessment to be imposed against each dwelling unit. For each residential parcel, the actual number of dwelling units located on the parcel will be multiplied by the residential dwelling unit rate to compute the residential fire assessment amount for the parcel.

Table 14 illustrates the assignment of dwelling units under this apportionment methodology to the Residential Property Use Category for each zone.

Table 14
Parcel Apportionment (Residential Property Use Category)

Residential Property Use Category	Number of Dwelling Units-Zone 1	Number of Dwelling Units-Zone 2
Residential Dwelling Units	75,921	43,378

Source: Leon County Property Appraiser Data

NON-RESIDENTIAL PARCEL APPORTIONMENT ASSUMPTIONS

The Non-Residential Property Use category includes commercial and industrial/warehouse property uses. The capacity to handle fires and other emergencies in Non-Residential Property Use category is governed by the following:

- The current pumping capacity is defined as the combined amount of water that all apparatus in the Fire Department can pump to a non-residential fire. As outlined by Table 4 above, the pumping capacity of the Fire Department is 44,800 gallons per minute. Accordingly, based on National Fire Protection Association firefighting standards for fire flow as provided for in NFPA 1 Fire Code, 2015, Chapter 18 (assuming ordinary construction), the Fire Rescue Department currently has sufficient fire flow capacity to provide service coverage in the event of a structure fire involving unlimited square feet. To avoid inefficiency and unnecessary administration, the City has made a policy decision to set the maximum classification of any building at 100,000 square feet.

The following assumption supports findings that the parcel apportionment applied in the Non-Residential Property Use category is fair and reasonable.

- The risk of loss and demand for fire services availability is substantially the same for structures below a certain minimum size. Because the value and anticipated occupancy of structures below a certain minimum size is less, it is fair, reasonable, and equitable to provide a lesser assessment burden on such structures by the creation of a specific property parcel classification for those parcels.
- The separation of non-residential buildings into square footage classifications is fair and reasonable for the purposes of parcel apportionment because: (i) the absence of a need for precise square footage data within the ad valorem tax records maintained by the property appraiser undermines the use of actual square footage of structures and improvements within each improved building as a basis for parcel apportionment; (ii) the administrative expense and complexity created by an on-site inspection to determine the actual square footage of structures and improvements within each improved parcel assessed is impractical; and (iii) the demand for fire services availability is not precisely determined or measured by the actual square footage of structures and improvements within benefited parcels; and (iv) the classification of buildings within square footage ranges is a fair and reasonable method to classify benefited parcels and to apportion costs among benefited buildings that create similar demand for the availability of fire services.
- The consolidation of commercial and institutional properties into a single category is fair and reasonable because the non-government institutional type properties are similar in use to the commercial type properties.

The parcel apportionment for each Non-Residential Property Use Classification shall include both minimum building classifications and an additional classification of all other buildings based upon the assumed square footage of structures and improvements within the improved parcel. The Non-Residential Property Use Classifications include Commercial and Industrial/Warehouse. The following describes the Non-Residential Property parcel apportionment calculation and classification for the Commercial and Industrial/Warehouse categories.

NON-RESIDENTIAL PARCEL APPORTIONMENT CALCULATION

Based upon the historical demand for fire services, property in the Non-Residential Property Use categories will be responsible for funding a percentage of assessable costs. The amount of the assessable costs allocable to buildings within each of the Non-Residential Property Use Classifications was calculated based upon the following building classifications.

- Non-residential buildings with square footage of non-residential improvements less than 1,999 square feet were assigned an improvement area of 1,000 square feet per building. Buildings with square footage of non-residential improvements between 2,000 square feet and 3,499 square feet were assigned an improvement area of 2,000 square feet per building. Buildings with non-residential improvements between 3,500 square feet and 4,999 square feet were assigned an improvement area of 3,500 square feet per building. Buildings with non-residential improvement areas between 5,000 square feet and 9,999 square feet were assigned an improvement area of 5,000 square feet per building. For buildings containing non-residential improvements between 10,000 square feet and 99,999 square feet, assignments of improvement area were made in 10,000 square foot increments.
- For buildings, containing non-residential improvements over 99,999 square feet, an assignment of improvement area of 100,000 was made.

Sections 125.0168 and 166.223, Florida Statutes, relating to special assessments levied on recreational vehicle parks regulated under Chapter 513, Florida Statutes are based on the following:

- When a city or county levy a non-ad valorem special assessment on a recreational vehicle park regulated under Chapter 513, the non-ad valorem special assessment shall not be based on the assertion that the recreational vehicle park is comprised of residential units. Instead, recreational vehicle parks regulated under Chapter 513 shall be assessed as a commercial entity in the same manner as a hotel, motel, or other similar facility.

Table 15 illustrates the assignment of improvement area under this apportionment methodology for the Commercial and Industrial/Warehouse categories.

Table 15
Parcel Apportionment (Non-Residential Property Use Category)

Square Foot Tiers	Number of Commercial Buildings		Number of Industrial/Warehouse Buildings	
	Zone 1	Zone 2	Zone 1	Zone 2
≤ 1,999	1,444	238	86	45
2,000 - 3,499	961	173	147	54
3,500 - 4,999	536	88	122	51
5,000 - 9,999	809	111	274	79
10,000 - 19,999	407	73	196	27
20,000 - 29,999	141	19	60	5
30,000 - 39,999	81	4	28	2
40,000 - 49,999	48	7	13	0
50,000 - 59,999	34	3	9	0
60,000 - 69,999	18	4	5	0
70,000 - 79,999	13	2	3	4
80,000 - 89,999	11	2	5	1
90,000 - 99,999	9	3	3	0
≥ 100,000	39	3	13	0

Source: Leon County Property Appraiser Data

Because the suppression of fires on vacant land and agricultural property primarily benefits adjacent property by containing the spread of fire rather than preserving the integrity of the vacant parcel, incidents to vacant and agricultural property were not included in the final analysis of the fire call database. Therefore, only the primary structures on vacant and agricultural parcels will be charged.

FIRE ASSESSMENT RATES

Applying the parcel apportionment methodology, fire services assessment rates were computed for each specified property use category. Based on the assessable costs of providing fire services, the number of fire calls apportioned to specific property categories and the number of billing units within the specified property categories.

Table 16 illustrates the assessment rates after application of the assessment methodology based on 100 percent funding of the five-year average total assessable costs.

Table 16
Fire Services Assessment Rates (Five Year Average)

Residential Property Use Categories		Zone 1 - Rate Per Dwelling Unit	Zone 2 - Rate Per Dwelling Unit
Residential Dwelling Unit		\$201	\$185
Commercial Property Use Category	Building Classification (in square foot ranges)	Zone 1 - Rate Per Building	Zone 2 - Rate Per Building
	≤ 1,999	\$293	\$267
	2,000 - 3,499	\$585	\$533
	3,500 - 4,999	\$1,023	\$933
	5,000 - 9,999	\$1,461	\$1,332
	10,000 - 19,999	\$2,921	\$2,663
	20,000 - 29,999	\$5,842	\$5,326
	30,000 - 39,999	\$8,762	\$7,989
	40,000 - 49,999	\$11,683	\$10,652
	50,000 - 59,999	\$14,603	\$13,315
	60,000 - 69,999	\$17,524	\$15,978
	70,000 - 79,999	\$20,444	\$18,641
	80,000 - 89,999	\$23,365	\$21,304
	90,000 - 99,999	\$26,285	\$23,967
	≥ 100,000	\$29,206	\$26,630
Industrial/Warehouse Property Use Category	Building Classification (in square foot ranges)	Zone 1 - Rate Per Building	Zone 2 - Rate Per Building
	≤ 1,999	\$28	\$76
	2,000 - 3,499	\$56	\$152
	3,500 - 4,999	\$98	\$265
	5,000 - 9,999	\$139	\$378
	10,000 - 19,999	\$278	\$756
	20,000 - 29,999	\$556	\$1,511
	30,000 - 39,999	\$834	\$2,266
	40,000 - 49,999	\$1,112	\$3,021
	50,000 - 59,999	\$1,390	\$3,776
	60,000 - 69,999	\$1,668	\$4,532
	70,000 - 79,999	\$1,946	\$5,287
	80,000 - 89,999	\$2,224	\$6,042
	90,000 - 99,999	\$2,502	\$6,797
	≥ 100,000	\$2,780	\$7,552

*Estimated Gross Revenue: \$33,494,680; Estimated Institutional Tax Exempt Buy-down: \$1,052,276; Estimated Net Revenue: \$32,442,404.

EXEMPTIONS AND IMPACT OF EXEMPTIONS

Because the fire services assessment is being developed to meet the case law standards for a valid special assessment, any proposed exemptions require special scrutiny. The crafting of an exemption must be founded upon a legitimate public purpose, and not tramp on state or federal constitutional concepts of equal protection and constitutional prohibitions against establishment of religion or the use of the public treasury directly or indirectly to aid religious institutions. Furthermore, to ensure public acceptance, any exemption must make common sense and be fundamentally fair. Finally, the impact of any proposed exemption should be evaluated in terms of its magnitude and fiscal consequences on the City and County's general funds respectively.

Whenever crafting an exemption, it is important to understand that the fair apportionment element required by Florida case law prohibits the shifting of the fiscal costs of any special assessment from exempt landowners to other non-exempt landowners. In other words, the funding for an exemption from a special assessment must come from a legally available external revenue source, such as the City and

County's general funds. Funding for fire assessment exemptions cannot come from the proceeds derived directly from the imposition of special assessments for fire services and facilities. Because any exemption must be funded by an external funding source, the grant of any exemption will not have any impact upon the fire assessment to be imposed upon any other non-exempt parcels.

The decision to fund exemptions for fire services assessments on property owned by non-governmental entities is based upon the determination that such exemptions constituted a valid public purpose.

Table 17 summarizes the estimated impact of exempting institutional, wholly tax-exempt property based on the five-year average assessable budget.

Table 17
Estimated Impact of Exemptions (Five-Year Average)

Financial Classification	Zone 1	Zone 2	Total
Estimated Assessable Costs	\$24,212,085	\$9,282,595	\$33,494,680
Estimated Buy-down for Institutional Tax-Exempt Building Uses	\$791,202	\$261,074	\$1,052,276
Estimated Revenue Generated	\$23,420,883	\$9,021,521	\$32,442,404

Fire Services Fees Imposed on Governmental Property

The special benefit and fair and reasonable apportionment requirements for a valid special assessment do not rigidly apply to charges against government property. Florida case law has stated that user fees are paid by choice and are charged in exchange for a particular governmental service, which benefits the property paying the fee in a manner not shared by other members of the public. In the user fee context, choice means that the property paying the fee has the option of not using the governmental service and thereby avoiding the charge. Under such tests and definition of choice, the validity of both impact fees and stormwater fees have been upheld.

Impact fees are imposed to place the economic burden of infrastructure required by growth on new development. Stormwater fees are imposed to control and treat the stormwater burden generated by the use and enjoyment of developed property. Likewise, fire services provided by the City and County are intended to meet the historical demand for fire services from developed property and such fee benefits the owner or user of developed property in a manner not shared by other members of society (e.g., the owner of undeveloped property).

The Florida Attorney General has recognized that state-owned property is not required to pay a special assessment without legislative authorization but that such authorization is not needed for user fees or service charges. Additionally, a valid charge cannot be enforced by a lien against public property absent elector approval. Rather, the enforcement remedy is a mandamus action to compel payment. In addition, certain general laws preempt the home rule power of local governments to impose special assessments on educational institutions.

As discussed previously and documented in the “Incident Data” section of this document, the fire services incidents were analyzed to determine the fire services demand for all governmental property. It was determined that approximately 13.87% of the total fire calls were attributable to governmental property. Therefore, approximately 13.87% of the total assessable budget was allocated to governmental property as shown in Table 18 below.

Table 18
Government Cost Allocation

Total Assessable Costs	Percentage of Governmental Calls	Governmental Cost Allocation
\$38,893,934	13.87%	\$5,399,254

The costs attributable to each governmental entity will be allocated based on each entities percentage of the total governmental square footage as determined by the City. GSG calculated a rate per square foot for governmental property based on the governmental cost allocation in Table 18 and the total governmental square footage as provided by the City. This calculation is shown in Table 19 below.

Table 19
Government Rate Calculation

Governmental Cost Allocation	Total Government Square Feet	Government Rate Per Square Foot
\$5,399,254	25,608,345	\$0.211

Additional Information

EXEMPTION CALCULATIONS

GSG utilized the most current data to identify institutional, tax-exempt parcels within the County in order to calculate the aggregate cost ('buy down') of these parcels. In addition, best efforts were made by GSG to reconcile any differences necessary to calculate the estimated buy down for this exemption category. Missing or incorrect property data could affect the estimated aggregate costs.

NON-SPECIFIC CALLS

In the fire call analysis, certain fire related calls were classified as non-property specific, because of the location of occurrence in the incident report. These calls represent non-specific incidents that either could not be correlated to a specific parcel or involved auto accidents or other types of incidents along roads and highways. These calls are excluded from the analysis that determines the percentage of calls for service to respective property types and therefore, are not considered in the determination of the extent of budget required to fund the department. Because the budget is established based on the ability of the department to adequately protect structures, no adjustment has been made to the budget due to non-property specific calls.

MOBILE HOME AND RECREATIONAL VEHICLE PARK VACANCY CREDIT

As a consequence of the transient use and potential extraordinary vacancies within mobile home and recreational vehicle (RV) parks as compared to other residential property and the lack of demand for fire services for unoccupied spaces, it is fair and reasonable to provide for an extraordinary vacancy adjustment procedure for mobile home and RV park properties. Vacant mobile home and RV spaces within a mobile home or RV park will be charged; however, these properties will be eligible for an extraordinary vacancy adjustment for vacant mobile home or RV spaces.

VERIFICATION OF SQUARE FOOTAGE OF STRUCTURES ON TAX-EXEMPT PARCELS

The ad valorem tax roll provides the data required to determine value. So long as properties remain in the name of owners exempt from ad valorem taxation, the property appraiser may not consistently maintain data related to building improvements on such parcels. As a consequence of such data imperfections, the square footage on some of the parcels, particularly for institutional private sector classifications, may not be complete. The City of Tallahassee Fire Department staff has assisted GSG in verifying square footage information for certain parcels of property within the County.

BILLING PROPERTIES WITH MULTIPLE UTILITY ACCOUNTS

The proposed methodology can determine the assessment rate per building on a tax parcel. However, for some non-residential properties there may be many utility accounts assigned to a building. When utilizing the utility bill to collect the Fire Services Assessment, a considerable amount of data collection will be necessary to assess each utility account assigned to the building.

Appendix A

SITUATION FOUND CODES AND DESCRIPTIONS

Code	Description	Type
100	Fire, Other	Non-EMS
111	Building Fire	Non-EMS
112	Fires in structures other than in a building	Non-EMS
113	Cooking fire, confined to a container	Non-EMS
114	Chimney or flue fire, confined to chimney or flue	Non-EMS
115	Incinerator overload or malfunction, fire confined	Non-EMS
116	Fuel burner/boiler malfunction, fire confined	Non-EMS
117	Commercial compactor fire, confined to rubbish	Non-EMS
118	Trash or rubbish fire, contained	Non-EMS
118B	Bonfire Contained	Non-EMS
120	Fire in mobile property used as a fixed structure, other	Non-EMS
121	Fire in mobile home used as a fixed residence	Non-EMS
122	Fire in mobile home, camper, recreational vehicle	Non-EMS
123	Fire in portable building, fixed location	Non-EMS
130	Mobile property (vehicle) fire, other	Non-EMS
131	Passenger vehicle fire	Non-EMS
132	Road freight or transport vehicle fire	Non-EMS
134	Water vehicle fire	Non-EMS
137	Camper or RV fire	Non-EMS
138	Off Road vehicle or heavy equipment fire	Non-EMS
140	Natural vegetation fire	Non-EMS
141	Forest, woods or wildland fire	Non-EMS
142	Brush, or brush and grass mixture fire	Non-EMS
143	Grass fire	Non-EMS
150	Outside rubbish fire, other	Non-EMS
151	Outside rubbish, trash or waste fire	Non-EMS
152	Garbage dump or sanitary landfill fire	Non-EMS
153	Construction or demolition landfill fire	Non-EMS
154	Dumpster or other outside trash receptacle fire	Non-EMS
155	Outside stationary compactor/compacted trash fire	Non-EMS
160	Special outside fire, other	Non-EMS
161	Outside storage fire	Non-EMS
162	Outside equipment fire	Non-EMS
170	Cultivated vegetation, crop fire, other	Non-EMS
200	Overpressure rupture, explosion, overheat, other	Non-EMS
210	Overpressure rupture from steam, other	Non-EMS
211	Overpressure rupture of steam pipe or pipeline	Non-EMS
213	Steam rupture of pressure or process vessel	Non-EMS
220	Overpressure rupture from air or gas, other	Non-EMS
221	Overpressure rupture of air or gas pipe/pipeline	Non-EMS
223	Air or gas rupture of pressure or process vessel	Non-EMS
240	Explosion (no fire), other	Non-EMS
243	Fireworks explosion (no fire)	Non-EMS
251	Excessive heat, scorch burns with no ignition	Non-EMS
3	Rescue Call	EMS
300	Rescue, EMS call, other	EMS
311	Medical assist, assist EMS crew	EMS
320	Allergic reaction	EMS

Code	Description	Type
321	EMS call, excluding vehicle accident with injury	EMS
321B	Blood Pressure Check	EMS
322	Vehicle accident with injuries	EMS
323	Motor vehicle/pedestrian accident (MV Ped)	EMS
324	Motor Vehicle Accident, No Injuries	Non-EMS
331	Lock-in (if lock out, use 511)	Non-EMS
341	Search for person on land	Non-EMS
342	Search for person in water	Non-EMS
350	Extrication, rescue, other	Non-EMS
351	Extrication of victim(s) from building/structure	Non-EMS
352	Extrication of victim(s) from vehicle	Non-EMS
353	Removal of victim(s) from stalled elevator	Non-EMS
354	Trench/below grade rescue	Non-EMS
355	Confined space rescue	Non-EMS
356	High angle rescue	Non-EMS
361	Swimming/recreational water areas rescue	Non-EMS
365	Watercraft rescue	Non-EMS
370	Electrical rescue	Non-EMS
371	Electrocution or potential electrocution	Non-EMS
372	Trapped by power lines	Non-EMS
381	Rescue or EMS standby	EMS
400	Hazardous condition, other	Non-EMS
400P	Hazardous Condition Powder	Non-EMS
410	Flammable gas or liquid condition, other	Non-EMS
411	Gasoline or other flammable liquid spill	Non-EMS
412	Gas leak	Non-EMS
413	Oil or other combustible liquid spill	Non-EMS
422	Chemical spill or leak	Non-EMS
423	Refrigeration leak	Non-EMS
424	Carbon monoxide incident	Non-EMS
440	Electrical wiring/equipment problem, other	Non-EMS
441	Heat from short circuit (wiring), defective/worn	Non-EMS
442	Overheated motor	Non-EMS
443	Light ballast breakdown	Non-EMS
444	Power line down	Non-EMS
445	Arcing, shorted electrical equipment	Non-EMS
451	Police Assist	Non-EMS
460	Accident, potential accident, other	Non-EMS
461	Building or structure weakened or collapsed	Non-EMS
462	Aircraft standby	Non-EMS
462A	Aircraft Standby, Electrical Indicators	Non-EMS
462E	Aircraft Standby, Engine Failure	Non-EMS
462O	Aircraft Standby, Other	Non-EMS
463	Vehicle accident, general cleanup	Non-EMS
471	Explosive, bomb removal (for bomb scare, use 721)	Non-EMS
480	Attempted burning, illegal action, other	Non-EMS
481	Attempt to burn	Non-EMS
482	Threat to burn	Non-EMS

Code	Description	Type
500	Service call, other	Non-EMS
500C	Service Call Other - Check	Non-EMS
510	Person in distress, other	Non-EMS
511	Lock-out	Non-EMS
512	Ring or jewelry removal	Non-EMS
520	Water problem, other	Non-EMS
521	Water evacuation	Non-EMS
522	Water or steam leak	Non-EMS
531	Smoke or odor removal	Non-EMS
540	Animal problem, other	Non-EMS
541	Animal problem	Non-EMS
542	Animal rescue	Non-EMS
550	Public service assistance, other	Non-EMS
551	Assist police or other governmental agency	Non-EMS
551E	Assist EMS	EMS
551R	Airport Runway Check	Exclude
552	Police matter	Non-EMS
553	Public service	Non-EMS
553D	Public Service Smoke Detector	Non-EMS
554	Assist invalid	EMS
555	Defective elevator	Non-EMS
561	Unauthorized burning	Non-EMS
571	Cover assignment, standby, moveup	Non-EMS
600	Good intent call, other	Non-EMS
611	Dispatched & canceled en route	Non-EMS
621	Wrong location	Non-EMS
621L	Unable to Locate	Non-EMS
622	No incident found upon arrival	Non-EMS
631	Authorized controlled burning	Non-EMS
632	Prescribed fire	Non-EMS
641	Vicinity alarm (incident in other location)	Non-EMS
650	Steam, other gas mistaken for smoke, other	Non-EMS
651	Smoke scare, odor of smoke	Non-EMS
652	Steam, vapor, fog or dust thought to be smoke	Non-EMS
653	Barbecue, tar kettle	Non-EMS
661	EMS call, party transported by non-fire agency	EMS
671	Hazmat release investigation w/no hazmat	Non-EMS
672	Biological hazard investigation, none found	Non-EMS
700	False alarm or false call, other	Non-EMS
710	Malicious, mischievous false call, other	Non-EMS
711	Municipal alarm system, malicious false alarm	Non-EMS
712	Direct tie to FD, malicious/false alarm	Non-EMS
713	Telephone, malicious false alarm	Non-EMS
714	Central station, malicious false alarm	Non-EMS
715	Local alarm system, malicious false alarm	Non-EMS
721	Bomb scare - no bomb	Non-EMS
730	System malfunction	Non-EMS
731	Sprinkler activation due to malfunction	Non-EMS

Code	Description	Type
732	Extinguishing system activation due to malfunction	Non-EMS
733	Smoke detector activation due to malfunction	Non-EMS
734	Heat detector activation due to malfunction	Non-EMS
735	Alarm system sounded due to malfunction	Non-EMS
736	CO detector activation due to malfunction	Non-EMS
740	Unintentional transmission of alarm, other	Non-EMS
740R	Alarm Reset	Non-EMS
741	Sprinkler activation, no fire - unintentional	Non-EMS
742	Extinguishing system activation	Non-EMS
743	Smoke detector activation, no fire - unintentional	Non-EMS
744	Detector activation, no fire - unintentional	Non-EMS
745	Alarm system sounded, no fire - unintentional	Non-EMS
745B	Alarm System Activated/Burnt Floor/No Fire	Non-EMS
745T	Alarm System Activated/Testing/Maintenance	Non-EMS
746	Carbon monoxide detector activation, no CO	Non-EMS
800	Severe weather or natural disaster, other	Non-EMS
813	Wind storm, tornado/hurricane assessment	Non-EMS
814	Lightning strike (no fire)	Non-EMS
900	Special type of incident, other, Dumpster fire	Non-EMS
900A	Training/Academy	Exclude
900B	Training/Territory	Exclude
900E	Inspection	Exclude
900G	Drug Test	Exclude
900H	Hose Testing	Exclude
900I	Hydrant Inspection	Exclude
900P	Prefire Planning	Exclude
900R	Fire/Re-Check	Non-EMS
900T	Test Incident/CAD/PMDC	Exclude
911	Citizen complaint	Non-EMS

Appendix B

FIXED PROPERTY USE CODES AND DESCRIPTIONS

Code	Description	Category
000	FIXED PROP USE UNDETERMINED	NON-SPECIFIC
100	UNKNOWN OTHER	NON-SPECIFIC
110	FIXED USE RECREATION, OTHER	COMMERCIAL
111	BOWLING ESTABLISHMENT	COMMERCIAL
112	BILLIARD CENTER	COMMERCIAL
113	AMUSEMENT CENTER	COMMERCIAL
115	ROLLER RINK	COMMERCIAL
116	SWIMMING FACILITY	COMMERCIAL
120	VARIABLE USE AMUSEMENT/RECREATION	COMMERCIAL
121	BALLROOM,GYMNASIUM	COMMERCIAL
122	EXHIBITION HALL	COMMERCIAL
123	ARENA/STADIUM	COMMERCIAL
124	PLAYGROUND	COMMERCIAL
129	AMUSEMENT CENTER INDOOR/OUTDOOR	COMMERCIAL
130	PLACES OF WORSHIP,CHURCH,FUNERAL PARLOR	COMMERCIAL
131	CHURCH/CHAPEL	COMMERCIAL
134	FUNERAL PARLOR/CHAPEL	COMMERCIAL
140	CLUBS, OTHER	COMMERCIAL
141	ATHLETIC CLUB/YMCA	COMMERCIAL
142	CLUB HOUSE	COMMERCIAL
143	YACHT CLUB	COMMERCIAL
144	CASINO, GAMBLING CLUBS	COMMERCIAL
150	PUBLIC, GOVT, OTHER	COMMERCIAL
151	LIBRARY	COMMERCIAL
152	MUSEUM, ART GALLERY	COMMERCIAL
154	MEMORIAL STRUCTURE,MONUMENT	COMMERCIAL
155	COURT ROOM	COMMERCIAL
160	EATING/DRINKING PLACES	COMMERCIAL
161	RESTAURANT	COMMERCIAL
162	NIGHTCLUB	COMMERCIAL
170	TERMINALS OTHER	COMMERCIAL
173	BUS TERMINAL	COMMERCIAL
180	THEATER, STUDIO OTHER	COMMERCIAL
181	PERFORMANCE THEATER	COMMERCIAL
182	AUDITORIUM, CONCERT HALL	COMMERCIAL
183	MOVIE THEATER	COMMERCIAL
185	RADIO, TV STUDIO	COMMERCIAL
200	EDUCATIONAL PROPERTY OTHER	COMMERCIAL
210	SCHOOLS NON-ADULT OTHER	COMMERCIAL
211	PRE-SCHOOL	COMMERCIAL
213	ELEMENTARY SCHOOL	COMMERCIAL
215	HIGH SCHOOL/JR HIGH/MIDDLE SCHOOL	COMMERCIAL
241	COLLEGE/UNIVERSITY	COMMERCIAL
254	DAY CARE-IN COMMERCIAL PROPERTY	COMMERCIAL
255	DAY CARE-IN RESIDENCE-LICENSED	COMMERCIAL
300	HEALTHCARE/DETENTION OTHER	COMMERCIAL
311	CARE OF THE AGED/NURSING STAFF	COMMERCIAL
321	MENTAL RETARDATION/DEVELOPMENT DISABILITY FACILITY	COMMERCIAL

Code	Description	Category
322	ALCOHOL/SUBSTANCE ABUSE RECOVERY CENTER	COMMERCIAL
323	ASYLUM/MENTAL INSTITUTION	COMMERCIAL
331	HOSPITAL-MEDICAL/PSYCHIATRIC	COMMERCIAL
332	HOSPICES	COMMERCIAL
340	CLINICS, OTHER	COMMERCIAL
341	CLINIC, CLINIC-TYPE INFIRMARY	COMMERCIAL
342	DOCTOR/DENTIST/SURGEONS OFFICE	COMMERCIAL
343	HEMODIALYSIS UNIT	COMMERCIAL
361	JAIL/PRISON - NOT JUVENILE	COMMERCIAL
363	REFORMATORY, JUVENILE DETENTION CENTER	COMMERCIAL
365	POLICE STATION	COMMERCIAL
365A	POLICE TRAINING CENTER	COMMERCIAL
400	RESIDENTIAL OTHER	RESIDENTIAL
419	ONE- AND TWO-FAMILY DWELLING	RESIDENTIAL
429	MULTI-FAMILY DWELLINGS	RESIDENTIAL
439	ROOMING, BOARDING, RESIDENTIAL HOTELS	COMMERCIAL
449	HOTELS, MOTELS, INNS, LODGES	COMMERCIAL
459	RESIDENTIAL BOARD AND CARE	COMMERCIAL
460	DORMITORIES OTHER	COMMERCIAL
462	FRATERNITY, SORORITY HOUSE	COMMERCIAL
464	MILITARY BARRACKS/DORMITORY	RESIDENTIAL
500	MERCANTILE PROPERTIES OTHER	COMMERCIAL
511	CONVENIENCE STORE	COMMERCIAL
519	FOOD, BEVERAGE SALES, GROCERY STORE	COMMERCIAL
529	TEXTILE, WEARING APPAREL SALES	COMMERCIAL
539	HOUSEHOLD GOODS SALES, REPAIRS	COMMERCIAL
549	SPECIALTY SHOPS	COMMERCIAL
557	BARBER, BEAUTY SHOP, PERSONAL SERVICES	COMMERCIAL
559	RECREATIONAL, HOBBY, HOME SALES, PET STORE	COMMERCIAL
564	SELF-SERVICE LAUNDRY/DRY CLEANING	COMMERCIAL
569	PROFESSIONAL SUPPLIES	COMMERCIAL
571	SERVICE STATION	COMMERCIAL
579	MOTOR VEHICLE, BOAT SALES/SERVICE/REPAIRS	COMMERCIAL
580	GENERAL ITEM STORES, OTHER	COMMERCIAL
581	DEPARTMENT STORE	COMMERCIAL
592	BANK W/FIRST STORY BANKING FACILITY	COMMERCIAL
593	MEDICAL, RESEARCH, SCIENTIFIC OFFICE	COMMERCIAL
596	POST OFFICE OR MAILING FORMS	COMMERCIAL
599	BUSINESS OFFICES	COMMERCIAL
600	BASIC INDUSTRY, UTILITY, DEFENSE OTHER	INDUSTRIAL/WAREHOUSE
610	ENERGY PRODUCTION, OTHER	INDUSTRIAL/WAREHOUSE
614	STEAM, HEAT ENERGY PLANT	INDUSTRIAL/WAREHOUSE
615	ELECTRIC GENERATING PLANT	INDUSTRIAL/WAREHOUSE
629	LABORATORIES	INDUSTRIAL/WAREHOUSE
631	NATIONAL DEFENSE SITE/MILITARY SITE	COMMERCIAL
635	COMPUTER, DATA PROCESSING CNTR	INDUSTRIAL/WAREHOUSE
639	COMMUNICATIONS CENTER	INDUSTRIAL/WAREHOUSE
640	UTILITY, ENERGY DISTRIBUTION CNTR OTHER	INDUSTRIAL/WAREHOUSE

Code	Description	Category
642	ELECTRIC TRANSMISSION DISTIB. SYSTEM	INDUSTRIAL/WAREHOUSE
644	GAS DISTRIBUTION SYSTEM, PIPELINE	INDUSTRIAL/WAREHOUSE
647	WATER UTILITY	INDUSTRIAL/WAREHOUSE
648	SANITARY SERVICE	INDUSTRIAL/WAREHOUSE
655	CROPS, ORCHARDS	LAND
669	FOREST, TIMBERLAND	LAND
700	MANUFACTURING PROPERTY, PROCESSING	INDUSTRIAL/WAREHOUSE
800	STORAGE PROPERTY OTHER	INDUSTRIAL/WAREHOUSE
807	OUTSIDE MATERIAL STORAGE AREA	NON-SPECIFIC
808	SHED	NON-SPECIFIC
819	LIVESTOCK, POULTRY STORAGE	LAND
839	REFRIGERATED STORAGE	INDUSTRIAL/WAREHOUSE
880	VEHICLE STORAGE; OTHER	INDUSTRIAL/WAREHOUSE
882	GENERAL VEHICLE PARKING GARAGE	INDUSTRIAL/WAREHOUSE
888	FIRE STATIONS	COMMERCIAL
888T	FIRE TRAINING CENTER/ACADEMY	COMMERCIAL
891	GENERAL WAREHOUSE	INDUSTRIAL/WAREHOUSE
898	WHARF, PIER	INDUSTRIAL/WAREHOUSE
899	RESIDENTIAL OR SELF STORAGE UNITS	INDUSTRIAL/WAREHOUSE
900	OUTSIDE, SPECIAL PROPERTIES; OTHER	NON-SPECIFIC
919	DUMP SANITARY LANDFILL	NON-SPECIFIC
921	BRIDGE, TRESTLE	NON-SPECIFIC
926	OUTBUILDING, EXCLUDING GARAGE	NON-SPECIFIC
931	OPEN LAND, FIELD	LAND
935	CAMPSITE WITH UTILITIES	COMMERCIAL
936	VACANT LOT	LAND
938	GRADED AND CARED FOR PLOTS OF LAND	LAND
940	WATER AREAS, OTHER	NON-SPECIFIC
946	LAKE/RIVER/STREAM	NON-SPECIFIC
951	RAILROAD RIGHT OF WAY	NON-SPECIFIC
952	SWITCH YARD, MARSHALLING YARD	NON-SPECIFIC
960	STREET, OTHER	NON-SPECIFIC
961	DIVIDED HIGHWAY, HIGHWAY	NON-SPECIFIC
962	PAVED PUBLIC STREET, RESIDENTIAL	NON-SPECIFIC
963	PAVED PRIVATE STREET, COMMERCIAL	NON-SPECIFIC
965	UNCOVERED PARKING AREA	NON-SPECIFIC
972	AIRCRAFT RUNWAY	COMMERCIAL
972H	AIRCRAFT HANGER/STORAGE	COMMERCIAL
972T	AIRPORT CONTROL TOWER	COMMERCIAL
974	AIRCRAFT LOADING AREA	COMMERCIAL
981	CONSTRUCTION SITE	NON-SPECIFIC
983	PIPELINE, POWER LINE RIGHT OF WAY	NON-SPECIFIC
984	INDUSTRIAL PLANT YARD	INDUSTRIAL/WAREHOUSE
NNN	NONE	NON-SPECIFIC
UUU	UNDETERMINED	NON-SPECIFIC

Appendix C

LEON COUNTY PROPERTY APPRAISER BUILDING IMPROVEMENT CODES AND USE DESCRIPTIONS WITH ASSIGNMENT OF PROPERTY USE CATEGORY

Code	Description	Category
0100	SINGLE FAMILY RESIDENTIAL	Residential
0300	DUPLEX	Residential
0400	CONDOMINIUM	Residential
0500	STUDENT APARTMENTS	Residential
0501	FRAT/SORORITY	Commercial
0510	STUDENT MULTI LEASE	Residential
0600	STANDARD APARTMENTS	Residential
0601	APT/ LESS THAN 10 UNITS	Residential
0602	DORMITORY	Residential
0650	LIHTC	Residential
0700	TOWNHOUSE	Residential
0800	MOBILE HOME	Residential
1000	GARDEN APARTMENT	Residential
1100	HIGH RISE	Residential
1200	EXEMPT MULTI FAMILY	Residential
1400	MOTELS	Commercial
1500	EXTENDED STAY HOMES	Commercial
1600	HOTELS	Commercial
1700	HOSP/NURS HOME	Residential
1710	NURSING HOME	Residential
1720	CLINIC	Commercial
1730	VET CLINIC	Commercial
1740	REGIONAL MEDICAL CENTER	Commercial
1750	ASSISTED LIVING FACILITY	Residential
1800	CO-OP	Residential
2000	STORE	Commercial
2010	CONDO-STORE	Commercial
2011	SALON/BARBER SHOP	Commercial
2012	LAUNDROMAT	Commercial
2013	CARWASH	Commercial
2014	PHYS FITNESS CENTER	Commercial
2015	STORE SFR CONV	Commercial
2016	IND/RETAIL/STORE	Commercial
2018	DRY CLEANERS	Commercial
2020	CONVENIENCE STORE	Commercial
2030	CONV-STORE/GAS	Commercial
2040	SUPERMARKET	Commercial
2050	PHARMACY	Commercial
2060	JR DISCOUNT	Commercial
2070	SUPER DISCOUNT	Commercial
2080	AUTO PARTS	Commercial
2090	AUTO SERVICE	Commercial
2100	DEPARTMENT STORE	Commercial
2110	JR DEPARTMENT STORE	Commercial
2200	SHOP CENTER	Commercial
2210	NBHD SHOP CENTER	Commercial
2220	COMM SHOP CENTER	Commercial
2300	SERVICE STATION	Commercial

Code	Description	Category
2400	REC/BOWL ALLEY	Commercial
2410	CLUBHOUSE/REC	Commercial
2500	REST/LOUNGE	Commercial
2510	FAMILY RESTAURANT	Commercial
2520	TAKE-OUT RESTAURANT	Commercial
2600	FAST FOOD DRIVE IN	Commercial
2610	FAST FOOD NO SEAT	Commercial
2620	NITE CLUB	Commercial
2700	AUDIT/THEATER	Commercial
2800	MALL	Commercial
2810	SUPER REG MALL	Commercial
3000	OFFICE	Commercial
3010	OFFICE CONDO	Commercial
3015	OFFICE CONDO HIGH RISE	Commercial
3020	OFFICE STRIP CENTER	Commercial
3030	OFFICE LOW RISE	Commercial
3040	OFFICE MID RISE	Commercial
3045	OFFICE PARK	Commercial
3050	OFFICE HIGH RISE	Commercial
3060	OFFICE INDUSTRIAL	Commercial
3070	OFFICE/SFR CONVERSION	Commercial
3080	CONDO MEDICAL OFFICE	Commercial
3100	ED/RELIGIOUS	Commercial
3110	CHILD CARE	Commercial
3200	PUBLIC PARKING	Industrial/Warehouse
3300	BANKS	Commercial
3400	BANKS-BRANCH	Commercial
3410	BANKS-DRV THRU	Commercial
3500	FUNERAL HOME	Commercial
3600	TRAINING CENTER	Commercial
3700	MEDICAL OFFICE	Commercial
3901	BROADCAST CENTER	Commercial
3902	WCTV 2	Commercial
3930	CLASSROOM/TRAINING	Commercial
3940	LIBRARY/MULTI-MEDIA	Commercial
3950	OFFICES	Commercial
3960	DORMITORY/HOUSING	Commercial
3970	MEDICAL FACILITIES	Commercial
3980	COURTHOUSE	Commercial
4000	WAREHOUSE	Industrial/Warehouse
4010	CONDO WAREHOUSE	Industrial/Warehouse
4020	DISTRIBUTION WAREHOUSE	Industrial/Warehouse
4030	TECH MANUFACTURING	Industrial/Warehouse
4031	INDUSTRIAL OFFICE	Industrial/Warehouse
4040	WAREHOUSE/MULTI-BAY	Industrial/Warehouse
4100	SERVICE/PARKING GARAGE	Industrial/Warehouse
4110	INDEPENDENT AUTO CENTER	Commercial
4200	MINI WAREHOUSE	Industrial/Warehouse

Code	Description	Category
4300	COLD STORAGE	Industrial/Warehouse
4400	LIGHT MANUFACTURING	Industrial/Warehouse
4500	HEAVY MANUFACTURING	Industrial/Warehouse
4600	AUTO SHOW/GARAGE	Industrial/Warehouse
4610	CAR/TRUCK RENTAL	Commercial
4620	BOAT S/E DEALER	Commercial
4700	PREFAB METAL BUILDING	Not Used
4800	BARN SHED	Not Used
4810	AIRPORT TERMINAL	Commercial
4900	MAINT/MECH/WAREHOUSING	Industrial/Warehouse
4910	RESEARCH/DEVELOP LABS	Industrial/Warehouse
4920	STADIUMS/ARENAS	Commercial
4930	PARKING GARAGES	Industrial/Warehouse
4940	PRISONS/JAILS	Commercial
4950	MILITARY FACILITIES	Commercial
4960	FIRE STATION	Commercial
MHPK	MOBILE HOME PARK	Residential
MUSE	MUSEUM/CULTURAL	Commercial
RVPK	RV PARK	Commercial

Appendix D

DEPARTMENT OF REVENUE (DOR) CODES

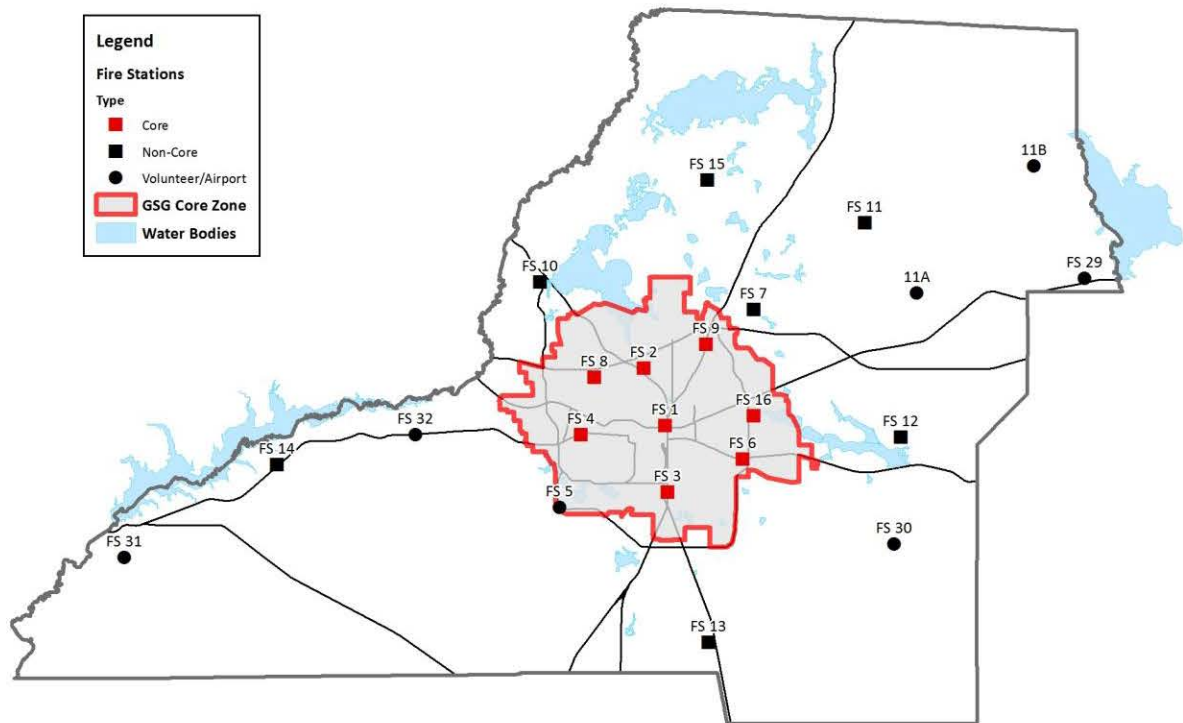
CODE	DESCRIPTION
0	VACANT RESIDENTIAL
100	SINGLE FAMILY IMPROVED
200	MOBILE HOME
300	MULTI FAMILY +10 UNITS
400	CONDOMINIUM
500	CO-OPS
600	RETIREMENT HOMES/NONEXPT
700	MISC RESIDENTIAL
800	MULTI FAMILY 2-9 UNITS
1000	VACANT COMMERCIAL
1100	STORES 1 STORY
1200	MIXED USE STORE/OFFICE
1300	DEPARTMENT STORES
1400	SUPERMARKETS
1500	REGIONAL SHOPPING CTRS
1600	COMMUNITY SHOPPING CTR
1700	OFFICE NON-PROF 1 STORY
1800	OFFICE NON-PROF 2+ STORY
1900	PROFFESIONAL SERVICES
2000	AIR/MARINE/BUS TERMINALS
2100	RESTAURANTS/CAFETERIAS
2200	DRIVE-IN RESTAURANT
2300	BANK/S & L/MORTGAGE/CREDIT
2400	INSURANCE COMPANY OFFICE
2500	REPAIRS SVC TV/LAUNDRIES
2600	SERVICE STATIONS
2700	AUTO SALES/SERVICE/RENTAL
2800	MOBILE HOME PARKS/PK LOTS
2900	WHOLESALE/PRODUCE OUTLETS
3000	FLORIST/GREENHOUSE
3100	OPEN STADIUMS
3200	THEATER/AUDITORIUM (ENCL)
3300	NIGHTCLUB/BAR/LOUNGE
3400	BOWLING/SKATING/POOL HALL
3500	TOURIST ATTRACTION
3600	CAMPS
3700	RACE TRACK; HORSE/DOG/AUTO
3800	GOLF COURSE/DRIVING RANGE
3900	HOTELS/MOTELS
4000	VACANT INDUSTRIAL
4100	LT MFG/SM MACH SHOP/PRINT
4200	HEAVY IND/EQUIP MFG/MACH
4300	LUMBER YARD/SAWMILL
4400	PACK PLANT (FRUIT/MEAT)
4500	CANNERIES/DISTILLERIES

CODE	DESCRIPTION
4600	FOOD PROCESSING/BAKERIES
4700	CEMENT PLANTS
4800	WAREHOUSING
4900	OPEN STORAGE
5000	IMPROVED AGRICULTURAL
5100	VEGETABLE CROPS
5200	BI-ANNUAL ROW CROPS
5300	ROW CROPS
5400	TIMBERLAND SITE 90+
5500	TIMBERLAND SITE 80-89
5600	TIMBERLAND SITE 70-79
5700	TIMBERLAND SITE 60-69
5800	TIMBERLAND SITE 50-59
5900	TIMBERLAND NOT CLASSIFIED
6000	IMPROVED PASTURE LAND
6100	SEMI-IMPROVED LAND
6200	NATIVE LAND
6300	WASTE LAND
6400	GRAZING LAND CLASS V
6500	GRAZING LAND CLASS VI
6600	CITRUS
6700	POULTRY/BEEES/FISH/RABBIT
6800	DAIRY, HOG & CATTLE FEED
6900	ORNAMENTALS, MISC AG
7000	VACANT INSTITUTIONAL
7100	CHURCHES
7200	PRIVATE SCHOOLS & COLLEGE
7300	PRIVATE OWNED HOSPITALS
7400	HOMES FOR THE AGED
7500	ORPHANAGES
7600	MORTUARIES/CEMETERIES
7700	CLUBS, LODGES, UNION HALLS
7800	SANITARIUMS, CONVALES, REST
7900	CULTURAL ORG, FACIILITIES
8000	UNDEFINED
8100	MILITARY
8200	GOVT FOREST/PARKS/RECREATIONAL
8300	PUBLIC COUNTY SCHOOLS
8400	COLLEGES
8500	HOSPITALS
8600	COUNTY
8700	STATE
8800	FEDERAL
8900	MUNICIPAL NOT PARKS
9000	LEASEHOLD GOVT OWNED

CODE	DESCRIPTION
9100	UTILITIES, GAS/ELEC/TELEP
9200	MINING, PETROLEUM, GAS
9300	SUBSURFACE RIGHTS
9400	RIGHT-OF-WAY
9500	RIVERS & LAKES, SUBMERGED
9600	SEWAGE DISP, BORROW PITS
9700	OUTDOOR REC OR PARK
9800	CENTRALLY ASSESSED
9900	ACREAGE NON AGRICULTURAL

Appendix E

MAP OF SERVICE ZONES



Preliminary Non-Residential Property Use Category Fire Rescue Charge Comparison

Property Use Category	Square Feet Calculation	Zone 1 Current	Zone 1 Proposed	Zone 2 Current	Zone 2 Proposed
Commercial	≤ 1,999	\$231	\$293	\$245	\$267
	2,000 – 3,499	\$462	\$585	\$489	\$533
	3,500 – 4,999	\$809	\$1,023	\$856	\$933
	5,000 – 9,999	\$1,155	\$1,461	\$1,222	\$1,332
	10,000 – 19,999	\$2,309	\$2,921	\$2,444	\$2,663
	20,000 – 29,999	\$4,618	\$5,842	\$4,887	\$5,326
	30,000 – 39,999	\$6,926	\$8,762	\$7,330	\$7,989
	40,000 – 49,999	\$9,235	\$11,683	\$9,774	\$10,652
	50,000 – 59,000	\$11,544	\$14,603	\$12,217	\$13,315
	60,000 – 69,000	\$13,852	\$17,524	\$14,660	\$15,978
	70,000 – 79,000	\$16,161	\$20,444	\$17,104	\$18,641
	80,000 – 89,000	\$18,469	\$23,365	\$19,547	\$21,304
	90,000 – 99,999	\$20,778	\$26,285	\$21,990	\$23,967
	≥ 100,000	\$23,087	\$29,206	\$24,434	\$26,630
Non-Government Institutional	≤ 1,999	\$380	\$293	\$194	\$267
	2,000 – 3,499	\$759	\$585	\$388	\$533
	3,500 – 4,999	\$1,327	\$1,023	\$679	\$933
	5,000 – 9,999	\$1,896	\$1,461	\$970	\$1,332
	10,000 – 19,999	\$3,792	\$2,921	\$1,939	\$2,663
	20,000 – 29,999	\$7,583	\$5,842	\$3,878	\$5,326
	30,000 – 39,999	\$11,374	\$8,762	\$5,817	\$7,989
	40,000 – 49,999	\$15,165	\$11,683	\$7,755	\$10,652
	50,000 – 59,000	\$18,956	\$14,603	\$9,694	\$13,315
	60,000 – 69,000	\$22,747	\$17,524	\$11,633	\$15,978
	70,000 – 79,000	\$26,538	\$20,444	\$13,572	\$18,641
	80,000 – 89,000	\$30,330	\$23,365	\$15,510	\$21,304
	90,000 – 99,999	\$34,121	\$26,285	\$17,449	\$23,967
	≥ 100,000	\$37,912	\$29,206	\$19,388	\$26,630
Industrial Warehouse	≤ 1,999	\$27	\$28	\$49	\$76
	2,000 – 3,499	\$54	\$56	\$98	\$152
	3,500 – 4,999	\$95	\$98	\$172	\$265
	5,000 – 9,999	\$135	\$139	\$245	\$378
	10,000 – 19,999	\$270	\$278	\$490	\$756
	20,000 – 29,999	\$539	\$556	\$979	\$1,511
	30,000 – 39,999	\$808	\$834	\$1,468	\$2,266
	40,000 – 49,999	\$1,077	\$1,112	\$1,957	\$3,021
	50,000 – 59,000	\$1,346	\$1,390	\$2,447	\$3,776
	60,000 – 69,000	\$1,616	\$1,668	\$2,936	\$4,532
	70,000 – 79,000	\$1,885	\$1,946	\$3,425	\$5,287
	80,000 – 89,000	\$2,154	\$2,224	\$3,914	\$6,042
	90,000 – 99,999	\$2,423	\$2,502	\$4,404	\$6,797
	≥ 100,000	\$2,692	\$2,780	\$4,893	\$7,552